



AGENDA

LOS ANGELES CITY/COUNTY
NATIVE AMERICAN INDIAN COMMISSION
SELF GOVERNANCE BOARD MEETING
TUESDAY, JULY 18, 2023, 6:00 P.M.

Meeting Location: County of Los Angeles Hall of Administration
Sybil Brand Room 372
500 W. Temple Street
Los Angeles, CA 90012

To Listen Via Telephone: 669 444 9171
Meeting ID: 874 8376 1078

To View Via Web: <https://us06web.zoom.us/j/87483761078>

To Provide Public Comment: You may submit written public comment via email to aferguson@lanaic.lacounty.gov. Please submit your public comment or documentation as soon as possible but no later than 5 p.m. the night before the scheduled meeting.

DAWN JACKSON, Chairperson
Saginaw Chippewa

DENISE ESCOTO, Commissioner
Northern Cheyenne

SHAWN IMITATES DOG, Vice Chairperson
Lakota

JOHN ONLY A CHIEF, Commissioner
Pawnee Nation

MONA MORALES RECALDE, Secretary
Gabrieleno Tongva

TED TENORIO, Commissioner
Tiguan Nation

VACANT, Treasurer

CHERI THOMAS, Commissioner
Quinault/Yurok

ALEXANDRA VALDES
Executive Director
Tlingit/Athabaskan

1. **Call to Order**
2. **Invocation**
3. **Roll Call**
4. **Commissioner Introductions**
5. **Review and Take Possible Action Adopting Unapproved June 21, 2023 Los Angeles City/County Native American Indian Commission Self Governance Board Meeting Minutes**
6. **Chair's Report**
 - a. **County of Los Angeles Commission Services New Commissioner Virtual Workshop (August 3, 2023 at 3:30 PM)**

7. Executive Director's Report

- a. Community Services Block Grant Native American Set-Aside Funds (CSAIBG) Subrecipient Program, Financial Reports and Updates**
- b. Care First Community Investment Updates**
- c. 2024-2025 Community Action Plan and Community Needs Assessment Updates**
- d. Strategic Plan Updates**

8. Commissioner General Comments on Non-Agenda Items

9. Announcements/Future Agenda Items

10. Public Comment

11. Board Adjournment

Meetings are held in English. If interpretation in other languages or accommodations for persons with disabilities are needed, please contact the Commission at (213) 738-3241 at least 3 business days before the meeting. The meetings of the Native American Indian Commission are accessible to persons with disabilities.

Contact: www.lanaic.lacounty.gov, squadron@lanaic.lacounty.gov, or (213) 738-3241



LOS ANGELES CITY/COUNTY NATIVE AMERICAN INDIAN COMMISSION SELF GOVERNANCE BOARD

June 21, 2023 Unapproved Meeting Minutes

The June 21, 2023 meeting of the Los Angeles City/County Native American Indian Commission (LANAIC) Self Governance Board was at the County of Los Angeles Hall of Administration, Sybil Brand Room 372, 500 W. Temple Street, Los Angeles, California 90012.

CALL TO ORDER

Chair Dawn Jackson called the meeting to order at 6:09 PM.

INVOCATION

Commissioner John Only A Chief provided an invocation.

ROLL CALL

The following Commissioners were present:

Chairperson Dawn Jackson
Secretary Mona Morales Recalde
John Only A Chief
Cheri Thomas
Ted Tenorio

The following Commissioners were absent:

Vice Chairperson Shawn Imitates-Dog (Excused)
Denise Escoto (Excused)

Quorum was met.

The following LANAIC SGB staff were present:

Alexandra Valdes, Executive Director
Stephanie Guadron, Administrative Manager

STRATEGIC PLAN PRESENTATION (MAURA HARRINGTON & ERIC DERHAZARIAN, CENTER FOR NONPROFIT MANAGEMENT)

Maura Harrington & Eric Derhazarian presented about the Strategic Planning process they have been working since February 2023 with the Self-Governance Board (SGB). They identified highlights from interview sessions and summarized their findings in the following areas: Challenges, Defining Success, Reflections, Priorities and Recommendations. Alexandra shared that CNM would be drafting and submitting a Strategic Plan report and she will include it in the July 18, 2023 LANAIC SGB agenda. SGB members will be asked to submit written feedback to Alexandra and Stephanie that they will include in a final draft to be reviewed and possibly adopted at the August 15, 2023 LANAIC SGB meeting.



