



**Udall Foundation**

CIVILITY, INTEGRITY, CONSENSUS

130 South Scott Avenue, Tucson, Arizona 85701-1922

Telephone: 520.901.8500 Fax: 520.670.5530

Website: [www.udall.gov](http://www.udall.gov)

## **PROPOSED PLAN SUBMITTED PURSUANT TO PRESIDENTIAL MEMORANDUM DATED NOVEMBER 5, 2009**

The Morris K. Udall and Stewart L. Udall Foundation submits this report in furtherance of President Barack Obama's recent memorandum directing federal departments and agencies to submit plans for implementing Executive Order 13175, Consultation and Coordination with Indian Tribal Governments.

### **I. OVERVIEW**

The Udall Foundation is a small, independent federal agency based in Tucson, Arizona, with an office in Washington, D.C., whose mission includes a focus on Native American issues. To further its mission, the Foundation provides impartial collaboration, mediation, and facilitation services to tribal governments, federal agencies, and others trying to resolve issues concerning the environment, natural resources, cultural resources, and public lands. The Foundation offers training specifically designed to improve communication between agencies and Indian tribes. In addition, the Foundation provides educational opportunities for American Indians and Alaska Natives relating to government and policy. With this emphasis in its programs, the Udall Foundation strives to further the intent of Executive Order 13175, particularly the special legal status of tribal governments, and the importance of supporting tribal sovereignty and self-determination.<sup>1</sup> The Udall Foundation works to improve dialogue, by applying principles of collaboration and conflict resolution between tribal governments and federal agencies.

In light of its facilitation and educational roles relating to issues of interest to tribes and federal agencies, the Udall Foundation is available as a resource to the Office of Management and Budget (OMB) and all federal agencies as they implement the President's important directive. The Foundation has resources and experience that can help federal agencies and tribes improve the effectiveness and impact of their consultations. Accordingly, the Foundation takes this opportunity to provide background on the Udall Foundation and its programs; identify how it follows the principles of the Executive Order on Consultation in its programs; outline its own

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<sup>1</sup> The Udall Foundation has no regulatory authority over tribal activities, does not make policies directly impacting tribes, and does not currently have programs with a substantial direct impact on tribes. The Foundation does have a mandate to assist federal agencies with collaborative decision making. For that reason, the Udall Foundation strongly supports the policy set forth in Executive Order 13175 and works to improve the dialogue between tribes and federal agencies so they can achieve better solutions through a collaborative process; however, by its own terms Executive Order 13175 does not appear to apply to an agency like the Udall Foundation.

Plan of Action in accordance with the President's directive; and suggest ways in which the Foundation can partner with OMB and other federal agencies to promote implementation of the consultation directive.

## **II. HOW THE UDALL FOUNDATION MISSION AND PROGRAMS RELATE TO CONSULTATION**

Established by Congress in 1992, the Udall Foundation honors the legacy of public service of the late Congressman Morris K. Udall and former Secretary of the Interior Stewart L. Udall. As set forth in the enabling legislation, the purposes of the Foundation are to

- increase awareness of the importance of, and promote the benefit and enjoyment of, the nation's natural resources;
- foster a greater recognition and understanding of the role of the environment, public lands, and resources in the development of the United States;
- identify critical environmental issues;
- develop resources to train professionals in environmental and related fields;
- provide educational outreach regarding environmental policy;
- develop resources to train Native American and Alaska Native professionals in health care and public policy; and
- through the U.S. Institute for Environmental Conflict Resolution, provide impartial assessment, mediation, and other related services to resolve environmental disputes involving federal agencies.

During their tenure in the House and at the Department of the Interior, Morris and Stewart Udall worked tirelessly to increase economic and educational opportunities for Indian people. They also successfully expanded access to quality health care and protection of cultural and religious rights of Indigenous people.

Consistent with this legacy, the Udall Foundation recognizes that the United States government has a unique relationship with American Indian tribal governments and acknowledges that Indian tribes possess an inherent sovereignty and right of self-determination. In its day to day operation, the Udall Foundation supports the goals underlying the President's Memorandum by promoting and supporting regular and meaningful consultation and collaboration between tribal and federal officials in the development of federal policies that have tribal implications. When appropriate, the Udall Foundation commits to engaging in regular and meaningful consultation and collaboration with tribal officials and working with Indian tribes on a government-to-government basis.

