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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 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 Aaniih (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 21st at Fort Belknap;
- **Phase Four:** Follow-up meeting and development to finalize immediate, short, and long-term goals and objectives on December 7th 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 programmatical 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:

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

3.3 Core Values

Core values as defined by 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 determine 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:

<table>
<thead>
<tr>
<th>Fort Belknap Indian Community Prioritized List of Core Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Community</td>
</tr>
<tr>
<td>3. Humor (tied for 2nd)</td>
</tr>
<tr>
<td>5. Culture (tied for 3rd)</td>
</tr>
</tbody>
</table>
9. Self-motivation (tied for 6th)
10. Self-respect (tied for 6th)
11. Friendships (tied for 6th)
12. Democracy (tied for 6th)
13. Challenging problems (tied for 6th)
14. Power and authority (tied for 6th)
15. Meaningful work (tied for 7th)
16. Open & honest (tied for 7th)
17. Wisdom (tied for 7th)
18. Teamwork (tied for 7th)
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


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.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**

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

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 Aaniih 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
Fort Belknap Indian Community

DRAFT

Fort Belknap Indian Community Council

FBIC Council Officers

CAO
CFO

Sec/Treas

Public Relations

Central Administration

Finance Department

Procurement/Property and Supply

Economic Development (Credit)

Third Party/Centralized Billing

Recorder's Office Elections

All FBIC Departments

Tribal Health Executive Director

Executive Director 1

Executive Director 2

Chemical Dependency Center (CDC)
Community Health Reqs (CHRq)
Diabetes Coordinator
Diabetes Prevention
Environmental Health/Sanitation
Health Education & HIV Prevention
Medicaid Outreach Program
Personal Care Attendances
PHN (Public Health Nursing)
Public Health Preparedness
Sanitation Facilities/Construction
SDPI Healthy Heart
Security
Senior Citizens
Tobacco Prevention
Tribal Health Administration
WIC

Enrollment
Personal/Human Resources
District Offices
Senior Citizens
Commodity
477 Employment & Training
Vocational Rehabilitation
Child Support Services
TERO
Upward Bound
Child Care Program
Early Head Start
Head Start
MSU-Extension

LES—Police
Social Services
Criminal Investigation
SORNA
Offender Re-Entry
Fish and Wildlife
Buffalo
Water Resources/Irrigation
Environmental
Climate Change Program
Energy Development
Fire Management
Tribal Historic Preservation Office
Language Preservation
Roads Maintenance
Transportation
Consent Decree
Land

Executive Departments

Central Administration
Enrollment
Community & Economic Development
Personnel/Human Resources
District Offices
Consent Decree
Maintenance
Information Technology
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

Need(s): To expand scope of services within the tribal government.

Goal: To become a full-service self-governance tribe by 2022 that encompasses all of BIA and IHS services.

Objective: To prepare the infrastructure to facilitate effective self-governance.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Office of Self-Governance and establish budget.</td>
<td>Council CFO</td>
<td>01/2019</td>
<td>03/2019</td>
<td>Physical office established.</td>
<td>Staff Funding</td>
</tr>
<tr>
<td>Resolve audit findings; past and current.</td>
<td>CFO Self-Gov. Coordinator CAO</td>
<td>01/2019</td>
<td>Ongoing</td>
<td>Clean audits available.</td>
<td>Staff Time Funding</td>
</tr>
<tr>
<td>Community Education, Outreach, and Input on Self-governance.</td>
<td>Self-Gov. Coordinator Council PR Officer CFO</td>
<td>03/2019</td>
<td>08/2019</td>
<td>Informed community making informed decisions and achieving community support.</td>
<td>Council Support Staff Time Funding</td>
</tr>
<tr>
<td>Begin more aggressively pursuing 638 contracting to ensure smooth transition to compacting.</td>
<td>Council CFO Self-Gov. Coordinator CAO Dept. Directors CFO</td>
<td>12/2018</td>
<td>12/2019</td>
<td>Tribe expands to contracting a higher level of 638 programs and management.</td>
<td>Staff Time BIA/IHS Support Council</td>
</tr>
<tr>
<td>Task</td>
<td>Responsible Parties</td>
<td>Start Date</td>
<td>End Date</td>
<td>Status</td>
<td>Time Required</td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
<td>------------------------------------------</td>
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<td>----------</td>
<td>-------------------------------</td>
<td>---------------</td>
</tr>
</tbody>
</table>
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

