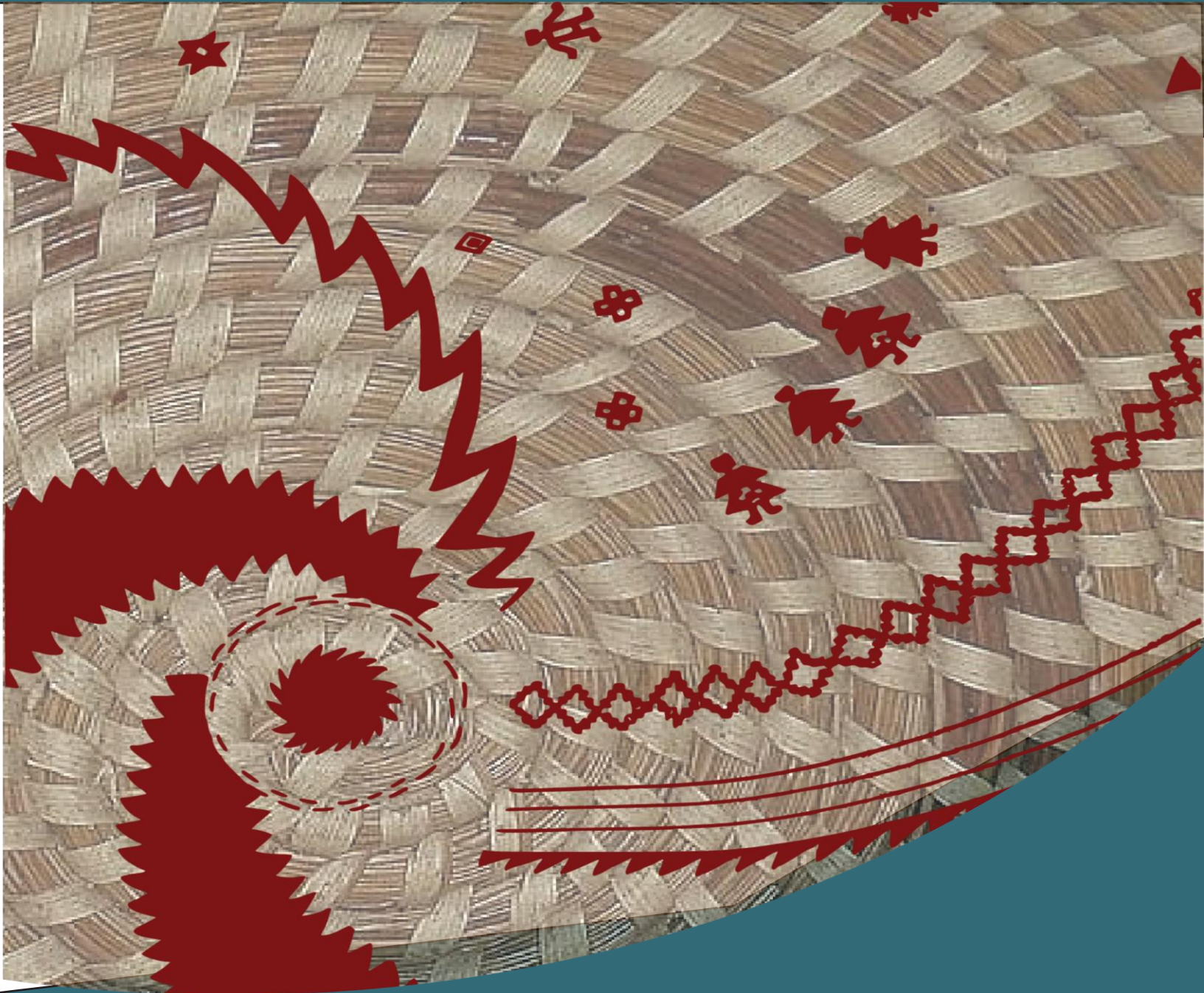




FY2023 - FY2028

TRIBAL RELATIONS STRATEGIC PLAN

Pacific Southwest Forest Service Region 5



Prepared by:
USDA Forest Service Region 5 Tribal Relations Program

In Partnership with:
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A Message from the Regional Forester



Signed
Jennifer Eberlien

About Region 5 Tribal Relations Strategic Plan

The responsibility of Tribal Relations in the US Department of Agriculture (USDA) Forest Service crosscut all Forest Service deputy and mission areas. As a result, what we do to achieve the Forest Service mission touches the peoples of American Indian/American Indian and Alaska Native Tribal Nations (Tribes)¹ and Tribal communities in many ways. Forest Service actions impact Tribes and their communities and the resources essential to their ways of life (e.g., natural and cultural resources, ecosystem services, sacred religious sites, burial sites, wildlife, and sources of indigenous foods and medicines). In addition, the Forest Service is responsible for managing millions of acres of Federal lands and waters that Native American peoples originally stewarded. Forest Service management of these lands and acknowledgment of Native American Peoples as the original stewards of this country is consistent with the Nation-to-Nation relationship between the United States and Indigenous peoples. This acknowledgment partially fulfills the United States' unique trust obligation to Tribes and their citizens. Every Forest Service employee must honor the Forest Service's trust relationship with Tribes, ensure protection of reserved rights, support tribal self-determination, and ensure that Caring for the Land and Serving People is inclusive of the indigenous nations and communities of Forest Service Region 5.

The Region 5 (R5) Tribal Relations Strategic Plan (TRSP) supports the Forest Service missions and national priorities and aligns with the USDA Secretary's Strategic Goals. Further, the R5 Tribal Relations Strategic Plan's outcome-oriented objectives, metrics, and strategies will support Forest Service staff and partners in achieving long-standing strategic goals regionally and nationally. Finally, the Tribal Relations Strategic Plan supports national priorities while acknowledging and incorporating California's unique history, regional considerations, and make-up.²

¹ Terms Indigenous, Native American, American Indian, Tribe(s) may be used in this document consistent with existing federal policies, Forest Service guidance documents, etc. These terms are utilized interchangeably through this document to reference the Indigenous Peoples of the United States and specifically Indigenous Peoples of California. The R5 Tribal Relations Program recognizes the

In California alone, there are 109 Federally Recognized Tribes, 55 non-Federally recognized Tribes³, and tribal communities. California has 18 forests consisting of 20 million acres of National Forest Lands. In addition, due to U.S. history and policy decisions, many California Tribes have limited trust in land territories and rely on National Forest and other federal lands to maintain their connection to their ancestral lands and cultural ways of life. This plan seeks to create beneficial outcomes for the Forest Service, Tribal Governments, and Tribal communities (Federally and non-Federally recognized Tribes, inter-Tribal coalitions, and organizations) within R5.

With a region-specific framing, the R5 goals continue the work of USDA Forest Service Tribal Relations Strategic Plan: FY 2019–2022 to:

- Excel in Tribal Relations Leadership
- Deliver Benefits to Tribal Communities
- Sustain Sovereignty through Shared Stewardship
- Apply Knowledge Inclusively.

These priorities and goals will collectively guide the essential work we must perform to respond to the needs and challenges of a changing climate and ensure the continued and improved health of the National Forests. In addition, this strategic plan supports greater and longer-lasting partnerships and collaboration with Tribes, Tribal communities, and Forest Service. Through these partnerships, Forest Service is better equipped to support resilient forests to climate change and implement the Forest Service 10-year Wildfire Strategy.

This Strategic Plan is also consistent with the Office of Tribal Relations' planned activities to improve Nation-to-Nation Relationships. It supports the implementation of important national priorities by identifying region-specific objectives, opportunities, barriers, and strategies to achieve the proposed objectives. These will all contribute to region's response to Memorandum on Indigenous Traditional Ecological Knowledge and

importance of individual tribal nations and identities and recommends utilize Tribal names wherever possible.

² Hawaii and Pacific Islands were not included in the 2023-2028 Region 5, Tribal Relations Strategic Plan. Future Region 5, Tribal Relations Strategic Plan may include indigenous peoples of Hawaii and the U.S. Affiliated Pacific Islands.

³ <https://www.aisc.ucla.edu/ca/tribes14.htm>

Federal Decision Making (Nov. 15, 2021), Memorandum on Tribal Consultation and Strengthening Nation-to-Nation Relationships (Jan. 26, 2021), and the Joint Secretarial Order No. 3403 (Nov. 15, 2021) – On Fulfilling the Trust Responsibility to Indian Tribes in the Stewardship of Federal Lands and Waters.

This plan is consistent with and will facilitate compliance with the Tribal Relations and Heritage sections of the Forest Service Manual (Forest Service Manual 1560, 2360), Handbook (Forest Service Handbook 1509.13, 2309.12), directives, and many legal authorities.

Recognizing that Tribes and Tribal communities can and want to contribute toward achieving healthy and resilient landscapes, this Plan outlines a means for all Forest Service employees to collaborate and communicate with tribal partners successfully. It illustrates the balance the agency hopes to achieve between the many different—and (at times) mutually exclusive—requirements for serving a diverse American public and Tribal communities. It focuses on developing the knowledge and skills vital to building and maintaining relationships with Tribes and other partners important in the land management activities of the Forest Service.

The TRSP will be setting organizational goals and a program of work to achieve these goals, aligned with the Region’s commitment to tribal consultation, collaboration, and coordination. The TRSP is intended to guide program delivery for the next five years with its objective to consistently apply and adhere to the laws and policies governing our relationship with Tribes and tribal communities across all forests within the Region.

USDA Forest Service Tribal Relations Mission and Vision

Mission

Region 5 incorporated the Mission of the National Tribal Relationship Strategic Plan 2019-2022. Which is to ensure consistency with the Forest Service Mission, the Forest Service expresses a culture that:

- Uses sound advice and appropriate assistance to enhance and maintain important

relationships with Tribes and indigenous communities;

- Recognizes and supports the inherent sovereign status and reserved rights of Tribes; Honors the Federal trust responsibility to Tribes;
- Excels at conducting substantive and meaningful consultative processes with Tribes;
- Supports Tribal Governments’ and indigenous communities’ rights to pursue and enhance the vitality of their cultures, economies, and lands;
- Promotes collaborative natural and cultural resource management, including protecting and providing access to tribal sacred places; Encourages use of traditional knowledge in combination with the best Western science and technology;
- Advances American Indians and Alaska Natives in the workforce; and
- Respects and helps maintain tribal connections to traditional landscapes; Facilitates information exchange between Tribes and Forest Service researchers.

Vision

Region 5 Plan incorporates the Vision of the National Tribal Relationship Strategic Plan 2019-2022. This vision provides that the Forest Service recognizes and supports the sovereignty of American Indian and Alaska Native Tribal nations and the self-determination of tribal peoples through building, maintaining, and enhancing Government-to-Government relationships with Tribal governments. Forest Service engages inclusively with people in mutual respect, active collaboration, and shared stewardship. Forest Service promotes meaningful Nation-to-Nation consultation with Tribal nations and communities in ways that foster free, prior, and informed consent. The Forest Service is recognized as a leader among Federal land management agencies in partnering appropriately and collaboratively with American Indian and Alaska Native Corporations and communities for mutually beneficial outcomes. Forest Service implements agency programs and activities that honor Indian Tribes’ treaty rights, fulfill the agency’s trust responsibilities, and respect each independent tribal Nation and culture.

