CMTS Speaker Series:

Tribal Relations in Alaska

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USCG D17 Tribal Liaison
Alaska Natives & American Indians

566 Federally Recognized Tribes

- Alaska: 229 Tribes (5 Distinct Groups)
  - Inupiaq/St Lawrence Yupik
  - Yup’ik/Cup’ik
  - Unangax (Aleut)/Alutiiq
  - Athabascan
  - Eyak/Tlingit/Haida/Tsimshian

- Continental U.S.: 337 Tribes
  - 337 Tribes
  - Reservations/Traditional Use Lands

Differences in Regions/Ethnic Origins/Subsistence

Subsistence Lifestyle is Foundation of Food and Cultural Existence

High Focus on Environmental Issues and Incidents – Spills, etc.

Do Your Homework Before Trips!

- Research the Region, Village, and Norms
Alaska: 229 Tribes
All Located on Coast or Rivers

Alaska Natives are the Majority Population in Villages Outside the Biggest Census Areas (Anch/Matsu/Fbx/Jnu)
Background:
Historical Tribe Locations in U.S.
Indian Tribe Relocation to Reservations in U.S. in 1800’s

Note that tribes on reservations care about incidents on previous traditional use areas!
Federal Indian Policy/Philosophy

- Treaty Making Era 1778-1871
  - >20 Treaties = Recognition of Sovereignty
- The Removal Era 1830-1850
- The Reservation Era 1850-1871
- Allotments – Assimilation 1887-1934
- The Termination Era 1953-1968
- The Self-Determination Era 1968-Present
- Mandate for Federal G-2-G 2000-Present

“Domestic Dependent Nations”

“The Congress shall have the power... to regulate commerce with foreign nations, and among the several states, and with the Indian Tribes.”
Tribes in Alaska: Background & Organization

- Relevant US/Alaska Historical Events:
  - 1800’s: Continental U.S. – Tribes Forced onto Reservations
  - 1935: Jurisdictional Act (Tlingit/Haida claimed Southeast AK)
  - U.S. Supreme Court Upheld Tlingit/Haida Land Claim
  - 1959: Alaska Statehood Land Selection (Inherent State/Tribe Resource Conflicts)
  - 1969: Oil Discovery in Alaska

- Created Complex High-Conflict Situation

- Alaska Native Claims Settlement Act (ANCSA – 1971)
  - 44 Million Acres (about 12%)/$963 Million
  - 13 Alaska Native Regional For-Profit Corporations
  - 12 Non-Profit Corps, Approx 200 Village Corps
  - Created a Unique Situation & Structure
Complexity of Consultation/Engagement
Example: Point Hope, Alaska

- **Native Village of Point Hope** (IRA Tribe)
  - Governs; does not hold land
- **Inupiat Community of Arctic Slope** (ICAS – Regional IRA Tribe)
- **Tikigaq Corporation** (ANCSA Village Corp)
  - Holds surface land rights
- **Arctic Slope Reg. Corp.** (ANCSA Regional Corp)
  - Holds subsurface land rights (gravel, oil, gold, coal)
- **Traditional Clans/Family Groups** – Not necessarily part of federal tribal government “structure”
- **North Slope Borough** (State/Municipal: Barrow)
  - Provides services to Point Hope residents
- **City of Point Hope** (2nd class city/state chartered)
- **Alaska Eskimo Whaling Commission** (10 Villages)
- **Eskimo Walrus Commission** (19 Villages: Nome)
- **Other ANOs** (Ice Seal, Polar Bear, etc)
Native Governance & Consultation: Tribal Consultation is a Mandate – Executive Order 13175 (2000)

- 2000: Federal Recognition of Tribal Sovereignty & Govt-to-Govt relationship
- Mandated Consultation on matters that may impact tribal rights, resources, or interests
- 2003: ANCSA Corps included to mandate for consultation
- Potential Consequences of not engaging (operational & political)
  
  “Domestic Dependent Nations”

“The Congress shall have the power... ...to regulate commerce with foreign nations, and among the several states, and with the Indian Tribes.”
Tribal Consultation Guidance:

- Executive Order 13175 (2000)
- OMB Implementation Guidance
- DHS Tribal Consultation Policy
- CGHQ/District-Level Guidance/Directives
- Tribal Legislation/Sovereignty Overview

Congressional/DHS/CG Data Calls:

- Congress/DHS Tribal Consultation Report
- Environmental Justice (EJ) Annual Report
- D17 Engagement/Consultation Log
- D17 Strategy/Annual Priorities
Consultation and Engagement With Tribes and Alaska Native Organizations

- **Formal Consultation:**
  - Federally Recognized Tribes (not Native Orgs)
  - Letter of Invitation to Consult (or respond to request)
  - Establish Meeting Time/Location/Attendees
  - Meaningful Input Opportunities
  - Follow-up/Response/Documentation
  - Memorandums of Agreement (MOU)

- **Engagement w/ Tribal-Related Stakeholders:**
  - Federally Recognized Tribes (Engage & Consult)
  - Native Organizations
  - Native Advocacy Groups (Local and National)
  - ANCSA Corporations (Alaska)
  - Alaska Native Villages (Local Village Governments)
USCG Arctic Strategy (2013)

- CG Vision for Operating In Arctic Region:
  - Ensure safe, secure, and environmentally responsible maritime activity in the Arctic.

- CG Arctic Strategic Objectives:
  - Improve Awareness
  - Modernize Governance
  - Broaden Partnerships

- CG Goals:
  - Protect Those On The Sea
  - Protect People From The Sea
  - Protect The Sea Itself
USCG Arctic Strategy (2013)

- Improve Awareness:
  - Coordinate/Share Information
  - Achieve Effective CG Presence (Vessels/Aircraft/Personnel)
- Modernize Governance:
  - Work w/ Federal, State, Tribal, & Local Gov’ts
  - Safeguard Marine Environment
  - Preserve Living Marine Resources
- Broaden Partnerships:
  - Develop/Promote CG as a Partner
  - Engage/Partner to Maximize Effectiveness
Arctic Community Concerns – Food & Cultural Security:

- Vessel Traffic Issues
- Infrastructure Development
- More Spill Planning/Response
- Subsistence Hunter Safety
- Food Quality & Availability
- “Vessels are operating in our pantry”
Consultation and Tribal Impacts: Potential Triggers

- Air Ops
- Vessel Ops
- Law Enforcement Ops
- Sacred/Cultural Sites
- Contingency Planning
- Exercises/Spill Response
- Waterways Management
- Shipping Lanes, Etc.
It’s Not Just Subsistence… It’s Also Cultural Existence

- These are their Traditional Use Areas (1000+ years)
- Lives connected to land and sea
- Subsistence binds the culture
- Place names relate to biology or geography (not historical or biographical – Smith Mtn)
- Lots of challenges to maintaining cultural identity

Concerns:
- Increased Arctic activity = spills and incidents
- Spills may lead to lost food resources
- Gov’t response capabilities appear inadequate
- Not enough CG infrastructure present
- Traditional knowledge not fully understood

20K oil spill on beach: Inconvenience vs. Life-Changing Event
Discussion: What Does Success and/or Failure Look Like?

Cases/Situations:
- CG Helicopter Ops North Slope/Caribou Hunts
- Kodiak Facebook Incident
- Federal Agency Director Comments on Tribal Gift
- USCG Skiff Boardings Near St. Lawrence Island
- Research Ops on CG Cutter During Whale Hunt
- CG Staff Comments on White Float Coats
- CG Operations (R&D/Flights) Chinook Exercise
- Federal Commission First Visit to Arctic

Know Agency Missions/Issues – We Represent Our Overall Agencies

“Hey, Coast Guard!”
Why it Matters:
1989 Exxon Valdez Tanker Grounding

- **Exxon Valdez:**
  - 11 Million Gallons Spilled
  - 1,300 Miles of Coastline Impacted
  - 4 Summers of Cleanup Efforts

- **Cleanup Methods:**
  - Hot Water
  - High Pressure Cold Water
  - Mechanical
  - Bioremediation/Chemical

- **Tribes Still Impacted**

- **Before Executive Order**

Are We Still Thinking About It?
Tribal/Alaska Native Entities In Exxon Valdez Spill Zone: 500 Miles in 2 Months

- Valdez Native Tribe (Valdez)
- Tatitlek IRA
- Native Village of Eyak (IRA)
- Chenega IRA
- Nanwalek IRA
- Port Graham Village (IRA)
- Qutekacak Native Tribe (Seward)
- Chugachmiut (ANCSA Non-Profit Service Corp)
- Chugach Alaska Corporation (ANCSA Regional Corporation)
- Seldovia
- English Bay
- Kanatak
- Chignik
- Chignik Lagoon
- Chignik Lake
- Afognak
- Port Lions
- Ouzinkie
- Woody Island
- Larsen Bay
- Karluk
- Perryville
- Ivanoff

