



# Fort Belknap Indian Community (FBIC)

## STRATEGIC PLAN

Fort Belknap Indian Community  
656 Agency Main  
Harlem, MT 59526

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## I. EXECUTIVE SUMMARY

The Fort Belknap Indian Community (FBIC) is located in North Central Montana and is the homeland to the Gros Ventre (Aaniiih) and Assiniboine (Nakoda) People. The Fort Belknap Indian Reservation was created by an Act of Congress on May 1, 1888. (**Stat., L., XXV, 113**) The Gros Ventre Tribe was a signatory to the 1855 Treaty with the Blackfeet Nation. The Assiniboine Tribe was a signatory to the 1851 Fort Laramie Treaty. The Gros Ventre Tribe was placed on the Fort Belknap Indian Reservation by a Bureau of Indian Affairs Indian Agent. This BIA Agent was granted authority to place other tribes on this reservation as the Agent deemed appropriate. This Agent placed the Assiniboine on the Fort Belknap Indian Reservation.

As a result of the 1934 Indian Reorganization Act, the Fort Belknap Indian Community Council (FBICC) is recognized as the official governing body of the Fort Belknap Indian Reservation. A ten-member Council, consisting of (4) Gros Ventre and four (4) Assiniboine enrolled members are elected to serve a two-year term. The President and Vice President, consisting of one Gros Ventre and one Assiniboine, run as a team and are elected to serve a four-year term. The President appoints the Secretary/Treasurer, who also serves a four-year term. All members of the Council must be enrolled members of either of the two tribes, or a combination of both tribes and must be age 25 or older and reside within the exterior boundaries of the reservation. All tribal representatives of the FBICC are elected officials in accordance with the established Constitution and By-Laws. The Secretary/Treasurer, Chief Administrative Officer (CAO), and Chief Finance Officer (CFO) are appointed by the Tribal Council.

Primary elections are held the first Tuesday in October, every two (2) years (odd numbered years). The two people receiving the two highest votes, in each district, move on to the General Election, which is the first Tuesday in November, every two years. The elected council persons take an Oath of Office the next day after the Election. The President and Vice President are in the second year of a four-year term. All other members of the Council assumed office in November of 2017 and will be up for re-election, in October 2019. The President establishes all committees and appoints a Chairperson and a Vice Chairperson, as oversight for each committee. The committees meet monthly with the various program persons updating the FBICC on activities of their respective programs.

The FBICC commissioned RJS & Associates, Inc. (**RJS**) to facilitate a planning session with the goal of developing a Strategic Plan that will act as the Master Plan with which all Tribal Departments will align. Members of the *Strategic Planning Committee* included the FBICC, Tribal Planning Department, the CFO, and the CAO. The committee participated in a rigorous three (3) day strategic planning process designed to create a plan to improve the governance of the reservation. (Please see the ***DRAFT FBIC Organizational Chart in Appendix "A"*** and the list of ***Committee Assignments in Appendix "B"***) The process included a series of collaborative planning sessions to provide direction for the Tribe and Tribal Departments and is based on a scientifically sound and culturally appropriate approach which included all necessary stakeholders to the extent possible. In addition, follow-up sessions occurred on November 21, 2018 and December 7, 2018 to finalize the immediate goals and resulting implementation plans associated with those goals.

Planning began with an assessment of the current situation. Specifically, the FBIC strengths, weakness, opportunities, and threats (SWOT analysis) were identified by the participants. Once the needs were brainstormed by the group, specific goals were identified, categorized, and the order of prioritization was determined. This collaborative work included input from all aforementioned stakeholders and provided a framework for the prioritization of needs and respective strategies to systematically address those needs.

Executive support is essential for the successful implementation of this strategic plan. Therefore, this undertaking should have the direct support of the FBICC and other participating staff. The purpose of this collective collaboration is to ensure the successful development and implementation of an appropriate and feasible Strategic Plan capable of creating lasting, positive change for the FBIC.

## 2 STRATEGIC PLANNING METHODOLOGY

The process conducted to complete this plan included a three (3) day strategic planning session and the scheduling of a two (2) follow-up sessions that took place on November 21, 2018 and December 7, 2018. This effort was designed to provide the Tribe with a road map on what should be done to ensure its successful completion. Through collaboration, the plan and its recommendations are based on a scientifically sound and culturally appropriate approach, which includes all necessary stakeholders to the extent possible.

The plan's target audience includes the entire Aaniiih (Gros Ventre) and Nakoda (Assiniboine) membership of the FBIC and other relevant Tribal Departments and authorities directly or indirectly effecting the strategic direction and inherent outcomes of the FBIC-related immediate, short-term, and long-term goals as well as the corresponding objectives and activities. Constraints and/or limitations that could impact the results of the planning exercise included time, people, funding, access to certain community wide needs-based statistical information, and internal and external factors such as changes in priorities of individual Tribal Departments.

Ultimately, the approach to this planning process was designed to provide an open and interactive conversation by a representative group of elected leaders and staff to provide collectively beneficial needs/solution identification strategies. Each of the three (3) individual sessions were unique and the process itself was adapted in order to make it as efficient and productive as possible.

For information to be shared across different levels of government and other stakeholders, a good understanding of key concepts used in this planning process has been achieved through the strategic planning process. These efforts were conducted to establish an agreement on the language used to develop the strategic plan. The standard definitions for substantial concepts are defined as follows:

- **Activity:** A specific effort that supports your goal(s) and objective(s).
- **Barrier:** A condition that impedes an organization from reaching its fullest potential.
- **Consensus:** An agreement in the judgment or opinion reached by a group as a whole.
- **Evaluate:** To determine the worth of a product.
- **Expected Result:** Benefit that you anticipate if the project or program is successfully implemented.
- **Goal:** A desired future state.
- **Implementation Plan:** A set of activities designed to achieve specific goals and objectives.
- **Mindset:** A fixed attitude or inclination which is used to compare, judge, and evaluate events, situations, people, objects, and principles.
- **Mission Statement:** A mission statement is a formal, short, written statement of the purpose of the Tribe. The mission statement should guide the actions of the organization, spell out its overall purpose, provide a sense of direction, and guide decision-making.
- **Monitor:** To review the progress that a project has made at during a specific time.
- **Need:** Lack of something required, desirable, or useful.

- **Outcome:** Something brought about by cause. The results or effects of actions taken.
- **Objective:** Time specific statement that represents a measurable outcome.
- **Planning:** Forming a strategy to achieve goals.
- **Societal Factors:** The economic, technological, social, and demographic factors that impact our world and organizations. Societal factors impact the Tribe both externally and internally.
- **Stakeholders:** The organization’s staff and external constituency.
- **Timeline:** Formal time period provided for the activities to take place.
- **Vision Statement:** A vision statement captures the long-term picture of what the Tribe wants to become. A vision statement should be inspirational, memorable, and reflect the desires of those with vested interests.

In all cases, this language has been formally taught to contributors of the plan by qualified and experienced coordinators. Furthermore, it has been documented to enhance consistency and continuity throughout ongoing planning efforts.

## ***2.1 Planning Structure***

This planning process included the identification and engagement of key stakeholders (*Strategic Planning Committee* who actively participated in the Strategic Plan development effort. Again, these parties included the FBICC, Tribal Planning Department staff, the CFO, and the CAO.

The participants were knowledgeable, supportive, and involved in this effort. Allocation of duties for each aspect of the strategic planning process was determined based on relevant experience of the participants and the ability to meet the goals and objectives, as set forth by the implementation plans.

## ***2.2 Planning Process/Phases***

The first draft of the strategic plan was developed during a three (3) day session led by the **RJS** team. The following represents the other phases of the planning process:

- Phase One: September 19-21, 2018 - Strategic Plan Training and data collection session;
- Phase Two: October 23, 2018 – Anticipated date that the “*draft*” Strategic Plan will be submitted for review, comment, adjustment, and editing;
- Phase Three: Follow-up meeting and development of prioritized immediate, short, and long-term goals and objectives on November 21<sup>st</sup> at Fort Belknap;
- Phase Four: Follow-up meeting and development to finalize immediate, short, and long-term goals and objectives on December 7<sup>th</sup> at Fort Belknap;
- Phase Five: December 12, 2018 Final Draft Strategic Plan submitted to FBICC for review and comment;
- Phase Six: TBD – Tribal Council Adoption of Final Strategic Plan;

- Phase Seven: TBD – Planning sessions and integration of Strategic Plan into the strategic plan(s) of individual Tribal Departments if they exist;
- Phase Eight: Development of strategic plan for those Tribal Departments that lack an up-to-date plan;
- Phase Nine: TBD – Finalization of individualized Tribal Department plans to maintain consistency with newly approved plan;
- Phase Ten: Ongoing assessment of plan(s) by FBICC and Tribal Department heads; and
- Phase Eleven: Adjustment of overall plan(s) as necessary.