Themes

The R5 Forest Service Tribal Relations Strategic Plan (Plan) was developed through a working group consisting of region staff personnel, forest personnel, forest supervisors, and tribal members from the Region with diverse backgrounds across California and within the agency. The diversity of perspectives within the working group provides guidance and reinforces the cross-cutting nature of the tribal relations program in R5.

In July 2020, the working group began to set the groundwork for the plan with a Tribal Relations Assessment to outline recommendations particular to Region 5. The working group reviewed the current program operations, identified gaps, and evaluated

opportunities in program delivery. This assessment incorporated: feedback from a Heritage Program Manager survey & District Ranger survey, conversations with Forest personnel, and correspondence and discussions with Tribes. The following recommended themes were developed through this Assessment:

- Program Guidelines and Delivery
- Partnership/Agreements and Contracting
- Traditional Ecological Knowledge and Research
- Leadership Development
- Outreach and Recruitment

The graphic on the following page provides a crosswalk between these themes and the strategic goals and objectives of the R5 Plan. (See Graphic 1)



Photo: Andrew Avitt, USDA Forest Service



Program
Guidelines
and Delivery



Partnerships/
Agreements
and
Contracting



Traditional
Ecological
Knowledge and
Research



Leadership
Development



Outreach and
Recruitment

Goal 1: Excel in Tribal Relations Leadership	1.1	Conduct at least six annual trainings, workshops, or other regional initiatives that build Forest Service Staff capacity in Tribal relations. These trainings will: increase awareness and understanding of cultural sensitivity, Federal Indian Law and trust responsibility, cultural resources protection and improve understanding of Tribally identified Indigenous Traditional Ecological Knowledge (ITEK).	★		★	★	
	1.2	Increase Forest Service Leadership accountability and meaningful Government-to-Government consultation by facilitating at a minimum one annual meeting between Forest Service Leadership at each Forest and Tribal leadership, or designated representative as agreed to by individual Tribes and Forest Service.	★	★		★	★
	1.3	Hire and train Tribal Relations Personnel for each zone ¹ , whose duties are separate from Heritage and Archaeology program tasks.	★		★		★
	1.4	Convene a Tribal Relations working group to review the Tribal Relations Strategic Plan annually and recommend revisions to objectives and strategies to meet overarching goals.	★		★		
	1.5	Conduct annual assessment of Forest Service Staff capacity to meet Tribal Relations Strategic Planning Goals and Objectives.	★			★	
Goal 2: Deliver Benefits to Tribal Communities	2.1	Must establish consistent information-sharing meetings between Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) and National Forests on a biannual or quarterly basis. Meetings are informal information-sharing meetings between Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) and appropriate Forest Service staff.	★	★	★		
	2.2	Increase Tribal youth engagement through shared learning opportunities and workforce development in coordination with training, job placement, and shared stewardship projects.		★	★		★
	2.3	Increase coordination and collaboration with Tribes, Tribal communities, Non-Federally recognized Tribes, and inter-Tribal coalitions and organizations on fire response through MOUS or MOAs relating to emergency incident communication and response, fire planning, BAER, post-fire restoration, and/or monitoring.	★	★	★		★
	2.4	Promote understanding, value, and incorporation of ITEK and traditional stewardship into land management practices, including but not limited to wildland fire response, fire resilience, cost-effective restoration, and watershed health.		★	★		★
	2.5	Convene a working group of Forest Service Tribal liaisons, grants and agreements, contract staff, and other necessary parties. This working group will work to increase awareness and use of existing Forest Service laws, policies, procedures, and resources to support Tribal workforces, co-management, and cooperative partnerships with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations).	★	★			★
Goal 3: Sustain Sovereignty through Shared Stewardship	3.1	Achieve shared stewardship partnerships with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) in each Forest by 2026, where Tribes are empowered to co-manage and make decisions for the partnership activities.		★	★	★	★
	3.2	Ensured early Tribal engagement and continued long-term involvement with existing and new landscape collaboratives.		★	★		★
	3.3	Increase use of Tribally co-developed programmatic agreements to increase and support early engagement in Forest Planning and co-management opportunities.	★	★	★		★
	3.4	Create a database of successful partnership projects between Forest Service and Tribes.		★	★	★	★
	3.5	Maintain Tribal workforce sharing or workforce training pilot projects.		★	★		★
Goal 4: Apply Knowledge Inclusively	4.1	Increase opportunities to share successful ITEK projects and research between Forest Service and Tribes.			★	★	★
	4.2	Endorse a Tribal-focused research and planning plan, which supports Tribally led projects, indigenous scholars, writers, and publishers and improves communication and collaboration on ITEK within Region 5 Forest Service through a(n) Indigenous Advisory Committee or equivalent based on the Region or zones.		★	★		★
	4.3	Increase the number of Tribal traditional stewardship projects (gathering, seed banks, community-based stewardship training, cultural burns, etc.) on or near Forest Service lands for shared learning, workforce development, and fire response planning purposes.		★	★		★
	4.4	Increase the extent that Tribal Climate Adaptation Plans/Tribal Restoration plans/Integrated Resource management Plans or equivalent land and resource management and recovery plans are integrated into the Forest Service Regional Climate Adaption plan and Forest Plan revisions and amendments.	★	★	★		★

¹ The Pacific Southwest Region “One Region, One Program of Work” distributes staff and resources among four regions, including all 18 National Forests. This Strategic Plan refers to those zones for identifying the distribution of activities. See Appendix A for the Zone Map.

Tribal and Community Engagement

In developing the R5 Plan, the regional tribal relations program specialist reconvened and expanded the existing working group in 2021. In partnership with Forest Service, the John S. McCain III, National Center for Environmental Conflict Resolution (National Center) worked with the working group and the Tribal Relations Program staff to convene five Tribal input sessions organized geographically throughout R5 and based on regional planning zones (see Graphic 2). One Tribal Input Session was conducted in each zone, with two occurring in the North Zone due to the number of forests and Tribes within that zone. The working group met virtually and in-person in May 2022 to create a draft plan to be reviewed in Government-to-Government consultation. The TRSP was also presented to the Regional Leadership Team in September of 2022. These activities were utilized to inform and validate the strategic goals, objectives, and performance measures outlined in this Plan.

This Strategic Plan is organized by goals, objectives, measures, strategies, and barriers. The high-level goals that shape the Plan are derived from the Forest Service's mission and fiduciary responsibility to Tribes, consistent with the National Tribal Relations Program goals referenced above.

For each Strategic Goal there are identified objectives. These are actionable statements focusing on what must be accomplished to achieve these goals. Proposed Measures are provided to provide quantitative or qualitative, often measurable desired outcomes that the objective will accomplish. Recommended actions are targeted strategies and activities to achieve the proposed measures and outcomes. Also listed are existing activities in some portions of the Region that may provide opportunities to meet measures or provide examples of success to consistently apply region-wide best practices. These strategies incorporate and anticipate collaboration between Forest Service staff, Tribes (Federally and non-Federally recognized, or inter-Tribal coalitions), and other partners.

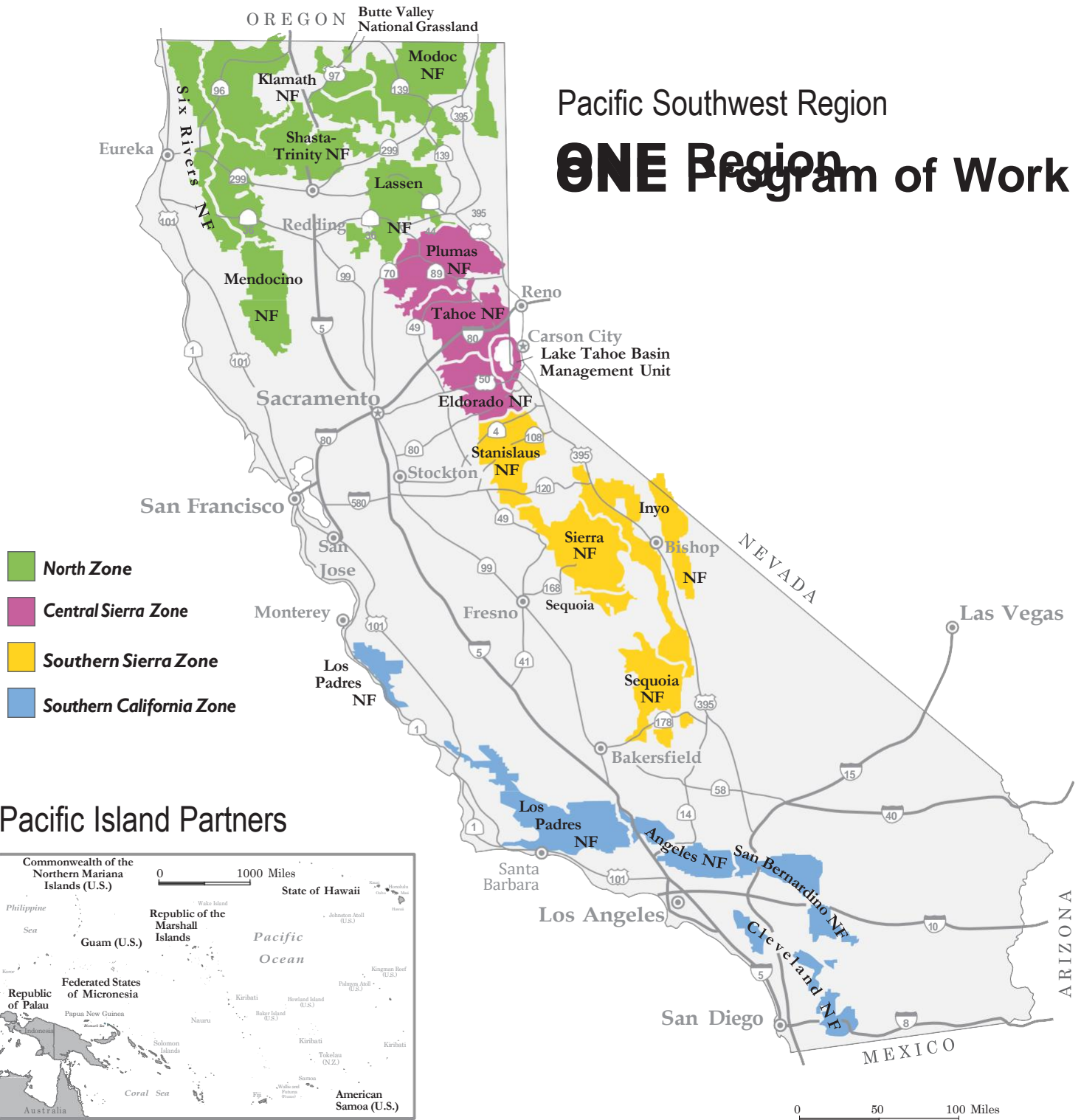
Also identified are barriers and external factors that may impact Forest Service, Tribes, and their partners' ability to achieve the desired objectives and proposed measures. For example, recurring identified barriers

include limited capacity and resources for the Forest Service and the Tribes. Additionally, long-standing distrust between the Forest Service and Tribes and related communication barriers were commonly identified. These include how information is shared between Tribes and Forest Service personnel, engagement between Forest Service Tribes outside Federal "working" hours, and inconsistent communication issues between Tribes and Forest Service staff turnover. Recommended actions seek to address barriers and provide tools to consistently build trust and communication between Forest Service and Tribes across the Region. Likewise, many measures and proposed activities may be duplicated to demonstrate how some priority activities can achieve multiple objectives.