**LOS ANGELES CITY/COUNTY NATIVE AMERICAN INDIAN COMMISSION
SELF GOVERNANCE BOARD**

REVIEW AND TAKE POSSIBLE ACTION ADOPTING UNAPPROVED MAY 16, 2023 MEETING MINUTES

A motion was made by Commissioner Mona Morales Recalde and seconded by Commissioner John Only A Chief to approve the unapproved May 16, 2023 LANAIC SGB Meeting minutes as presented. The motion passed.

YES	Jackson, Morales Recalde, Only A Chief, Thomas
NO	
ABSTAIN	Tenorio
ABSENT	Imitates Dog, Escoto

REVIEW AND TAKE POSSIBLE ACTION ADOPTING THE 2024-2025 COMMUNITY ACTION PLAN AND COMMUNITY NEEDS ASSESSMENT AND DIRECTING THE CHAIR DAWN JACKSON AND EXECUTIVE DIRECTOR ALEXANDRA VALDES TO SIGN AND SUBMIT THE DOCUMENT TO THE STATE OF CALIFORNIA DEPARTMENT OF COMMUNITY SERVICES & DEVELOPMENT

A motion was made by Commissioner Ted Tenorio and seconded by Commissioner John Only A Chief to approve the 2024-2025 Community Action Plan and Community Needs Assessment with the following edits and additions: add burial costs to causes of poverty, and confirm correct poverty statistic for Los Angeles County is utilized on page 20 and to direct the Chair Dawn Jackson and Executive Director Alexandra Valdes to sign and submit the document to the State of California Department of Community Services & Development. The motion passed.

YES	Jackson, Morales Recalde, Only A Chief, Thomas, Tenorio
NO	
ABSTAIN	
ABSENT	Imitates Dog, Escoto

REVIEW AND TAKE POSSIBLE ACTION ADOPTING PROPOSED CODE OF CONDUCT SECTION ADDITION TO THE LOS ANGELES CITY/COUNTY NATIVE AMERICAN INDIAN COMMISSION SELF GOVERNANCE BYLAWS

A motion was made by Commissioner Mona Morales Recalde and seconded by Commissioner Ted Tenorio to approve the proposed Code of Conduct section addition to the Los Angeles City/County Native American Indian Commission Self Governance Bylaws. The motion passed.

YES	Jackson, Morales Recalde, Only A Chief, Thomas, Tenorio
NO	
ABSTAIN	
ABSENT	Imitates Dog, Escoto



LOS ANGELES CITY/COUNTY NATIVE AMERICAN INDIAN COMMISSION SELF GOVERNANCE BOARD

CHAIR'S REPORT

2024-2025 Community Action Plan & Community Needs Assessment Public Hearing

Chairperson Dawn Jackson provided a brief update to the body about the CSBG Public Hearing held on May 25, 2023 at Los Angeles City College. She shared that two community members attended and that herself, Stephanie Guadron, Cheri Thomas and Ted Tenorio staffed the event. She shared that a robust discussion occurred regarding community needs and the feedback is included as an appendix in the 2024-2025 CAP/CNA.

EXECUTIVE DIRECTOR'S REPORT

Community Services Block Grant Native American Set-Aside Funds (CSAIBG) Subrecipient Program, Financial Reports and Updates

Alexandra shared the most current program invoices for all service provider agencies.

Care First Community Investment Updates

Alexandra shared the most current program invoices for all service provider agencies. She shared that FY23-24 amendments were sent out to UAll and Pukuu. She noted this is the third and final year of funding and it is important that the LANAIC SGB advocate for the continuation of CFCI funding by the Board or Supervisors

Commissioner General Comments on Non-Agenda Items

Commissioner John Only A Chief asked why the LANAIC and the Self-Governance Board are not one body; and that community members who he has spoken to are not aware that there are two groups. He also stated that there is an opportunity to share about the two bodies with the public to increase awareness of the work that bodies do for the community.