Number of Impacted Tribes Rapidly Increased
Deepwater Horizon

- 210 Million Gallons Spilled
- 25 Tribes potentially affected
- 12 Tribal Leaders/6 Nations
- Up to 16,000 Miles Coastline Impacted
- Historic & Cultural Properties Impacted
- G-2-G Consultation – FOSC Admiral Zukunft
- Alabama, Oklahoma, Texas, Florida, Louisiana, Mississippi, United Southern & Eastern Tribes
Tribal Engagement Continuum: When We Should Engage & Why It Matters

- Crisis Event
- Planning & Preparedness
- Response & Recovery
- Notification
- Exercises & Initiatives
- Lessons Learned
USCG Operations & Response
“When & How to Engage”

**Before:**
- Build Relationships
- Partner/Collaborate for Increased Effectiveness
- CG Operations: CG Vessels & Aircraft
- CG Aviation Operations: Medevacs/Fueling
- Regional & Subarea Contingency Planning
- Exercise Involvement: Spill Response/Mass Rescue
- Tribal Relations Training for CG Personnel

**During & After:**
- Tribal Notification of Spills/Incidents
- Incident Input From Tribal & Local Governments
- Obtain Sensitive Area Information
Tribal Engagement

“Before”

**CG Engagement:**
- D17/Sector “Community Leader” Meetings
- District Commander Subsistence Education
- Subsistence Group Co-Management Meetings
- Spill Response Drills & Exercises
- Cutter Tribal Outreach Visits
- Tribal Use of CG Facilities on Traditional Lands
- Aviation Tribe/Community Outreach Visits
- MOUs: Kodiak (Sun’aq) & Metlakatla Tribes
Initiatives to Address Issues:

- Polar Code
- Port Access Route Study (PARS)
- Arctic Waterway Safety Committee
- Seasonal CG Arctic Operations
Arctic Waterway Safety Committee

“Before”

- 2012 Co-Mgmt Group Letter to CG Requesting Action
- 2014-2015: AWSC formed to create collaborative regional maritime stakeholder management
- AWSC is Non-Profit/Non-Regulatory
- Set Standards of Care/Best Practices
- Address Issues – Ex: Research Vsl Ops

Membership:

- Subsistence Co-Management Groups (5 Seats):
  - AEWC, EWC, ABWC, ISC, ANC
- Industry (5 Seats):
  - Oil/Gas, Tug/Barge/Cargo, Marine Pilots, Mining, Fishing
- Other (5 Seats):
  - Nome, NW Arctic, NSB, Regional Tribal (Kawerak), Tourism
Tribal Engagement “During/After”

- Kulluk Rig Grounding
  - 700+ Total Responders
  - Tribal Involvement in Unified Command
    - Hunting/Land Guide Expertise
    - Fishing/Water Guide Expertise
  - ID Sensitive Areas, Shore Ops
  - Aground on Native Corp Lands
  - Sacred Site: Refuge Rock
  - Daily Stakeholder Briefings
  - Separation of Tribal & Other Stakeholders
  - Field LNO Deployment
  - Town Hall Meetings (2 Locations)
  - No Rig Recovery until Land Use Agreement
11 Whaling Villages
- Regulated by Intl Whaling Commission
- Harvest Quotas:
  - 75 Strikes per year for AK
  - “Struck & Lost” Impacts
- Village Visits: Know which type of animals are hunted
- CG Whaling Gear Assistance:
  - Helps Reduce Losses
- What makes a Whaling Captain an Umialik (Great Leader)? Why?
Whaling: Agency Operational Issues

- **Cutters/Aviation**: Guidance includes –
  - D17 MMPA Guidance/D17INST/OPLAN/NEPA
  - AEWC Conflict Avoidance Agreement (CAA):
    - CG does not sign this document, but abides by these guidelines unless a valid need to do otherwise
  - Food Security vs. Vessel Ops/Research
    - > 40NM offshore villages during whaling season
    - Contact AEWC and/or local Whaling Captain Associations
    - Do not operate in whaling zones during whaling season unless SAR or other necessity:

- **Subsistence Hunting (Maritime/SAR Awareness)**:
  - Skin-covered boats in ice (Spring Harvest)
  - Skiffs/Open-Water Hunts (Fall Harvest)
  - Up to 40-60 Miles Offshore