Pacific Southwest Region

ONE Region Program of Work



Guam **Bold labels are islands in which State and Private Forestry Programs are administered.**



STRATEGIC GOAL 1: EXCEL IN TRIBAL RELATIONS LEADERSHIP

The Forest Service takes seriously its responsibility in working with Tribes nationwide. Excellence in Tribal relations leadership is achieved by the work of all Forest Service staff and by improving staff opportunities to engage Tribes and tribal communities in collaborative opportunities.

Region 5 priorities to achieve the goal of Tribal Relationship leadership and excellence include:

- *Education:* ensuring Forest Service staff have sufficient training in Government-to-Government interactions,
- *Accountability:* Support Forest service staff in meeting the standards Forest Service and USDA Departmental Regulations established.
- *Capacity:* prioritizing staff availability to meet Tribal Relations program needs Regionally and at the zone and local forest level.
- *Assessment & Adaptability:* evaluating the success of measures and collaboratively adjusting tasks and support to meet Regional Tribal Relations goals.



Photo: USDA BLM Region 5
Traditional Gathering Policy Brochure

Objective 1.1

Education: Conduct at least six annual trainings, workshops, conducted by regional or national facilitators that build Forest Service Staff capacity in Tribal relations.

All Forest Service employees must improve their understanding of Federal trust and treaty responsibilities to support Tribal relations work.⁴ Education is critical to ensure that all Forest Service staff, management, those designated to conduct Tribal consultations, and those working collaboratively with Tribes have the requisite knowledge and skills to excel in these relationships. Forest Service employees must complete tribal relations training as per the Forest Service Handbook 1509.13 Ch10 to become familiar with the rights and interests of Native American Tribes as defined by the Constitution, treaties, statutes, Executive Orders, and judicial rulings. This objective prioritizes the delivery of training that ensure the orientation and capacity of Forest Service employees for competency in Tribal relations, including the appropriate administration of Government-to-Government consultation and protection of tribal resources (e.g., cultural resources, Indian sacred sites, etc.).

This Plan seeks to prioritize offering appropriate training and ensuring that training is responsive to Regional concerns and consistent with national core curricula.

Proposed Measures

Every Forest receives training(s) every three years – including at least 85% of Key Forest Service staff per Forest (decision-makers, liaisons, contracts and agreements staff, planners). Training shall include one or more of the following topics, prioritized as follows:

1. Federal Trust Responsibility
2. Historical Foundation (nationally & State of CA)
3. Federal recognition process in California and relations with non-Federally recognized Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) and the role of inter-Tribal non-profits

⁴ See Forest Service Handbook 1509.13 Ch10.

4. Relationship Building - cultural competency, understanding cultural lifeways, and tribal relationship with the land.
5. American Indian Cultural Communications
6. Tribal partners affiliated with that Forest
7. Culturally appropriate protection of sacred sites
8. NAGPRA
9. American Indian Religious Freedom Act
10. UNDRIP (UN Declaration on the Rights of Indigenous Peoples) and Free, Prior, and Informed Consent

Sacred Sites

Agencies are required to, where appropriate, maintain the confidentiality of sacred sites. E.O. 13007 defines a “sacred site” as “...any specific, discrete, narrowly delineated location on Federal land that is identified by an Indian Tribe or Indian authoritative representative of an Indian religion, as sacred by virtue of its established religious significance to, or ceremonial use by, an Indian religion; provided that the tribe or appropriately authoritative representative of an Indian religion has informed the agency of the existence of such a site.”

Recommended Strategies and Opportunities

- Develop a training protocol consistent with this Objective and update it annually based on training outcomes and evaluations.
- The target audience is National Forest and grasslands Line Officers and staff, including Forest Supervisors’ offices, District Rangers, Staff Officers at Forest and district levels, NEPA planners, and field employees. This objective is consistent with Departmental regulations 1305-2 and the Forest Service Manual 1500, et seq., specifying training for Senior staff and management, regional senior management and staff designated to conduct Tribal consultations, and all Forest Service Employees.
- The Regional Tribal Relations program will reach out to local Tribes, Tribal organizations, or academic institutions to ask for their assistance

in developing and delivering training to Forest Service employees, where region-specific considerations are necessary. In addition, R5 will coordinate with local Tribes when sponsoring Forest Service workshops or training to include Tribal perspectives.

- Prioritize Tribes, Tribal relations staff, and other experts in providing training and equivalent guidance to line officers about how Indigenous Traditional Ecological Knowledge (ITEK) is transferred and applied.

Barriers or External Factors

- Funding to support tribally co-developed training that incorporates regional and local forest interests and ensures consistent training delivery.
- Staff time to attend training might be limited based on staffing capacity and local project priorities.
- Staff turnover at the Forest Service will require frequent training and refresher courses.

Objective 1.2

Accountability: Increase Forest Service Leadership accountability and meaningful Government-to-Government consultation by facilitating, at minimum, one annual meeting between Forest Service Leadership or designated Line Officer at each Forest and Tribal leadership, or designated representative as agreed to by individual Tribes and Forest Service.

Regular and ongoing communication between Tribes and Forest Service leadership is demonstrated to achieve Tribal relations leadership goals. While many Forest leaders conduct regular meetings with their partner Tribes, this is not consistent Region-wide. The R5 plan supports Agency direction and seeks to incorporate these regular interactions and performance measures consistent with Executive Order 13175 on Consultation and Coordination with Indian Tribal Governments.

Proposed Measures

- Annually, every Forest updates their contact list, identification of Points of Contact (POC), and Tribe’s preferred or agreed processes for meaningful consultation with all Tribes with ancestral territories within or intersecting Forest boundaries. Tribal liaison, or Forest Leadership, convene at least one meaningful dialogue between each Tribe and the Forest or District as determined by the Tribe⁵. Identify necessary staff to meet goals and objectives.
- Update MOUs/Agreements with Tribes on consultation as desired by Tribes. This would include agreements between individual Forests and neighboring Tribes.
- Determine and quantify the percentage of Forest Service participation in the meetings.
- Regional Tribal Relations Program will align TRSP Objectives and Measures on Accountability with Forest Service Handbook provisions and the Office of Tribal Relations Action Plan.

Recommended Strategies and Opportunities

- Identify which Forests, Forest Supervisors, and District Rangers already conduct regular (yearly) meetings with Tribes and which Tribes are included. These may include one-on-one meetings, multi-Tribe Summits, or other meetings and consultation sessions.
- Identify which Tribes do not currently have or desire regular annual meetings with Forest Service, and update that list annually.
- Include Tribal Relations Program review during these meetings with Tribes, i.e., “how are we doing,” and incorporate Tribal comments into Forest Service staff performance assessments.
- Forest Supervisor to implement as a priority to engage and measure Forest Service staff participation and accountability.
- Include non-Federally recognized, inter-Tribal coalitions or organizations in discussions where appropriate and agreed to by Tribes.

⁵ For example, Tribes may decline a meeting due to their own capacity constraints and leadership priorities.

⁶ The Pacific Southwest Region “One Region, One Program of Work” distributes staff and resources among four regions, including all 18

- Develop and enhance best practices, procedures, and guidance for the management, treatment, and protection of sacred sites.

Barriers or External Factors

- Meeting locations may be inconvenient for Tribal staff or may be difficult to procure due to travel restrictions and the availability of reliable internet.
- Lack of time and resources for Forest Service leadership staff and Tribal staff.
- Forest Supervisor is responsible for prioritizing staff performance measures, consultation meetings with individual Tribes, etc. Therefore, compliance will be contingent on Forest Supervisor staffing resources, legal obligations, and other priorities
- Tribal leadership, Forest Supervisors, or District Ranger may have limited capacity to participate in meetings.
- Federal policies, budgets, and awareness of policy limits opportunities to provide food and beverage for Tribal meetings consistent with appropriate cultural practices.
- Current funding, policies, and procedures may not support the ability to compensate Tribes and Tribal members for travel and expertise to attend consultation meetings.

Objective 1.3

Capacity: Hire and train designated Tribal Relations Program Managers for each forest or zone⁶, whose duties are specific to tribal outreach, coordination and collaboration that is separate from Heritage and Archaeology program tasks.

To foster effective Government-to-Government relations, the Region must have sufficient tribal relations staff who are knowledgeable and respectful of the unique Government-to-Government relationship the Forest Service has with Tribes. Many Tribal

National Forests. This Strategic Plan refers to those zones for identifying the distribution of activities. See Appendix A for the Zone Map.

Relations liaisons within R5 are collateral duties primarily tasked under the Forests Heritage and Archaeology program. However, the role and responsibilities of Tribal Relations staff is multi-faceted and extends beyond those tasks identified with the Heritage and Archaeology program. The complexity and extensive workload of administering the Forest’s Heritage Program prohibit them from devoting adequate time and efforts to the non-Heritage components of the Tribal Relations (TR) Program. Tribal Relations staff require a wide range of skills and experience that cannot be met solely within the Heritage program and staff job descriptions.

Proposed Measures

- Hire 1 Tribal Relations Personnel for each forest or zone.

Recommended Strategies and Opportunities

- Engage Tribal partners into the hiring process and plan new staff orientation to host a “meet and greet” between Tribal partners and new hires.
- Consider options to hire Tribal relations staff with varying ranges of expertise. Thereby increasing regional Tribal relations capacity for intergovernmental relations, environmental compliance, forest planning, contracts, grants, and agreement coordination.
- As feasible, hire Native American staff or staff with significant lived experiences working and living with Indigenous Peoples of California for the positions.
- Tribal Relations program staff Members of committee and Forest Service Staff will actively work on the implementation of the TRSP and assign Objective Leads in an Implementation Plan.

Barriers or External Factors

- Lack of funding for positions.
- Limitations on hiring preferences.
- Availability of the desired workforce.
- Time for the federal hiring process.



Photo: Mel Figueroa, The Cooperative New School for Urban Studies & Environmental Justice

Objective 1.4
Adaptability: Convene a Tribal Relations committee to review the Tribal Relations Strategic Plan annually and recommend revisions to objectives and strategies to meet overarching goals.