Chairperson Dawn Jackson stated that the Self-Governance Board reports back to the full Commission and that Commissioners from the whole LANAIC group should be listening and disseminating information about the two bodies to community. She also stated that if any Commissioners have questions, they should be directed to the SGB for more information. Chairperson Dawn Jackson also asked about the status of the upcoming solicitation. Alexandra shared that the solicitation will be released soon, and as soon as it is released, we will count on the Commissioners to spread the word to interested organizations in the community.

Announcements/Future Agenda Items

Commissioner Cheri Thomas asked if there would be a SGB retreat. Chairperson Dawn Jackson replied that there are no plans for a retreat at this time. Alexandra stated that there is an opportunity for a CalCAPA training which the body could consider adding a retreat component too and will follow up with the LANAIC SGB about the details.

Public Comment

Member of the public, Cesar Aranguri stated that he really likes everything that the LANAIC SGB is doing and that he is cheering for the LANAIC SGB.



**LOS ANGELES CITY/COUNTY NATIVE AMERICAN INDIAN COMMISSION
SELF GOVERNANCE BOARD**

Board Adjournment

Chair Dawn Jackson adjourned the meeting at 8:06 PM.

DRAFT

COMMISSION SERVICES PRESENTS

NEW COMMISSIONER VIRTUAL WORKSHOP

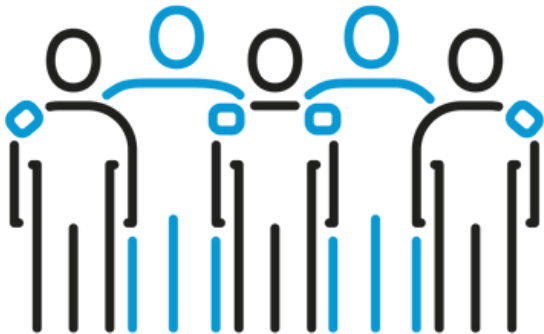
TOPICS WILL INCLUDE

- COMMISSION OVERVIEW
- COUNTY LEGISLATIVE PROCESS
- THE BROWN ACT AND ROBERT'S RULES OF ORDER

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES



**THURSDAY,
AUGUST 3, 2023**

STARTS AT
3:30 PM

HOSTED VIA WEBEX

[LINK](#) FOR MEETING

MEETING NUMBER: 2593 265 7064

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COMMITTEEBOOK@BOS.LACOUNTY.GOV**

**Los Angeles City/County Native American Indian Commission
Self-Governance Board**



2023

Setting Strategic Planning Priorities



Document prepared on July 12, 2023

Prepared by:

Center for Nonprofit Management
1000 N. Alameda Street, Suite 250
Los Angeles, CA 90012

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Introduction

Background

About The Los Angeles Native American Indian Commission (LANAIC)

Established in 1976 through a city ordinance signed by the then Mayor of Los Angeles Tom Bradley, the Los Angeles Native American Indian Commission (LANAIC) serves to uplift, in Los Angeles County, the needs and concerns of the American Indian and Alaska Native (AIAN) community, one of the largest in the entire country. The Commission is comprised of five members appointed by the Los Angeles County Board of Supervisors, five appointed by the Mayor of the City of Los Angeles, and five elected by Los Angeles County's American Indian and Alaska Native community through elections held every 4 years.

The primary purpose of the Los Angeles City/County Native American Indian Commission (LANAIC) is to improve the health and well-being of the Los Angeles American Indian and Alaska Native (AIAN) community. It accomplishes its purpose through many strategies, including but not limited to (1) increasing the acquisition of funding resources available to the AIAN community, (2) advocating for policy that will improve the health and well-being of AIANs, and (3) gathering and disseminating information about AIANs in Los Angeles County. In performing these functions, the Commission will represent the interests and concerns of AIAN of all tribal and cultural backgrounds, religious convictions, gender identities, and social circumstances.