After Phase Six is completed, identified members of the FBICC and Planning Department will schedule and convene working sessions with all Tribal Departments to integrate the plan into existing Tribal Department plans, and the creation of strategic plans for those departments lacking an up-to-date plan. The strategic plan including goals and objectives of the planned activities will be utilized to inform this planning process.

Available planning resources include Tribal Council support, Tribal Department staff time, local government funding, and external consultant contributions. The key success factors include increased cross-departmental coordination, improved planning, reasonable mandates, improved efficiency, and direct measures of return on investments.

The roadblocks and political barriers include the potential and/or real political changes, support or lack of support for political issues such as economic development, serious social ills, and lack of funding. The predominant pitfalls include lack of funding, limited resources, and lack of available time.

### 2.3 Strategies

The overall strategy of this plan is to effectively identify and meet community-wide social and economic goals through collaborative, culturally appropriate, resource leveraging efforts. Specifically, this includes the following major strategies:

**Strategy A – Management:** Utilize a culturally-appropriate approach to managing resources in order to enhance the Tribal Departments of the FBIC.

**Strategy B – Development:** Plan, design, and construct projects that are capable of meeting the needs of our current and future generations.

**Strategy C – Community Enrichment:** Increase the knowledge and awareness among stakeholders through community-based services.

The planning process has been limited to realistic goals that are achievable in the next five (5) years because the priorities of the Tribe *vis a vis* the FBIC are in constant flux. Ongoing logical marketing opportunities, such as Tribal Council meetings, community-wide public meetings, and

relevant tribal department director meetings will be used to enhance and further disseminate the plan.

## ***2.4 Authoring***

This plan is intended to provide generalized information with detailed and comprehensive implementation plans, specific to the FBIC. The plan's authorship was facilitated by ***RJS***. The *Strategic Planning Committee* was advised by ***RJS*** to refrain from personal editorial references, with the intent to provide information representative of the FBIC members' needs and desired solutions.

Intra- and Inter-departmental collaboration during the planning and implementation phases has been strongly encouraged. The use of technology for developing the document collaboratively through email and/or other web-based tools, such as Dropbox or Google Docs, are recommended. This allows users to easily add and edit content.

## ***2.5 Monitoring***

Oversight and review authority for plan content will be provided by the FBICC as well as Program Directors. The overall progress of the plan will be reviewed initially on at least a monthly basis. The progress of the implementation plans will be monitored according to their respective timelines. The FBICC is responsible for measuring progress of the overall plan and the Program Directors are responsible for measuring the progress of their respective implementation plans. Ultimately, the effects of these efforts will be assessed by the FBIC Tribal membership. This will occur through community meetings, placing the strategic plan on the FBIC website as well as social media, i.e., FBIC page. Each tribal constituent is encouraged to speak with his/her tribal council representative as well.



### 3 CURRENT SITUATION

The strategic planning session was broken into six (6) key activities and included the following:

- Activity 1: Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis;
- Activity 2: Community Needs identification;
- Activity 3: Core values prioritization;
- Activity 4: Vision and Mission Statements;
- Activity 5: Goals identification; and
- Activity 6: Implementation Plans.

#### 3.1 *SWOT Analysis*

This activity began with an assessment of the current situation. Specifically, the FBIC's strengths, weakness, threats, opportunities, and needs were identified by the participants. In this regard, a preliminary SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) was developed. This work was intended to provide a framework for the prioritization of needs and respective strategies. The questions in this activity were intended to be broad enough to apply to the community while still being able to focus and coordinate efforts between the FBICC, Tribal Departments, and other relative stakeholders. The following represents the results of that session:

##### **Strengths in General:**

- Ambitious plans being developed
- Unmodified opinion/audit
- Community involvement/proactive
- Family structure
- Culture/traditions
- Strong land base
- Enterprises
- Sovereignty
- Capable staff
- Strong leadership
- United leadership
- Buffalo
- Natural resources
- Visionaries
- Youth councils
- College

##### **Strengths in Communication:**

- Radio station
- Access to social media

Public meetings  
Council members participate in social media  
Tribal government  
Legal counsel

**Weaknesses in General:**

Implementation of Corrective Action Plan(s) (CAP) which are plans designed to correct deficiencies in programs  
Repetitive programmatic findings  
Staff turnover  
Unnecessary spending  
Audit identified material weakness  
Lack of repayment plans  
Tracking current revenue  
Analyzing new revenue  
Healthcare  
Preparedness  
Territorial issues/division  
Housing  
Micro-management/interference  
BIA  
Job opportunities  
Substance abuse  
Division among Gros Ventre, Assiniboine, and Metis  
Crab in the bucket syndrome  
Repeated audit findings

**Weaknesses in Communication:**

No newsletter  
No public relations department/policy  
Lack of funding source/restricted funding  
Lack of current code/policy revisions  
Radio station under-utilized  
Lack of funding/staff/infrastructure

**Weaknesses in the Tribe:**

Inability to pass audit  
Failure to address program review failures  
Lack of external/internal communication  
Lack of qualified staff with advanced degrees  
Audit findings related to corrective action plans  
Federally funded unsuccessful program review  
Social Services plan  
No consultation

CAO to provide guidance

**Opportunities:**

Funding agency reporting on regular basis  
Utilization of “zero” based budgeting to address deficit  
Opportunity to improve via CAPs  
Streamline programs  
Streamline financial file content  
Self-governance – away from IRA  
College  
Enterprises  
Develop wireless/cellular infrastructure  
Develop internet infrastructure  
Land ownership (buy-back program)

**Threats:**

Unspoken threat to pull funding  
Unfunded mandates  
Unearned revenues  
BIA restrictions  
State  
Moving land out of trust to fee  
Climate Change  
Drugs  
Outside influences  
Misinformation  
Transparency  
Social media  
Loss of language/culture  
Congress  
Mines and environmental threat  
Historical Trauma – Intergenerational Trauma

The SWOT analysis is used to consider if the strengths and weaknesses of the proposed future condition creates a compelling need for change when compared to the strengths and weaknesses of the current condition.

### ***3.2 Community Needs Identification***

A community need is an identified condition requiring change to achieve a healthy, vibrant, self-supporting community. The *Strategic Planning Committee* broke into three (3) groups and identified (brainstormed) a list of forty (40) community needs based on their collective experiences within the Tribal infrastructure.

The *Strategic Planning Committee* spent a considerable amount of time brainstorming the needs of the community and determined that the following existed in the FBIC:

**Community Needs:**

Water settlement  
Money for economic development  
Constitutional reform  
Tribal codes updates  
Housing issues  
Communication system  
Health care  
Dialysis center  
Health care data needs/access  
Law enforcement  
Emergency services  
Search and rescue team  
Data collection  
Mandatory data sharing  
Substance abuse  
Youth  
Food bank  
Jobs  
Combat drug trafficking  
Funding  
Retaining professional staff  
Infrastructure  
Loss of culture/language  
In-patient treatment center  
Public outreach/communication  
Workforce development  
Master land use plan  
Zoning  
Social services  
Energy plan  
Business incubation  
Diversified economy  
Higher education  
Homeless shelter  
New admin buildings  
Wellness center  
Cultural resource committee  
Community committees  
Food sovereignty  
Youth activities  
Services for Senior Citizens

Out of this list, the *Strategic Planning Committee* analyzed and came to consensus on the top eleven (11) community needs with the reasoning for their selection described in the table below:

<b><i>Fort Belknap Indian Community Prioritized List of Community Needs</i></b>	
<b>Community Needs</b>	<b>Reason for Priority Ranking</b>
Purchase Gilbert Ranch	To consolidate land holdings within the exterior boundaries of the Fort Belknap Indian Reservation. Also, the Tribe wants to develop additional income streams.
Water Settlement	Finalize water settlement with the Federal government to complete water delivery system and receive resources for on-reservation economic development.
Constitutional Reform	To institute constitutional reform through a Secretarial Election.
Housing	To address the current housing shortage on the reservation.
Tribal Communications	To create a Public Relations Department within the Tribal infrastructure to ensure transparency and create a communications policy.
Healthcare	To improve the quality and availability of healthcare services on the reservation including the establishment of a dialysis center, improved emergency medical services, and an impatient substance abuse program.
Law Enforcement	To have the Tribe take over the detention services from the BIA.
Data Collection	To establish a centralized Tribal-wide data collection infrastructure.
Youth	To provide full-time programs and services for reservation youth throughout the entire reservation.
Food Bank	To establish a food bank for less fortunate Tribal members to combat hunger on the reservation.
Economic Development	To expand and improve upon current economic opportunities on the reservation and receive more financial information from current for-profit Tribal enterprises.