The R5 Tribal Relations program’s needs and the resources to meet those needs are variable and dynamic. Available support and investment in Government-to-Government relationships and Tribal priorities will require adjustments to ensure this Plan is consistent with the needs and resources available to the Region. To honor the diversity of individual Forests, programs, Research, Tribes, and their perspectives, a committee representing those varying insights can support an adaptable and effective Plan and guide the implementation of the Plan.

Proposed Measures

- Update the existing Region 5 Tribal Relations Plan annually to create and make amendments for implementation.
- Zone staff work with Members of the committee to develop and enact implementation plan for the TRSP. (Template available upon request.)

Barriers or External Factors

- Committee members’ time to attend meetings might be limited.

- Forest Service’s capacity to convene, facilitate and document an implementation plan in each zone.
- Concerns and mistrust regarding the longevity of this Plan beyond the five-year time frame.
- Travel resources to attend in-person committee meetings.

Objective 1.5

Assessment: Conduct an annual assessment of Forest Service Staff capacity to meet Tribal Relations. Strategic Planning Goals and Objectives.

The Tribal Relations program will ensure data availability to access needed resources, gaps in capacity, areas of success, and lessons learned to ensure consistent application and resources needed to achieve Tribal Relations goals Region-wide. This objective is consistent with National priorities and the USDA Forest Service Office of Tribal Relations (OTR) Action Plan to support accountability in Tribal Relations.

Proposed Measures

- Every zone to review Tribal Relations Strategic Planning Goals and Objectives to identify annual projects or work activities that fall within TRSP in consultation with Tribal partners and to address capacity needs for unmet strategic planning goals. Capacity needs and progress are reported to the Region and HQ (as appropriate).
- Each Forest conducts a Tribal Relations review of Forest Service Programs with Tribes and Tribal representatives to assess how well the Forests are performing for quantitative and qualitative measures (see Objectives 1.2 and 2.1 for meeting opportunities)

Recommended Strategies and Opportunities

- Create an assessment tool for Forest Service staff to assess capacity. The assessment tool may include questions to identify workforce and staffing recommended qualifications.
- Utilize the assessment to support budget requests and staffing prioritization to support the Tribal Relations Strategic Plan, Forest Service staff, and other related Regional priorities involving Tribes. In addition, the

assessment will support identifying funding needs and coordinating workforce increases regionally.

- Individual Forest Service program reviews (fire, Haz, timber, grants, agreement, etc.).

Barriers or External Factors

- Staff turnover at both the Tribes and Forest Service.
- Lack of time and resources for Forest Service staff and Tribal staff.

Executive Order 13985, Advancing Equity and Support for Underserved Communities Through the Federal Government

By achieving a representative and inclusive workforce; providing economic opportunities through contracting and procurement; providing economic opportunities through grants and agreements; reducing wildfire risk to Tribes and underserved communities; expanding cooperative and state forestry assistance programs to underserved communities; expanding urban forestry benefits to underserved communities.

STRATEGIC GOAL 2: DELIVER BENEFITS TO TRIBAL COMMUNITIES

The Forest Service's mission seeks to sustain the health, diversity, and productivity of the Nation's forests and grasslands to meet the needs of present and future generations. Strategic Goal 1 addresses Forest Service accountability to this mission through Trust responsibilities to ensure meeting the needs of Tribes and their communities. The history and population of California warrant a focus on ensuring the delivery of Forest Service benefits to Tribal communities, including Federally-recognized and non-Federally recognized Tribal governments, non-profit organizations, intertribal coalitions, and others serving tribal people. These communities are most impacted positively and negatively by Forest Service management decisions (e.g., Wildfire, Economic development, etc.). Further, these tribal community members know traditional lifeways, access to capacity-building resources, and tools to support Forest Service management goals and priorities. Partnerships and programs that deliver benefits and collaborative partnerships with Tribal communities meet various national and local Forest Service goals to provide natural resources and forest products to communities, support rural development, and enhance tribal communities and forest resources. The objectives under this goal focus on:

- *Communication*: creating opportunities for informal dialogue and ensuring transparency between Forest Service and Tribal communities.
- *Youth Engagement*: increased youth engagement within Tribal communities supports communication and is a proven tool in outreach and retention of Forest Service partners and employees. It likewise is an in-road to support greater Forest workforce development
- *Wildfire Response Coordination*: Tribal communities are key partners in reducing the incidence and response to emergencies. Tools, advanced planning, and coordination are essential to reducing harm and increasing benefits to Tribes from National Forest Lands.
- *Incorporation of ITEK*: Support traditional stewardship into land management practices,

wildland fire response, fire resilience, cost-effective restoration, and watershed health.

- *Grants and Agreement Capacity*: Tribes and Forest Service collaboration depend on access and understanding of various tools and mechanisms that support collaboration and partnership between Tribes and Forest Service. Increased stewardship benefits can only be achieved by ensuring Forest Service staff and tribes understand how to work within those mechanisms and the tools available.

These priorities are foundational to the relationship building and communication which support National Priorities around the FS 10-year Wildfire Strategy. Likewise, this goal is responsive to OTR efforts to increase communication and transparency with Tribes. Tribal communities, including knowledge bearers (e.g., basket weavers and other indigenous culture bearers), are integral to the Forest Service's ability to support incorporating Indigenous Traditional Ecological Knowledge in decision-making. Thereby responding to the Memorandum on Indigenous Traditional Ecological Knowledge and Federal Decision Making (Nov. 15, 2021), Memorandum on Tribal Consultation and Strengthening Nation-to-Nation Relationships, 86 Fed. Reg. 7491 (Jan. 26, 2021), Joint Secretarial Order No. 3403 (Nov. 15, 2021) – On Fulfilling the Trust Responsibility to Indian Tribes in the Stewardship of Federal Lands and Waters.



Photo: Arturo Zepeda, USDA Forest Service

This braid (of sweetgrass) is woven from three strands: indigenous ways of knowing, scientific knowledge, and the story of an anishinabekwe scientist trying to bring them together in service to what matters most. It is an intertwining of science, spirit, and story – old stories and new ones that can be medicine for the broken relationship with earth, a pharmacopoeia of healing stories that allow us to imagine a different relationship, in which people and land are good medicine for each other.

Robin Wall Kimmerer, 2020

Objective 2.1

Communication: Establish consistent information-sharing meetings between Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) and National Forests on a biannual or quarterly basis. Meetings are informal communication-sharing meetings between Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) and appropriate Forest Service staff.

Regular, informal communication and meetings between the Forest Service staff and local Tribes has a demonstrated positive impact in ensuring effective relations with Tribes and Tribal communities. These informational meetings ensure transparency and consistency of communication to Tribal communities, facilitate partnership opportunities, increase outreach, and support sharing best management practices and success stories across the Forest Service. These informal meetings are also an efficient way to keep tribal community partners informed on funding opportunities, tribal priorities, and emergencies. Through this objective, partnership and workforce capacity opportunities may be identified to support Tribal and Forest Service priorities.

The increased partnership, communication, and workforce capacity opportunities are essential to implementing and updating the FS 10-year Wildfire Strategy and incorporating Climate Adaptation

measures. Likewise, the communication networks created through this objective can assist in integrating Indigenous Traditional Ecological Knowledge into decision-making implementation.

Proposed Measures

- Each Forest updates its contact lists annually, including POCs for Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations).
- Each Forest demonstrates that meetings occurred on an annual or biannual basis with summaries and/or materials for record keeping and sharing. Each forest can have one-on-one tribal meetings or multi-tribal meeting to discuss projects, with tribal approval.
- Organize an annual region-wide conference that is mutually beneficial between State of California, Forest Service, and Bureau of Indian Affairs, and Tribes. The conference objectives would focus on information sharing, identifying partnership opportunities, sharing lessons learned, supporting youth engagement, coordinating fire response and recovery, and workforce recruitment, etc. Based on the understanding with Tribal representatives this annual conference may accomplish regular informal meeting measures.

Recommended Strategies and Opportunities

- Identify which Forests, Forest Supervisors, and District Rangers already conduct regular information meetings with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) and which Tribes are included and attend. With tribal approval, invite other agencies to these meetings to share information on funding opportunities, events, trainings and forest/tribal related issues. Identify which Tribes do not currently attend these meetings or may not need to attend based on existing one-on-one meetings identified under Objective 1.2. to update contact list and confirm outreach needed. Update that list annually.
- Utilize meetings to increase knowledge and utilization of funding opportunities with Tribes

(Federally and non-Federally recognized, inter-Tribal coalitions or organizations) under the Infrastructure Bill.

- Increase Tribal community awareness coordination through PIO, social media, etc.
- Topics for discussion may include but are not limited to: Contracts and grants opportunities, workforce development, collaborative landscape management opportunities, youth engagement, Forest Projects, Research on National Forests, schedules, etc. Discussions should also include topics identified by Tribes, including without limitation, climate change, keystone species, carbon sequestration, and ways to appropriately address common interests and commonalities between ITEK and western science. Forest Service can also explore requested benefits to Tribes (e.g., Free Tribal Pass to Forests, Tribal grazing permits, Free Firewood or other forest products to Tribes/tribal members).

Barriers or External Factors

- Staff turnover at both the Tribes and Forest Service.
- Meeting locations that are inconvenient for Tribal staff.
- Lack of time and resources for Forest Service staff and Tribal staff.
- Requires coordination with one-on-one meetings to limit meeting fatigue.

Objective 2.2

Youth Engagement: Increase Tribal youth engagement through shared learning opportunities and workforce development in coordination with training, job placement, and shared stewardship projects.

This objective addresses Forest Service and Tribal needs beyond the communication, outreach, and relationship-building benefits realized through greater youth engagement. For example, during the development of the FS 10-year Wildfire Strategy, Intertribal Roundtable participants referenced the need for greater youth

engagement and workforce development to realize the goals of that strategy.

Proposed Measures

- Each zone supports at least one initiative annually focused on Tribal youth engagement. Youth engagement can include all age groups from elementary, middle school, high schools, young adults, and/or college-aged youth from the Tribal community.
- Identify or establish 5 Tribal programs or youth outreach protocols for jobs or services and/or contract awards to Tribes to encourage youth recruitment and awareness of forest job opportunities.
- Encourage opportunities for STEM internships for Tribal youth with FS Staff.
- Based on Assessments conducted under Objective 1.5, identify a recommended number of new staff (seasonal, PSE, or PFT positions) that could and should be filled by Tribal community members.

Recommended Strategies and Opportunities

- Increase knowledge and utilization of funding opportunities with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) under the Infrastructure Bill.
- Coordinate with tribal education or workforce development programs for youth recruitment
- Have different forest personnel make presentations at tribal youth functions.

Barriers or External Factors

- Lack of time and resources for Forest Service staff and Tribal staff.
- Tribes may want their young adults working for the tribal government.

Objective 2.3

Wildfire Response Coordination: Increase coordination and collaboration with Tribes, Tribal communities, non-Federally recognized Tribes, and inter-Tribal coalitions and organizations on fire response through Memorandums of Understanding (MOU's) or Memorandums of Agreement (MOA's) relating to emergency incident communication and response, fire planning, BAER, post-fire restoration, and/or monitoring.

