HUD DCTA Technical Assistance (TA) Leech Lake Band of Ojibwe (LLBO), MN
Assessment Findings & Recommendations

July 17, 2023
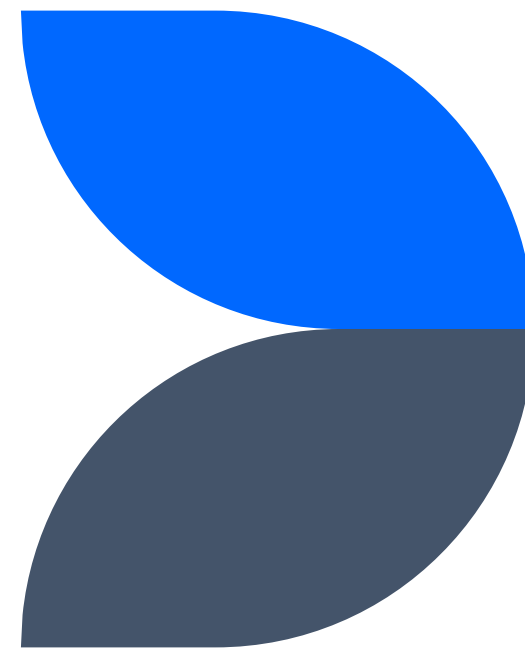
Agenda

- **Introduction**
- **Assessment Methodology**
- **Assessment Findings**
- **Proposed Technical Assistance**
- **Next Steps**

Introduction

Project Team

Jie Dong
Project Manager

Miriam Sarwana
Data Scientist

Annette Rodriguez
Project Support Specialist

Mindi D'Angelo
Consultant

Amy Oakley
Consultant

Overview of DCTA Program

- Build capacity of local and tribal governments and their non-profit partners experiencing economic distress

- Alleviate persistent poverty in specific areas

- Serve smaller communities with population under 50,000

Examples of local governments:
- Tribes
- Villages
- Towns
- Cities
- Counties
- Municipalities

For this program, *"economically distressed"* local governments have:

MINIMUM: 9%
- an average **unemployment rate** of 9 percent or higher over the past three years using American Community Survey (ACS) 5-year estimates;

MINIMUM: 20%
- a **poverty rate** of 20 percent or higher among individuals not enrolled in higher education as of the most recent ACS 5-year estimates, or

MINIMUM: 5%
- a **population decline** of 5 percent or higher between the 2010 Decennial Census and most recent ACS 5-Year estimates.

For this program, areas experiencing *"persistent poverty"* means: A census tract with a poverty rate of 20 percent or higher over the past 30 years.

2000 — 2%
2010 — 2%
2020 — 2%
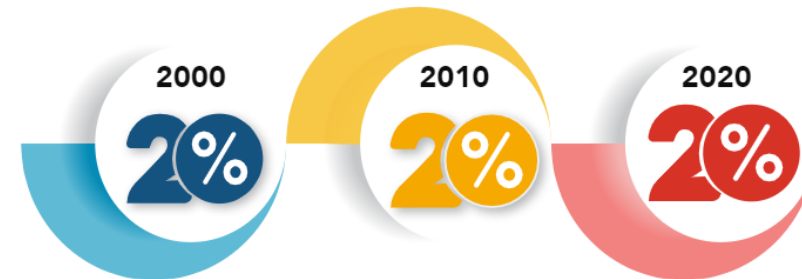
LLBO's Application to DCTA

- In February 2023, Leech Lake Band of Ojibwe (LLBO) Development Department applied for technical assistance through DCTA

- The application identified the focus areas (shown to the right)

- HUD assigned BCT to conduct an assessment of existing conditions and challenges and to identify opportunities

Focus Areas

Data Processes, Usage & Storage

Timeline:

Mar 2023

Kick-off Meeting

May 2023

2-Day Site Visit

July 2023

Assessment Summary Report and TA
Recommendation Delivery

Review of Memorandum/Tribal Resolutions
by Legal and Leadership

Document Submission
and Review

Mar - June 2023

Document Review

TA Recommendations Discussion and
Development

Jun 2023

If approved, move
forward with TA
Design and Delivery

August 2023
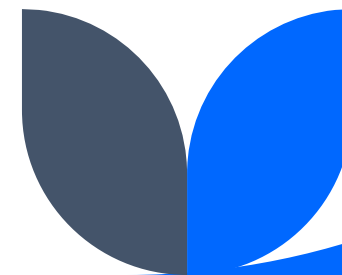
Assessment Methodology
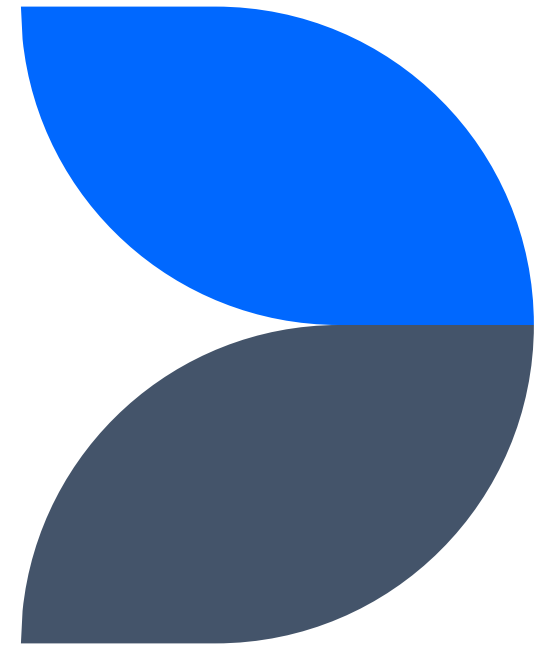
Assessment

- An Introductory call took place on March 13, 2023
- On May 23rd through May 24th, BCT met on-site with LLBO's Tribal Development Staff, Director, Mandie Aalto, and Tribal Planner, Bryan McCoy
- LLBO representatives from the following departments shared insights about their needs and challenges
  - o Medically Assisted Opioid Treatment and Opioid Response Team,
  - o MIS/Information Technology
  - o Community Development, Leech Lake Financial Services (CDFI)
  - o Pregnant Women & Prenatal Services
  - o Adolescent outpatient
  - o Health Department Harm Reduction, and Housing Authority Board Member
  - o Tribal Police Drug and Alcohol Prevention, Narcan Team, Drug Court Team
  - o Tribal Police Grants Program
  - o Foster Care Program
  - o Diabetes Program
  - o Head Start Program

Assessment – *Cont'd*

- The tribal development staff generously provided a community tour to the project team as part of the assessment

- In addition to the interviews conducted, LLBO provided the following documents for review:
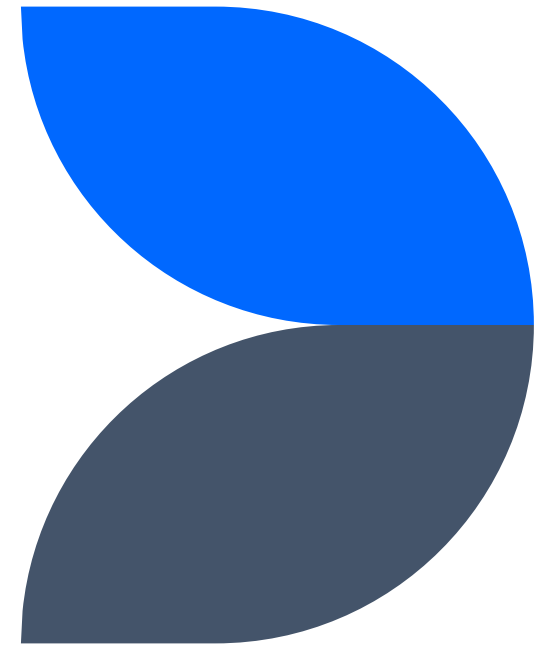
Oweesta Economic Assessment & Market Analysis

LLBO Tribal Development Overview

LLBO Reservation Business Committee Resolution No. 2019-025

LLBO Planning Ordinance No. 2017-001

Assessment Findings
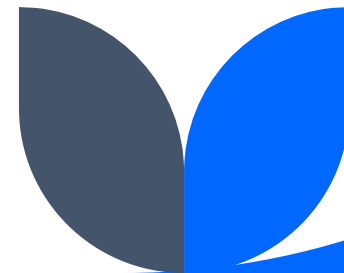
Assessment Findings

Overview

- Centralize data collection will need the support and buy-in of tribal council

- Local Indian Communities (LIC) provide information to their district representative. LICs vary in their level of organization and involvement