The Udall Foundation is governed by a board of trustees appointed by the President of the United States and confirmed by the United States Senate. There are 13 trustees, including Diane Humetwa, a member of the Hopi Tribe, as well as trustees with professional experience addressing issues of significance to tribes.

The Udall Foundation has a staff of 35. There are currently two full-time American Indian employees and one contract employee who is Native.

#### **A. U.S. Institute for Environmental Conflict Resolution**

In 1998, Congress created the U.S. Institute for Environmental Conflict Resolution (Institute) as a program of the Udall Foundation. The Institute is an independent, nonpartisan, and impartial federal program that assists public and private parties in addressing environmental, natural and cultural resource, and public and tribal land issues. The Institute provides conflict prevention and resolution services including consultation, consensus building, facilitation, and mediation to a wide range of federal, state, and local government agencies; American Indian tribes; and NGOs. The Institute also offers a variety of training programs to help federal agencies address challenges in interagency/intergovernmental collaborations and public-private cooperation.

##### **1. The Native Dispute Resolution Network – a cadre of specialists in facilitating issues impacting Indian country**

In 2004, the Institute created the Native Dispute Resolution Network (Native Network) as a resource for individuals seeking assistance from a conflict resolution practitioner where Native people and environmental, natural resource or public/trust lands, cultural property, or sacred site issues are involved. Network Members include American Indian, Alaska Native, Native Hawaiian, and other practitioners who are experts in alleviating conflict in Indian country. Several working groups of Network members, which include Native individuals, work with staff to help develop and operate the Network so that it may provide useful tools for Native dispute resolution.

##### **2. Institute resources for and experience with improving consultation**

The Institute provides advice, tools, and services to federal agencies and tribal governments to assist them to achieve government-to-government relations that result in

- clear and transparent communications;
- fostering a balanced discussion among and between sovereigns;
- respect for the special legal status of tribes;
- respect for the sovereignty and self-determination of tribal governments;
- acknowledgement of the federal trust responsibilities of the federal government;
- identification of shared interests and goals;
- meaningful, implementable outcomes;
- agreement on procedures for future communications; and
- constructive ways to address and resolve disputes.

Following these guidelines, the Institute has developed proficiency in addressing issues involving Indian tribes and Native peoples. For example, in the Missouri River basin the Institute facilitates the multiparty, intergovernmental Missouri River Recovery Implementation Committee (MRRIC), which includes multiple tribes. Over the past decade, the Institute has convened federal and tribal officials in government-to-government dialogues to resolve natural and cultural resource issues and to develop strategies for sovereigns to work together effectively. Past work includes mediation involving the Confederated Salish & Kootenai Tribes and the Fish and Wildlife Service on matters involving the National Bison Range, facilitated negotiations between the Coeur d'Alene Tribe and the Idaho Department of Environmental Quality on lake management, and development of a consultation process agreement among the Federal Highway Administration, state departments of transportation, and Indian tribes for highway construction and maintenance projects with impacts on lands affiliated with tribes.

### **3. Training to enhance skills for effective consultation**

An important component of conflict prevention and resolution is the development of collaboration skills. To that end, the Institute provides a variety of interactive trainings on negotiation and consensus building to resolve environmental and natural resource issues. As part of these trainings, the Institute has been developing government-to-government consultation and communication training specifically aimed at federal agencies working with American Indian tribal governments.

For additional information about the Institute's work with Native Americans, please visit <http://ecr.gov/Resources/NativeAmericanTribalConsultationServices.aspx>.

### **B. Udall Foundation education programs empowering Native people**

The Foundation furthers Morris and Stewart Udall's commitment to Native people by offering opportunities that promote self-determination and political empowerment, as well as academic scholarship, collaboration, and dispute resolution practices.

#### **1. Native American Congressional Internship**

The Udall Foundation's Native American Congressional Internship funds at least 12 American Indians or Alaska Natives in a 10-week summer internship in Washington, D.C. The internship helps participants develop as Native professionals and future leaders in Indian country. Interns are placed in congressional offices and committees, executive branch departments, and the White House, where they are able to observe government decision-making processes firsthand by attending congressional hearings and votes. Interns attend weekly enrichment activities that offer an opportunity to meet with distinguished leaders, such as members of Congress, key federal agency officials, and staff from national Native organizations, where they engage in substantive policy discussions. The Foundation hosts two receptions in Washington, D.C. for the interns and invites hundreds of Native leaders to attend.