Established communications agreements and understandings are essential for wildfire and emergency response. Tribes and Tribal communities are integral partners in wildfire response in and near California's National Forests. Likewise, these partnerships are essential to minimizing negative impacts on cultural resources and tribal communities, which are often closely located or highly dependent on National Forest lands for cultural life ways. Proactive agreements and communication will support these priorities and help implement the FS 10-year Wildfire Strategy.

This objective also directly facilitates Forest Service compliance with: Memorandum on Indigenous Traditional Ecological Knowledge and Federal Decision Making (Nov. 15, 2021), Memorandum on Tribal Consultation and Strengthening Nation-to-Nation Relationships (Jan. 26, 2021), and the Joint Secretarial Order No. 3403 (Nov. 15, 2021) – On Fulfilling the Trust Responsibility to Indian Tribes in the Stewardship of Federal Lands and Waters.

Proposed Measures

- At least three fire MOUs or MOAs are created or updated annually per zone that would outline communication protocols and contact lists for emergency fire response with all Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) with ancestral territories within or intersecting Forest boundaries. These lists will include a POC for each Tribe (including THPOs, culture bearers, and monitors), Forest/Districts, and practitioners/knowledge holders- These lists are coordinated with Incident Command, forest leadership, and Tribal partners.

- Coordinate with local tribal fire departments on response, dispatch and training.
- Designate and train local Tribal Fire Liaisons to coordinate with FS and Tribes to protect tribal communities and culturally significant sites.



Photo: Mel Figueroa, The Cooperative New School for Urban Studies & Environmental Justice

Recommended Strategies and Opportunities

- MOU to outline compensation for Tribal representatives. These compensation provisions should include language that Tribal representatives may decline compensation.
- Opportunities to facilitate Government-to-Government relations and empower Tribes and partnerships to protect sacred sites, cultural landscapes, etc.
- Streamlined plans and policies regarding Tribal involvement in fire response, vegetation restoration, and/or fuels reduction.
- Develop and enhance best practices, procedures, and guidance for the management, treatment, and protection of sacred sites. <https://www.doi.gov/sites/doi.gov/files/mou-interagency-coordination-and-collaboration-for-the-protection-of-indigenous-sacred-sites-11-16-2021.pdf>
- Track/report/evaluate impacts of special management designations such as cultural management areas where Tribal interests are particularly prominent and spatially focused.

Barriers or External Factors

- Clear processes to protect ITEK and other sensitive cultural resource data and information.
- Lack of trust regarding fire response and protection of cultural resources.
- Forest Service workforce capacity and internal policy barriers may diminish the ability to utilize tribal culture bearers and tribal staff or community members to support workforce needs.
- Staff turnover at both the Tribes and Forest Service.
- Lack of time and resources for Forest Service staff and Tribal staff.

In many indigenous teachings, fire is “medicine” for people and land.

Frank Lake, PhD, Research Ecologist/PSW Tribal Liaison, Pacific Southwest Region Station Fire and Fuels Program

Objective 2.4

Incorporation of ITEK: Promote understanding, value, and incorporation of ITEK and traditional stewardship into land management practices, including but not limited to wildland fire response, fire resilience, cost-effective restoration, and watershed health.

The priority of this objective is to ensure practical applications of implementing the Memorandum on Indigenous Traditional Ecological Knowledge and Federal Decision Making (Nov. 15, 2021). Tribal partners stressed the importance of direct application when incorporating Indigenous Traditional Ecological Knowledge (ITEK) in decision-making. Direct application of ITEK in decision-making is best achieved through strengthening the availability, access, and use of important tribal places and resources within Natural Forests and grasslands for Tribal communities. This access and traditional stewardship supports improvements to forest ecosystems and fire resilience.

Proposed Measures

- Create and implement a communication strategy for ITEK.
- Share success stories from Tribal co-developed projects. Each forest reports successful projects incorporating ITEK (see Apply Knowledge Inclusively Goal for examples).
- Have each R5 Forest publish an official statement or land acknowledgment on the website in consultation with Tribal Partners, acknowledging Tribal Nations’ relationship and traditional land stewardship.
- Create visual media and public relations components that help demonstrate how the incorporation of ITEK provides the “best value” and improves project outcomes.
- All (100%) of Forest Service Staff and Tribal partners know and understand the Forest Service and BLM Gathering Policy.

Recommended Strategies and Opportunities

- Increase knowledge and utilization of funding opportunities with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) under the Infrastructure Bill.
- The benefits of ITEK and consideration of ITEK as a “best value” (in Forest Service contracting terms) are utilized to address match requirements under new and existing agreements between Tribes and Forest Service.
- Clarify and create processes with Tribes on who and how to “certify” a person as an ITEK specialist, knowledge bearer, or subject matter expert (SME). Acknowledging the “expertise” may not be the commonly used term for these knowledge holders.
- Identify clear contracting and agreement processes and protocols for Forest Service to compensate Tribal knowledge bearers.
- Add line items into budgets for an ITEK knowledge bearer to work with Forest Service staff.
- Identify opportunities for Tribes or Tribal members to serve as camp hosts and involvement in Interpretive Centers.

Barriers or External Factors

- Staff turnover at both the Tribes and Forest Service.
- Lack of Forest Service use of ITEK knowledge.
- Lack of time and resources for Forest Service staff and Tribal staff.

At the foundation of many indigenous creation teachings is the belief that humans are related to all aspects of their environment.

Eriksen and Hankins, 2014; McKemey and others, 2020



Photo: Mèl Figueroa, The Cooperative New School for Urban Studies & Environmental Justice

Objective 2.5

Grants and Agreement Capacity: Convene a working group of Forest Service Tribal liaisons, grants and agreements, contract staff, and other necessary parties. This working group will work to increase awareness and use of existing Forest Service laws, policies, procedures, and resources to support Tribal workforces, co-management, and cooperative partnerships with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations).

This objective addresses the need for cross-cutting approaches to Tribal relations. It will support internal forest service capacity needs, provide opportunities to improve Forest Service staff education and increase tribal and Forest Service capacity for partnerships. In addition, this objective addresses multiple National policies by laying the groundwork for greater shared stewardship opportunities to improve the health and resiliency of R5 national forest lands. Finally, this workgroup and its outcomes could also support Forest outreach and recruitment needs, which were identified as an important consideration for tribal partnerships to implement the FS 10-year Wildfire Strategy and create opportunities for Climate adaptation partnerships.

Proposed Measures

- Conduct annual training to Forest Service and Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) in each zone on USDA FS contracting, agreements, and grants processes.
- Track the appropriation of funds awarded to mini-contracts (SAMs) for Tribal and non-tribal agreements.
- Identify one staff person from FS Grants & Agreements office that can be a liaison with Tribes regarding contracts and agreements.

Recommended Strategies and Opportunities

- The Working group identifies existing resources, creates and updates a database or SharePoint of existing processes, laws, etc., to support Tribal relations, accessible by all Forest Service staff and Tribal partners.
- Create template agreements or contracts to support just compensation to tribal cultural bearers.
- Identify and share opportunities under Infrastructure Bill.
- Pacific Southwest Research Station has a current research project identifying examples of Indigenous stewardship partnership projects with the Forest Service and identifying the instruments, authorities, and funding used.

- Develop Forest Service direction and guidance for grants and agreements, including match requirements, and identify additional mechanisms and processes required to meet TRSP Goals and objectives.
- Develop Forest Service direction and guidance for sole source contracting to achieve shared objectives.
- Develop guidance for the Forest Service to provide grants or contracts to Tribes to use ITEK in forest service planning, for example, on cultural landscapes.
- Consider opportunities to engage Tribal participation as concessionaires (resorts, rentals, river rafting, fishing guides, pack stock tours etc.)

Barriers or External Factors

- Staff turnover at both the Tribes and Forest Service.
- Some grants and agreements require matching or reimbursements that tribes may not be able to meet.
- Lack of time and resources for Forest Service staff and Tribal staff.

STRATEGIC GOAL 3: SUSTAIN SOVEREIGNTY THROUGH SHARED STEWARDSHIP

Tribal governments and communities are disproportionately impacted by forest management, climate change, and other stressors on or near National Forests and rural communities surrounding those forests. Likewise, realizing the benefit from the social, cultural, economic, and ecological services derived from partnerships and shared stewardship with Forest Service is critical to Tribes and Tribal communities.

These shared stewardship opportunities support tribal self-determination and sovereignty, consistent with the Memorandum on Tribal Consultation and Strengthening Nation-to-Nation Relationships, Joint Secretarial Order No. 3403 (Nov. 15, 2021), and the OTR Action Plan. Through these partnerships, Forest Service benefits from Tribal knowledge (including Indigenous Traditional ecological Knowledge) and the tribal workforce.

Investment in tribal partnerships provides overarching benefits by providing lessons learned and tools that can be utilized with other Tribes, Tribal communities, and other Forest Service partners, and sometimes increased local support for Forest Service activities. Community partnerships are critical to addressing climate adaptation by increasing the landscapes addressed and ensuring consistency across ecosystems and landscapes. Likewise, this goal and objectives align with the FS 10-year Wildfire Strategy.

Wildfire prevention and suppression and post-wildfire restoration require a variety of assets and skills across landscapes. Federal, Tribal, State, and local governments are needed to address the FS 10-year Wildfire Strategy. This goal and objectives support the coordination and deployment of assets and skills to restore landscapes and communities after damage caused by fires and to help reduce the incidence of wildfires through active forest management to protect communities, critical infrastructure, and natural and cultural resources. More collaborative partnerships with Forest Service increase the scope and scale of landscape-level work to improve forest health and climate resilience.

Objectives under this Goal seek to ensure that the benefits of these partnerships are realized by both Tribes and the Forest Service for long-term and lasting partnerships. These objectives focus:

- Creating and enhancing opportunities for tribal engagement and shared stewardship.
- Increasing coordination of Forest service and Tribal agreements through programmatic agreements,
- Developing Tribal and Forest Service workforces. to implement shared stewardship goals, and
- Tracking resources, lessons learned and best practices available to future shared stewardship partnerships.

Objective 3.1

Achieve shared co-stewardship partnerships with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) in each Forest by 2026, where it enables increased tribal input, participation and collaboration in the management and implementation of stewardship on federal lands.

Proposed Measures

- Create at least three initiatives annually (region-wide or by zone) of at least 10 acres each that increase shared learning experiences between FS and Tribes. Project locations will be chosen mutually by Forest Service and Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations).⁷
- Conduct a Tribal Relations review of this objective with Tribes in each Forest with Tribal representatives to assess how well the Forests perform for quantitative and qualitative measures.
- Determine the acres/miles of Forest being restored to support Indigenous collection, maintenance of cultural practices, cultural continuity, or revitalization, etc.
- Develop cooperative agreements on non-timber forest products.
- Develop (25) new agreements for the National Forests to work with Tribes in the Region. Ideally each National Forest in California will establish a new partnership or co-stewardship agreement with Tribes through every new Forest Plan revision.
- Increase the number of completed projects and/or ongoing programs with tangible benefits to Tribes (e.g., the ecological restoration that improved a gathering area, project decision that protected tribal access, or religious practices).
- Create a library of resources and partnerships for Forest Service staff and Tribes.