- Tribal members recognize the endeavor to collect data centrally can take years to complete but the benefits outweigh any setbacks

- Important to engage with elders throughout this process

- Small percentage of the land is held in trust within the reservation boundary. Communities are small and dispersed. Approximately 10,000 tribal members live within or near the reservation

Assessment Findings – *Cont'd*

Data Partnerships

- LLBO currently partners with ITESCP, Blandam Fund, CEDA, Oweesta First Nations, Sweet Water Consulting, University of Minnesota, Center for Rural Development Analytics, Greater Minnesota Housing Fund, and the Wilder Foundation

- LLBO departments work in silos with minimal to no data sharing agreements

- Coalition established of substance abuse, mental health, and emergency response providers

- Several programs have created a coalition to meet regularly to discuss the crisis and to coordinate efforts

Assessment Findings – *Cont'd*

Data Challenges

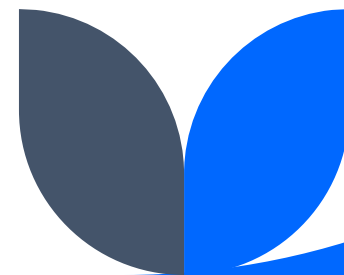- Departments silos

- Staff turnover

- Sharing constraints (HIPPA, and the guarding data)

- Community mistrust of providing data

Assessment Findings – *Cont'd*

Data Security

- IT security concerns and past data hacks

- Need to address secure storage of data, shared use agreements, and privacy concerns

- Need for trust and confidence data will be stored safely and used appropriately

Assessment Findings – *Cont'd*

- Most data collection currently is compliance driven
- Several departments have data collection systems including:
  - **Accounting**- "New World System" for tracking utilization of resources
  - **Housing**- Collects family income, household demographics, addresses.
  - **Enrollment**- "On Base" database EDMS product. Shares tribal member addresses with Accounting division to mail tax rebate checks
  - **Tribal Ambulance**- "Image Trend Elite" used for billing and State database
  - **Indian Health Service-** HIPPA constraints with sharing data. Possibility to explore data sharing of EHR (Emergency Health Record) and METS (Minnesota Emergency Data). Permissions and access are limited

Assessment Findings – *Cont'd*

Data Needs for Grant Writing and Data-informed Decision Making

Housing

- Vacancies, values, build dates, homelessness (overcrowding)
- Concerns census data is inaccurate. Impacts funding
- Lack of buildable land and funding for new housing units
- Overcrowding not fully documented for fear of eviction
- Privately owned vacation lake homes misrepresent vacancies in the community

Economic Development

- Income data, education level, job access/workforce, unemployment

Transportation

- Large reservation and dispersed communities
- Ridership

Assessment Findings – *Cont'd*

Health

- Maternal Health Services & Prenatal Care
- Substance Abuse- tracking overdose, Narcan/Naloxone distribution, medically-assistance treatment
- Mental Health
  - Several programs have created a coalition to meet regularly to discuss the crisis and to coordinate efforts

Connectivity

- LLBO is in the process of providing an $18M wireless broadband service expansion to outlying communities

Food Access

- COVID relief funds will start food distribution program
- Diabetes Program designing food insecurity and health assessment survey for food distribution participants

Looking Ahead…

- LLBO expressed resilience and optimism for the future despite the challenges identified
- A comprehensive data plan will help narrate and convey LLBO's needs and desires to other tribal members and partners through trust building, partnership and data governance