The City Ordinance 11409 § 3.42.110 established the specific roles and responsibilities of the Commission to be as follows:

- Promote the health and well-being of AIAN in Los Angeles.
- Advocate for the development of funding resources and programs to serve urban AIANs and AIAN organizations.
- Advocate legislation and policy favorable to urban AIANs.
- Research, prepare, and disseminate information about AIAN affairs, including but not limited to collaboration with federal, state, and local agencies.
- Advise and collaborate with non-Indian community organizations and private agencies working for the concerns of AIAN people.
- Assist and coordinate collaboration among federal, state, county, and city agencies, and with AIAN agencies and organizations.
- Foster pride among AIANs and raise visibility of AIAN culture among Los Angeles City and County residents.
- Educate the public about the accurate history and contemporary issues of Tribes in Los Angeles and California, and center Los Angeles Tribes and Tribal Members.

- Engage and understand by means of conferences and public hearings conditions which affect the health and well-being of AIANs.
- Develop recommendations to the Board of Supervisors, Mayor and City Council that address the health and well-being of AIANs in Los Angeles.
- Advise the Board of Supervisors, the Mayor, the City Council, and the departments and agencies of these respective governments, and/or other organizations and institutions on matters involving the health and well-being of AIANs in Los Angeles

About the Self Governance Board (SGB)

As an extension of but a separate body than LANAIC, the Self Governance Board (SGB) was established in 1993 by the LA County Board of Supervisors. A Brown Act body, the SGB comprises of five community elected members of LANAIC, one City appointed Commissioner, one County appointed Commissioner, and the Chairperson of the Commission.

The SGB upholds the following vision and mission.

VISION

SGB envisions a future where all American Indian and Alaska Native (AIAN) residents of LA County live in vibrant, resilient, places where they can take advantage of a range of opportunities for personal, cultural, and professional fulfillment.

MISSION

SGB seeks to improve the quality of life for present and future generations of American Indians and Alaska Natives in Los Angeles County.

The SGB administers public and private funds, namely the Community Services Block Grant Native American Set-Aside Funds (CSAIBG) used to contract with subrecipient agencies in providing critical services to AIAN residents living at or below 100% Federal Poverty Line.

Purpose

As a CSBG recipient, LANAIC SGB must monitor progress to meet a set of Organizational Standards that reflect many of the requirements of the CSBG Act and help recipients with good management practices to provide high quality services to low-income families and communities. The Standards are based on three main practice areas for organizational accountability and effectiveness. They include:

Maximum Feasible Participation

1. Consumer Input and Involvement
2. Community Engagement
3. Community Assessment

Vision and Direction

4. Organizational Leadership

5. Board Governance
6. Strategic Planning

Operations and Accountability

7. Human Resource Management
8. Financial Operations and Oversight
9. Data and Analysis

This strategic planning document reflects the work of LANAIC SGB in charting the board's direction for the next 3-4 years by developing its 2023-2026 Strategic Plan. These priorities align with its vision, values, and purpose to address reduction of poverty, revitalization of low-income communities, and/or empowerment of people low incomes to become self-sufficient.

This document also fulfills compliance requirements of Organizational Standards Category 6, Strategic Planning, which focuses on the following target outcomes:¹

- The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.
- The approved strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.
- The approved strategic plan contains family, agency, and/or community goals.
- Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.
- The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.

The plan is one of three primary planning tools that guide the work of community action agencies that receive CSBG funding. The three-prong planning involves the sequential completion of a (1) needs assessment, (2) strategic plan, and (3) community action plan, each planning step informing the next.

Methods

LANAIC SGB partnered with the Center for Nonprofit Management to conduct the strategic planning process based on a three-phase approach outlined below.

Phase 1, Organizational Review and Planning. The first step in the process was to complete a review of all SGB materials to build an understanding of current practices, initiatives, identified gaps and needs, trends, etc. Materials included the 2023 Community Needs Assessment resource materials, annual reports of subrecipients for the Community Service American Indian

¹ Technical Assistance Guide: Category 6 Strategic Planning. Community Action Partnership.

