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BUSINESS ENTERPRISE DEVELOPMENT  
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## Illustration 1

Supplements to 84 BIAM

<u>No.</u>	<u>Title</u>
1	Program Operations and Records, Reports and Forms

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Organization, Functions and Organizational Relationships

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1. ORGANIZATION, FUNCTIONS AND ORGANIZATIONAL RELATIONSHIPS.

1.1 Objectives. The objectives of the Business Enterprise Development Program are to:

A. Develop close working relationships with State, local, Tribal Governments and Bureau officials which will assure a uniform and coordinated approach to expanding business enterprises and economic development on or near Indian reservations.

B. Improve economic conditions through business enterprises and economic development through the introduction of new enterprises expanding established businesses on or near Indian reservations.

C. Encourage and assist Indian tribal leaders to participate with leaders of communities adjacent to the reservations in promoting economic development.

D. Encourage Tribal Governments and the Indian people to establish business enterprises and participate in economic development.

E. Encourage Tribal Governments and the Indian people to participate in the management and operation of business enterprises and in comprehensive economic development on their reservations.

F. Increase income to the reservation, income levels for the reservation inhabitants, and raise quality of life on the Indian reservations.

G. Develop and expand job opportunities in business enterprises and economic development on or near Indian reservations.

H. Reduce the dependence of the Indian people on Federal assistance.

I. Exert every effort to bring the Tribal Governments and Indian reservation economies into the economic mainstream of the U.S.

The specific objectives and their methods of accomplishment are stated in the sections describing Central, Field, Area and Agency operations.

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1.2 Authority. The Act of November 2, 1921 (25 U.S.C. 13) provides that the Bureau of Indian Affairs shall direct, supervise and expend such monies as Congress may from time to time appropriate for the benefit, care and assistance of Indians.

1.3 Policy. It is Bureau policy to coordinate Business enterprise and Economic Development functions at all levels. It is also the policy to coordinate the Bureau's Business Enterprise and Economic Development Program and activities being conducted by State, local and tribal enterprises and organizations to encourage and invite Indian tribal officials and leaders to participate in these Bureau and local government efforts. It is essential, if optimum progress toward Bureau objectives is to be maintained, that the Division of Business Enterprise Development be organized and operated in a manner which will: (A) evaluate reservation and peripheral community economic and resource data; (B) make available findings to private enterprise and development organizations; (C) provide professional advice to tribal groups and local governments to maximize Bureau objectives; and (D) enable Division staff to maintain contacts with public and private sectors in order to promote business and economic development on or near reservations.

1.4 Business Enterprise Development - Organization and Functions. A specific program of business and economic development was established by the Commissioner of Indian Affairs in his administrative memorandums issued August 9, 1955, and October 29, 1958.

A. Central Office.

(1) Organization. The organizational breakdown is as follows:

(a) The Director of Tribal Resources Development is the line officer to whom the Commissioner has delegated responsibility for all economic development activities of the Bureau. Organizationally, within the Directorate, the Division of Business Enterprise Development is assigned the staff responsibility for the Business Enterprise and Economic Development functions of the Bureau.

(b) The Chief, Division of Business Enterprise Development has staff for planning, developing, monitoring and evaluating field implementation of the Business Enterprise Development Program.

(c) Positions of Business Enterprise Development Specialists are located in Field Development Offices established in key

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industrial cities. The incumbents are staff officers who report to the Chief, Division of Business Enterprise Development, Central Office, and to the Area Director where they are administratively attached.

(d) Positions of Business Enterprise Development Specialists are established in each Area Office. The incumbent is a staff officer who reports to the Area Director. Business Enterprise Development functions at the operating level are assigned to the Agency Superintendent or his designated representative.

(2) Functions. The specific functions of the Division are:

(a) To provide technical advice to the Director, the Commissioner and Office of the Assistant Secretary on all policy and program matters pertaining to Business Enterprise and Economic Development activities in the Bureau; to keep them advised concerning current or proposed legislative, regulatory and Departmental policies or requirements having economic development implications; and to advise these officials in the consideration and disposition of broad problems concerning Business Enterprise and Economic Development plans and proposals.

(b) To furnish information and assistance to the Director and other key officials in the Bureau or Office of the Assistant Secretary on matters relating to Business Enterprise and Economic Development at conferences and public appearances.