### ***3.3 Core Values***

Core values as defined by [www.yourdictionary.com](http://www.yourdictionary.com) are the fundamental beliefs of a person or organization. These guiding principles dictate behavior and can help people understand the difference between right and wrong. Core values also help companies to determinate if they are on the right path and fulfilling their goals by creating an unwavering guide. Below is the prioritized list of core values identified by the *Strategic Planning Committee* that provides a foundation for the overall direction of the FBIC and include the following:

<b><i>Fort Belknap Indian Community Prioritized List of Core Values</i></b>	
1. Community	2. Work under pressure (tied for 2nd)
3. Humor (tied for 2nd)	4. Family (tied for 3rd)
5. Culture (tied for 3rd)	6. Leadership
7. Helping society	8. Public Service (tied for 6 <sup>th</sup> )

9. Self-motivation (tied for 6 <sup>th</sup> )	10. Self-respect (tied for 6 <sup>th</sup> )
11. Friendships (tied for 6 <sup>th</sup> )	12. Democracy (tied for 6 <sup>th</sup> )
13. Challenging problems (tied for 6 <sup>th</sup> )	14. Power and authority (tied for 6 <sup>th</sup> )
15. Meaningful work (tied for 7 <sup>th</sup> )	16. Open & honest (tied for 7 <sup>th</sup> )
17. Wisdom (tied for 7 <sup>th</sup> )	18. Teamwork (tied for 7 <sup>th</sup> )
19. Freedom	20. Loyalty
21. Progress	22. Knowledge

### 3.4 Vision and Mission Statements

#### Vision Statement

The vision statement represents the FBIC’s highest ideals as represented below:

*“The vision of the Fort Belknap Indian Community Council is to preserve and protect for present and future generations the Aaniiih and Nakoda cultures, land, water, health, security and general welfare of the Fort Belknap Indian Community by addressing the needs on the reservation, accomplished through economic development and education, improving the quality of life for all members.*”

#### Mission Statement

The mission statement represents the FBIC’s purpose and includes the following:

*“We the elected public servants of the Aaniiih and Nakoda Nations of the Fort Belknap Indian Community work to perpetuate the lifeways of our generations - past, present, and future. We work together in unity to govern our own affairs professionally with courage, equity, integrity, duty, respect, and transparency.”*

## 4 GOALS IDENTIFICATION

A goal, as defined by Locke and Latham, is an idea of the future or desired result that a person or a group of people envisions, plans and commits to achieve. (Locke, Edwin A.; Latham, Gary P. (1990). A theory of goal setting & task performance. Englewood Cliffs, NJ: Prentice Hall. ISBN 0139131388. OCLC 20219875).

### 4.1 Community Goals

The planning process is designed to effectively define the steps that are necessary to implement successful strategic goals. Special consideration has been taken to ensure that the Fort Belknap Tribal members, including government and community leaders, understand and agree with the goals, as set forth by this plan. To build this support, previous and ongoing open planning forums and discussions have/will be conducted. To achieve the objectives of this plan, the group brainstormed and identified the following immediate, short-term, and long-term strategic goals:

## Immediate, Short-term, and Long-term Strategic Goals

### Immediate Goals (I.G.): 0-13 months

- I.G.1. Gilbert Ranch buy back/repayment/business plan.
- I.G.2. Reduce and eliminate 638 program findings.
- I.G.3. Set up communication system.
- I.G.4. Complete financial plan.
- I.G.5. Investment Board repayments.
- I.G.6. Implement Integrated Resource Management Plan (IRMP) funding plan.
- I.G.7. Development of land use master plan.
- I.G.8. Increasing revenue/cash plan.
- I.G.9. Communication/transparency.
- I.G.10. Water settlement committee.
- I.G.11. Noxious weed department.
- I.G.12. Legislation responsibility.
- I.G.13. ARMP implementation and enforcement.
- I.G.14. Resume control of Kwik Stop.
- I.G.15. Improve Courts/Law Enforcement.
- I.G.16. Grant writing for program staff.
- I.G.17. Tourism.
- I.G.18. Address deferred revenue.
- I.G.19. Balance budget.
- I.G.20. Language preservation.
- I.G.21. Ethics training.
- I.G.22. Enforce current strategic plan.
- I.G.23. Relocate dumpsite and lagoons.
- I.G.24. Create tax base.

### Short-term Goals (S.G.): 13 months - 3 years

- S.G.1. Business incubation program.
- S.G.2. Complete Uniform Commercial Codes (UCC).
- S.G.3. Explore Commercial Development Financial Institution (CDFI).
- S.G.4. Review previous strategic plan.
- S.G.5. Prepare for self-governance.
- S.G.6. Develop building inspection practice.
- S.G.7. Blood quantum.
- S.G.8. Term limits.
- S.G.9. Staggered terms.
- S.G.10. Change reservation name.
- S.G.11. Code revision.
- S.G.12. In-patient drug & alcohol treatment center.
- S.G.13. Timber harvest initiative program.
- S.G.14. Add live poker to casino.
- S.G.15. Develop wildland fire services.

- **S.G.16.** Address housing needs.
- **S.G.17.** Improve wireless/internet services.

**Long-term Goals (L.G.): 3-10 years**

- **L.G.1.** Code revision.
- **L.G.2.** Veterans housing.
- **L.G.3.** Build rest home.
- **L.G.4.** Dialysis center.
- **L.G.5.** 4-year degree at Aaniiih Nakoda College (ANC).
- **L.G.6.** Hays wellness center funding plan.
- **L.G.7.** Elder service plan.
- **L.G.8.** Solar farm.
- **L.G.9.** Youth activities plan.
- **L.G.10.** Complete program evaluations.
- **L.G.11.** Create resource manual.
- **L.G.12.** Establish policy creation, review approval activities.
- **L.G.13.** Update policy manuals.
- **L.G.14.** Create legislative analyst position.
- **L.G.15.** Self-governance.
- **L.G.16.** Clean audits.
- **L.G.17.** Improve/enhance burial program.
- **L.G.18.** Constitutional reform.
- **L.G.19.** Secretarial election.
- **L.G.20.** Departmental strategic plan.
- **L.G.21.** Define separation of powers.
- **L.G.22.** Reassume control of jail.
- **L.G.23.** Maintain/upgrade playgrounds.
- **L.G.24.** Mobile food pantry/food bank.
- **L.G.25.** Homeless shelters.
- **L.G.26.** Improve veteran services.
- **L.G.27.** Mineral development.
- **L.G.28.** Restore fairgrounds.
- **L.G.29.** Alternative energy.
- **L.G.30.** Youth activity center.
- **L.G.31.** Inventory land.
- **L.G.32.** Infrastructure.
- **L.G.33.** Create education department.

These goals directly align with the core values and support the vision and mission of the FBIC while directly addressing the fundamental needs of the community. The FBICC is responsible for ensuring that Program Directors are implementing the plan within their respective departments in a manner consistent with the fixed timelines identified in the implementation plans. The ongoing progress of the plan will be reviewed and monitored by the FBICC at least monthly to ensure that all moving parts of the plan are progressing in an acceptable and responsive manner. Ultimately, the effects of these efforts will be measured by how it impacts (either positively or



negatively) the enrolled members of the Aaniiih and Nakoda Tribes, who comprise the Fort Belknap Indian Community.

## **5 IMPLEMENTATION PLANS**

This section provides the breadth of elements that comprise the Strategic Plan. The purpose of this is to make implementation more manageable and achievable. This section documents a set of specific steps, phases, and activities required to get to the end state. It details the strategy for moving forward. Specifically, it defines the overall framework for implementation. This phased approach delineates goals, objectives, activities, and persons responsible along a timeline with milestones. Furthermore, these individual plans directly consider the availability of funding, which is critical for being able to act on the agreed-upon strategic direction. It is recognized that each particular Tribal department has various funding opportunities, sources, and requirements.