**Need(s):** To develop and implement Tribal communication policies and procedures.

**Goal:** To improve transparency in Tribal Government through communication and policy development.

**Objective:** 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.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop job description for Public Relations Officer (PRO).</td>
<td>CAO Legal</td>
<td>09/2018</td>
<td>10/2018</td>
<td>10/2018: CAO &amp; Tribal Attorney drafted Public Relations job description pending approval.</td>
<td>21 days</td>
</tr>
<tr>
<td>Budget position in the IDC ’19.</td>
<td>CFO</td>
<td>09/2018</td>
<td>10/2018</td>
<td>Position included in FY ’19 budget pending approval by Tribal Council.</td>
<td>CFO time</td>
</tr>
<tr>
<td>Finance Committee to review and approve.</td>
<td>Finance Committee</td>
<td>09/2018</td>
<td>11/2018</td>
<td>Committee approval of budget, position description, and minutes of meeting.</td>
<td>Staff time</td>
</tr>
<tr>
<td>Seek and receive Tribal Council approval of position.</td>
<td>CFO CAO Tribal Council</td>
<td>11/2018</td>
<td>12/2018</td>
<td>Tribal Council approval of position.</td>
<td>Council meeting</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td>Responsible Parties</td>
<td>Start Date</td>
<td>End Date</td>
<td>Action Required</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------------------------------------------------------</td>
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<td>-----------------------------------------------</td>
</tr>
<tr>
<td>11/2018</td>
<td>Tribal Council</td>
<td>HR, CAO, CFO, PRO, IT, FBICC</td>
<td>12/2018</td>
<td>03/2019</td>
<td>Tribal Council approval of revisions (if any).</td>
</tr>
<tr>
<td>Evaluate the effectiveness of the process, policies, procedures, and analyze results.</td>
<td>Legal CAO CFO PRO HR</td>
<td>07/2019</td>
<td>08/2019</td>
<td>Evaluation results analyzed and proposed adjustments ready for Tribal Council action.</td>
<td>Staff time</td>
</tr>
<tr>
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<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Adjust Policies &amp; Procedures if necessary, as per Tribal Council action.</td>
<td>Legal CAO CFO PRO HR</td>
<td>09/2019</td>
<td>09/2019</td>
<td>Policies &amp; Procedures revised.</td>
<td>Staff time</td>
</tr>
</tbody>
</table>
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

