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**2019-2020**

**STRATEGIC PLAN**



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**November 14, 2014**

Contents

[**I. BACKGROUND INFORMATION 2**](#_Toc528853653)

[**II. STRATEGIC PLAN 4**](#_Toc528853654)

[**A. SWTHA VISION STATEMENT 4**](#_Toc528853655)

[**B. SWTHA MISSION STATEMENT 4**](#_Toc528853657)

[**C. STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS 4**](#_Toc528853658)

[**1) Strengths 4**](#_Toc528853659)

[**2) Weaknesses 4**](#_Toc528853660)

[**3) Opportunities 4**](#_Toc528853661)

[**4) Threats 5**](#_Toc528853662)

[**D. KEY PRIORITY AREAS (KPAs) 5**](#_Toc528853663)

[**E. STRATEGIC GOALS 5**](#_Toc528853664)

[**F. ACTIONS & ACTIVITIES 5**](#_Toc528853667)

[**Strategic Goal 1: Training 6**](#_Toc528853668)

[**Strategic Goal 2: Communication/Outreach 6**](#_Toc528853669)

[**Strategic Goal 3: SWTHA Organization 7**](#_Toc528853670)

#  BACKGROUND INFORMATION

The Southwest Tribal Housing Alliance (SWTHA) is Region 8 of the National American Indian Housing Council (NAIHC). SWTHA represents the Native housing organizations of Arizona, New Mexico, and West Texas and currently has 27 members out of a possible 42.

On October 2, 2018 members of SWTHA met after the Triannual Meeting, held at the Casino Del Sol Resort, Tucson, AZ, to participate in a strategic planning session which was facilitated by Poston & Associates. The purpose of the planning session was to discuss rebranding, update the current plan, and give clear guidance on roles and responsibilities for 2019-2020.

The following tribes were present and contributed to the plan:

* Ak-Chin Indian Community Housing
* GRIC Department of Community Housing
* Isleta Pueblo Housing Authority
* Jicarilla Apache Housing Authority
* Laguna Housing Development and Management Enterprise
* Pascua Yaqui Tribe
* Pueblo of Acoma Housing Authority
* Pueblo of Zia
* Santo Domingo Tribal Housing Authority
* Tohono O'odham Ki:Ki Association
* Zuni Housing Authority

A survey was completed during the Triannual Meeting to evaluate the level of membership satisfaction, to understand the needs of the members and how best to communicate with them. The results and comments are listed below:

* Most attendees were SWTHA Members, a couple were Associate Members
* All surveyed thought that SWTHA is doing a good job to advocate of Southwest Region 8
* Most members felt they have avenues to offer complaints, suggestions for improving the organization
* All surveyed wanted to receive information through emails or SWTHA website
* A few surveyed would like SWTHA to provide webinars
* Most attendees at SWTHA training rated it as excellent
* Some would like training to be for 3 days

**Survey of October 2, 2018**

**Comments of SWTHA Members**

#  STRATEGIC PLAN

## SWTHA VISION STATEMENT (Voted to remain the same for now)

## *Region 8 Tribal housing advocate.*

## SWTHA MISSION STATEMENT (Voted to remain the same for now)

***To be the Southwest Tribal voice of housing by providing relevant, timely information, resources and a valuable network for the SWTHA membership.***

## STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

The Southwest Indian Housing Alliance (SWTHA) is an organization operating in a dynamic environment that includes organizational, social, financial, political and environmental factors that affect the organization's goals and objectives. The SWOT exercise allowed SWTHA members to reveal and identify forces that work together and potential problems that need to be addressed in consideration of the mission, vision, and accomplishment of key organizational initiatives.

### Strengths

* Strong Leadership
* Knowledge
* Strong Financials
* Growing Membership
* Legal Representation (Pro Bono)
* Poston & Assoc. (Communications/Marketing)

### Weaknesses

* Participation (Quorum)
* More engaged
* Lack of participation from Tribal Leadership
* Lack of collaboration with AZ & NM groups (APGC)
* Update Bylaws (revise every 2 years)
* Lack of Registration Fees

### Opportunities

* Engage with AZ & NM groups
* Engage with Congressional Members
* HEARTH Act (Navajo & Acoma)
* NAHASDA Reauthorization
* Strengthen relationship with HUD
* Membership Fees
* Revenue
* Resource Guide
* Develop “added value” for SWTHA
* SWTHA Training - Housing Mgmt. Certification
* Grants
* Best Practices Panel

### Threats

* Staying Relevant
* Financial Sustainability

### D. KEY PRIORITY AREAS (KPAs)

Analysis of the SWOT revealed Three Key Priority Areas (KPAs) that should be addressed:

* Training
* Communication/Outreach and Member Participation
* SWTHA Organization

## E. STRATEGIC GOALS

Working with these KPAs, members of SWTHA developed specific Strategic Goals.