### ***5.1 Programs Implementation of Plans***

Each section of the strategic plan is built upon the organization's vision for the future. It builds from a statement of the current situation to a description of the desired future situation. The strategic implementation plans provide a common sense of direction and purpose. This is a detailed description of the steps that must be taken in order to reach the identified goals and objectives. The implementation plans include: respective goals, respective objectives, method/activity, responsible parties, target completion dates, date completed, as well as projected and revised outcomes.

These plans are intended to:

- Communicate the plan to all involved in putting it to work.
- Hold people accountable for those areas of the plan for which they are responsible.
- Establish a schedule to evaluate progress towards the plan.
- Adjust the plan if necessary
- Review and update the plan annually.

The FBIC administration will supervise the implementation of the plans in an effort to meet the specified goals and objectives. The staff responsible for delivering on each implementation plan is indicated on the individual implementation plans.

### ***5.2 Implementation Plans***

The following implementations plans include a prioritized list of immediate, short and long-term goals. The prioritized list of the most critical immediate goals will be accomplished in the next 10 months. The reason the immediate implementation plans are targeted for a 10-month completion date is due to the fact that the current FBICC *Strategic Planning Committee* are only guaranteed 10 more months of service in their current capacity as elected officials and do not

have any control of the plans beyond that time-frame. However, with the identification of short and long-term needs, the groundwork has been laid for the organization to continue providing a future common direction and purpose for the Tribe.

### **5.3 Conclusion**

On behalf of the facilitator, *RJS & Associates, Inc.* would like to thank the members of the *Strategic Planning Committee* including the FBICC, Tribal Planning Department, the CFO, the CAO and staff who participated in these Strategic Planning Sessions.

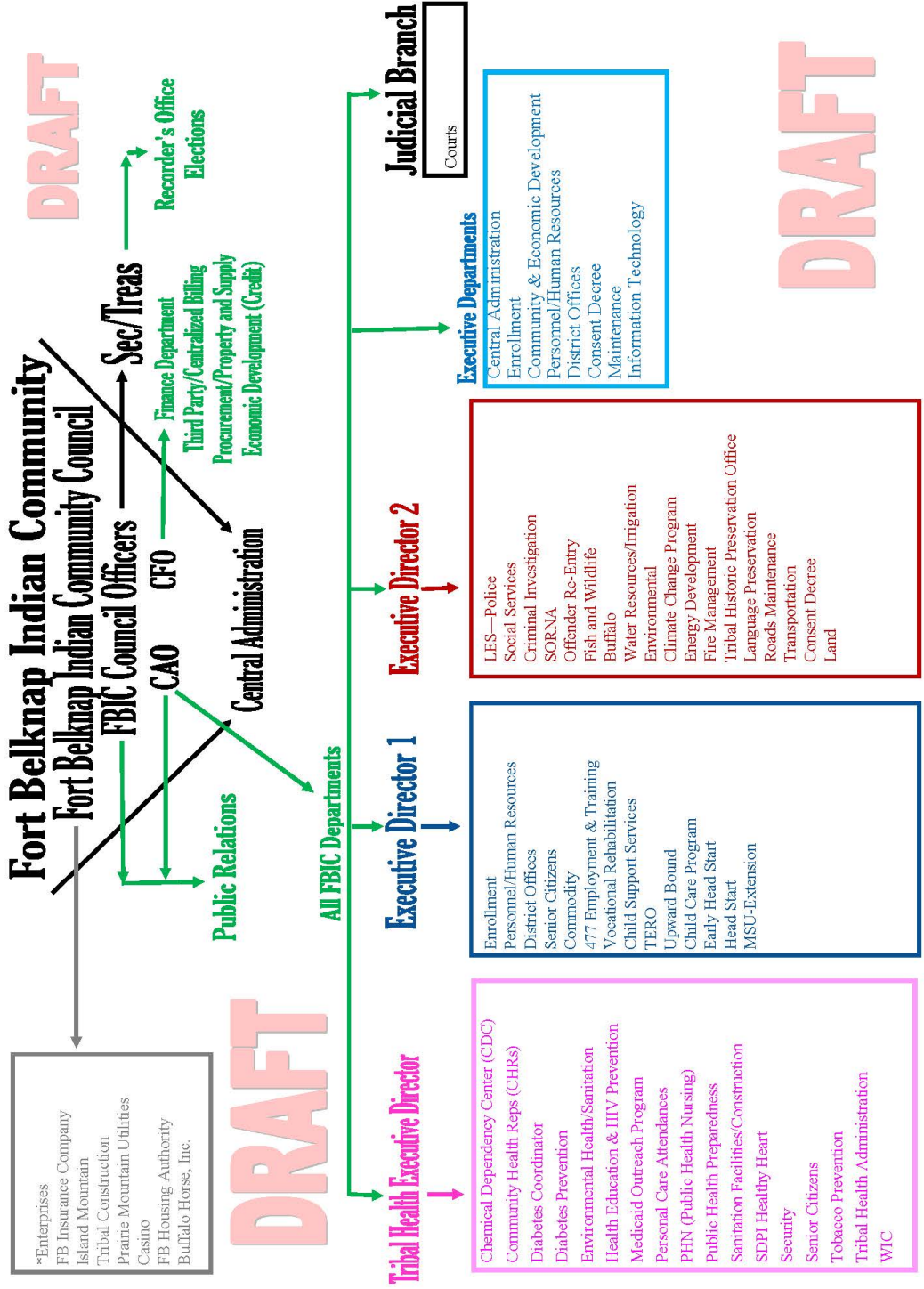
## **6 APPENDICES**

Appendices included:

- Draft FBIC Organization Chart
- Committee Assignments
- Implementation Plans

# *APPENDIX A*

## **DRAFT FBIC ORGANIZATIONAL CHART**



# ***APPENDICE B***

## **COMMITTEE ASSIGNMENTS**

## FORT BELKNAP INDIAN COMMUNITY COUNCIL COMMITTEES AND COMMITTEE ASSIGNMENTS

The Following is the designated Committee and Chairperson and Vice Chairperson, with oversight responsibility over these respective areas.