**Need(s):** To have a balanced budget and clean audit(s) for FY’19 and beyond.

**Goal:** To ensure all budgets are not underspent or overspent and are in compliance with GAAP by the end of each FY.

**Objective:** 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.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop &amp; approve fiscal Policies &amp; Procedures HERE?? Review and revise policies where necessary</td>
<td>Finance Committee CAO CFO</td>
<td>09/12-13/2018</td>
<td>12/2018</td>
<td>Having an updated finance policy</td>
<td></td>
</tr>
<tr>
<td>Develop FY’18 Budget modifications and proposed FY’19 Budgets for review.</td>
<td>Finance Committee CAO CFO</td>
<td>09/16/2018</td>
<td>12/2018</td>
<td>Preliminary reviews completed.</td>
<td>Staff and Finance Committee time</td>
</tr>
<tr>
<td>Most FY’18 Budget modifications and FY’19 Budgets approved by Finance Committee</td>
<td>Finance Committee CFO Directors</td>
<td>09/16/2018</td>
<td>12/2018</td>
<td>Seven (7) FY’18 budget modifications are completed</td>
<td>Staff time</td>
</tr>
<tr>
<td>FY’18 General fund and Indirect Cost budget reconciliations in process of being completed for close out.</td>
<td>CFO</td>
<td>09/2018</td>
<td>12/2018</td>
<td>Final close out of the two budgets completed.</td>
<td>Staff time</td>
</tr>
<tr>
<td>For future fiscal years prepare and submit indirect cost proposal to DOI</td>
<td>CFO Finance Committee Central Finance</td>
<td>03/Each fiscal year</td>
<td>04/Each fiscal year</td>
<td>Current FY IDC proposal</td>
<td>Staff time</td>
</tr>
<tr>
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</tr>
<tr>
<td>Finalize Budgets</td>
<td>CFO Tribal Council Directors</td>
<td>06/2019</td>
<td>09/2019</td>
<td>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 &quot;Tabled Status&quot;</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Conduct training to program directors on OMB Super Circular</td>
<td>Finance CFO CAO</td>
<td>Quarterly</td>
<td>Quarterly</td>
<td>Training conducted</td>
<td>Staff time</td>
</tr>
<tr>
<td>Reconcile Cuff accounts with general ledger reports</td>
<td>Program Directors Central Finance</td>
<td>Monthly</td>
<td>Monthly</td>
<td>Accounts reconciled</td>
<td>Staff time</td>
</tr>
<tr>
<td>Submit reconciled report with program reports</td>
<td>Program Directors</td>
<td>Monthly</td>
<td>Monthly</td>
<td>Reconciled reports submitted to FBICC</td>
<td>Staff time</td>
</tr>
<tr>
<td>Conduct an internal compliance audit</td>
<td>FBICC CFO CAO Contractor</td>
<td>08/Ea. FY</td>
<td>09/Ea. FY</td>
<td>Records of internal audit findings</td>
<td>Staff time</td>
</tr>
<tr>
<td>Update Data and procedures</td>
<td>CFO Directors</td>
<td>09/2018</td>
<td>Currently Accessible</td>
<td>Analysis of reducing General Fund costs, reprogramming costs, identifying areas for potential opportunities to positively affect the General Fund and reduce negative impact.</td>
<td>Time</td>
</tr>
<tr>
<td>Task Description</td>
<td>Responsible Party(s)</td>
<td>Date</td>
<td>Frequency</td>
<td>Description</td>
<td>Staff/Time</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
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<td>-----------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Continue to mandate that all Directors institute cuff accounts to avoid budget over-runs.</td>
<td>Directors CFO CAO</td>
<td>09/2018</td>
<td>Monthly</td>
<td>Cuff accounts maintained by all Directors and CAO copied monthly.</td>
<td>Staff time</td>
</tr>
<tr>
<td>Monthly expenditure ledgers provided to Directors.</td>
<td>Grants/Contract Specialists</td>
<td>09/2018</td>
<td>Monthly</td>
<td>Monthly reports provided.</td>
<td>Staff time</td>
</tr>
<tr>
<td>Monthly cuff account summary submitted to CAO (mandatory).</td>
<td>Directors CFO</td>
<td>09/2018</td>
<td>Monthly</td>
<td>Copies of cuff account summaries received by CAO from all Directors monthly.</td>
<td>Staff time</td>
</tr>
<tr>
<td>Schedule and hold quarterly meetings with each director to reconcile cuff account versus finance department expenditures.</td>
<td>CFO Grants/Contract Specialists Directors</td>
<td>09/2018</td>
<td>Quarterly</td>
<td>Quarterly meetings scheduled and held.</td>
<td>Staff time</td>
</tr>
<tr>
<td>Budget 2019</td>
<td>CFO</td>
<td>09/2018</td>
<td>On-going</td>
<td>Date to be determined: Council to review and approve General Fund and IDC FY19 budgets.</td>
<td>Time</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Institute a sharing of information between Grants/Contracts and Director so that both have identical file content, including allowable/unallowable costs from Funding agency.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Financial accountability</td>
<td></td>
</tr>
<tr>
<td>Conduct annual audit</td>
<td>CPA CFO</td>
<td>02/Ea. FY</td>
<td>03/Ea. FY</td>
<td>Audit reports</td>
<td>Money</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Staff time</td>
</tr>
<tr>
<td>Corrective action plans</td>
<td>CFO FBICC</td>
<td>03/Ea. FY</td>
<td>04/Ea. FY</td>
<td>Corrective action plans submitted</td>
<td>Staff time</td>
</tr>
<tr>
<td>-------------------------</td>
<td>---------</td>
<td>----------</td>
<td>----------</td>
<td>----------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Implementation of corrective action plans</td>
<td>CFO Central Finance FBICC Directors</td>
<td>Monthly</td>
<td>Monthly</td>
<td>Corrective action implemented</td>
<td>Staff time</td>
</tr>
<tr>
<td>Submission of audit to FAC</td>
<td>CPA CFO</td>
<td>06/ea. FY</td>
<td>06/ea. FY</td>
<td>Audits submitted</td>
<td>Staff time</td>
</tr>
</tbody>
</table>

*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.*
### Needs
To cut expenditures, save General Account funds, eliminate duplication of services, ensure proper allocation of funds, and increase Medicaid enrollment.

### Goal
To immediately transfer the elder/medical assistance budget from the General Fund to the regular Medicaid Assistance program administered by Tribal Health.