Block Grant, CSBG Organizational Standards Category 6, LANAIC and LANAIC SGB By-Laws, Community Action Plan resources documents for strategic planning. The final phases of 2023 Community Needs Assessment was being completed as this strategic planning project was underway. To build buy-in through stakeholder engagement, CNM then attended a SGB meeting to present an overview of the Strategic Planning Process, the SGB members’ roles and responsibilities during the planning process and address any questions or concerns. During this session, SGB members were encouraged to reflect upon the SGB’s programs from the stakeholders’ and constituents’ perspectives, think through any new challenges that have been presented, changes they deemed necessary, and to bring those ideas to subsequent planning sessions.

Phase 2, Strategic Planning Interviews. To shape the priorities and services that SGB will provide in the future and support the development of the strategic plan, SGB stakeholders, including board members, CSBG subrecipient organizations, and the CSBG field representative, were invited to offer their perspective of the Self Governance Board’s roles and priorities by participating in a virtual interview. CSBG subrecipient organizations did not respond to multiple attempts for participation.

A semi-structured interview protocol was developed to guide a SWOT assessment- Strengths, Weaknesses, Opportunities, and Threats, and—to clarify the unique value proposition of the Board. The protocol included key questions, script, invitation communication, and interview call schedule. Upon completion of these interviews, a simplified content analysis was conducted to synthesize emerging thoughts and themes. The analysis was completed by one rater and reviewed independently by a second rater to strengthen interrater reliability in identifying prevailing themes.

Phase 3, Strategic Planning Sessions. Sessions were conducted in small groups with SGB members to present and discuss the key learnings and reflections from the interviews, crowdsource broad-based goals from these reflections as well as

objectives for achieving the desired results. Members were asked to categorize goals and priorities as either within or outside the scope of SGB mission. These emerging goals uplifted in small groups were aggregated to identify 3-4 main goals and related objectives that will be achieved and drive SGB in the coming years. Finally, members



were also asked to identify the time span of achieving target goals identified as “within scope” as either near term or longer term. The graphic below illustrates the exercise conducted in small groups.

Phase 4, Strategic Planning Documentation. The culmination of this process is the documentation of the Strategic Plan into this report which provides a framework for the LANAIC SGB to set targeted priorities, allocate resources to achieve specified goals, and make decisions that effectively guide it to achieve mission.

Key Findings/Learnings

Drawn from the data analysis, particularly the prevailing perspectives of stakeholders interviewed, the following key themes and takeaways encapsulate the strengths and successes achieved, as well as some of the challenges and opportunities uncovered as the LANAIC SGB plans the next phase of how best to improve the quality of life for present and future generations of American Indians and Alaska Natives in Los Angeles County.

Stakeholders identified the following key strengths for the LANAIC SGB. A strength is often a positive attribute internal to the organization that is unique, special, or highly valued.

1. In Service to the Community & Board Longevity. SGB members shared their motivations to serve, aspects of the work that inspires them, and their perceptions of the role and function of the SGB. Member views were aligned across these dimensions, namely that SGB members were driven by their service to the AIAN community.

Motivations to serve on the board included (1) being dedicated to the community, namely for constituents who do not have a voice, are often overlooked and underserved; (2) being of service to the community by giving back, making a difference as a change agent; and (3) having personal past experiences either receiving direct service or providing direct service to select target populations. Board members also specifically highlighted taking pride in the Board’s legacy: the longevity of the institution since its inception in the mid-seventies, the potential of its mission, and the future opportunities in supporting the AIAN community. Board members

Inspirations of being a member of SGB included (1) collaborating with direct service providers and partners in the AIAN community, (2) networking for the community by outreaching to specific target groups (such as the homeless, seniors or youth) and connecting with local and State government representatives to voice and advocate on behalf of the community; and (3) being of service to the community and “taking care of our own (such as the elderly) by uplifting the community voice, making positive contributions that make an impact, and creating access and opportunities to resources that make a difference in individual lives.