During FY 2009, the internship program's enrichment and curriculum components included:

- a one-on-one orientation for internship coordinators in congressional and other placement offices to introduce them to the principal goals and mission of the internship program and the Udall Foundation;
- meetings with Tracy Toulou, Director of the Office of Tribal Justice at the U.S. Department of Justice; Representative Raúl Grijalva, member of the House Native American Caucus; Joan Timeche, executive director of the Native Nations Institute; and Mellor Willie, executive director of the National American Indian Housing Council; and
- a research and writing component. Interns wrote research papers and presented their findings on topics that included the Tribal Law and Order Act, the Indian Gaming Regulatory Act, the federal recognition process, transportation on tribal lands, and renewable energy development on the Navajo Nation.

The internship program solicits applications from Native Americans around the country, including from Haskell Indian Nations University, Salish Kootenai College, and other tribal colleges. Since 1996, 162 graduate and undergraduate students from 86 tribes have participated in the internship program. Interest in this program grows every year. In 2009, the Foundation received 59 applications from students representing 43 tribes for 13 internship positions.

In addition, in 2008 and 2009 the Foundation entered into an agreement with First Alaskans Institute to increase Alaska Native participation in the internship program. Under the partnership, First Alaskans Institute helped recruit and contributed funding for an Alaska Native to participate in the internship program, allowing the Udall Foundation to fund 13 interns in 2009.

For the intern selection process, the Foundation relies on Native American leaders in education, tribal policy, and business. Interns are chosen based on their demonstrated commitment to improving conditions in Indian country, interest in how the federal government works with tribal nations, leadership, character, and writing ability.

The internship experience instills in interns an understanding of how to advocate for Native peoples and issues in the future. The Udall Foundation hopes that this internship program will aid in developing the next generation of leaders. Internship alumni have gone on to work for the federal government, tribal leadership, and in national health policy, federal Indian law and policy, and many other professions.

Additional information about the internship program may be found at <http://udall.gov/OurPrograms/NACInternship/NACInternship.aspx>.

## **2. Undergraduate scholarship program**

The Udall Foundation's Undergraduate Scholarship Program awards merit scholarships to American Indians and Alaska Natives who intend to pursue careers related to health care or tribal public policy. The Foundation also awards merit scholarships to students who intend to pursue careers related to the environment. Each year, 80 Udall Scholars are chosen from about 500

applicants nominated by more than 200 colleges and universities to receive up to \$5,000 for undergraduate expenses. Each August, the Udall Scholars assemble for a five-day orientation session in Tucson, Arizona, to learn more about tribal and environmental issues. Through 2009, the Foundation has awarded more than 1,000 scholarships totaling \$5.4 million.

The Udall Scholarship Program benefits Native students and the greater community in numerous ways. The Udall Scholarship Program alleviates some of the unmet financial needs of Native students, thereby decreasing the amount of student loans accumulated by the recipients. It also helps develop talent in Indian country by providing assistance for high-achieving future leaders. By bringing together Native students who share a commitment to tribal issues, the program also provides students opportunities to develop new friendships and helps promote a positive sense of identity and self.

The scholarship program solicits applications from Native Americans through significant outreach at various colleges and universities around the country. The selection process includes Native American educators and professionals from across the nation to review the applications. Scholars are selected on the basis of demonstrated commitment to improving and empowering tribal communities, leadership, character, and potential to make a difference. The Udall Foundation hopes that this scholarship program will aid in the development of the next generation of leaders.

During the Udall Scholar orientation in Tucson, the scholarship recipients attend seminars focused on American Indian law, tribal policy, Native health issues, economic development in Indian country, and more. In addition, tribal leaders and individuals are invited to attend dinners and special sessions. In 2010, the orientation will include an additional day for 10 to 15 of the scholars to focus more in-depth on Native governance, health, and policy issues.

Further information on the scholarship program is available on the Foundation website at <http://udall.gov/OurPrograms/MKUScholarship/MKUScholarship.aspx>.

### **3. Native Nations Institute for Leadership, Management, and Policy**

In 2001, Congress authorized the Udall Foundation to develop resources for policy analysis and management and leadership training of Native Americans, Alaska Natives, and others involved in tribal leadership, 20 U.S.C. 5604(7). In response, the Udall Foundation cofounded the Native Nations Institute for Leadership, Management, and Policy (NNI) with the University of Arizona, where NNI is currently located. Annually, Congress authorizes the Foundation to use a part of its appropriations to support NNI.