### Objective
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.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirmation of Policy review completed.</td>
<td>Steve Fox-Secretary/Treasurer Tribal Council</td>
<td>10/02/2018</td>
<td>10/02/2018</td>
<td>Review completed.</td>
<td>Staff time</td>
</tr>
<tr>
<td>Policy presented and approved by Council during regular Council meeting.</td>
<td>Secretary/Treasurer Tribal Council</td>
<td>10/02/2018</td>
<td>10/02/2018</td>
<td>Policy approved by Tribal Council.</td>
<td>Staff time and Tribal Council time</td>
</tr>
<tr>
<td>Further revisions/comments to policy recommended by Legal.</td>
<td>Legal CFO CAO Secretary/Treasurer</td>
<td>10/11/2018</td>
<td>11/2018</td>
<td>Revisions/comments received, and recommendations made for final ratification.</td>
<td>Staff Time</td>
</tr>
<tr>
<td>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.</td>
<td>FBICC</td>
<td>10/2018</td>
<td>11/2018</td>
<td>Policy adopted (Medical Appointment Policy).</td>
<td>FBICC Time Staff time</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Transfer Data.</td>
<td>Amber, Melissa</td>
<td>09/2018</td>
<td>Currently Accessible</td>
<td>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</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Budget 2018 Elderly Medical Assistance with determination of who is eligible.</td>
<td>Amber, Melissa</td>
<td>09/2018</td>
<td>10/2018</td>
<td>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:</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Task Description</td>
<td>Responsible Party</td>
<td>Start Date</td>
<td>End Date</td>
<td>Notes</td>
<td></td>
</tr>
<tr>
<td>------------------</td>
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<td>-------</td>
<td></td>
</tr>
<tr>
<td>Seek legal advice – CMS – OIG.</td>
<td>Steve Fox - Secretary/Treasurer</td>
<td>9/2018</td>
<td>10/2018</td>
<td>As of 10/11/2018 defer Task 4 to: Legal Advice – CMS – OIG: Mr. Steve Fox to ensure Federal accountability.</td>
<td>Staff Time</td>
</tr>
</tbody>
</table>
**Fort Belknap Indian Community Council Implementation Plan – Gilbert Ranch - Immediate**

**Department:** Council  
**Project:** Gilbert Ranch

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

**Need(s):** Consolidate land holdings within the exterior boundaries of the Fort Belknap Indian Reservation and generate additional revenue streams for the Tribe. Prevent land from moving from trust to fee land.

**Goal:** To secure funding and purchase the Gilbert Ranch.

**Objective:** The Fort Belknap Indian Community Council will develop a business plan, secure a buy/sell agreement, and acquire the necessary funds to purchase the Gilbert Ranch located within the exterior boundaries of the Fort Belknap Indian Reservation as measured by the development of a business plan, repayment plan, buy/sell agreement, loan documents officially approved, deed signed over to the Tribe, and lands included in Tribal inventory within thirty days.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reviewed (looked over) the ranch's books as feasibility document to analyze cash flow, determine profit margins based on what FBIC's potential business plan entails.</td>
<td>Barb Stiffarm Investment Board</td>
<td>09/2017</td>
<td>10/2018</td>
<td>Business plan reviewed.</td>
<td>Staff time</td>
</tr>
<tr>
<td>Critique business plan to verify that the current operations are profitable.</td>
<td>Steve Fox-Secretary/Treasurer</td>
<td>09/22/2018</td>
<td>As soon as possible</td>
<td>Recommendations at minimum to break even</td>
<td>Steve email docs to Barb Stiffarm 96 hrs./yr for monitoring plan</td>
</tr>
<tr>
<td>Buy/sell separate letters of agreement from each of Kay Smith-Howard family members distributed for signature.</td>
<td>Tribal Attorney Kay Smith Howard</td>
<td>09/20/2018</td>
<td>09/28/2018</td>
<td>Receipt of hard copies from individual signatures.</td>
<td>Central Admin Postage Attorney Fees</td>
</tr>
<tr>
<td>Event Description</td>
<td>Responsible Parties</td>
<td>Date</td>
<td>Due Date</td>
<td>Notes</td>
<td>Duration</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------</td>
<td>--------</td>
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<td>-----------------------------------------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Buy-Sell agreement signed by both parties on October 6, 2018.</td>
<td>Tribal Council CFO Kay Smith Howard CFO</td>
<td>10/05/18</td>
<td>10/06/18</td>
<td>To close the loan by 11/05/2018</td>
<td>Staff time</td>
</tr>
<tr>
<td>FBIC must diligently identify security for the following loan options for funding the purchase of the ranch:</td>
<td>Tribal Council CFO RJay Brunkow ILCC FB Investment Board FB Insurance Company</td>
<td>10/05/18</td>
<td>Target date 11/02/2018 No later than 11/05/2018</td>
<td>To fully secure financing and/or funding for the purchase of the Gilbert Ranch</td>
<td>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</td>
</tr>
<tr>
<td>30-year loan from Indian Land Capitol Company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FB Investment Board loan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FB Insurance Company loan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secure financing within 30 days.</td>
<td>Tribal Council CFO</td>
<td>10/06/18</td>
<td>11/20/18</td>
<td>Funding secured and in lockbox</td>
<td>Staff time</td>
</tr>
<tr>
<td>Set up separate trust account for Gilbert Ranch revenues (Lease payments) for the term of the note (T-38 account).</td>
<td>CFO Tribal Council Peggy Doney Land Director</td>
<td>09/24/18</td>
<td>Anticipated completion by 11/2018</td>
<td>Trust account established.</td>
<td>Staff time</td>
</tr>
<tr>
<td>Begin operating ranch and repayment plan.</td>
<td>Land Director CFO</td>
<td>11/2018</td>
<td>Ongoing</td>
<td>Land in Tribal ownership and revenues are being received.</td>
<td>Staff time</td>
</tr>
</tbody>
</table>
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