⁷ Joint Secretarial Order 3403 refers to such collaborative management as co-stewardship. For consistency and alignment with the JSO, co-stewardship is the term used by the Forest Service and

Recommended Strategies and Opportunities

- Each forest plan renewal incorporates co-stewardship opportunities and supports Congressional Land back opportunities.
- Supports joint secretarial order (JSO3404), which states, “Make agreements with Indian Tribes to collaborate in the co-stewardship of Federal lands and waters under the Departments’ jurisdiction, including for wildlife and its habitat.”
- Develop MOU’s to work with the Tribes and clarify opportunities to support workman’s compensation and liability insurance coverage to Tribes or Tribal representatives.
- Identify initiatives and utilize funding opportunities under the new Infrastructure Bill to address workforce capacity considerations.
- Shared Stewardship projects could also address youth engagement objectives, Food sovereignty considerations and benefits to tribal communities. Likewise, stewardship projects may incorporate water shed protection and rehabilitation. Forest Service may consider stewardship agreements or projects where Tribes are best suited to support Forest Service goals (e.g., monitoring and cultural site analysis).

Barriers or External Factors

- Accessibility of workman’s compensation and liability insurance to Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations).
- Accessibility of [NWCG Quals/positions] requirement for cultural burners to have RED cards.
- Workforce capacity and internal policy barriers may reduce the ability to utilize tribal culture bearers and tribal staff or community members to support workforce needs.

herein. Likewise, this Plan considers shared facilities as co-stewardship opportunities.

Forest Service 10-Year Wildfire Crisis Strategy 2022

A new land management paradigm comes with great expectations – and with the need to hold the agency accountable for success.

Preconditions for success include:

Building workforce capacity in federal and state agencies as well as in local, tribal, nongovernmental, and other organizations to coordinate and accomplish the work.

Objective 3.2

Ensure early Tribal engagement and continued long-term involvement with existing and new landscape collaboratives.

Proposed Measures

- Co-develop a template of provisions that ensure Tribal engagement and identify Tribal workforces or workforce training in landscape collaboratives (with equitable wages).
- Co-create a template for Forest Service in funding opportunities.

Recommended Strategies and Opportunities

- Track and increase Tribal engagement in local Collaborative Forest Landscape Restoration Program and similar projects. Prioritize CFLRP and similar projects that engage with and incorporate Tribal priorities.
- Increase knowledge and utilization of funding opportunities with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) under the Infrastructure Bill.
- Contract with Tribal staff for project administration duties.
- Ensure early engagement in the planning process and continued involvement in existing and new landscape projects.
- Incorporating local ITEK in the land management process, obtain and maintain support from Tribal leadership (i.e., Tribal

council, Tribal community leaders/elders, and/or Tribal organization boards) or Tribal representatives.

Barriers or External Factors

- Staff turnover at both the Tribes and Forest Service.
- Lack of time and resources for Forest Service staff and Tribal staff.

Objective 3.3

Increase use of Tribally co-developed programmatic agreements to increase and support early engagement in Forest Planning and co-management opportunities.

Proposed Measures

- Each zone co-develops a NEPA and NHPA compliant programmatic agreement for fire/emergency response and recovery with local Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations). These agreements may be related to existing or proposed CatEx or EA/EIS requirements
- Each programmatic zone agreement incorporates metrics to track, report, and evaluate results of special management designations, such as cultural management areas of Tribal interest.



Recommended Strategies and Opportunities

- Increase knowledge and utilization of funding opportunities with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) under the Infrastructure Bill.
- Forest Plans ensure planning interdisciplinary teams have Tribal representatives (government and community members) who are offered payment for their time at a just compensation rate.
- Increase use of contracts and agreements, where appropriate, for specialized ITEK knowledge.
- Incorporate living cultural resources and historic cultural resources into EA/EIS.
- EIS/EA incorporates Tribal input related to cultural and natural resources.
- Pacific SW Research Station (PSWRS) is part of a newly funded project, “Understanding Forest recovery priorities, management options, and policy needs for Tribes in post-fire landscapes,” which is due to start in September 2022 and will feature case studies from California. This effort will identify opportunities to enhance recovery planning efforts.

Barriers or External Factors

- Federally contracting policies may hinder funding opportunities.
- Lack of funding.

Objective 3.4

Create a database of successful partnership projects between the Forest Service and Tribes.

Proposed Measures

- Share reports/briefs/workshops featuring examples of effective partnerships and barriers and conduct annual reviews of shared stewardship with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) to evaluate progress and remaining challenges.
- The database should be accessible to Tribes and Forest Service staff.

- Projects identify the benefits and “best value” within Forest Service contracting and agreement terms of ITEK led and developed projects in terms of socioeconomic benefits, environmental benefits, cultural protection, increased Tribal access and accessibility for lifeways, sustained sovereignty, etc.

Recommended Strategies and Opportunities

- Establish a landscape-scale emergency response plan through shareable ecosystem mapping layers on a database.
- Increase knowledge and utilization of funding opportunities with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) under the Infrastructure Bill.
- The PSWRS has a current research project identifying examples of Indigenous stewardship partnership projects with the Forest Service in California and nationally.

Barriers or External Factors

- Staff turnover at both the Tribes and Forest Service.
- Lack of time and resources for Forest Service staff and Tribal staff.
- IT considerations may need to be addressed to ensure sharing of project details and information with Tribes and the Forest Service while maintaining cyber security and data sovereignty.

Objective 3.5

Maintain Tribal workforce sharing or workforce training pilot projects.

Proposed Measures

- Maintain at least 1 Tribal workforce sharing or workforce training pilot project in each zone per year. These pilot projects can also be counted toward and support other objective measures. Pilot project can address fire resilience, food sovereignty, tree planting, cultural and sacred site monitoring, trail clean-up, etc.)

Recommended Strategies and Opportunities

- Partnership with Youth Conservation Corps (YCC). Increase the occurrence of other measures and objectives through these pilot projects.
- Increase knowledge and utilization of funding opportunities with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) under infrastructure. (e.g., Calaveras Healthy Impact Product Solutions (CHIPs), American Rescue Plan (ARP), Temporary Assistance to Needy Families (TANF).
- Identify opportunities to support these workforce services and pilot projects, identify points of contact, and create messaging for outreach to Tribes and Forest.

Barriers or External Factors

- Staff turnover at both the Tribes and Forest Service.
- Lack of time and resources for Forest Service staff and Tribal staff.



Photo: Paul Wade, USDA Forest Service

Increased education and awareness of ITEK and Tribes and Tribal communities' connection to the land support partnership and relationship building between Tribes and Forest Service, which is critical too, thereby fulfilling the Trust Responsibility and strengthening the Nation-to-Nation relationship.

There are benefits from tribal knowledge bearers (basket weavers, cultural burners, etc.) to access land, conduct traditional management practices, and retain and reinforce the cultural connection to the land. This goal supports a greater understanding and support for those benefits to Tribes, Forest Service, and the Forests they steward. Likewise, supporting Tribal community connections and reconnection to land and application of tribal knowledge supports climate adaptation research, planning, and implementation.

Objectives under this Goal focus on addressing the need for:

- Increasing understanding and awareness of ITEK project successes
- Focusing on Tribal-led projects and research that incorporate ITEK
- Creating learning opportunities on ITEK and its applications through pilot projects and studies, and
- Demonstrating links in Climate adaptation planning and incorporation of ITEK.

STRATEGIC GOAL 4: APPLY KNOWLEDGE INCLUSIVELY

The inclusive application of knowledge is critical to Tribal relations. It is likewise a demonstrated priority within National and Forest Service priorities. Forest Service decision-making is enhanced by including and sharing indigenous people's diverse experiences, knowledge, and perspectives. (See Memorandum on Indigenous Traditional Ecological Knowledge and Federal Decision Making).

Objective 4.1

Increase opportunities to share successful ITEK projects and research between Forest Service and Tribes.

Proposed Measures

- Share reports/briefs/workshops featuring examples of effective partnerships. Conduct annual reviews of shared stewardship with Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) to evaluate progress and remaining challenges. Projects identify the benefits of ITEK led and developed projects in terms of socioeconomic benefits, environmental benefits, cultural protection, increased Tribal access and accessibility for lifeways, and sustained sovereignty.
- Create a database or equivalent (story maps or briefs, etc.) that is easily accessible for sharing between Tribes and Forest Service.
- Increased number of restoration programs or projects with a proposed action written by or in collaboration with Tribes that emphasize or integrate ITEK in implementation strategies.
- Develop a regional guide for maintaining the confidentiality of Tribal information while applying ITEK to projects. Using existing model agreements and citing appropriate rules and regulations.

Recommended Strategies and Opportunities

- The PSWRS has a current research project identifying examples of Indigenous stewardship partnership projects with the Forest Service, including ones explicitly incorporating ITEK.
- Conduct demonstration projects by tribes to introduce, education and bring awareness of ITEK practices to FS leadership and staff.
- Create free training classes for Forest Service and Tribal staff on utilizing databases and sharing information.

⁸ Note that within each zone there may be various traditional use areas and family-based areas. The Advisory Committee should be

- Clarify process and access to involve non-Federally recognized Tribes and communities to be involved in projects.

Barriers or External Factors

- Staff turnover at both the Tribes and Forest Service.
- Lack of time and resources for Forest Service staff and Tribal staff.
- IT considerations may need to be addressed to ensure sharing of project details and information with Tribes and the Forest Service while maintaining cyber security and data sovereignty.

Take care of nature and it will take care of you.

Willard Rhoades, Pit River, 1995 from *Tending the Wild: Native American Knowledge and the Management of California's Natural Resources* by M. Kat Anderson, University of California Press, 2005.

Objective 4.2

Endorse a Tribal-focused research and plan that supports Tribally-led projects, indigenous scholars, writers, and publishers and improves communication and collaboration on ITEK within Region 5 Forest Service through a(n) Indigenous Advisory Committee or equivalent based on the Region or zones.

Proposed Measures

- Convene 1 Indigenous Advisory committee in the Region (with each zone represented⁸).

Recommended Strategies and Opportunities

- The PSWRS Indigenous Advisory Committee and PSWRS work reviewing data agreement opportunities.

formed, or a process included to ensure all traditional use areas are acknowledged or represented in discussions.

- Create a process to identify and connect cultural practitioners to projects (for just compensation).
- Create co-developed guidance and templates with Forest Service to provide grants or contracts to Tribes (Federally and non-Federally recognized, inter-Tribal coalitions or organizations) to use ITEK for forest service planning, for example, on cultural landscapes.
- Create templates for research and applications of Indigenous knowledge.
- Create co-management examples and identify partnership opportunities for TRSP implementation.
- Create language, regional guidance, and recommendations for protecting the data sovereignty of ITEK for shared stewardship projects, using existing model agreements, and citing appropriate rules and regulations.
- Create success stories document to share with Forest Service, Tribes, and other partners.