Whaling is dangerous – skittish animals are more dangerous
Other Marine Mammals
Before, During, & After

- **Walrus:**
  - Up to 35,000 Walruses in Haulouts
  - 19 Walrus Hunting Villages
  - Less Ice = Changing Haul-Out Locations
  - Sensitive to Aircraft/Helo Noise

- **Ice Seals:**
  - Hunted by All Arctic Communities

- **Polar Bears:**
  - Circling/Hovering Causes Stress
  - Less Ice = More Bears Onshore

- **Vessel Ops:**
  - Avoid Sewage Discharge near Marine Mammals
CG Icebreaker Issues
Before, During, & After

- Potential for disruption of whale, walrus, and seal hunting
- Hunters (with or without boats) up to 50 miles offshore – potential to “cut off” hunters from shore
- Fear whales will follow ship tracks
- Icebreakers are “Coast Guard” ships (not “science” ships)
- Perception of increased pack ice melt from icebreaker tracks
- Be sensitive to real or perceived impacts
Research Vessel Issues
Before, During, & After

- Potential to “Divert” whales migrating westward
- Fall whale hunts – up to 50NM offshore/open water hunt
- Difference in “Research” vs. “Industry” Ops/MMPA
- AWSC working for long-term resolution of Research issues
- Annual “Arctic Research Matrix” Research Operations Schedule
Composite of Research Vessel Tracks: Potential for Cumulative Impact
What is Needed for Effective Consultation/Engagement?

What Do Agencies/Orgs Need?
- Often tight timelines
- Respond that received information
- Ask for further information if needed/desired
- Give options or info on how proposal might be modified and still work
- Tell agencies who to work with/local experts
- Tell Agencies if Sacred/Historical Sites are an issue
- Tell us tribal timelines and other needs

What Do Tribes Need?
- Input from Tribal Reps?
- Timelines?
- Way information is presented? (Often have Internet difficulties)
- Preferred way of contacting the tribe?
- Preferred way of responding to agency?
- Give options or info on how proposal might be modified and still work (Tribes sometimes need more information than just a “NO” or “We are doing _____”)
How Do You Engage?
What Do You Need to Know?  What Do You Do/Say?

Cross-Cultural Considerations
The “Three Rs” of Successful Engagement

- **Respect**: Respect has to be demonstrated
  - Meeting co-management, (50/50 Time)
  - Shared Power/Decision-Making/Listening
  - Consideration of Alaska Native perspectives & potential impacts
  - Respect for elders

- **Relationship**: True Results happen in the context of relationship – “seeing” each other as people.

- **Results**: Sometimes agency personnel have a very Result focused approach. Results are just as important to Alaska Natives; but it needs to happen in the context of Relationship and Respect.
Building Competency in Tribal Engagement

Foundational Engagement Competencies:

- **Ask** how mission/activity could affect subsistence and their perspective on ways to minimize impacts
- **Provide clear information** you know -- Don’t force them to ask the “right” question
- **Allow tribal members to discuss issues** in their own language.
- **Allow for periods of silence.**
- **Re-state the tribal concern** to confirm your understanding of it.
- **Don’t speak loud, fast, argue, or point.**
- **Don’t put others down, or use jargon or abbreviations.**
- **PRACTICE** and consider what issues or concerns might arise BEFORE the meeting happens.
<table>
<thead>
<tr>
<th>Native Values:</th>
<th>Coast Guard Values:</th>
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<tbody>
<tr>
<td>Show Respect to Others</td>
<td>Honor</td>
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<tr>
<td>Each person has a special gift</td>
<td>Integrity</td>
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<td>Share What You Have</td>
<td>Ethical Conduct</td>
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<tr>
<td>Giving makes you richer</td>
<td>Moral Behavior</td>
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<td>Know Who You Are</td>
<td>Loyalty</td>
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<td>You are a reflection on your family</td>
<td>Accountable to the Public Trust</td>
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<td>Accept What Life Brings</td>
<td>Respect</td>
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<tr>
<td>You cannot control many things</td>
<td>We Value our Diverse Workforce</td>
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<tr>
<td>Have Patience</td>
<td>Fairness</td>
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<tr>
<td>Some things cannot be rushed</td>
<td>Dignity</td>
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<tr>
<td>Live Carefully</td>
<td>Compassion</td>
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<tr>
<td>What you do will come back to you</td>
<td>Individual Opportunity and Growth</td>
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<tr>
<td>Take Care of Others</td>
<td>Teamwork</td>
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<tr>
<td>You cannot live without them</td>
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<tr>
<td>Honor Your Elder</td>
<td>Devotion to Duty</td>
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<tr>
<td>They show you the way in life</td>
<td>We are Professionals</td>
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<tr>
<td>Pray for Guidance</td>
<td>Achievement of CG Goals</td>
</tr>
<tr>
<td>Many things are not known</td>
<td>Responsible &amp; Accountable</td>
</tr>
<tr>
<td>See Connections</td>
<td>We Exist to Serve</td>
</tr>
<tr>
<td>All things are related</td>
<td>We Serve With Pride</td>
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## Different Operating Paradigms