(c) To represent the Bureau at the national level in conferences and negotiations with representatives of the Department of Defense, Department of Commerce, Office of Defense Mobilization, Small Business Administration, HUD, HEW, and other government agencies, large economic development organizations, manufacturers' associations, as well as Chambers of Commerce and other interested organizations, for the purpose of encouraging and promoting economic development on or near Indian reservations.

(d) To prepare recommendations for legislation and regulations designed to improve, expand and facilitate the overall program of economic development and to maintain cognizance of all legislation and acts affecting or relating to Bureau of Indian Affairs programs and activities.

(e) To formulate and recommend general policies and plans for the development of long-range programs of economic development on or

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near Indian reservations, which will encourage and promote the location of business enterprises, manufacturing or industrial plants to provide job opportunities for Indian people.

(f) To determine appropriate goals for development through organized planning and economic studies; to ensure their inter-relationships with Federal, State, local and tribal governments; to create workable fiscal policies and plans for all business enterprise development efforts; to provide the means of communication and coordination between all segments.

(g) To establish standards of operational policies and procedures to be followed in conducting the Business Enterprise Development Program within the jurisdiction of the Field Offices.

(h) To recommend standards of operational policies and procedures to be followed in conducting the Business Enterprise Development Program at the Area Office level which will ensure consistency of approach through all areas.

(i) To provide, through the Area Directors, staff guidance and assistance to the Area Business Development staff.

(j) To formulate policies, regulations, methods and procedures for Business Enterprise Development activities on a Bureau-wide basis; to prepare and maintain procedural manuals and other instructional or informational material for use of business and economic development personnel; to devise reporting systems, forms control and correspondence procedures.

(k) To formulate procedures for the assembly and analysis of material obtained from other Bureaus, other Federal agencies, State agencies, universities and libraries, business firms, reservation areas and peripheral communities, pertaining to present and proposed economic development of Indian reservations, and to determine methods of utilization of such material in the formulation of sound business enterprise and economic development in Indian areas.

(l) To plan and direct the conduct of field studies and surveys covering comprehensive evaluations of the type of enterprises suited for location on or near reservations in terms of long-range stability, the requirements for raw materials, distribution, markets or merchandising, manufacturing or fabricating, transportation, power water and suitability of various Indian reservations for private industries in these respects.

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(m) To review plans, specific proposals and reports submitted by Specialists in Business Enterprise Development Field Offices and Area Offices covering the results of investigations and surveys made in connection with the establishment of business enterprises and dealing with such subjects as availability of raw materials, manpower, power, water, sources of financing, and areas of distribution; to evaluate and appraise these proposals in relation to existing plans and suitability of such proposals and also in relation to the overall Bureau policies and programs; to recommend the appropriate course of action and the order of priority of such plans for specific Indian reservations; and to prepare and compile digests and factual summaries for use in encouraging private or tribal manufacturing on or near Indian reservations.

(n) To develop contacts with and maintain liaison with private firms for the purpose of developing sources and making preliminary determination of suitability of manufacturing on or near Indian reservations.

(o) To determine through inspections that Field and Area Business Enterprise Development staff members understand and follow prescribed development procedures and authorized plans.

## B. Field Offices

(1) Organization. Business Enterprise Development Field Offices are located in key industrial cities. The Business Enterprise Development Specialists assigned to these Field Offices are under the general direction of the Chief, Division of Business Enterprise Development and the Area Director where they are administratively attached.

(2) Functions. The functions of the Business Enterprise Development Specialists in the Field Offices are:

(a) To contact executives of industrial and manufacturing firms for the purpose of promoting interest in locating plant facilities on or near Indian reservations, to maintain continuing liaison with representatives of these firms in order to keep informed of their interest and decisions regarding the Bureau's program and plant sites; to obtain from the Area Directors economic and manpower resource data concerning reservation and adjacent community areas and to provide

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this information to industry and business firms, to arrange exploratory trips with private and public sectors' representatives to reservation areas in order to make a preliminary determination, in coordination with the Area Business Enterprise Development Specialist, of the suitability of manufacturing, plant relocation, etc., on or near the reservation.

(b) To maintain liaison with field representatives of the Department of Defense, Department of Commerce, Office of Defense Mobilization, Small Business Administration, and other Federal and State organizations, Chambers of Commerce, manufacturers' associations, leasing companies, economic research organizations, transportation and carrier associations, and power and utility companies for the purpose of assisting industries in negotiating for services and equipment; to stimulate and encourage interest in the Business Enterprise Development Program; to obtain current economic and resource material for program use; and to maintain cognizance of current trends in business and industry.