**Need(s):** Reform the Tribal Constitution.

**Goal:** 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.

**Objective:** 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.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
</table>
| 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 |
<table>
<thead>
<tr>
<th>Date</th>
<th>Action Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>03/15/2019</td>
<td>Amendments incorporated into Resolution and ratified by Tribal Council.</td>
</tr>
<tr>
<td>03/16/2019</td>
<td>Re-write for ratification by full Council.</td>
</tr>
<tr>
<td>03/16/2019</td>
<td>Council President</td>
</tr>
<tr>
<td>05/15/2019</td>
<td>Present to Superintendent, BIA</td>
</tr>
<tr>
<td>05/16/2019</td>
<td>Ft. Belknap Agency.</td>
</tr>
<tr>
<td>07/01/2019</td>
<td>Approved by Agency Office and sent to Secretary for consideration and approval.</td>
</tr>
<tr>
<td>08/16/2019</td>
<td>Forward to Superintendent, BIA</td>
</tr>
<tr>
<td>08/15/2019</td>
<td>Contingent upon DOI approval will either schedule or take back to council for funding consideration.</td>
</tr>
<tr>
<td>08/15/2019</td>
<td>Hold Election.</td>
</tr>
<tr>
<td>08/16/2019</td>
<td>Incorporate amendments into Tribal Constitution.</td>
</tr>
</tbody>
</table>
## 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.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a scope-of-work for the project to be advertised.</td>
<td>President Werk FBICC CAO CFO Land Committee Legal</td>
<td>11/2018</td>
<td>12/2018</td>
<td>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 &quot;direction and commitment on all revenues from land income&quot;. Passage through Committee</td>
<td>Legal and Directors time</td>
</tr>
<tr>
<td>Identify funding source.</td>
<td>Sec./Treasurer Land Director CFO</td>
<td>01/2019</td>
<td>01/2019</td>
<td>Funded</td>
<td>T-37 Account</td>
</tr>
<tr>
<td>Advertise, interview, and sign contract with qualified consultant to provide the professional</td>
<td>President Werk FBICC CAO</td>
<td>01/2019</td>
<td>02/2019</td>
<td>10/2018 Jess started researching tribal resolutions on all</td>
<td>Establishing documentation</td>
</tr>
<tr>
<td>Action</td>
<td>Responsible Party</td>
<td>Start Date</td>
<td>End Date</td>
<td>Description</td>
<td>Staff Time</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------</td>
<td>------------</td>
<td>------------</td>
<td>----------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Visit CSKT land department to model the Tribes program after. CSKT will provide TTA.</td>
<td>Council Land Dept.</td>
<td>01/2019</td>
<td>Ongoing</td>
<td>Train FBIC LTRO Staff.</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Accounting Staff will begin process of identifying tribal lands and the sources of income generated from that land.</td>
<td>Jaime, Peggy, Darren and Jacob</td>
<td>10/1/2018</td>
<td>11/15/2018</td>
<td>Outline of updates and a timeline for completion. Revenue/Income Statement for the FBIC Enterprises.</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Staff will utilize the Tribal D Tribe Vue Software.</td>
<td>Land Director CFO</td>
<td>01/2019</td>
<td>Ongoing</td>
<td>Critical software purchased with staff trained.</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Engage with BIA To commit to getting the Tribe Correct Data for land use.</td>
<td>Tribal D Land Director - Peggy</td>
<td>01/2019</td>
<td>01/2019</td>
<td>Acquire accurate data from the BIA as Partners.</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Assign Land Dept. &amp; BIA Staff to conduct a land audit (to improve land use/data).</td>
<td>Land Department, CFO, CAO</td>
<td>01/2019</td>
<td>03/2019</td>
<td>Establish a formal Land audit for FBIC use.</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Identify funding for TA to improve and conduct an “on the ground” “Land Audit” with transportation surveyors to assist with GPS &amp; interlay into Tribal D Software for improved land data.</td>
<td>Secretary Treasurer, CAO, CFO, and Land Department</td>
<td>01/2019</td>
<td>03/2019</td>
<td>Establish a bona fide land audit for the FBICC.</td>
<td>Staff Time</td>
</tr>
</tbody>
</table>
Gather profit sharing agreement(s), assess them, renegotiate them on BHI, IMDG, Casino, Kwik Stop. *(State met on Tobacco, Alcohol, and Gas Tax Revenue Sharing)*