2. Voice of the Community. LANAIC SGB is in a unique position to be the strong voice for the AIAN community. Members have established relationships with constituents that allow them to represent the interests of the community and are dedicated to doing so. In addition to

this direct knowledge, more recently, the Board completed its Community Needs Assessment that will help prioritize and uplift specific needs of various sub-populations.

3. Perceptions of the SGB role. Stakeholders shared similar perceptions of the role of SGB. SGB was primarily viewed as providing grant administration and oversight by getting funding to the community and ensuring more access to available (beyond the three subrecipients) through general assistance, technical assistance with submissions, etc. SGB was also perceived as having a role in compliance with funding requirements by providing input and being involved in the development, implementation, assessment, and oversight of programs with subrecipients. All CSBG grantees are required to submit documentation that they have fulfilled (in the case of a public entity) the Organizational Standards. Stakeholders also discussed the unique role of SGB as an advisory body within Los Angeles County using an indirect service model. As such, being a liaison for and to the community was seen as an important role of the Board. Members foster good relationships both internally and externally by being present in and building stronger awareness of the AIAN community to foster engagement, representing the community in a positive manner, and prioritizing the community in local affairs. Finally, SGB was also seen to play a role in not only ensuring compliance with local government regulations but also setting clear expectations for Board members as it relates to member ethics, conduct, and commitment.

By contrast, Board members perceived the role of the SGB staff as (1) supporting the Board as its “eyes and ears” for available funding and resources, (2) ensuring board complies and is in good standing with funding guidelines, the Brown Act, and all City and County regulations and procedures, and (3) balancing the various partner relationships of the Board particularly around aligning salient community needs with various compliance priorities.

4. Growth in funding & Staff Capacity. Stakeholders acknowledged the growth in the SGB budget over the past two years. Specifically, LANAIC SGB had requested funding through Measure J to enhance and expand housing insecurity and homelessness services provided through the Community Services Block Grant Native American Set-Aside funds program. The SGB doubled its budget with a \$500,000 inclusion in the Measure J Re-Imagine LA Advisory Committee: Spending Plan Recommendations for Year One (FY2021-2022).

For many years, SGB relied solely on an Executive Director to manage all aspects of the Board’s business with no additional support staff to assist with operations, grant administration and compliance. With this new funding, SGB increased staff capacity by hiring a full-time administrative manager, freeing the Executive Director from mundane administrative and clerical functions to focus on being a stronger thought partner for the Board as well as an operational and programmatic leader making strides to improve grant administration and compliance through improved service delivery, capacity, and outreach.

Stakeholders identified the following key challenges for the LANAIC SGB. A challenge is often an attribute internal to the organization that presents a weakness or a limitation requiring improvement.

1. Knowledge Gaps. Within the context of sharing their perceptions of SGB function and role, members acknowledged having procedural knowledge gaps that required attention. Given that SGB members also serve on the larger Los Angeles Native American Indian Commission, members discussed the confusing nature of the relationship between the LANAIC and the SGB and sometimes mixing role and function between the two bodies and discussing roles and functions interchangeably between the two bodies. Each body has its own set of by-laws though neither has been updated since its inception. Some members have joined the Board more recently. In addition, LANAIC and SGB, in recent years, have moved several times within the county government so there may be some level of dislocation.

Board members recognized the need for better onboarding of individual board and commission members, intermittent review of by-laws, clarity of roles between the two bodies, regulations and compliance matters, as well as clarity of specific commitment requirements of members that serve on the SGB and access to available public trainings to ensure compliance with local government regulations and the Brown Act. Trainings will also help with general frustration of a few members with government bureaucracy; better understanding of the system may help navigate the perceived roadblocks and barriers to access resources.

2. SGB & Grantee Visibility & Communication. Though they feel connected to the local AIAN community, SGB members discussed the general lack of public visibility and awareness of what the SGB does and how subrecipient agencies impact their community based on the funding received. As a result, the public generally has little or no knowledge about the SGB or misunderstands the role that it plays. As a result, greater transparency providing consistent communication and messaging about the SGB role and objectives, SGB learnings about the community, its plan of action, CSGB funding, specific programmatic goals and targets for subrecipients, and success stories of impact to individuals and families would greatly enhance awareness.