### EXECUTIVE COMMITTEE

*Chair - Andrew Werk Jr.*

*Vice Chair - Gerald "Manny" Healy*

1. Central Administration
2. Insurance
3. Personnel
4. District Offices
5. Consent Decree
6. Maintenance

### NATURAL RESOURCES

*Chair - Warren Morin*

*Vice Chair - Brandi King*

1. THPO
2. EPA
3. Fire Management
4. Extension
5. Volunteer Fire
6. Language Preservation

### FINANCE COMMITTEE

*Chair - Gerald Manny Healy*

*Vice Chair - Andy Werk Jr.*

1. Finance
2. Procurement
3. Credit
4. Investment Board

### LAND COMMITTEE

*Chair - Curtis Horn*

*Vice Chair - Warren Morin*

1. Land
2. NRCS
3. Water Resources

### **\*Enterprises**

1. Island Mountain
2. Meat Packing
3. ITMA
4. PMU
5. Tribal Construction
6. Casino
7. Housing
8. Buffalo Horse, Inc.

### HEALTH

*Chair - Dominic Messerly*

*Vice Chair - Lynn Cliff Jr.*

1. Health Programs

### PLANNING COMMITTEE

*Chair - Phillip Shortman*

*Vice Chair - Nate Mount*

1. Planning
2. 477 ETA
3. Energy Development

### VETERANS - AD HOC

*Co-Chair - Andy Werk Jr.*

*Co-Chair - Phillip Shortman*

### Public Safety

*Chair - Jeff Stiffarm*

*Vice Chair - Dominic Messerly*

1. LES-Police
2. Fish & Game
3. Buffalo
5. Roads Maintenance
6. Transportation
7. TERC

### Human Services

*Chair - Brandi King*

*Vice Chair - Lynn Cliff Jr.*

1. Sr. Centers
2. Commodity
3. Vocational Rehabilitation
4. Social Services
5. Child Support

### General Services

*Chair - Nate Mount*

*Vice Chair - Phillip Shortman*

1. Informational Technology
2. TERO
3. Courts
4. Upward Bound
5. Headstart/Early Headstart
6. Child Care Program



# *APPENDICE C*

## **IMPLEMENTATION PLANS**

**Fort Belknap Indian Community Council Implementation Plan – Self Governance – Immediate**

**Department:** FBICC/Planning **Project:** Self Governance

**Date Developed:** 12/7/2018 **Revised:** 12/17/2018

<b>Need(s):</b> To expand scope of services within the tribal government.						
<b>Goal:</b> To become a full-service self-governance tribe by 2022 that encompasses all of BIA and IHS services.						
<b>Objective:</b> To prepare the infrastructure to facilitate effective self-governance.						
<b>Method/Activity</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Date Completed</b>	<b>Outcomes/Revisions</b>	<b>Resources Needed</b>	
Create Office of Self-Governance and establish budget.	Council CFO	01/2019	03/2019	Physical office established.	Staff Funding	
Resolve audit findings; past and current.	CFO Self-Gov. Coordinator CAO	01/2019	Ongoing	Clean audits available.	Staff Time Funding	
Community Education, Outreach, and Input on Self-governance.	Self-Gov. Coordinator Council PR Officer CFO	03/2019	08/2019	Informed community making informed decisions and achieving community support.	Council Support Staff Time Funding	
Begin more aggressively pursuing 638 contracting to ensure smooth transition to compacting.	Council Self-Gov. Coordinator CAO Dept. Directors CFO	12/2018	12/2019	Tribe expands to contracting a higher level of 638 programs and management.	Staff Time BIA/IHS Support Council	



Develop Self-Governance compacting plan for BIA/HIS.	Council CFO CAO Self-Gov. Coordinator Dept. Directors	12/2018	12/2021	BIA/IHS Compact.	Staff Time Council Action
Begin negotiating with BIA & IHS and submit proposal after negotiations.	Council CFO CAO Self-Gov. Coordinator Dept. Directors	01/2019	Ongoing	Compact negotiated and in place.	Staff Time BIA/IHS Support Council

**Fort Belknap Indian Community Council Implementation Plan – Transparency/Communications Policies – Immediate**

**Department:** Central Accounting CFO                      **Project:** Transparency/Communications Policies

**Date Developed:** 9/20/2018                                      **Revised:** 12/17/2018

<b>Need(s):</b> To develop and implement Tribal communication policies and procedures.					
<b>Goal:</b> To improve transparency in Tribal Government through communication and policy development.					
<b>Objective:</b> To hire a Public Relations Officer who will develop communications policies and protocols to enhance Tribal Council transparency and set standards for use and release of appropriate media/information by employees during working hours as measured by Public Relations Officer hired and communication policies and procedures adopted by the Tribal Council.					
<b>Method/Activity</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Date Completed</b>	<b>Outcomes/Revisions</b>	<b>Resources Needed</b>
Develop job description for Public Relations Officer (PRO).	CAO Legal	09/2018	10/2018	10/2018: CAO & Tribal Attorney drafted Public Relations job description pending approval.	21 days
Budget position in the IDC '19.	CFO	09/2018	10/2018	Position included in FY '19 budget pending approval by Tribal Council.	CFO time
Finance Committee to review and approve.	Finance Committee	09/2018	11/2018	Committee approval of budget, position description, and minutes of meeting.	Staff time Annual Budget
Seek and receive Tribal Council approval of position.	CFO CAO Tribal Council	11/2018	12/2018	Tribal Council approval of position.	Council meeting

Hire temporary PRO until permanent position is filled.	Tribal Council HR CAO CFO	11/2018	12/2018	Temporary PRO hired.	Staff Time
PRO will analyze all internal and external communications policies/systems/devices	PRO IT FBICC	12/2018	02/2019	Policies reviewed and analyzed.	Staff Time
PRO will submit draft analysis and policy recommendations to tribal council for review and action	PRO FBICC	03/2019	03/2019	Draft submitted to Tribal Council.	FBICC Staff Time
Proposed policy circulated to tribal employees for review and comment	PRO	04/2019	04/2019	Proposed policy circulated to tribal employees for review.	Staff Time
Comments received from tribal employees and incorporated into policy (where appropriate).	PRO	05/2019	05/2019	Comments received from tribal employees and incorporated into policy (where appropriate).	Staff Time
Proposed policy presented to Tribal Council for approval.	Legal CAO CFO PRO HR	05/2019	05/2019	Tribal Council approval of revisions after adjustments (if any).	Staff & Tribal Council time
Policy incorporated into Tribal Policy & Procedures Manual.	Legal PRO HR	06/2019	06/2019	Tribal Policy & Procedures Manual updated.	Staff time
Orientation of Tribal staff on the policy.	Legal CAO CFO PRO HR	06/2019	06/2019	Orientation of staff conducted.	Staff time

Evaluate the effectiveness of the process, policies, procedures, and analyze results.	Legal CAO CFO PRO HR	07/2019	08/2019	Evaluation results analyzed and proposed adjustments ready for Tribal Council action.	Staff time
Adjust Policies & Procedures if necessary, as per Tribal Council action.	Legal CAO CFO PRO HR	09/2019	09/2019	Policies & Procedures revised.	Staff time

## Fort Belknap Indian Community Council Implementation Plan – Balanced Budget - Immediate

**Department:** Central Accounting **Project:** Balanced Budget

**Date Developed:** 9/20/2018 **Revised:** 12/17/2018

<b>Need(s):</b> To have a balanced budget and clean audit(s) for FY' 19 and beyond.						
<b>Goal:</b> To ensure all budgets are not underspent or overspent and are in compliance with GAAP by the end of each FY.						
<b>Objective:</b> The FBICC will create the policies and procedures necessary for Tribal zero-based budgeting and audit compliance beginning this FY' 19 and continuing in future FY's as measured by adoption and implementation of fiscal policies and procedures, approval of budgets, and adherence to the adopted fiscal policies and procedures.						
Method/Activity	Responsible Party	Start Date	Date Completed	Outcomes/Revisions	Resources Needed	
Develop & approve fiscal Policies & Procedures HERE?? Review and revise policies where necessary	Finance Committee CAO CFO			Having an updated finance policy		
Develop FY' 18 Budget modifications and proposed FY' 19 Budgets for review.	Finance Committee CAO CFO	09/12-13/2018	12/2018	Preliminary reviews completed.	Staff and Finance Committee time	
Most FY' 18 Budget modifications and FY' 19 Budgets approved by Finance Committee	Finance Committee CFO Directors	09/16/2018	12/2018	Seven (7) FY' 18 budget modifications are completed	Staff time	
FY' 18 General fund and Indirect Cost budget reconciliations in process of being completed for close out.	CFO	09/2018	12/2018	Final close out of the two budgets completed.	Staff time	

For future fiscal years prepare and submit indirect cost proposal to DOI	CFO Finance Committee Central Finance	03/Each fiscal year	04/Each fiscal year	Current FY IDC proposal	Staff time
Finalize Budgets	CFO Tribal Council Directors	06/2019	09/2019	09/16/2018 FY18 Program Budget modifications and FY19 Program Budgets were approved at Finance Committee Meetings with the exception of 7, FY19 Program Budget modifications remain in "Tabled Status"	Staff Time
Conduct training to program directors on OMB Super Circular	Finance CFO CAO	Quarterly	Quarterly	Training conducted	Staff time
Reconcile Cuff accounts with general ledger reports	Program Directors Central Finance	Monthly	Monthly	Accounts reconciled	Staff time
Submit reconciled report with program reports	Program Directors	Monthly	Monthly	Reconciled reports submitted to FBICC	Staff time
Conduct an internal compliance audit	FBICC CFO CAO Contractor	08/Ea. FY	09/Ea. FY	Records of internal audit findings	Staff time
Update Data and procedures	CFO Directors	09/2018	Currently Accessible	Analysis of reducing General Fund costs, reprogramming costs, identifying areas for potential opportunities to positively affect the General Fund and reduce negative impact.	Time

Continue to mandate that all Directors institute cuff accounts to avoid budget over-runs.	Directors CFO CAO	09/2018	Monthly	Cuff accounts maintained by all Directors and CAO copied monthly.	Staff time
Monthly expenditure ledgers provided to Directors.	Grants/Contract Specialists	09/2018	Monthly	Monthly reports provided.	Staff time
Monthly cuff account summary submitted to CAO (mandatory).	Directors CFO	09/2018	Monthly	Copies of cuff account summaries received by CAO from all Directors monthly.	Staff time
Schedule and hold quarterly meetings with each director to reconcile cuff account versus finance department expenditures.	CFO Grants/Contract Specialists Directors	09/2018	Quarterly	Quarterly meetings scheduled and held.	Staff time
Budget 2019	CFO	09/2018	On-going	Date to be determined: Council to review and approve General Fund and IDC FY19 budgets  Institute a sharing of information between Grants/Contracts and Director so that both have identical file content, including allowable/unallowable costs from Funding agency.	Time
Conduct annual audit	CPA CFO	02/Ea. FY	03/Ea. FY	Financial accountability Audit reports	Money Staff time

Corrective action plans	CFO FBICC	03/Ea. FY	04/Ea. FY	Corrective action plans submitted	Staff time
Implementation of corrective action plans	CFO Central Finance FBICC Directors	Monthly	Monthly	Corrective action implemented	Staff time
Submission of audit to FAC	CPA CFO	06/ea. FY	06/ea. FY	Audits submitted	Staff time

\*Issues- Overspending, communications, Enterprise Review, and enter Zero Based budgeting set the budget and procedure such as who is responsible and the monthly processes and reporting.



