



STATE OF CALIFORNIA
**NATIVE AMERICAN
HERITAGE COMMISSION**

**2024-2029 Draft Strategic Plan
July 01, 2024**

Introduction

On January 19, 2023, the Commission held a Public Meeting in Santa Ynez to discuss the previous 2018-2022, 5-Year Strategic Plan, and its successes and failures. We discussed the next steps to create a new Strategic Plan for 2023(4)-2029 ("**SP-2024**"). The following are directives and next steps for developing the Strategic Plan from that Meeting:

- Utilize the expired 2018-2022 Strategic Plan and extend it as a continuing Plan for the 2024-2029 Strategic Plan
- Take the 2018 Strategic Plan and convert from PDF to Word to be edited with updated Goals & Objectives.
- Create Summary of Goals & Objectives from the 2018 Strategic Plan.
- Analyze what was completed, what is still in progress, what was never started, and/or what just ceased to continue.
- In the **SP-2024** include the Executive Secretary's Immediate Short-Term Goals dated November 28, 2022, approved by Commissioners January 19, 2023. These are as follows:
 - Contact List Regulations
 - Most Likely Descendants (MLD) Process Regulations
 - Hire a Chief Legal Counsel
 - CalNAGPRA Process Regulations
 - CalNAGPRA Enforcement Regulations
 - CalNAGPRA Dispute Resolution / Mediation Regulations
 - CalNAGPRA NAHC Website IT Tracking Improvements
 - CalNAGPRA Best Practices & Trainings
 - NAHC to fill vacant employment positions.
 - Meet with Cultural Affiliations throughout the State
- The Commission Motioned on January 20, 2023, to restart the Special License Plate Fund Initiative that was enacted in 2018. It did not meet the required subscriptions by November of 2021 and subsequently failed. All funding received from the pre-subscriptions sales was returned to entities who reserved the Plates.
- Create an Appendix to include a list of all Statutes the Commission is responsible for implementing.
- Create an Appendix to include a list of all statutes that the Commission is not responsible for but reference the Commission or functions of the Commission for those purposes.
- Include a list of IT enhancements and provide a detailed budget for those expenditures.



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- Prepare a Draft Proposed Budget that addresses all staff and fiscal needs surrounding the duties and responsibilities of the Commission.
- Include narratives to explain and support expenditures and budget requests for future funding from the Governor's Office.
- Commission Staff created a Digital Strategic Survey and sent it to all tribes on our Contact List. Tribes were asked to rate their most pressing issues from (1-10) and include any other topics they feel are important for the Commission to undertake in the next 5-years.
- Here is a Link to the survey form: <https://nahc.ca.gov/wp-content/uploads/2023/02/2023-2027-Strategic-Plan-Survey-website-upload-1.pdf>
- Once the 2018 Strategic Plan is edited and updated, share the **SP-2024** with all tribes on the current NAHC Contact List.
- Engage in robust Tribal Consultation throughout the State for up to 9-12 months once released.
- Redraft and Share with Commissioners for approval and adopting **SP-2024**.

Goals & Objectives from the 2018-2022 Strategic Plan

Below is a list of Goals & Objectives to be considered for the **SP-2024**. Some of these Goals & Objectives are from the 2018-2022 Strategic Plan, either never commenced, or are in process, some are from the Executive Secretary's Immediate Short-Term Goals (January 2023), and some are current Internal Goals & Objectives for consideration either in progress or not initiated to date.

1. Sacred Lands/Tribal Consultation List Fee Regulations
2. Special Interest License Plate Subscription Campaign and Programs
3. Exploring Additional Sources of Funding
4. A Succession/Retention Plan as a part of Larger Workforce Plan
5. Training Modules for Staff on Institutional Knowledge of Tribes & Commission Processes
6. Update Internal Policies & Procedures
7. Increase Promotional Opportunities for Current Staff by Increasing Staff Size to sufficiently carry out the Commission's Statutory Duties
8. Create an Internal Compliance Calendar and Process to Oversee Internal Compliance
9. Adopt Regulations to Implement and Interpret Statutes under the Commission's Authority
10. Audit and Enforce Landowners' Compliance with Reinterment Provisions of the Most Likely Descendants' Statute, Public Resources Code, Section 5097.98
11. Update Contents and Technology of the Sacred Lands Inventory
12. Implement CalNAGPRA
13. Update the Cultural Resources Handbook