NNI provides executive leadership training to officials in tribal leadership positions, convenes important national dialogues, and holds an annual youth entrepreneur camp to teach and inspire Native youth about economic development. NNI also offers tribes policy analysis and expertise on a wide array of governance issues. NNI has four key program areas: 1) research and policy

analysis; 2) educational resources; 3) leadership and management training; and 4) strategic and organizational development.

NNI has an International Advisory Council (IAC) composed of current and past Native leaders, scholars, community leaders, administrators, and nonprofit and nongovernmental organization executives. The IAC provides counsel and advice to help ensure that NNI's programs have the maximum beneficial effect for Native nations.

NNI offers executive education services to Indian nations and other entities as well as annually offering a "Nation Building" seminar, an "Emerging Leaders" seminar (for newly elected leaders), and an executive forum on a topic currently confronting tribal governments. NNI also hosts more specialized sessions and important forums in areas such as constitutional reform and building and sustaining tribal enterprises. NNI provides a variety of youth programs as well.

In FY 2009, a total of 192 attendees representing 104 Native nations participated in executive education programs. Since its inception in 2001, more than 2,700 tribal leaders have participated. In 2009, seminars were conducted for tribes located in Wisconsin (Oneida Nation); Texas (Ysleta del Sur Pueblo); an inter-tribal session for eight tribes from within Utah and South Dakota hosted by the Northwestern Band of Shoshone Nation in Midway, Utah; Minnesota (three Anishinabeg nations); and the Udall Foundation's Native American Congressional Interns in Washington, D.C.

Responding to growing calls from Indian country for educational materials, NNI is developing a state-of-the-art, distance-education course specially designed for Native nation leaders, senior administrators, employees, citizens, and tribal college students. The course includes modules on constitutions, tribal justice systems, nation-owned enterprises, small business development, and other topics, and features case studies of successful governance and development from across Indian country. The course is slated for completion, piloting, and limited release in FY 2010. The Udall Foundation will direct funds to be used to fine-tune, expand, and disseminate the course nationally as well as provide support services to participants enrolled in the course.

Because NNI's work is based on its core research in governance and development, it will continue to focus on extending and expanding these research efforts. New research and writing (especially policy papers) will analyze recently released demographic data; explore, in detail, case studies of successful tribal governance; extend comparative tribal research (extracting the lessons from governance comparisons among U.S. tribes); catalog the adaptations of "border tribes" to dynamic U.S. border policies; and explore tribal revenue distribution policies and citizen opportunities to build economic assets.

NNI's research and policy analysis work will also include an assessment of impacts and opportunities associated with increased tribal control of healthcare delivery systems to promote greater access to quality care for Native Americans. A number of tribal governments will participate in the study. Among those tentatively identified as possible participants are Mississippi Band of Choctaw Indians, Little Traverse Bay Bands of Odawa Indians, Grand Traverse Band of Ottawa and Chippewa Indians, Nottawaseppi Huron Band of Potawatomi,

Jemez Pueblo, Ramah Band of Navajo, Mescalero Apache Tribe, Jicarilla Apache Tribe, Tohono O'odham Nation, White Earth Band of Chippewa, Red Lake Band of Chippewa, Three Affiliated Tribes, Standing Rock Sioux, Cheyenne River Sioux, and Citizen Potawatomi Nation.

In 2007, NNI published, through the University of Arizona Press, a book titled *REBUILDING NATIVE NATIONS: STRATEGIES FOR GOVERNANCE AND DEVELOPMENT*. Designed and written for use in Indian country, this book has been extremely well received and is being used today not only by tribal colleges and other educational institutions that serve Indian country but by tribal leaders, economic development strategists, and others. NNI is currently producing a companion volume titled *REBUILDING NATIVE NATIONS: A CASEBOOK* that provides detailed case studies for some of the most impressive stories of successful nation building from Indian nations across the United States. The Udall Foundation will provide funding to disseminate copies of the *CASEBOOK* to all 562 U.S. tribes, national and regional tribal organizations, and, as funds permit, to non-Native governmental offices making decisions that impact Native nations.