Proposed Technical Assistance
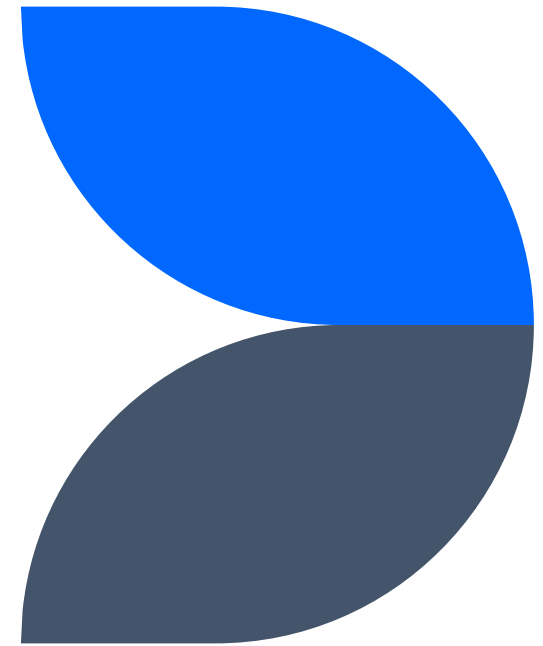
TA Recommendations

➢ Develop a user-friendly shared database/web page containing information of tribal programs and primary contacts

➢ Design and deliver trainings and toolkits for various audiences

- Engage with tribal leaders to promote the value of leveraging data to make decisions and data sharing
- Provide training for program leaders and staff to promote how data collection and sharing can maximize operation efficiency and program impact and maximize collaboration
- Provide training or toolkits for front line staff to understand how to collect data in a way that will not cause harm but instead maximize collaboration

➢ Develop a Comprehensive Data Infrastructure plan that contains the following components: How to collect data, how to safely store data, how to use data for decision-making and how to safely share data

➢ Identify and duplicate best practices from successful tribal communities who collect and safely share data."

➢ Convene stakeholders and work with them to collectively help the tribe learn how to start collecting their own community data including programmatic data (to safeguard data sovereignty and to self-advocate for additional funding and/or proper funding)

Recommended Action Steps and Potential TA Support

Responsible Party	Recommended Action Steps	Timeline	Potential Technical Assistance Support
LLBO/BCT	Establish a tribal resolution	2 Weeks	• BCT will support LLBO with drafting a Tribal Resolution to present to Legal and Tribal Council Members • Draft sample tribal resolution for approval of this data collection initiative. Paragraph 1: LLBO needs data. Paragraph 2: Start process of data collection. Paragraph 3: Development office will collect and store data with responsible security & usage of data.
LLBO/BCT	Develop a shared database/web page containing information of tribal programs and primary contacts (user-friendly)	2 Months	• Tribe currently has a directory on their website here: https://llojibwe.org/aboutUs/directory.html • BCT will support LLBO with designing webpage with tribal resource directory, include metatags for topics. Website could be hosted on Planning website: www.LLBOdevelopment.com
BCT	Develop a comprehensive data plan	12 Months	• Conduct research on building a centralized data infrastructure and prepare recommendation report • Survey divisions on what current database systems are already in use • Assist with drafting a plan • Advisory support with implementation • Assist tribal development team with establishing data storage and enhancing data security
BCT	Design and deliver trainings and toolkits for various audiences	6 Months	• Advisory support to establish training programs • Train leadership/management on importance of sharing data • Develop toolkit (i.e., a case for why sharing information can have good outcomes for the community) • Provide training on basic data collection: How to collect, organize, store and share • Provide training materials for division directors on the value of sharing data and storing centrally

Recommended Action Steps and Potential TA Support

Responsible Party	Recommended Action Steps	Timeline	Potential Technical Assistance Support
BCT	Identify and duplicate best practices from successful tribal communities	6 Months	• Conduct national best practices research on *Native Data Sovereignty* and identify successful tribal communities • Provide examples of "best practices" of tribes regarding data collection and sharing
BCT	Convene stakeholders and work collectively to help the tribe to begin collecting their own community data	12 Months	• Meet with existing and potential stakeholders (i.e., University of Minnesota) to understand their proposed ideas and plans on data sovereignty • Integrate relevant plans and strategies into the comprehensive data infrastructure plan

Next Steps

Next Week

Assess LLBO's feedback and revision to proposed TA scope; include any recommended changes and/or additions to the action steps, timelines, and/or related TA

Late July/Early August

Develop formal work plan for TA

Next 2 Weeks

- Receive feedback from HUD and HUD Field Office on proposed TA

- Submit Tribal Resolution to LLBO Legal and Council Members

August

Begin TA delivery

Questions ?

Thank you