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14. Utilize All Forms of Social Media to Communicate with the Public
15. Digitize the Commission's Paper Files
16. Draft and Circulate Digital Versions of a Quarterly Newsletter, Annual Report, Strategic Plan, and Commission Minutes

Executive Secretary's Immediate Short-Term Goals (Approved Jan. 2023)

17. Contact List Regulations (**Now SB 18 Contact List**)
18. Most Likely Descendants (MLD) Process Regulations
19. Hire Chief Legal Counsel (**Completed Nov. 2023**)
20. CalNAGPRA Process Regulations
21. CalNAGPRA Enforcement Regulations
22. CalNAGPRA Dispute Resolution/Mediation Regulations
23. CalNAGPRA Website IT Tracking Improvements
24. CalNAGPRA Best Practices & Trainings
25. NAHC to fill Vacant Employee Positions
26. Meet with Cultural Affiliations throughout the State.

Commissioner Goals & Objectives Requests (Approved Jan. 2023)

27. Restart the Special License Plate Fund Initiative
28. Review & Update the Existing NAHC Tribal Consultation Policy

Current Internal Goals & Objectives for Consideration (2024)

29. Update the NAHC Website Functionality and Visibility
30. Update the Native American Lands Information System
31. Update the NAHC Logo
32. Create CalNAGPRA Dispute Resolution/Mediation Training Certification & Mediator Contracting Pool
33. Review & Update NAHC Bylaws
34. Review & Consider Legislative Language Amendments to existing NAHC Statutes

Priority List of Goals & Objectives (Subject to Commissioner/Staff/Tribe Prioritization**)**

Below is a Draft Priority List of Goals & Objectives in order of importance from **One** to **Five**. These are merely placeholders for the more in-depth conversation about what the focus and next steps should be to accomplish for the Commission in the next 5 years. Although this is a Draft Strategic Plan, some of these Goals & Objectives are being actively pursued to meet the necessary, needed, and statutory duties of the Commission.



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Priority: One

1. Exploring Additional Sources of Funding
2. Adopt Regulations to Implement and Interpret Statutes under the Commission's Authority
3. Draft SB 18 Contact List Regulations
4. Draft CalNAGPRA Dispute Resolution/Mediation Regulations
5. Draft CalNAGPRA Process & Enforcement Regulations
6. Draft Most Likely Descendants Process Regulations

Priority: Two

7. Sacred Lands Inventory List & Fee Process Regulations
8. Update Content and Technology of the Sacred Lands Inventory
9. Update the Native American Lands Information System ("NALIS")
10. Update the NAHC Website Functionality and Visibility
11. Update the CalNAGPRA Website Tracking System
12. Review & Update the Existing NAHC Tribal Consultation Policy
13. A Succession/Retention Plan as a part of a Larger Workforce Plan
14. Increase Promotional Opportunities for Current Staff by Increasing Staff Size to sufficiently carry out the Commission's Statutory Duties
15. NAHC to fill Vacant Employee Positions

Priority: Three

16. Create CalNAGPRA Dispute Resolution/Mediation Training Certification & Mediator Contracting Pool
17. Review and Update NAHC Bylaws
18. Review & Consider Legislative Language Amendments to existing NAHC Statutes
19. Utilize All Forms of Social Media to Communicate with the Public
20. Digitize the Commission's Paper Files

Priority: Four

21. CalNAGPRA Best Practices & Trainings
22. Meet with Cultural Affiliations throughout the State
23. Draft & Circulate Digital Versions of a Quarterly Newsletter, Annual Report, Strategic Plan, and Commission Minutes
24. Restart the Special License Plate Fund Initiative



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Priority: Five

25. Training Modules for Staff on Institutional Knowledge of Tribes & Commission Processes
26. Update Internal Policies & Procedures
27. Create an Internal Compliance Calendar and Process to Oversee Internal Compliance
28. Audit and Enforce Landowners' Compliance with Reinterment Provisions of the Most Likely Descendants' Statute, Public Resources Code 5097.98
29. Update the Cultural Resources Handbook
30. Update the NAHC Logo

Conclusion

This information is part of a larger 2024-2029 Draft Strategic Plan that will be circulated to Commissioners for internal review. There are various sections and appendices that have been developed to make the complete Draft Strategic Plan. Next steps will be to bring a formal Final Draft 2024-2029 Strategic Plan to the entire Commission for approval to release to Tribes and the Public for input and engagement.