In recent years, NNI has directed considerable resources to reaching Native youth. This past year, NNI held the second annual Native American Youth Governance Camp (NAYGC) in June on the University of Arizona campus. Students from 11 Native nations from Arizona, Canada, Nebraska, New Mexico, and Texas attended the camp. The American Indian Association of Tucson; Arizona Public Service; Citizen Potawatomi Nation; Clear Channel Radio; Dyron Murphy Architects; Gila River Indian Community; Ho-Chunk, Inc.; Kiva Institute; Udall Foundation; Salt River Pima-Maricopa Indian Community; Siksika Nation; and Ysleta del Sur Pueblo provided support for the camp. In addition, NNI held a separate Summer Policy Academy (SPA) Governance Camp. This camp was also held in June on the University of Arizona campus. There were participants from 14 Native nations. The Udall Foundation and the Santa Fe Indian School provided financial support. Moreover, NNI convened its 13th Native American Youth Entrepreneur Camp in July. Students represented seven Native nations from the states of Arizona, California, Nebraska, New Mexico, New York, and Texas.

Finally, NNI provides numerous tribes with direct assistance on such issues as constitutional reform, strategic planning, and institutional design, translating rigorous research results from Indian country into usable insights and tools. Through FY 2011 funds provided by the Udall Foundation, NNI will be able to provide tribes with additional services or tools to be offered at reduced costs.

For additional information regarding NNI, please visit <http://nni.arizona.edu/>.

#### **4. Parks in Focus**

The Udall Foundation's Parks in Focus program began in 1999 with an idea: take a group of underserved kids to nearby parks and open their eyes to the wonders of nature by focusing their gaze through the lens of a camera. The participants, primarily 11 and 12-year-old members of the Boys & Girls Clubs, many of whom have never before left their local communities, are provided digital cameras to use and keep, and they learn the fundamentals of photography, ecology, and conservation while hiking and identifying their way through national parks,



monuments, wilderness areas, and other national public lands. When possible, the Foundation includes Native children on the Parks in Focus trips. In particular, it has partnered with Boys & Girls Clubs in Arizona, Maine, Wyoming, and Montana that serve predominately Native populations, including youth from the Navajo, Pascua Yaqui, Penobscot, Choctaw, and Blackfeet reservations.

Further information on this program may be found at <http://pif.udall.gov/>.

### **III. UDALL FOUNDATION PLAN OF ACTION FOR ADDITIONAL COLLABORATION AND CONSULTATION**

In accordance with the President's November 5, 2009, directive, the Udall Foundation submits the following plan of action for additional collaboration and consultation with Indian people and tribes.

#### **A. Increased outreach and services by the Udall Foundation**

Every year, the Udall Foundation sends all of the federally recognized tribes a copy of its annual report detailing its activities as well as application packets for the Native American Congressional Internship program. In 2010 and the future, the Udall Foundation plans to increase its collaboration and consultation with Indian tribes and Native peoples. This includes reaching out to specific tribes and organizations such as the National Congress of American Indians (NCAI), National Tribal Environmental Council (NTEC), and the United South and Eastern Tribes (USET), and other tribal groups. The Foundation will send representatives to annual meetings and organize briefings and listening sessions to provide detailed information about Foundation programs, solicit input about ways to make Foundation programs more effective and meaningful for tribes, and identify appropriate partnerships. These efforts will include outreach to tribes, tribal organizations, former Udall scholars and interns, members of the Native Network, individuals affiliated with NNI, and others for input on how the Foundation may improve and implement its tribal consultation plan.

As part of this effort, the Foundation is exploring further ways in which it can partner with the Udall Center for Studies in Public Policy, a program of the University of Arizona that currently houses NNI, on subjects of interest to tribal governments such as healthcare, water, and the U.S.-Mexico border. The two organizations are seeking ways to further the administration's objectives related both to improving tribal consultation and addressing natural resource issues in the Southwest and other areas of the country. Background information about the Center and its work is available at <http://udallcenter.arizona.edu/>.

For FY 2011, the Foundation's high priority goals submitted to OMB in June 2009 included a goal specifically related to Native American issues:

*Increase the Foundation's contributions to improvements in environmental and Native American tribal and health policy by:*

- Enhancing educational opportunities for future leaders on environmental and Native American issues through an increase in the amount of the Udall Scholarship from \$5,000 to \$6,000 (contingent on increased interest rates for Treasury instruments).
- Assessing the impacts and opportunities associated with increased tribal control of health-care delivery systems to promote greater access to quality care for Native Americans.

Completion by NNI of Phase 2 of a three-phase study of the effect of increased tribal control of healthcare delivery is expected by FY 2011; six to eight case studies identifying tribal health-care strategies that appear to work are anticipated. This project involves collaboration with a number of tribes, as described earlier in this document.