### Native Operating Paradigm:
- Cooperation/Relationships
- Group Emphasis
- Elders Hold Knowledge/Wisdom
- Listening, then Speaking
- Modest/Humility
- Long-Term Land Use Considerations
- Present and Past Continuum
- Decisions in Harmony with Nature
- Giving - Sharing
- Pragmatic (Visualize Ideas)
- Patience
- Religion: Integrated/A Way of Life
- Spoken Words Are More Important than Paper

### Western Operating Paradigm:
- Achievement/Results Focus
- Individual Emphasis
- Youth is Good/Smart/Fast
- Speak Up/Fast to Be Heard
- Competition
- Ownership/Use of land
- Mastery Over Nature
- Owning – Saving
- Theoretical (Think in Concepts)
- Assertiveness is Valued
- Put best foot forward/Proactive
- Religion: Separate/Segment of Life
- Written Words are More Important Than Spoken Words

*These are Generalizations for training discussion*
Alaska Native Etiquette/Tips

Etiquette/Cross-Cultural Tips:
- Use the right term for Chief/President/Chair
- Ask to find out – Don’t assume
- Don’t point at people
- Listen & leave gaps – Silence is okay!
- Relax and build relationship – It will help provide results!
- Soft Handshakes – NOT firm!
- Observe Non-Verbal cues
- Engage when invited
- Do not force seating arrangements
- Remember the 3 R’s: Relationship, Respect, and Results (In that order!)

Additional Etiquette/Cross-Cultural Tips:
- Respect Traditional Knowledge – And understand it is complex
- Talk slowly, clearly, & gently
- Repeating others shows mistrust
- Take time to show or see what they want to show you – Not just words
- Leave front row seats for Elders
- Always greet/help Elders
- Include food when possible – Even small offerings are valued
- Offer to pay for fuel/gas used
- Remember Summer is Hunting/Gathering season – Time is very valuable
Key Points

- LISTEN – Do **NOT** Interrupt!
- Don’t Use Agency “Jargon” or Acronyms
- Explain Project/Incident/Issue in Plain Language
- Think of what YOU would consider an opportunity for meaningful input if you were trying to raise issues.
- Be Respectful – Don’t Fake Politeness
- Speak Softly – “Loud & Proud” is perceived as arrogance
- Think Before and While You Speak & Act
- Get Answers to What You Don’t Know
- **Know Info on “Big Picture” Agency Ops in Region**

Consider the Tribal Perspective
More Key Points!

- Don’t Promise What You Can’t Deliver
- Identify the Message Behind the Statements
- Consider Impacts of CG Ops & Response Decisions
  - Closing ports, fisheries, safety zones, etc.
- Think Ahead About Potential Changes in Impacted Area
- Follow Up After Meetings
- ASK Tribes if They Are Getting Info They Need
- Work Collaboratively/Really Share Power

Remember Tribal Sovereignty – Different From “Stakeholders”
Village Etiquette and Issues

- Remember accommodations and logistics can be difficult
- Unless you have other arrangements, you will be on your own
- Plan to pay for lodging; even at school/community hall
- Pay for food you have eaten; it’s very expensive in villages
- Buy food at village store; but assess – don’t take all the food
- Use water/electricity sparingly; many villages run out of water
- Consider buying Native handicrafts; usually cash sales
- Respect the lifestyle of villagers; ask permission before pictures
- Expect and be tolerant of weather delays
- Know that you are ALWAYS being observed/heard
- Use common sense and good manners; it will help you

*Use your best judgment!*
General Village Information: Know Where You are Going!