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>End Date</th>
<th>Description</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negotiate Tribal D Contract.</td>
<td>Catherine Aragon</td>
<td>01/2019</td>
<td>02/2019</td>
<td>Finalize Tribal D Contract.</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Land Staff will produce a “work schedule” on progress as to what is</td>
<td>Land Staff</td>
<td>01/2019</td>
<td>Ongoing</td>
<td>Increased trading, collaboration, &amp; info sharing.</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Connect Transportation, planning, finance to the Tribal D Software or</td>
<td>Council, Land Staff,</td>
<td>01/2019</td>
<td>Ongoing</td>
<td>Production &amp; Efficiency of Land use and Revenue</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Council, Attorney, CFO, CAO, and Legal</td>
<td></td>
<td></td>
<td></td>
<td>Potential for a “Revenue Department”</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Track Income</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strengthen infrastructure of the Tribe</td>
<td></td>
</tr>
</tbody>
</table>
Fort Belknap Indian Community Council Implementation Plan – Legislative Responsibility/Code/Policy – Short-Term

**Need(s):** To revise and update existing codes, ordinances, and policies and adopt additional codes to meet the needs of the FBIC.

**Goal:** To identify resolutions, codes, ordinances, and policies that need revision and identify additional codes that need to be adopted and codify all.

**Objective:** 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.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assign appropriate staff.</td>
<td>President Werk/FBCC</td>
<td>9/25-26/2018</td>
<td>10/2018</td>
<td>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.</td>
<td>Legal and Directors time</td>
</tr>
<tr>
<td>Interlaying revisions from contractor.</td>
<td>Planning, Legal Secretary/Treasurer, CAO</td>
<td>01/2019</td>
<td>07/2019</td>
<td>Revised Policies and Code on file.</td>
<td>Legal and Consultant, and Staff Time</td>
</tr>
<tr>
<td>Compile and codify ordinances update and build table of contents.</td>
<td>Legal, Planning, CAO, FBIC</td>
<td>01/2019</td>
<td>07/2019</td>
<td>Updated and Compiled Codes and Laws on file.</td>
<td>Legal and Consultant, and Staff Time</td>
</tr>
<tr>
<td>Task Description</td>
<td>Responsible Parties</td>
<td>Start Date</td>
<td>End Date</td>
<td>Notes</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
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<td>----------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Identify and download appropriate codes/resolutions and ordinances for updating.</td>
<td>Legal/Directors</td>
<td>10/1/2018</td>
<td>11/15/2018</td>
<td>Outline of updates and a timeline for completion by committee.</td>
<td></td>
</tr>
<tr>
<td>Re-write for ratification by Full Council ordinances and policies that have not been passed.</td>
<td>Legal/Council</td>
<td>11/15/2018</td>
<td>1/15/2019</td>
<td>Codes/resolutions and Ordinances being update and reviewed by the full FBCC.</td>
<td></td>
</tr>
<tr>
<td>Form Ad-hoc committee.</td>
<td>FBICC, CAO, CFO, Legal</td>
<td>06/2019</td>
<td>06/2019</td>
<td>Provide review, financial analysis, and management analysis and recommendations on current required revised and proposed code ordinances and policies</td>
<td></td>
</tr>
<tr>
<td>Solicit public input on other codes.</td>
<td>FBICC, Legal</td>
<td>07/2019</td>
<td>30 days</td>
<td>Create public comment opportunities.</td>
<td></td>
</tr>
<tr>
<td>Develop, revise, propose, and approve other codes.</td>
<td>FBICC, Legal, Recorder</td>
<td>09/2019</td>
<td>Ongoing</td>
<td>Adopted other codes, e.g., UCC, Education, IRB, VAWA, TOLA, MMIW, and others.</td>
<td></td>
</tr>
<tr>
<td>Digitize older material.</td>
<td>IT Department</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Searchable set of digitized documents that's backed up available.</td>
<td></td>
</tr>
<tr>
<td>Develop and enter into MOU's and MOA's (e.g. cross-deputize Police Officers, join Task Force, Ensure adequate staff, etc.)</td>
<td>FBICC, Legal</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Developed, approved and enforceable MOU's and MOA's in place.</td>
<td></td>
</tr>
<tr>
<td>Seek out and pursue funding sources as per funding plan.</td>
<td>Planning, FBICC,</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Funding sources researched, and funds secured for various projects.</td>
<td></td>
</tr>
</tbody>
</table>
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