**Fort Belknap Indian Community Council Implementation Plan – Elderly/General/Medical Assistance Policy - Immediate**

**Department:** Central Billing **Project:** Elderly/General/Medical Assistance Policy

**Date Developed:** 9/20/2018 **Revised:** 12/17/2018

<b>Need(s):</b> To cut expenditures, save General Account funds, eliminate duplication of services, ensure proper allocation of funds, and increase Medicaid enrollment.					
<b>Goal:</b> To immediately transfer the elder/medical assistance budget from the General Fund to the regular Medicaid Assistance program administered by Tribal Health.					
<b>Objective:</b> The FBICC will adopt one policy that defines “eligibility” for non-Medicaid assistance for elders and other members and combines the current Medicaid Travel assistance program into one office.					
<b>Method/Activity</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Date Completed</b>	<b>Outcomes/Revisions</b>	<b>Resources Needed</b>
Policy revisions created.	Amber, Melissa-Tribal 3 <sup>rd</sup> Party Billing Department	9/2018	10/08/2018	Draft ‘Elderly & General Medical Assistance Policy.’	5 days
Confirmation of Policy review completed.	Steve Fox-Secretary/Treasurer Tribal Council	10/02/2018	10/02/2018	Review completed.	Staff time
Policy presented and approved by Council during regular Council meeting.	Secretary/Treasurer Tribal Council	10/02/2018	10/02/2018	Policy approved by Tribal Council.	Staff time and Tribal Council time
Further revisions/comments to policy recommended by Legal.	Legal CFO CAO Secretary/Treasurer	10/11/2018	11/2018	Revisions/comments received, and recommendations made for final ratification.	Staff Time

<p>Policy now is pending final ratification with confirmation of any additional revisions/comments by 11/05/2018? Council approved policy and everything shifted to centralized billing.</p>	<p>FBICC</p>	<p>10/2018</p>	<p>11/2018</p>	<p>Policy adopted (Medical Appointment Policy).</p>	<p>FBICC Time Staff time</p>
<p>Transfer Data.</p>	<p>Amber, Melissa</p>	<p>09/2018</p>	<p>Currently Accessible</p>	<p>10/11/2018 Task 2 Update: Transfer of Data – See Policy in Side note as notification to public that if deemed not currently enrolled as a Medicaid recipient and is qualified for Medicaid he/she/family will have the option to become enrolled at the CBD.  Increase Medicaid Enrollment</p>	<p>Staff Time</p>
<p>Budget 2018 Elderly Medical Assistance with determination of who is eligible.</p>	<p>Amber, Melissa</p>	<p>09/2018</p>	<p>10/2018</p>	<p>10/11/2018 Task 3 Update: Agreement to work with budgeted amount of \$60,000.00 Beginning FY 2019 (October 15, 2018) – NTE \$5,000.00 per month. I believe this budget was pre-negotiated. – conducted by Steve Fox requesting through Eleanor Yellow Robe, CFO.  Access to Account codes for processing in Workflow:</p>	<p>Staff Time</p>

				1050-7800-101-000-99 / Elder Appointment Assistance 1050-7810-101-000-99 / Medical Appointment Assistance Non Medicaid eligible. Financial accountability.	
Seek legal advice – CMS –OIG.	Steve Fox- Secretary/Treasurer	9/2018	10/2018	As of 10/11/2018 defer Task 4 to: Legal Advice – CMS – OIG; Mr. Steve Fox to ensure Federal accountability.	Staff Time



Buy-Sell agreement signed by both parties on October 6, 2018.	Tribal Council Kay Smith Howard CFO	10/05/2018	10/06/2018	To close the loan by 11/05/2018	Staff time
FBIC must diligently identify security for the following loan options for funding the purchase of the ranch:  30-year loan from Indian Land Capitol Company  FB Investment Board loan  FB Insurance Company loan	Tribal Council CFO RJay Brunkow ILCC FB Investment Board FB Insurance Company	10/05/2018	Target date 11/02/2018  No later than 11/05/2018	To fully secure financing and/or funding for the purchase of the Gilbert Ranch	Council to analyze the October 19, 2018 Tribal Attorney memorandum  Council to analyze the financial spreadsheet attachments to the memorandum  Council to identify revenue streams for loan repayments  Staff time
Secure financing within 30 days.	Tribal Council CFO	10/06/2018	11/20/2018	Funding secured and in lockbox	Staff time
Set up separate trust account for Gilbert Ranch revenues (Lease payments) for the term of the note (T-38 account).	CFO Tribal Council Peggy Doney Land Director	09/24/2018	Anticipated completion by 11/2018	Trust account established.	Staff time
Begin operating ranch and repayment plan.	Land Director CFO	11/2018	Ongoing	Land in Tribal ownership and revenues are being received.	Staff time

**Fort Belknap Indian Community Council Implementation Plan – Constitutional Amendments – Short-Term**

**Department:** Legal/FBIC **Project:** Constitutional Amendments

**Date Developed:** 9/20/2018 **Revised:** 12/17/2018

<b>Need(s):</b> Reform the Tribal Constitution.					
<b>Goal:</b> To amend the Tribal Constitution to include the following; term limits, staggered terms, reservation name change, blood quantum, and other potential amendments that are identified through a Secretarial Election.					
<b>Objective:</b> To develop and propose Constitutional Amendment(s) for presentation to the Tribal Council for ratification by November 1, 2018, solicit public input, and conduct a Secretarial Election by July 2019 as measured by Tribal Council meeting minutes, community outreach media devices, public meeting comments received and documented, election held, election results counted and certified, and amendments incorporated into the constitution pending approval by Tribal membership.					
<b>Method/Activity</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Date Completed</b>	<b>Outcomes/Revisions</b>	<b>Resources Needed</b>
Committee action required to initiate process.	Legal CAO Sub-committee	9/25-26/2018	12/2018	Passage through Committee	Legal Draft
Draft tribal resolution outlining specific constitutional reform items.	Legal	11/2018	12/2018	Resolution drafted and submitted to Tribal Council	Legal time
Call for a Secretarial Election, motion to include specific constitutional reform items.	Tribal Council	12/2018	12/2018	Resolution for Secretarial Election approved.	Tribal Council time
Initiate community meetings in four main communities for review, comment, incorporation of recommended changes, and buy-in.	Legal, Tribal Council CAO Community	01/01/2019	02/15/2019	Input and direction from community.	Meeting space, food, staff time, outreach resources, and legal department time

Re-write for ratification by full Council.	Legal Tribal Council	02/16/2019	03/15/2019	Amendments incorporated into Resolution and ratified by Tribal Council.	Legal time CAO time Tribal Council time
Present to Superintendent, BIA Ft. Belknap Agency.	Council President	03/16/2019	05/15/2019 60 days	Approved by Agency Office and sent to Secretary DOI for consideration and approval.	BIA time Legal time President time
Forward to Secretary of DOI to schedule election.	Superintendent, BIA	05/16/2019	07/01/2019	Secretarial Election to be held	BIA
Determination by DOI whether to fund Secretarial Election	DOI	3 to 6 months		Final Determination	Staff time
Contingent upon DOI approval will either schedule or take back to council for funding consideration	DOI FBICC	07/2019	08/2019	Schedule Election	Staff Time and Election Costs
Hold Election.	Election Board	08/15/2019	08/15/2019	Possible revised Constitution and new name.	Tribal financial resources
Incorporate amendments into Tribal Constitution.	Legal	08/16/2019	Ongoing	Amendments incorporated into Constitution	Legal time

**Fort Belknap Indian Community Council Implementation Plan – Land Audit – Short-Term**

**Department:** FBICC **Project:** Land Audit

**Date Developed:** 9/20/2018 **Revised:** 12/17/2018

**Need(s):** To conduct an inventory, analysis, and report of the status of, and income derived from all tribal lands.  
**Goal:** To provide the FBIC with an accurate report of revenues generated by and received from all tribal lands.  
**Objective:** Conduct an inventory, analysis, and report of the status of, and income derived from (audit) all tribal owned lands as measured by the delivery of an accurate and up-to-date land report submitted to the FBICC.