(c) To represent the Bureau at Chambers of Commerce, business and manufacturers' associations, and State and local business development groups.

(d) To counsel with and provide guidance to the Area Director and other staff officials as requested on business enterprise and economic development matters.

(e) To assist, as requested by Area Director, in working with tribal and local organizations to promote understanding and cooperation; in preparation of resource data; and in negotiations with private and public sectors.

(f) To assemble and analyze resource data, business enterprise and economic development material or publications obtained from Area Offices, other federal or State government agencies, universities, and libraries, research organizations, business firms, and others pertaining to present and proposed economic development of Indian reservations and surrounding communities, production processes, plant site surveys, raw materials, transportation, and power, and to interpret and utilize such material in conducting negotiations with public and private sector representatives.

(g) To study plans and descriptive resource data received from the Central Office or Area Offices, and tribal, State or local

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surveys and studies promoting the establishment of business enterprises on or near the reservation.

1.5 Area Business Enterprise - Organization Functions.

A. Organization. The Area Business Enterprise Development Specialist is under the general direction of the Area Director.

B. Functions. The functions of the Area Business Enterprise Development Specialist are:

(1) To provide technical advice to the Area Director and his staff on development matters occurring within the Area; to represent the Area Office in speaking before Federal and State agencies, community and civic organizations, tribal groups, labor organizations, and manufacturing associations, etc.; to explain and interpret the Business Enterprise Development Program, objectives, regulations and status.

(2) To counsel with and furnish assistance and guidance to tribal councils, committees and leaders and community organizations concerning the Business Enterprise Development Program plans and objectives, status of negotiations with business concerns, suitability of industries in terms of stability, resources, manpower, and other factors; to encourage and assist tribal committees to participate in and support State and local development programs and efforts; to review plans submitted by tribal, State or local governments and business committees concerning the feasibility of encouraging business enterprises to establish plants on the reservation or in adjacent community areas and to prepare evaluation summaries on the suitability of such plans.

(3) To conduct or to participate in the conduct of economic and labor resource surveys and investigations, prepare statistical data and other related resource information concerning the reservation and area for dissemination to the Central and Business Enterprise Development Field Offices, tribal, State and local governments, organizations and committees, business firms and cooperating agencies.

(4) To develop and maintain contacts with executives of private sector manufacturing firms within the area for the purpose of explaining explicitly interest in the Business Enterprise Development Program.



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(5) To make a preliminary determination of the suitability of business firms and adequacy of their on-the-job training programs.

(6) To prepare reports to the Area Director, in cooperation with the Field Development Specialist, evaluating the organization and operating policies of a business enterprise for On-the-job Training and providing any other information that would be helpful in obtaining agreement for such an enterprise on the reservation.

(7) To make all necessary arrangements with tribal and local governments and business leaders for discussion meetings and exploratory trips to the reservation areas by Field Development Specialists and business representatives.

(8) To maintain liaison with representatives of private manufacturing firms referred to the area by the Field Development Specialists or accompanying them on exploratory trips through the area.

1.6 Agency Business Enterprise Development - Organizations and Functions.

A. Organization. In instances where a Branch of Business Enterprise Development has not been established at the agency level, the Agency Superintendent or his/her designated representative is responsible for conducting that portion of the Business Enterprise Development Program assigned to the Agency level with the assistance of the Area Development Specialist and Central Office Staff. Work performed at the agency level by the Area Development Specialist will be with the full coordination/cooperation of the Agency Superintendent.

B. Functions.

(1) To provide information and assistance to the Area Director and Area Development Specialist concerning development matters occurring within Agency jurisdiction.

(2) To counsel with and obtain technical assistance and guidance for tribal, local government, and business organizations and leaders concerning the Indian Industrial Development Program plans and objectives.

(3) To conduct or participate in the conduct of economic and labor resource surveys and investigations; to prepare statistical and other resource data relating to the reservation area for use at higher organizational levels.

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(4) To maintain liaison with representatives of private sector manufacturing firms within Agency jurisdiction; to request from the Area Director such assistance as may be required at the Agency level to carry out the functions described above.

1.7 Branch of Business Enterprise - Organizational Relationships.A. Relationships with Government Programs.

(1) Cognizance of Bureau Programs. Business Enterprise and Development personnel shall familiarize themselves with the Department of the Interior, Bureau of Indian Affairs organization and staff relationships, and legislation affecting the Department, Bureau and tribes.