**Need(s):** Accounting of Tribal revenue specific to general fund.

**Goal:** To provide elected officials with accurate up to date revenue summaries upon request.

**Objective:** 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.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assign appropriate staff.</td>
<td>President Werk/FBCC</td>
<td>9/25-26/2018</td>
<td>10/2018</td>
<td>As soon as possible, date to be determined: President to call a meeting with Tribal Land, Council Land Chairman and Vic-Chairman, CFO, Tribal Attorney and CAO to gain &quot;direction and commitment on all revenues from land income.”</td>
<td>Legal and Directors time</td>
</tr>
<tr>
<td>Resolution Roundup.</td>
<td>CFO Jess Fetter-Recording Secretary</td>
<td>12/2018</td>
<td>Ongoing</td>
<td>10/2018 Jess started researching tribal resolutions on all types of revenue from Tribal Enterprises and</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Task Description</td>
<td>Responsible Parties</td>
<td>Date</td>
<td>Frequency</td>
<td>Description</td>
<td>Time Required</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>--------------------------------------------</td>
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<td>------------------------------------------------------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Accounting staff will report on tasks.</td>
<td>Jaime, Peggy, Darren and Jacob</td>
<td>10/1/2018</td>
<td>11/15/2018</td>
<td>Outline of updates and a timeline for completion is presented.</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Tribal revenue reconciliation reports provided to FBICC.</td>
<td>Sec./Treasurer CFO Enterprise Mgrs. Other Tribal Directors</td>
<td>12/2018</td>
<td>Monthly</td>
<td>Accurate revenue reports submitted.</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Review and update revenue related resolutions.</td>
<td>Sec./Treasure Council, CFO CAO Legal</td>
<td>12/2018</td>
<td>Annually</td>
<td>Updated agreements on file.</td>
<td>FBICC Time Staff Time</td>
</tr>
</tbody>
</table>
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

Need(s): To develop, approve, and implement a comprehensive Tribal Governmental (Fort Belknap Indian Community Council {FBICC}) Strategic Plan.

Goal 1: To utilize the FBICC plan as the guiding document with which all Tribal programs, departments, and enterprises align their internal plans.

Goal 2: To implement the overall FBICC plan in a manner that ensures accountability by all parties including the Tribal Council.

Objective: 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.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Plan</td>
<td>FBICC CAO</td>
<td>10/2018</td>
<td>02/2019</td>
<td>Plans circulated out to Tribal Council via email and attached them to CAO monthly report document 10/2/2018 &quot;requesting input for updates&quot;</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Timelines.</td>
<td>CAO</td>
<td>02/2019</td>
<td>03/2019</td>
<td>CAO updated Implementation plans with input received by Tribal Council, Tribal Attorney, CFO, and other responsible</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Enforcement of Objectives.</td>
<td>Planning Committee Planning Department CAO</td>
<td>03/2019</td>
<td>Ongoing</td>
<td>Implementation Plans to be discussed at next scheduled Planning Committee Meeting</td>
<td>Staff Time</td>
</tr>
<tr>
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<td>---------------------------------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Assessment.</td>
<td>FBICC</td>
<td>04/2019</td>
<td>Ongoing</td>
<td>Accountability</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Modify plans if needed.</td>
<td>FBICC</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Plans assessed and modified as needed.</td>
<td>Staff Time &amp; FBICC Time</td>
</tr>
</tbody>
</table>
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