Barriers or External Factors

- The limited capacity of the existing and new advisory committee to meet measures.
- Staff turnover at both the Tribes and Forest Service.
- Workforce capacity and internal policy barriers diminish the ability to utilize tribal culture bearers and tribal staff or community members to support workforce needs.

Adapt significantly disrupted ecosystems to meet expected future conditions and needs. Some ecosystems may experience such significant disruption that restoring them to pre-disturbance conditions may no longer be feasible. These systems may be designed with a new suite of beings in mind. Developing clear plans that describe when it is appropriate to “realign” or redesign disrupted ecosystems will allow for more thoughtful discussion and better coordination with other adaptation responses.

Tribal Adaptation Menu, 2019

Objective 4.3

Increase the number of Tribal traditional stewardship projects (gathering, seed banks, community-based stewardship training, cultural burns, etc.) on or near Forest Service lands for shared learning, workforce development, and fire response planning purposes.

This objective supports multiples goals and needs for increased access and direct application of ITEK by tribal culture bearers through stewardship and pilot projects. Likewise, these stewardship projects can support food sovereignty considerations for Tribal members providing additional benefits to tribal communities consistent with Goal 2.



Proposed Measures

- One demonstration is conducted near each zone per year. The demonstration project scope of work should be developed by or with Tribes.
- At least, 75% of zone line officers participate or attend demonstration projects if agreed to by Tribal partners. Demonstration projects will incorporate Forest Service learning opportunities in annual follow-up meetings (see Objective 1.1). Participation may be limited to viewing outcomes, processes, or other levels of engagement identified and approved by Tribal partners.

Recommended Strategies and Opportunities

- Scopes of Work for these projects should be written or led by the Tribe.
- Projects can include opportunities to educate Forest Service staff, Tribes, and communities on cultural burning, the purpose, and the barriers.

- Establish and share seed banks through the database information sharing.
- Establish a formal tribal fire training program that operates within and out of the Forest Service zones.
- Train tribal youth on cultural burns.
- A study on how to support Tribal interests in post-fire restoration activities will be funded to examine issues on and off reservation lands.
- Address Tribal member access to wilderness areas for gathering and cultural lifeways).

Barriers or External Factors

- Staff turnover at both the Tribes and Forest Service.
- Lack of time and resources for Forest Service staff and Tribal staff.
- Current liability concerns and policy limitations on ability of Tribal cultural bearers to conduct cultural burns on Forest Service lands.
- Forest Service has limited authority to ensure work is conducted outside of Forest Service lands.
- Limited access to wilderness areas, including limited Vehicle use for elders and other culture bearers requiring accessibility assistance).



Objective 4.4

Increase the extent that Tribal Climate Adaptation Plans/Tribal Restoration plans/Integrated Resource Management Plans or equivalent land and resource management and recovery plans are integrated into the Forest Service Regional Climate Adaption plan and Forest Plan revisions and amendments.

This objective facilitates the sharing of Forest Service and Indigenous knowledge to ensure collaborative stewardship of lands consistent with Tribal and Forest Service Climate adaptation planning, research, and strategies.

Proposed Measures

- Each forest plan revision/amendment demonstrates how Tribal Climate Adaptation Plan and/or Restoration Plans are incorporated into Forest Plan revisions and Amendments.

Recommended Strategies and Opportunities

- The PSWRS has a current research project that will be delivering a report: [Examining the Effects of Climate on American Indian Uses of Forests in Pacific Northwest and Northern California \(uw.edu\)](http://uw.edu)

Barriers or External Factors

- The current forest plan templates do not correlate with tribal management plans.
- Lack of clear direction on how to incorporate tribal management practices in forest plans. For example, the current forest plan template does not incorporate ITEK.
- Tribal Restoration Plans/ Integrated Resource Management Plans.

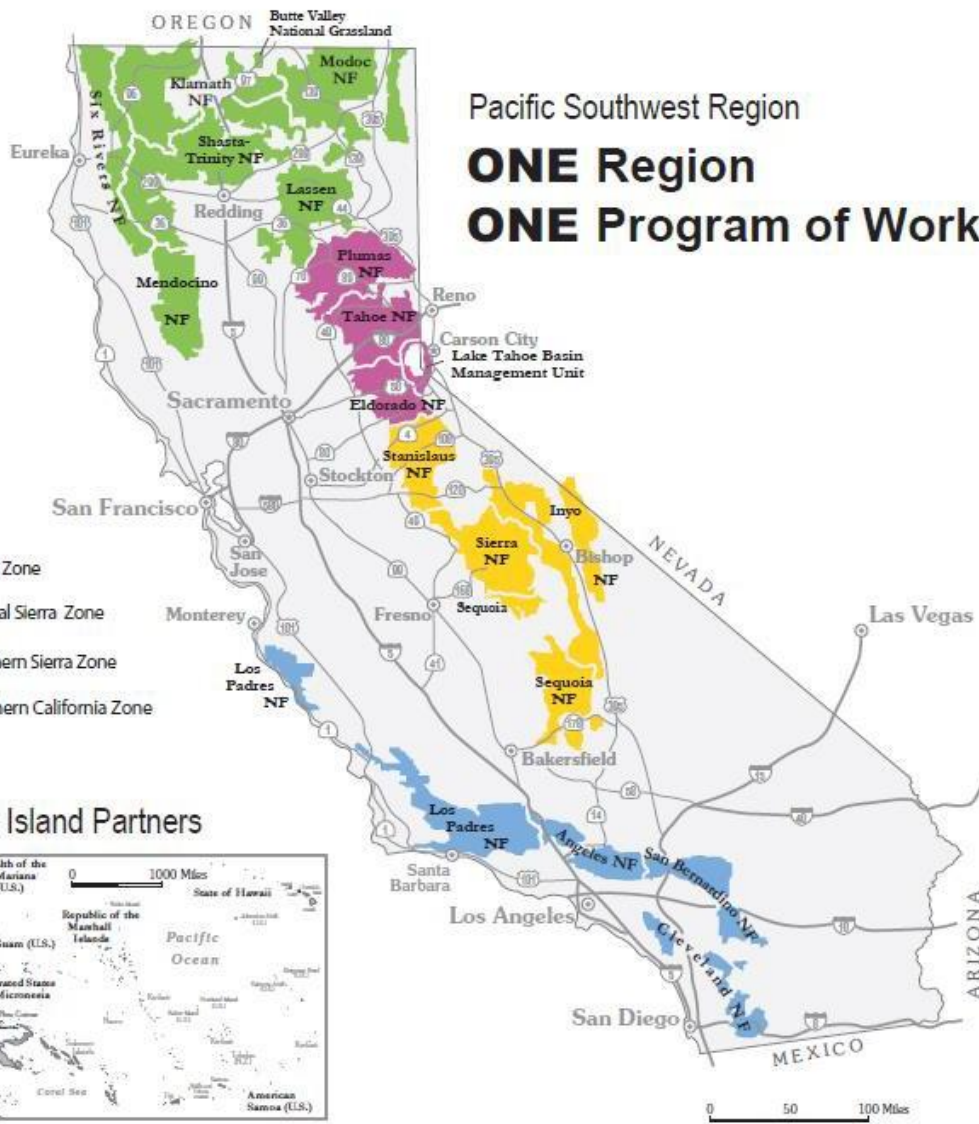
Resources

- Intertribal Roundtable on FS 10-year Wildfire Strategy.
https://www.itcnet.org/issues_projects/issues_2/government/training.html.
- March 2022 Zone Meetings with Tribal representatives, Tribal community members, and Forest Service Staff. The themes and discussion topics are outlined in Appendix B.
- Joint Secretarial Order No. 3403 (Nov. 15, 2021) – On Fulfilling the Trust Responsibility to Indian Tribes in the Stewardship of Federal Lands and Waters
- Tribal Forest Protection Act of 2004 (Public Law 208-278)
- Executive Order No. 13855 (2018), amendment to 43 USC § 35.3, section (1)(b):
- All federal and state agencies (25 USC § 5301, CA Executive Order B-10-11) are to promote Tribal economic self-sufficiency and Tribal natural resource stewardship across jurisdictional boundaries (CA FGC 16000 and CA GC 11019.8).
- Executive Order No. 12898: “Federal Actions to Address Environmental Justice in Minority and Low-Income Populations” (FEMA Instruction 108-1-1, page 4).
- Executive Order No. 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, 86 Fed. Reg. 7009 (Jan. 20, 2021)
- Executive Order No. 14031: Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders, 86 Fed. Reg. 29675 (May 28, 2021).
- USDA Forest Service Tribal Relations Action Plan: Tribal Consultation and Strengthening Nation-to-Nation Relationships, June 2022
- Forest Service Handbook, https://www.fs.fed.us/im/directives/dughtml/fsh_1.html
- Forest Service Manual, <https://www.fs.fed.us/im/directives/dughtml/fsm.html>
- Gathering of Native Americans: <https://www.faihp.org/gona/>
- “Institutionalizing the United States Forest Service’s Shared Stewardship Strategy in the Western United States”: <https://doi.org/10.1093/jofore/fvac010>
- On "co-management": <https://www.cfc.umt.edu/bolle/files/mills.nie-bridges-to-a-new-era-2020.pdf>
- Joint Stewardship with Tribal Nations: <https://www.usda.gov/sites/default/files/documents/joint-so-3403-stewardship-tribal-nations.pdf>
- Tribal Adaptation Menu: <https://forestadaptation.org/tribal-climate-adaptation-menu>
- The Intertribal Timber Council examples of the use of contacts, grants, and agreements to support the implementation of the Tribal Forest Protection Act.
https://www.itcnet.org/issues_projects/issues_2/tfpa/tfporeports.html

In addition, the following Presidential memoranda provide relevant executive guidance on federal agency policies and practices regarding government-to-government agreements:

- Memorandum on Indigenous Traditional Ecological Knowledge and Federal Decision Making (Nov. 15, 2021)
- Memorandum on Tribal Consultation and Strengthening Nation-to-Nation Relationships, 86 Fed. Reg. 7491 (Jan. 26, 2021)
- Protection of Sacred Sites: <https://www.doi.gov/sites/doi.gov/files/mou-interagency-coordination-and-collaboration-for-the-protection-of-indigenous-sacred-sites-11-16-2021.pdf>

Appendix A: USDA FS Pacific Southwest Region



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Appendix B: TRSP Region 5 Forest Service

GOAL: SUSTAIN SOVEREIGNTY THROUGH SHARED STEWARDSHIP

Relationship Building

- Early and ongoing Tribal collaboration throughout the planning process.
- Regular meetings, quarterly or monthly, between Forest Service and Tribes.
- Protocols for Forest Service and Tribal staff turnover for a smooth transition.
- Forest Service should visit the Tribes and sites – in person is preferable.
- Forest Service staff should know who they are reaching out to. Be sure to talk to Tribal members who have Tribal authority.
- Hearing Tribal Reps along with Tribal Site Protection Ideas.
- Plan activities in partnership with Tribes. Have the Tribe host the event so that more tribal people feel safe and comfortable attending.
- Have Tribal representatives identify the traditional cultural practitioners.
- Respect Tribal representatives' time and capacity.