(2) Coordination with Other Government Programs. The Business Enterprise Development Program correlates other Government programs which contribute to improving reservation conditions, developing resources and preparing the Indian physically, vocationally and psychologically to become self-sustaining. Business Enterprise Development operations shall, therefore, be coordinated with all other government programs to the optimum extent possible. Business Enterprise Development personnel shall take appropriate action to insure that other Bureau program leaders and personnel are aware of the objectives and operations of the Business Enterprise Development Program. They shall endeavor to obtain the cooperation of other Bureau personnel in supporting and accomplishing the objectives of the Business Enterprise Development Program.

(3) Field-Area Relationships. As needed, the Field Development Specialists shall provide technical advice, assistance and information concerning the Business Enterprise Development Program to Area and Agency personnel. The Area Development Specialist, in the conduct of the Business Enterprise Development Program at the Area and Agency level shall consult with and advise other Bureau program leaders in matters which involve areas for which they have responsibility.

B. Relationships with Tribal Governing Organizations.

(1) Cognizance of Tribal Affairs: All Development Specialists are required to familiarize themselves with the organization documents, constitution, bylaws, or charters of the tribes with which they will have relations. They are required to be cognizant of all current Federal and State legislation affecting resources or benefits extended to the various tribal groups and to keep well informed

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concerning their current political, social and economic situation through observation, study and discussions of current literature and reports in their fields. They are required to familiarize themselves and to have sufficient knowledge of tribal customs and culture which will enable them to work effectively with tribal committees, leaders and individuals and to promote understanding and acceptance between Indian business, civic, and local organizations.

(2) Coordination with Tribal Government Organizations. It is the responsibility of the Area Development Specialist to work with tribal governing bodies, development committees and other recognized Indian organizations to promote understanding of and cooperation with the Business Enterprise Development Program. The Area Development Specialist works with the tribal leaders and Indian business and economic development committee members in promoting cooperation with the adjacent community organizations and committee members in developing manpower and economic data to provide to business firms; participates in negotiations with tribal and community groups and assists them in determining inducements to be offered to industrial representatives in encouraging manufacturing firms to locate in the area.

(3) Field-Area Relationships. The Field Development Specialist arranges, through the Area Director for meetings between business representatives and tribal committees and such community or Government representatives as are required.

C. Relationships with State and Community Organizations.

(1) Cognizance of State and Community Programs. Business Enterprise Development personnel shall familiarize themselves with the Governmental structure and organization of the States and communities within which they have jurisdiction. They shall maintain a current knowledge of all State, community, civic, and business and industrial agencies and organizations in order to utilize their services to the optimum extent.

(2) Coordination with State and Community Agencies and Organizations: The Business Enterprise Development Program of the Bureau correlates to State and community programs which are endeavoring to improve economic conditions of their respective areas. The Bureau program will, therefore, be coordinated with such programs. Development personnel shall take appropriate action to establish and maintain working relationships with officials and representatives of State and community groups and agencies to insure that they are currently

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informed of the objectives, operations and status of the Bureau Business Enterprise Development Program.

D. Field -Area Relationships.

(1) Field:

(a) The Field Development Specialist shall establish and maintain effective liaison and contact with business, manufacturing and trade associations, State and Community agencies and organizations within the assigned jurisdiction.

(b) He/she will serve in an advisory capacity to the Area Director and his/her staff on matters concerning business enterprise and economic development activities.

(c) He/she will insure that the Area Director is kept currently informed of those business enterprise and economic development activities carried out within the Area jurisdiction.

(d) He/she will insure that current and orderly flow of information is maintained by the Area Office. These include descriptive economic and resource data; reports of visits by business representatives to the area, economic trends and views. He/she will insure an effective coordination of the Field-Area operations of the Business Enterprise Development Program.

(2) Area:

(a) The Area Development Specialist in conducting the Business Enterprise Development Program shall establish and maintain effective working relationships with State, local and tribal governments and business organizations within the Area scope of operations.

(b) He/she will process a current and comprehensive flow of economic data from the Area to the Central Office and Business Enterprise Development Field Offices. He/she will provide, as requested by the Specialist in the Field Business Enterprise Development Office, statistical or resource data concerning the reservation or peripheral area.

(c) He/she will insure effective coordination of the Area Business Enterprise Development activities with those of the Field Business Enterprise Development Offices.