3. Fair Share & Advocacy. Too often, BIPOC communities and organizations have to compete for the same limited resources. Los Angeles County has one of the largest, if not the largest, American Indian and Alaska Native communities in the entire country. Members of the SGB believe that the Board could play a greater advocacy role to voice the needs and interests of the AIAN community and to ensure a proportionately fair share of public resources are available for the community.

As part of these discussions, SGB members considered the AIAN target population to include not only the tribal but also the indigenous communities, recognizing that the Board could support both communities but the support would be dependent on specific limitations resulting from funder requirements and the target group to be served within a specified program. SGB members also recognized the current staff capacity (LANAIC and SGB has access to only two full

time employers, an Executive Director and an Administrative Manager), coupled with the limited availability of board members as volunteers, may limit the ability to seek and manage additional resources.

4. **Defining success.** Board members define future success of the LANAIC SGB in several ways: (1) Board secured more resources and funding for the community by funding service providers to meet most of the need identified for the local AIAN population. Growing existing funding and not “settling” for what is currently funded was a prominent theme. (2) Build stronger community awareness about SGB and the services provided by strengthening community relationships (including working more closely with local tribes), having a stronger public relations, and bringing greater visibility and outreach. (3) creating a stronger network with local government through common interests including the growing public interest in the AIAN community, cross-population challenges with housing, and greater adoption of land acknowledgement at events. (4) Streamlining operational and programmatic efficiencies through best practice learnings and digital process enhancements observed at other CSBG grantees and other organizations that perform a similar function as SGB. For instance, the California Community Action Partnership Association (CALCAPA) brings CSBG grantees together as association member to discuss current issues and best practices. CALCAPA hosts a variety of stakeholder meetings, workgroup meetings to which network members contribute, service provider meetings quarterly that provide opportunities for learning and collaboration. Other opportunities involve creating program efficiencies through the digital space and some CSBG recipients are already exploring how to incorporate these standards into practice.

This expected framework for success required greater alignment with the success expectations imposed by the CSBG and other potential funders. In the case of CSBG, the funder determines success for all grantees based on the following six goals. SGB will be successful in meeting these goals if its subrecipients are able to meet the same target.

- Are low-income individuals more self-sufficient?
- Are conditions in low-income community improving?
- Inclusion of low-income voice in setting the course
- Building partnerships and deepening community connection
- Increasing capacity through diversified funding
- Are low-income individuals achieving their potential?

Strategic Priorities

The key learnings led to several notable reflections that helped inform the development of the strategic priorities.

Reflections

Before agreeing on selected priorities, SGB members reflected on the key learnings in order to come to consensus on key priorities.

On SGB role and gaps in knowledge, members reflected on the following:

- Motivations of members to join LANAIC and SGB were similar in nature regardless of the number of years served as a member.
- When discussing aspects of the past, present and future of the SGB, board members switched between the roles of LANAIC and SGB. Under its by-laws, SGB plays a very specific role and members reflected on whether in certain situations the role of the commission and SGB were blending such that some of the shared insights forming the key learnings would fall under the purview of LANAIC instead of the SGB. For instance, Board members discussed affordable housing as a key need in the community but debated whether further discussions should occur at the Commission or Board level. Members also had mixed opinions about narrowly or how broadly the focus of the SGB should be and revisiting the by-laws may be helpful in carving more specificity around appropriate boundaries of each body. In addition, board members serve on multiple Commission committees and any SGB strategic planning priority should be clear from the context of what the Commission and these committees are trying to achieve.
- SGB members sought greater clarity between Board and staff roles (such as in compliance, outreach, and new funding opportunities) and greater alignment in meeting State and County requirements.
- SGB members sought ongoing opportunities for understanding the Brown Act.