Communication with Tribal Partners

- Customize your relationship with Tribes based on their interests. Engage with Tribes on all activities, but Tribes may not be interested in everything FS do, so interactions should be focused on what the Tribal priorities are.
- Understand that agreements/management/requests may insult those with ties to the land.
- All project partners and staff involved (botanists, archeologists, etc.) should be included in the consultations and other meetings.
- Establishing clear timelines from both Forest Service and the Tribes.
- Incorporate and acknowledge non-Federally Recognized Tribes and other Tribal communities in the planning process.
- Establish a point person or materials to help Tribes understand technical and legal details in Forest Service processes.

Forest Service allocate budget resources to Tribal Relations to sustain, enhance and uphold their trust responsibilities

- Compensation to Tribes for co-management and their expertise.
- Create a budget for the Tribal Relations program for technical and natural resources management.
- Fund a staff member to manage administration and grants. This position can be written into a grant.
- Reimburse Tribes for TEK.

Provide training to Tribes on FS regulations, operations, and opportunities to collaborate and contract

- Tribal members learn hands-on how to protect and cultivate indigenous plants and trees while obtaining certificates for a career pathway to maintain a stable income for their families.
- A contact list for Tribes should be drafted with FS Technical staff in the area.
 - Include Natural Resources, Heritage, etc. numbers and information too.

- Include other local agencies in the area that can assist Tribes with technical assistance.
- Database of the Forest Service policies, resources, and materials for easy access.

Additional Staff Capacity (see also Tribal Relations Excellence)

- Establish a position at the region office for an Outreach/Training Coordinator to accomplish the recommended FS and Tribal training curriculum.
- Hire communication professionals that are Native and can speak the language.
- Heritage and Archaeology programs should be separated from the Tribal Liaison roles. CalTrans is implementing this.
- Hire staff specialized in Tribal contracting.
- Hire Tribal Relations personnel as ambassadors to the Tribes, public affairs fluent, requisites for Government-to-Government, and interpersonal skills.

Other Considerations

- Set up emergency processes and protocols with Tribal communities.
- Cultural Site Protection.

GOAL: DELIVER BENEFITS TO TRIBAL COMMUNITIES AND THE PUBLIC

Education and Training

- Free public classes
- Work crew webinars
- Cultural education programming
- Increase knowledge of the gathering policy.
- Incorporating Native language and placing names in signage.
- Education on the available opportunities in Forest Service.
- General training on the grants process.

Youth Engagement and Staffing

- Engage Tribal members to be forest TRPMs
- Webinar on Federal resume writing and navigating USAJOBS
- Engage Indigenous youth as interns
- Hire staff from colleges
- Engage students in Mobilize Green. During their time in the positions, they could develop a Tribal profile for each forest.
- Mentorship programs
- Hiring events – partnering with other events like the Congress of American Indians.
- List of resources and programs for youth engagement
- Engage high school students in programs and potential careers (firefighters, biologists, archeologists, etc.)
- Engage indigenous youth: Youth Conservation Core, California Conservation Core, Student Conservation Core

Support current and new collaboration programs

- Establish master special use permits (MSUP) for activities when Tribes may have a role in restoration efforts.
- Reestablish the Passport in Time, Junior Ranger, and immersive Native village program.

Expand and support the Fire Restoration Program and Tribal Fire Crews/Red Card

- Training for both FS staff and Tribal staff
- Hire formerly incarcerated people to join the fire crews.
- Clarify cultural burning regulations.
- Monthly meetings with burn plans.
- Allocate more funding.
- Educate Tribal communities about the safety of fire seasons and teach them the importance of strategic fire planning for their communities.
- Develop clear messaging on fires and prescribed burns.
- Some places want burn associations to be Tribal led, even if the place itself isn't tribal specific
- Some talk of having a national Tribal fire coordinator on WO to keep up with qualifications
- Tribal Wildland Fire Use Modules
- CHIPS does outreach for gathering tribal workforces, put together S-212 and post-fire restoration training
- Six Rivers and NPS have an agreement that allows them to share personnel. FS should investigate innovative interagency agreements

GOAL: APPLY KNOWLEDGE INCLUSIVELY

Indigenous Tribal Ecological Knowledge (ITEK)

- Highlighting opportunities for accessing TEK (e.g., Pandora Moth).
- Track the number of restoration programs or projects with a proposed action written by or in collaboration with Tribes that emphasize or integrate ITEK in implementation strategies.
- Institutional Buy-In for TEK.
- Incorporating traditional lands and TEK into the personal acknowledgment of what current generations and ancestors have been through yields:
 - Accountability for actions
 - Setting a good example for youth
 - Addiction recovery help
 - Sense of belonging and purpose
- Challenging for tribes to 1) approach research of mutual interest, 2) get support for doing work (e.g., bear grass), and 3) translate this into on-the-ground work and plans.
- Set up long-term research studies that examine applications in cultural practices and cultural burning
- Improve Tribal Partnerships Agreement Matrix tool and clarify the purpose.
- Range management is important (ex: Juniper Tree work in Modoc Forests).
- Understanding and clarification on archeological resources vs. living cultural resources.
- Most FS efforts look at carbon dynamics – lots of opportunities for tribes to support this research topic.
- Climate adaptation and climate change opportunity for research collaboration.

- Proposal for management in reintroducing bison and bighorn sheep. Most biodiversity work focuses on endangered or threatened species and is not usually culturally significant species
- TEK must have “proof of concept” for nontribal officials to see the benefit. Educate officials on the importance and validity of TEK.

Grants and Agreements

- Need for inclusivity via Master Stewardship Agreements to implement projects on NF or around research. An umbrella agreement at the regional level for all interested Tribes is possible.
- FS to provide additional grants and agreements expertise.
- Update outdated policies and processes for grants and agreements.
- Protect the integrity of place-based intellectual property through intertribal master agreement.
- Clarify unfunded mandates.
- FS personnel to inform, train, and provide technical assistance on agreements and contracts.

Defining and Compensating SMEs

- State training and structure in place – need Federal processes and guidance on how compensation works
- More difficult for middle-aged folks to represent as SMEs than it is for elders
 - Not always knowing intellectual property vs. collective knowledge
 - Feeling like they’re not “native enough” to present material
- Native youth need to build confidence in their knowledge; foster diversity (age, gender, etc.), and empower youth to feel their knowledge is valued
- Talk amongst practitioners to find who can best cover specific knowledgebases
- Knowledge genealogy - is important to frame ways that you have acquired knowledge
- Providing compensation via small contracts, joint ventures, and waiving match requirements for Tribal monitors and SMEs.
- Need to start looking at projects ahead of time and put them into the budget in advance.

Data Management and Intellectual Property Rights

- Establish intellectual property rights agreements with the Tribes. Tribes are unable to take on nuances of federal nexus regarding disclosing information.
- Maintain confidentiality in formal consultations.
- Establish a data management plan for the confidentiality of information, such as what information will be retained from the Tribe and what is appropriate for public disclosure.
- Collect statements from Tribes regarding what they’re concerned about (e.g., certain resources they don’t want to draw people into the area).
- Incorporate precautionary principle and how much is needed and can consent to this as a scientist.
- Incorporate TEK working group with WO in figuring out intellectual property rights and data management.

GOAL: EXCEL IN TRIBAL RELATIONS LEADERSHIP

Collaborate and Resource-sharing with other Federal agencies and Tribes

- InterTribal forum on co-management for land management.
- Each Tribe should have a demonstration project with Forest Service.
- Guidebook of good examples of projects that are going well.
- Develop a calendar of Tribal Events.
- Forest Service to collaborate and be present at meetings that Tribes are attending, such as Annual THPO meetings, Annual CA THPO meetings, and Tribal EPA Conferences.
- Collaborate with Indigenous partnerships and grant opportunities for cultural exchanges with USDA FS and Tribes.
- Identify other agencies working on similar projects and work with them with the Tribes, such as NASA, NPS, and the National Fish and Wildlife Foundation.
- Discuss access to land resources and quantify activities (e.g., gathering sites as provisions for use) to make it easier for tribes to do what they need.
- Periodic publications to showcase excellent examples regionally (or nationally) that might inspire similar work elsewhere. Development of publications showcasing opportunities and providing some nuts and bolts of “how-to” guidelines.

Forest Service Internal Training and Education

- Provide training to the line and staff officers, staff directors, and decision-makers on Federal Indian law, policies, and Tribal perspectives
 - Tribal Force Protection Act
 - Cultural sensitivity training
 - Cultural Historical Knowledge
 - Trust Responsibility and Government-to-Government Relationships
 - Collaboration and Conflict Management
 - Immersive training experiences
 - Cross-training for cultural resources for fire training and looting.
 - Traditional gathering policies
- Track the percentage of line officers and other employees trained in Tribal Relations.
- Track the number of training/projects/events/programs that develop and foster ongoing Tribal relationships (e.g., annual meetings, projects, or topical-driven field meetings).
- Expose more Forest Service staff to cultural resources.

Forest Service Internal Communication and Coordination

- Database of the Forest Service policies, resources, and materials for easy access.
- Coordinate the WO Tribal Relations and RO Tribal Relations goals and objectives. WO needs are funneled down to the regions and local units. Local units need specialized goals and objectives for Tribal Relations.
- Highlight the Tribal Relations program throughout FS.
- Buy-in and knowledge agency-wide will yield progress (e.g., Good Neighbor Authority (GNA): people don't realize that GNA can be applied to tribes, not just states)
- FS is a large organization. Important make sure everyone's on the same page, which will help us move to a better place with a tribal partnership.
- Change policy purchase snacks/lunches for Tribal meetings

- Clarify policies to easily compensate tribes/tribal members for travel and expertise as appropriate.
- FS spends a lot of time identifying what we can't do. Need collaborative planning focus before getting into barriers.

Forest Service Additional Staff Capacity

- Establish a position at the region office for an Outreach/Training Coordinator to accomplish the recommended FS and Tribal training curriculum.
- Hire communication professionals that are Native and can speak the language.
- Heritage and Archaeology programs should be separated from the Tribal Liaison roles. CalTrans is implementing this.
- Hire staff specialized in Tribal contracting.
- Hire Tribal Relations personnel as ambassadors to the Tribes, public affairs fluent, requisites for Government-to-Government, and interpersonal skills.

Forest Service Leadership Accountability

- Educate leaders in the role of Tribal relations and multi-agency forests.
- Forest Service leadership is not approving Forest Service staff attending Tribal events. Forest Service staff need leadership buy-in to attend Tribal events and meetings.
- Offer performance awards for staff working Tribes.
- Leadership in local forests needs to hold Forest Service staff accountable.
- Higher staff levels need to build better relationships with Tribes.
- Integrate Native Nation relationship building and communication into performance plans and reports outs.