<b>Method/Activity</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Date Completed</b>	<b>Outcomes/Revisions</b>	<b>Resources Needed</b>
Develop a scope-of-work for the project to be advertised.	President Werk FBICC CAO CFO Land Committee Legal	11/2018	12/2018	As soon as possible, date to be determined: President to call a meeting with Tribal Land, Council Land Chairman and Vice-Chairman, CFO, Tribal Attorney and CAO to gain "direction and commitment on all revenues from land income".  Passage through Committee	Legal and Directors time
Identify funding source.	Sec./Treasurer Land Director CFO	01/2019	01/2019	Funded	T-37 Account
Advertise, interview, and sign contract with qualified consultant to provide the professional	President Werk FBICC CAO	01/2019	02/2019	10/2018 Jess started researching tribal resolutions on all	Establishing documentation



services.	CFO Land Committee				types of revenue from Tribal Enterprises and Tribal Land and they have yet to be provided to the CFO.	
Visit CSKT land department to model the Tribes program after. CSKT will provide TTA.	Council Land Dept.	01/2019	Ongoing		Trained FBIC LTRO Staff.	Staff Time
Accounting Staff will begin process of identifying tribal lands and the sources of income generated from that land.	Jaime, Peggy, Darren and Jacob	10/1/2018	11/15/2018		Outline of updates and a timeline for completion. Revenue/Income Statement for the FBIC Enterprises.	Staff Time
Staff will utilize the Tribal D Tribe Vue Software.	Land Director CFO	01/2019	Ongoing		Critical software purchased with staff trained.	Staff time
Engage with BIA To commit to getting the Tribe Correct Data for land use.	Tribal D Land Director - Peggy	01/2019	01/2019		Acquire accurate data from the BIA as Partners.	Staff Time
Assign Land Dept. & BIA Staff to conduct a land audit (to improve land use/data).	Land Department, CFO, CAO	01/2019	03/2019		Establish a formal Land audit for FBIC use.	Staff Time
Identify funding for TA to improve and conduct an “on the ground” “Land Audit” with transportation surveyors to assist with GPS & interlay into Tribal D Software for improved land data.	Secretary Treasurer, CAO, CFO, and Land Department	01/2019	03/2019		Establish a bona fide land audit for the FBICC.	Staff Time

Gather profit sharing agreement (s), assess them, renegotiate them on BHI, IMDG, Casino, Kwik Stop.  <i>(State met on Tobacco, Alcohol, and Gas Tax Revenue Sharing)</i>	Council, Attorney, CFO	01/2019	06/2019	Increased & Updated profit-sharing agreements, STATE Tax Revenue agreements, percentage to General Fund on Enterprises.	Staff and Council Time
Negotiate Tribal D Contract.	Catherine Aragon	01/2019	02/2019	Finalize Tribal D Contract.	Staff Time
Land Staff will produce a “work schedule” on progress as to what is being entered software.	Land Staff	01/2019	Ongoing	FBIC Council and pertinent programs allowed access to the dashboard.  Increased trading, collaboration, & info sharing.	Staff Time
Connect Transportation, planning, finance to the Tribal D Software or any other pertinent programs, providing them with access and training and set up policy for this.	Council, Land Staff, CAO, and Legal	01/2019	Ongoing	Production & Efficiency of Land use and Revenue  Potential for a “Revenue Department”  Track Income  Strengthen infrastructure of the Tribe	Staff Time

**Fort Belknap Indian Community Council Implementation Plan – Legislative Responsibility/Code/Policy – Short-Term**

**Department:** Legal/FBCC/Directors

**Project:** Legislative Responsibility/Code/Policy Updates

**Date Developed:** 9/20/2018

**Revised:** 12/17/2018

<b>Need(s):</b> To revise and update existing codes, ordinances, and policies and adopt additional codes to meet the needs of the FBIC.					
<b>Goal:</b> To identify resolutions, codes, ordinances, and polices that need revision and identify additional codes that need to be adopted and codify all.					
<b>Objective:</b> The FBIC will identify existing codes, ordinances, and policies that need to be revised, adopt additional codes, and codify all to meet the needs of the FBIC as measured by revised codes adopted, new codes adopted, and a comprehensive/organized list of all codes adopted.					
Method/Activity	Responsible Party	Start Date	Date Completed	Outcomes/Revisions	Resources Needed
Assign appropriate staff.	President Werk/FBCC	9/25-26/2018	10/2018	Develop executive memorandum assigning recording secretary, tribal attorney, Nate Mount, Warren Morin, Brandi King, CFO, CAO and Planning Department to the legislative policy update task Hire Contractor.	Legal and Directors time
Interlaying revisions from contractor.	Planning, Legal Secretary/Treasurer, CAO	01/2019	07/2019	Passage through Committee. Revised Policies and Code on file.	Legal and Consultant, and Staff Time
Compile and codify ordinances update and build table of contents.	Legal, Planning, CAO, FBIC	01/2019	07/2019	Updated and Compiled Codes and Laws on file.	Legal and Consultant, and Staff Time

Identify and download appropriate codes/resolutions and ordinances for updating.	Legal/Directors	10/1/2018	11/15/2018	Outline of updates and a timeline for completion by committee.	Legal/Secretarial/ Director time
Re-write for ratification by Full Council ordinances and policies that have not been passed.	Legal/Council	11/15/2018	1/15/2019	Codes/resolutions and Ordinances being update and reviewed by the full FBICC.	Legal/Council
Present to Superintendent, BIA Ft. Belknap Agency.	Council President	2/1/2019	4/1/2019 60 days	Approved by Secretary DOI	BIA
Form Ad-hoc committee.	FBICC, CAO, CFO, Legal	06/2019	06/2019	Provide review, financial analysis, and management analysis and recommendations on current required revised and proposed code ordinances and policies	Committee Time
Solicit public input on other codes.	FBICC, Legal	07/2019	30 days	Create public comment opportunities.	Staff Time
Develop, revise, propose, and approve other codes.	FBICC, Legal, Recorder	09/2019	Ongoing	Adopted other codes, e.g., UCC, Education, IRB, VAWA, TOLA, MMIW, and others.	FBICC Time Staff Time
Digitize older material.	IT Department Recording Clerk and TBA	Ongoing	Ongoing	Searchable set of digitized documents that's backed up available.	Staff Time
Develop and enter into MOU's and MOA's (e.g. cross-deputize Police Officers, join Task Force, Ensure adequate staff, etc.)	FBICC, Legal	Ongoing	Ongoing	Developed, approved and enforceable MOU's and MOA's in place.	Legal Time Staff Time FBICC Time
Seek out and pursue funding sources as per funding plan.	Planning, FBICC,	Ongoing	Ongoing	Funding sources researched, and funds secured for various projects	Staff Time

**Fort Belknap Indian Community Council Implementation Plan – Fiscal Tribal Revenue Assessment – Short-Term**

**Department:** FBICC/Finance **Project:** Fiscal Tribal Revenue Assessment

**Date Developed:** 9/20/2018 **Revised:** 12/17/2018

<b>Need(s):</b> Accounting of Tribal revenue specific to general fund.					
<b>Goal:</b> : To provide elected officials with accurate up to date revenue summaries upon request.					
<b>Objective:</b> To get updated Inventory of all Tribal revenues from Land Income to TERO fees, to Courts Income (fines, bond and fees to finally receiving an Accounting for the bottom line revenues all Enterprises, Kwik Stop, Buffalo herd, Casino, IMDG, BHI, AUM's, Revenue Sharing agreements with the state.					
<b>Method/Activity</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Date Completed</b>	<b>Outcomes/Revisions</b>	<b>Resources Needed</b>
Assign appropriate staff.	President Werk/FBCC	9/25-26/2018	10/2018	As soon as possible, date to be determined: President to call a meeting with Tribal Land, Council Land Chairman and Vice-Chairman, CFO, Tribal Attorney and CAO to gain "direction and commitment on all revenues from land income."  Passage through Committee.	Legal and Directors time
Resolution Roundup.	CFO Jess Fetter-Recording Secretary	12/2018	Ongoing	10/2018 Jess started researching tribal resolutions on all types of revenue from Tribal Enterprises and	Staff Time