On advocacy, resource growth and defining success, Board members reflected on the following:

- SGB needs to be careful about serving a broader target audience that include both the tribal and Indigenous communities by making sure procedures are in place to comply with federally recognized and State recognized AIAN populations as well as any further distinctions made for the Indigenous community. Members discussed being open to serve all these audiences but having to ensure that earmarked funds are spent for designated target audiences in accordance with grant terms and funding requirements so as to avoid being non-compliant and potentially facing liability exposure.
- SGB is the main conduit for bringing in additional earmarked funds for the AIAN community, but the board is careful to not compete with any other local AIAN organization for funding and wants a better mechanism for learning about other AIAN applicants for a particular funding opportunity.
- SGB, in recent, has received commitments from Los Angeles County and the Board may need to shore up relationships with different cities within the County (particularly City of Los Angeles) to secure future commitments and resources.
- SGB needs to obtain further clarification on the CSBG expected goals for grantees and accepted methods to quantify them.
- SGB lacks the internal infrastructure to manage more resources. The increase in staff capacity is tied to securing more funding, and the ability to do so is tied to SGB's partnerships with the County of Los Angeles and the cities.

On Visibility, Board members reflected on the visibility of the SGB both internally within the community and externally with peer organizations and other community and government partners. Internal visibility would require holding community listening sessions, attending local AIAN events, creating opportunities for subrecipients to share their programs etc. From the funder’s perspective, internal visibility includes conducting a needs assessment to learn the most salient issues affecting constituents, a requirement that SGB has fulfilled. But CSBG grantees have flexibility in how they conduct their needs assessment and outreach. Part of the outreach strategy may involve, for example, listening to constituents to learn the best congregation points to when seeking community input.

External visibility would focus on building awareness, relationships and collaboration with local government, potential community partners with an interest in the AIAN community and the broader population of California sensitive to equity in social justice, including educating about AIAN peoples, their history, and current needs. SGB members discussed that part of this visibility involves being more transparent with the public by providing education about SGB and its programs, programmatic objectives and targets, success stories among subrecipients, and funding opportunities and related requirements.

Plan Priorities

The Strategic Plan includes 4 main priorities, each with specified objectives.

PRIORITY 1. Secure more funding resources.

- **Strategy 1.1.** Determine an internal process to navigate and assess available resources and opportunities for the AIAN population for the Board’s knowledge and consideration.
- **Strategy 1.2.** Leverage board member networks/relationships to enhance board relationships, network of service providers, and funding opportunities.
- **Strategy 1.3.** Continue to build a stronger and more methodic partnership with local AIAN agencies as part of a network or coalition of resources and support to the community.

PRIORITY 2. Orient & re-orient board members to address information gaps.

- **Strategy 2.1:** Plan an annual SGB retreat where SGB members can further discuss and clarify board purpose and mission and review boundaries of its role with respect to its by-laws and the LANAIC.
- **Strategy 2.2.** Review CSBG grant funding goals to refine the barometer for SGB’s success and identify a process for redefining the barometer with the potential inclusion of future sources of funding.

- **Strategy 2.3.** Identify access to and compliance with available (& required) government trainings.

PRIORITY 3. Improve SGB visibility within the community around available resources/opportunities.

- **Strategy 3.1.** Create greater transparency in funding availability, grantee selection, grant administration & fiscal compliance.
- **Strategy 3.2.** Develop opportunities for greater information sharing about grantee organizations and their work with the community. Options to consider include (1) Creating grantee forum, (2) Conducting grantee site visits by board members or staff based on define roles, (3) Documenting and share SGB & grantee successes based on grant goals, and (4) Reflecting related work in LANAIC’s annual report.

PRIORITY 4. Improve grant administration efficiencies.

- **Strategy 4.1** Review best practices in grant administration & compliance (e.g., best way to distribute grant resources to the community; how to improve transparency; how to identify successes) in order to be nimbler and really set subrecipients up for success.
- **Strategy 4.2** Research digital opportunities for grant administration and oversight by SGB, grantees and potential grantees.

Next Steps

In its next steps, SGB (1) will review and approve (by August, 2023) these strategic planning priorities and (2) will prioritize and identify the resources (time, etc.) needed for each of these priorities to be implemented.