The Foundation is committed to monitoring and evaluating its work in order to make improvements as necessary. The Foundation has evaluation metrics for all of its programs that are detailed in its performance budgets and accountability reports.

**B. U.S. Institute for Environmental Conflict Resolution will continue its work to strengthen the government-to-government relationship between Indian tribes and the United States**

The Udall Foundation will continue to build its Native sector within the Institute. It has recently hired a Native American program manager to focus on Native issues and intends to direct additional resources towards this sector in 2010.

The Institute will continue to support the Native Dispute Resolution Network as it provides a resource for individuals seeking assistance from an appropriate collaborative conflict resolution practitioner for matters involving Native people and environmental issues, natural resources, public/trust lands, cultural property, or sacred sites.

In accordance with its responsibility for strengthening the government-to-government relationship between the United States and Indian tribes, the Institute will

- provide advice, tools, and services to other federal agencies for achieving meaningful and productive government-to-government consultations;
- convene federal and tribal officials in government-to-government dialogues to resolve natural and cultural resource issues and to develop strategies for each sovereign to work together effectively;
- further develop its government-to-government consultation and communication training; and
- pursue partnerships with existing peacemaking programs operated by Indian tribes.

Beginning in FY 2010, the Institute will launch a policy dialogue series. This leadership initiative will support the Obama Administration's commitment to transparency, public participation, and collaboration with the public. Administration initiatives in the areas of the environment, natural resources, and energy policy will require multisector dialogue. The collaboration resources provided by the Institute can facilitate public participation in federal programs, improve decision making, enhance acceptance of decisions, and allow for successful project implementation. The Institute will promote participation by Indian tribes in any such policy dialogues, in a manner appropriate and acceptable to tribes as sovereigns.

In FY 2011, contingent on funding, the Institute will launch the "Intergovernmental Collaboration Program." This leadership initiative will focus on improving the effectiveness and efficiency of environment and natural resource programs at all levels of government, and in so doing, enhance the benefits and decrease the costs of implementing these programs. In particular, the program will facilitate efforts to identify innovative approaches to structuring and implementing regulatory programs. The program will include Regional Environmental Forums (REFs). REFs are a mechanism to pursue collaborative solutions to environmental and natural resources issues. The forums will link various levels of government both vertically and horizontally in collaborative problem solving processes. They will engage representatives from federal, tribal, state, and local government in collaborative problem solving and reach out to nongovernmental organizations, industry, and academia as necessary to understand and resolve issues.

### **C. Education programs**

Each year, the Udall Foundation has reached out to additional educational institutions and organizations serving Native students to recruit Native interns and scholars from Indian country. During 2010 and beyond, the Foundation will continue to reach out to tribal colleges, Native American organizations, educators, and other individuals and groups committed to the success of Native American and Alaska Native students. In addition, the Foundation will continue to look for ways to increase the participation of Indian tribes and tribal organizations in this recruitment effort through more direct collaboration with the education departments of individual tribes and Alaska Native corporations.

The Udall Foundation will explore avenues for organizing future Parks in Focus trips around the country with Boys & Girls Club participants from Indian country.

### **D. Native Nations Institute**

Contingent on federal appropriation, the Udall Foundation will maintain funding for NNI programs to strengthen the government-to-government relationship between the United States and tribes and provide research and analysis to assist tribes and federal agencies make better informed decisions.

#### **IV. THE UDALL FOUNDATION AS A RESOURCE FOR ADVANCING CONSULTATION**

As discussed above, the Foundation's mission and programs currently support meaningful engagement of tribes. The Foundation stands ready to assist federal agencies as they refine and implement their consultation plans. The Foundation could do so in a number of ways:

- assist federal agencies to identify appropriate ways to collaborate with tribal governments;
- convene and facilitate dialogues between federal agencies and tribes on how to consult more effectively and to address specific substantive issues; and
- provide training on effective collaboration to federal agencies and tribes.

Although the Udall Foundation has a small staff, it has significant resources available through the Native Network and a national network of dispute resolution professionals with which its teams on a regular basis.

In conclusion, the Udall Foundation welcomes feedback from the White House on its work and how it might further meet the goals of Executive Order 13175. In addition, the Foundation offers its services to assist OMB, for example by facilitating dialogues on improving the various plans of action submitted by federal agencies and making the tribal consultation process more effective.

Further information about Foundation resources to support tribal consultation and Foundation programs that impact tribes is available from Director of Communications Libby Washburn, 505.332.9079 or washburn@udall.gov.