Accounting staff will report on tasks.	Jaime, Peggy, Darren and Jacob	10/1/2018	11/15/2018	Tribal Land and they have yet to be provided to the CFO.	Staff Time
Tribal revenue reconciliation reports provided to FBICC.	Sec./Treasurer CFO Enterprise Mgrs. Other Tribal Directors	12/2018	Monthly	Outline of updates and a timeline for completion is presented. Accurate revenue reports submitted.	Staff Time
Review and update revenue related resolutions.	Sec./Treasure Council, CFO CAO Legal	12/2018	Annually	Updated agreements on file.	FBICC Time Staff Time

**Fort Belknap Indian Community Council Implementation Plan – Implementation of Strategic Plan – Short-Term**

**Department:** Council **Project:** Implementation of Strategic Plan

**Date Developed:** 9/20/2018 **Revised:** 12/17/2018

<b>Need(s):</b> To develop, approve, and implement a comprehensive Tribal Governmental (Fort Belknap Indian Community Council {FBICC}) Strategic Plan.					
<b>Goal 1:</b> To utilize the FBICC plan as the guiding document with which all Tribal programs, departments, and enterprises align their internal plans.					
<b>Goal 2:</b> To implement the overall FBICC plan in a manner that ensures accountability by all parties including the Tribal Council.					
<b>Objective:</b> The FBICC will develop, approve, and implement a comprehensive Tribal Governmental Strategic Plan that will be utilized for all Tribal programs, departments, and enterprises to align their plans with and implement in a manner that ensures accountability by ALL parties as measured by monitoring reports, adjustment of implementation timelines (as needed), and completion of all objectives on time and within budget.					
<b>Method/Activity</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Date Completed</b>	<b>Outcomes/Revisions</b>	<b>Resources Needed</b>
Implement Plan Received 10 Implementation Plans from RJS on 10/2/2018. Circulated those Plans out to Tribal Council via email and attached them to CAO monthly report document 10/2/2018.	FBICC CAO	10/2018	02/2019	Plans circulated out to Tribal Council via email and attached them to CAO monthly report document 10/2/2018 "requesting input for updates"  Review/Approve	Staff Time
Timelines.	CAO	02/2019	03/2019	CAO updated Implementation plans with input received by Tribal Council, Tribal Attorney, CFO, and other responsible	Staff Time

				parties on 10/22/2018 CAO enlarged all 10 Implementation Plans to hang in the Tribal Chambers to serve as a daily reminder to each Council Member	
Enforcement of Objectives.	Planning Committee Planning Department CAO	03/2019	Ongoing	Track Progress Implementation Plans to be discussed at next scheduled Planning Committee Meeting	Staff Time
Assessment.	FBICC	04/2019	Ongoing	Accountability Accountability	Staff Time
Modify plans if needed.	FBICC	Ongoing	Ongoing	Plans assessed and modified as needed.	Staff Time & FBICC Time



**Fort Belknap Indian Community Council Implementation Plan – Increase Housing Development – Long-Term**

**Department:** Housing **Project:** Increase Housing Development

**Date Developed:** 9/20/2018 **Revised:** 12/17/2018

<b>Need(s):</b> To address the current housing shortage on the reservation through capacity building (300 homes).					
<b>Goal:</b> To increase the capacity of housing services of the Fort Belknap Indian Community.					
<b>Objective:</b> To meet the housing needs of the Fort Belknap Indian Community through competitive grant applications, loans, and other funding sources.					
<b>Method/Activity</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Date Completed</b>	<b>Outcomes/Revisions</b>	<b>Resources Needed</b>
Planning and strengthening of internal and external infrastructure.	Housing Director Finance Officer Maintenance Manager Council	12/2018	Ongoing	Updated policies and procedures. External infrastructure built.	Funding Engineering TA from HUD
Renovation of existing low-rent inventory.	Housing Director Finance Officer Maintenance Manager. Council	12/2018	Ongoing	Renovated low-rent units.	Funding Staff/Labor Force
Meth Mitigation of contaminated units.	Housing Director Council Maintenance Manager.	12/2018	Ongoing	Housing staff trained in contamination detection and mitigation.	Funding Staff/Labor Force
Increase Funding.	Housing Director Council Finance Officer Planning Dept.	12/2018	Ongoing	Increase funding to build capacity.	Funding Sources Staff Time

Renovation of qualified mutual help homes.	Housing Director Finance Officer Maintenance Manager	12/2018	Ongoing	Renovated mutual help homes that have never received renovation services.	Funding Staff/Labor Force
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**Fort Belknap Indian Community Council Implementation Plan – Water Settlement Compact – Long-Term**

**Department:** Legal/FBICC/Directors **Project:** Water Settlement Compact

**Date Developed:** 9/20/2018 **Revised:** 12/17/2018

<b>Need(s):</b> A comprehensive Water Settlement Plan.					
<b>Goal:</b> To develop a Water Settlement Plan that will be voted on and approved by the Tribal Membership.					
<b>Objective:</b> The Fort Belknap Indian Community will develop a proposed water settlement plan for a Community Vote () and have it introduced as Federal Legislation through a Bill introduced by the Montana Congressional delegation. This Bill will be written, drafted, introduced, and approved by the Montana congressional delegation within 12-months.					
<b>Method/Activity</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Date Completed</b>	<b>Outcomes/Revisions</b>	<b>Resources Needed</b>
Assign appropriate staff.	President Werk FBICC	9/25- 26/2018	10/2018	Established Water Committee	Legal and Directors time
Set negotiation team.	Legal Water Committee FBICC	10/1/2018	11/2018	Outline of updates and a timeline for completion by committee.	Legal/Secretarial/ Director/FBICC time
Begin drafting settlement agreement.	Legal Water Committee FBICC	11/16/2018	12/2018	1 <sup>st</sup> Draft of settlement agreement completed for consideration.	FBICC Legal Time
Community Outreach/Education	PR Officer	12/2018	Ongoing	Educate community	Staff Time
Begin public comment period and document comments.	Legal Water Committee FBICC	06/01/2019	07/15/2019	Comments received and documented.	Staff Time

Complete 2 <sup>nd</sup> draft after public comments incorporated.	Legal Negotiation Team FBICC	07/16/2019	09/15/2019	New Negotiated Water Compact Settlement ready for Tribal Council action.	Staff Time 60 days
Present plan to FBICC for ratification.	Legal Negotiation Team FBICC	09/20/2019	09/20/2019	Settlement proposal ratified by FBICC.	Staff Time 1 day
Set time for referendum by Tribal Membership and conduct outreach.	Legal Negotiation Team FBICC	09/16/2019	11/01/2019	Public media announcements.	Staff Time 45 days
Conduct vote to coincide with Tribal Council elections.	Election Committee	11/05/2019	11/05/2019	Election held & votes tallied.	Staff Time 1 day
If approved move forward.	Legal Negotiation Team FBICC	11/06/2019	Ongoing	Proposed settlement ready for review by BIA and Congressional staff.	Staff Time 1 year
If not approved begin process over.	Tribal Membership	11/06/2019	Go back to redrafting settlement	Restart process.	Staff Time 1 year
If vote approved, submit through BIA to Secretary of Interior for approval.	Council President	2021	2021	Approved by Secretary DOI and Congressional delegation for review and negotiations with State.	Staff Time 1 year
Begin negotiating with State Legislature.	Legal Negotiation Team FBICC Federal Officials	2022	2027	Negotiations documented by minutes and drafts.	Staff Time 5 years
Approval of Water Settlement Compact by State Legislature.	Legal Negotiation Team FBICC Federal Officials	2022	2027	Water Compact Settlement Agreement approved by State.	Staff Time 5 years