- Populations: ~ 100 – 5000 populations
- Alaska has been occupied by Alaska Natives for thousands of years.
- Alaska communities are very different from each other – some based on salmon, others on whaling, others on walrus, others on reindeer herding, or fishing and hunting, etc.
- Check village characteristics on State of Alaska website: [http://commerce.alaska.gov/cra/](http://commerce.alaska.gov/cra/)
- Check local Tribal/Community websites.
- Use Google and/or other search engines!
- If doing community projects, pick small projects or do stages of a project so we can accomplish what we start!

The D17 Tribal Liaison is a resource for information
Arctic “Hub” City/Villages

- **Barrow/Ukpeagvik**
  - Pop Est: 4,400
  - Inupiat Eskimos
  - Average 40 Degrees
  - Below Freezing 324 Days/Year
  - Traditional Subsistence Region
  - Hunting/Fishing/Whaling
  - Hub for 8 Villages

- **Nome**
  - Pop Est: 3,500
  - Multicultural Community/Yupik & Inupiat
  - 40% Population is Non-Native
  - Subsistence Hunting/Walrus (NOT Whaling)
  - Gold Mining
  - Hub for >19 Villages

- **Kotzebue**
  - Pop Est: 4,154
  - Inupiat Eskimo
  - Subsistence Hunting/Walrus (NOT Whaling)
  - Ancient Arctic Trading Hub
  - On Spit in Kotzebue Sound
  - NW Arctic Borough
  - Hub for >11 Villages
Tribal Engagement Resources

Resources:

- **BIA Tribal Leader Directory**

- **Local Regional Tribal Contact List** – Create One!

- **USCG D17 Tribal Liaisons & District Instructions/Resources**
  - D17 Consultation Process Guide
  - G2G Authorization Form/Invitation to Consult Template/Visit Summary

- **Agency Tribal Liaisons**

- **ICS Liaison Officer Job Aid** – [https://homeport.uscg.mil/](https://homeport.uscg.mil/)

- **Other Agency Tribal Liaisons**

- **Other Agency Consultation Policies & Best Practices**

- **Google!**
Document Tribal Engagements

- **Document Engagements:**
  - Who Engaged from Agency
  - Who Engaged From Tribe
    - Tribal Name/POC
  - What Topics/What Agency Missions
  - Narrative w/ Additional Info
  - **Make Reporting Easy!!!**
  - **Keep Historical Files!!!**

- **Info to Tribal or External Affairs:**
  - District Commander Awareness
  - DHS/Congressional Tracking
Agency Tribal Liaisons:
Who We Are & What We Do

Alaska Tribal Liaison Interagency Group (ATLIG):
- Formed in 2013
- Liaisons From Over 25 Federal Agencies
- Tribal Coordinators From State of Alaska Depts
- Liaisons From Congressional Delegation
- Statewide Focus

ATLIG Function/Intent:
- Exchange for Project and Consultation Information
- Joint Outreach: AFE, BIA Providers Conf, Etc.
- Networking on Tribal Concerns
- Exchange for Training Materials, Ideas, Etc.
What Tribal Liaisons Do Within an Agency:

- Work within our agencies to try to ensure engagement and consultation when needed
- Work with tribes to build relationships
- Recommendations to Senior Management on Potential Impacts, Sensitive Issues, etc.
- Provide an “Open Door” to Tribes/ANOs
- Educate/Train Agency Personnel (Tribal Issues, Consultation, Cross-Cultural)
- Tribe Contact Lists
- Agency Tribal Liaison Contact List
Tribal Engagement Training

- OPM Working Effectively With Tribal Governments
  - [http://www.dhs.gov/tribal-desk](http://www.dhs.gov/tribal-desk)

- USCG ICS LOFR Training

- DOI Interactive Tribal Consultation Training Course

- USFWS Tribal Consultation Handbook

- EPA OAR Handbook for Interacting with Tribal Governments

- Google!
Lessons Learned:

- Build Relationships Early
- Ask Questions to ID “Right” Stakeholders
- **BEFORE** is Better Than **AFTER**
- Relationships **BEFORE** Help **DURING/AFTER**
- Change Paradigms/Think Outside the Box
- Ensure Command Understands Tribal Relations Can Impact Operational Success
- Engage Local Experts
  - Helps with connections
  - May also be positive/negative bias – be aware!
- Ask Questions About Sacred/Historical Sites
- Be Ready!
Questions & Discussion

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