### Strategic Goal 1: Provide Relevant, Engaging, and Timely Training at SWTHA Annual Meeting January 2019 and January 2020

### Strategic Goal 2: To increase participation at SWTHA Business Meetings and Annual Training

**Strategic Goal 3:** To strengthen the SWTHA organization foundation and structure for Growth, Accountability, and Sustainability for 2019 and 2020

1. **ACTIONS & ACTIVITIES**

To describe how each goal would be realized within the next twelve months, members of SWTHA identified specific action steps (below) with owners and target dates **(SWTHA Action Plan)**. Each activity can be further subdivided into more detailed specific steps as needed.

**SWTHA ACTION PLAN**

**Key Priority Area: Training**

Strategic Goal 1: **Provide Relevant, Engaging, and Timely Training at SWTHA Annual Meeting January 2019 and January 2020**

| **Actions & Activities** | **Target Date** | **Status** | **Team Members** | **Comments/Findings** |
| --- | --- | --- | --- | --- |
| 1. Develop, select, and coordinate January 2019 Annual SWTHA Business Meeting
 | Jan 2019 |  | SWTHA Board and P & A  | Suggestion: Panel of Best Practices, such as San Filipe, Zuni, Pascua Yaqui, Acoma; possible certification type training |
| 1. Coordinate May/June and Oct SWTHA Meeting with NAIHC And AMERIND Institute
 | May/June and Oct |  | SWTHA Board and P & A  |  |

**Key Priority Area: Communication/Outreach and Member Participation**

Strategic Goal 2: **To increase participation at SWTHA Business Meetings and Annual Training**

| **Actions & Activities** | **Target Date** | **Status** | **Team Members** | **Comments/Findings** |
| --- | --- | --- | --- | --- |
| 1) Poston & Assoc to call every paid member to insure representation and/or proxy delegation for each SWTHA Business Meeting.  | Dec 2018Jan 2019 |  | P & A / Linda |  |
| 2) Sustain and enhance SWTHA relevancy via website content and email blasts  | ongoing |  | P & A |  |

**Key Priority Area: SWTHA Organization**

Strategic Goal 3: **To strengthen the SWTHA organization foundation and structure for Growth, Accountability, and Sustainability for 2019 and 2020**

| **Actions & Activities** | **Target Date** | **Status** | **Team Members** | **Comments/Findings** |
| --- | --- | --- | --- | --- |
| 1. Increase revenue
* Increase membership to 30 tribes
* Increase associate membership to 15 organizations
* Charge fees for training to at least cover the expenses (speaker, venue, food)
 | ongoing |   | SWTHA President and P & A |  |
| 1. Draft and present SWTHA National Position Paper, representative of AZ, NM and TX housing issues at the January 2019 Annual Meeting
 | Draft 11/30, Members Jan 2019 |  | SWTHA President, Humphrey and Denise Zuni  |  |
| 1. Draft and present SWTHA Bylaws at the January 2019 Annual Meeting
 | Draft 11/30, Members Jan 2019 |   | SWTHA President, Humphrey and Denise Zuni | Note: Accommodate high turnover in tribal housing  |
| 1. Affirm all aspect of non-profit status are in compliance (IE State of NM Good Standing, Audits)
 |  |  | Mike Chavez and Tim Humphrey |  |
| 1. Create a Matrix of SWTHA Board of Directors, AZ Reps, NM Reps, NAIHC, AMERIND
 | Nov 2018 conf call |  | P & A / Linda | Discuss during conf call to get accurate election dates |
| 1. Budget
* Draft 2019 SWTHA Budget
* Finalize and adopt 2019 SWTHA Budget
 | 10/30Jan 2019 |  | J. RobertsonSWTHA Membership |  |
| 1. Develop and submit at least one Grant application for capacity building, leadership development or training
 | June 2019 |  | Jesus Mora  | Tip: San Manuel Band of Mission Indian Grants |