### Need(s):
To address the current housing shortage on the reservation through capacity building (300 homes).

### Goal:
To increase the capacity of housing services of the Fort Belknap Indian Community.

### Objective:
To meet the housing needs of the Fort Belknap Indian Community through competitive grant applications, loans, and other funding sources.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
</table>
| 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 |
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

**Need(s):** A comprehensive Water Settlement Plan.

**Goal:** To develop a Water Settlement Plan that will be voted on and approved by the Tribal Membership.

**Objective:** 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.

<table>
<thead>
<tr>
<th>Method/Activity</th>
<th>Responsible Party</th>
<th>Start Date</th>
<th>Date Completed</th>
<th>Outcomes/Revisions</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assign appropriate staff.</td>
<td>President Werk FBICC</td>
<td>9/25-26/2018</td>
<td>10/2018</td>
<td>Established Water Committee</td>
<td>Legal and Directors time</td>
</tr>
<tr>
<td>Set negotiation team.</td>
<td>Legal Water Committee FBICC</td>
<td>10/1/2018</td>
<td>11/2018</td>
<td>Outline of updates and a timeline for completion by committee.</td>
<td>Legal/Secretarial/Director/FBICC time</td>
</tr>
<tr>
<td>Begin drafting settlement agreement.</td>
<td>Legal Water Committee FBICC</td>
<td>11/16/2018</td>
<td>12/2018</td>
<td>1st Draft of settlement agreement completed for consideration.</td>
<td>FBICC Legal Time</td>
</tr>
<tr>
<td>Community Outreach/Education</td>
<td>PR Officer</td>
<td>12/2018</td>
<td>Ongoing</td>
<td>Educate community</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Begin public comment period and document comments.</td>
<td>Legal Water Committee FBICC</td>
<td>06/01/2019</td>
<td>07/15/2019</td>
<td>Comments received and documented.</td>
<td>Staff Time</td>
</tr>
<tr>
<td>Task</td>
<td>Responsible Party</td>
<td>Start Date</td>
<td>End Date</td>
<td>Description</td>
<td>Staff Time</td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
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<td>-------------------------------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Complete 2nd draft after public comments incorporated.</td>
<td>Legal Negotiation Team FBICC</td>
<td>07/16/2019</td>
<td>09/15/2019</td>
<td>New Negotiated Water Compact Settlement ready for Tribal Council action.</td>
<td></td>
</tr>
<tr>
<td>Present plan to FBICC for ratification.</td>
<td>Legal Negotiation Team FBICC</td>
<td>09/20/2019</td>
<td>09/20/2019</td>
<td>Settlement proposal ratified by FBICC.</td>
<td></td>
</tr>
<tr>
<td>Set time for referendum by Tribal Membership and conduct outreach.</td>
<td>Legal Negotiation Team FBICC</td>
<td>09/16/2019</td>
<td>11/01/2019</td>
<td>Public media announcements.</td>
<td></td>
</tr>
<tr>
<td>Conduct vote to coincide with Tribal Council elections.</td>
<td>Election Committee</td>
<td>11/05/2019</td>
<td>11/05/2019</td>
<td>Election held &amp; votes tallied.</td>
<td></td>
</tr>
<tr>
<td>If approved move forward.</td>
<td>Legal Negotiation Team FBICC</td>
<td>11/06/2019</td>
<td>Ongoing</td>
<td>Proposed settlement ready for review by BIA and Congressional staff.</td>
<td></td>
</tr>
<tr>
<td>If not approved begin process over.</td>
<td>Tribal Membership</td>
<td>11/06/2019</td>
<td>Go back to redrafting settlement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If vote approved, submit through BIA to Secretary of Interior for approval.</td>
<td>Council President</td>
<td>2021</td>
<td>2021</td>
<td>Approved by Secretary DOI and Congressional delegation for review and negotiations with State.</td>
<td></td>
</tr>
<tr>
<td>Begin negotiating with State Legislature.</td>
<td>Legal Negotiation Team FBICC, Federal Officials</td>
<td>2022</td>
<td>2027</td>
<td>Negotiations documented by minutes and drafts.</td>
<td></td>
</tr>
<tr>
<td>Approval of Water Settlement Compact by State Legislature.</td>
<td>Legal Negotiation Team FBICC, Federal Officials</td>
<td>2022</td>
<td>2027</td>
<td>Water Compact Settlement Agreement approved by State.</td>
<td></td>
</tr>
</tbody>
</table>