****   

**2020-2021**

**STRATEGIC PLAN**



****

**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)

[**Key Priority Area 1: Training 6**](#_Toc528853668)

[**Key Priority Area 2: Communication/Outreach 6**](#_Toc528853669)

 **Key Priority Area 3: SWTHA Organization…………………………………………………………………….7**

 **Key Priority Area 4: SWTHA Advocacy………………………………………………………………………….8**

#  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 as of October 2019 SWTHA currently has 27 members out of a possible 42.

On October 9, 2019 members of SWTHA met after the Triannual Meeting, held at AMERIND Risk, Santa Ana Pueblo, NM, 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 2020-21.

The following tribes were present and contributed to the plan:

* Hopi Tribal Housing Authority
* Jicarilla Apache Housing Authority
* Laguna Housing Development & Mgmt. Enterprise
* Mescalero Apache Tribe Housing Department
* Nambe Pueblo Housing Entity
* Pueblo of Acoma Housing Authority
* Pueblo of Jemez Housing Department
* Tamaya Housing Incorporated
* Yavapai Apache Nation Tribal Housing
* Ysleta Del Sur Pueblo
* Zuni Housing Authority

A survey was completed during the October 2018 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 change to the following)

***To be the voice for Tribal 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)

### Opportunities

* Engage with AZ & NM groups
* Engage with Congressional Members
* Strengthen relationship with HUD
* Membership Fees
* Revenue
* Resource Guide
* SWTHA Training - Housing Mgmt. Certification
* Grants
* Best Practices Panel

### Threats

* Staying Relevant
* Financial Sustainability

### D. KEY PRIORITY AREAS (KPAs)

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

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

## E. STRATEGIC GOALS

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

### Strategic Goal: Provide Relevant, Engaging, and Timely Training at SWTHA Annual Meeting January 2020-2021

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

* **Strategic Goal:** To strengthen the SWTHA organization foundation and structure for Growth, Accountability, and Sustainability for 2020-2021
* **Strategic Goal:** Advocacy and representation on National and Regional Housing Programs
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 1: Training**

Strategic Goal: **Provide Relevant, Engaging, and Timely Training at SWTHA Annual Meeting January 2020-2021**

| **Actions & Activities** | **Target Date** | **Status** | **Team Members** | **Comments/Findings** |
| --- | --- | --- | --- | --- |
| * Develop, select, and coordinate January 2020 Annual SWTHA Business Meeting and Training
 | Completed | Hosted by Ysleta Del Sur, El Paso, TX | SWTHA Board and P & A  | Meth Awareness and Remediation Training, WMAHA |
| * Coordinate SWTHA Meetings
* May- NAIHC and AMERIND Institute
* Oct - in AZ
 | May 4, 2020 Seattle, WA and last week of Oct in AZ | Working with Cristy Davis for May mtg | SWTHA Board and P & A  | Need host for AZ meeting - Oct |
| * Develop training for January 2021 in NM, consider early Feb for better response
 |  |  |  | Suggestion: Cielo Gibson, charge $125, Tenant Services |  |  |  | Isaac Perez for best practices San Felipe |
| * Develop a training for Tribal Leadership - One in AZ and one in NM for ½ day each.
 | March 2021 |  | P & A | Best practices, such as Isaac Perez, Tim Humphrey, Mike and Floyd, present white paper |

**Key Priority Area 2: Communication/Outreach and Member Participation**

Strategic Goal: **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.
 | Jan, May, Oct meetings |  | P & A / Linda |  |
| 1. Sustain and enhance SWTHA relevancy via website content and email blasts
 | ongoing |  | P & A |  |

**Key Priority Area 3:** **SWTHA Organization**

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

| **Actions & Activities** | **Target Date** | **Status** | **Team Members** | **Comments/Findings** |
| --- | --- | --- | --- | --- |
| 1. Increase revenue
* Increase membership to 30 tribes
* Increase associate members to 15 organizations
* Charge fees for training to at least cover the expenses (speaker, venue, food)
 | ongoing |   | SWTHA President and P & A | Ask HUD or Travois if they have funds to support capacity building and to hire grant writing? |
| 1. Draft and present updated SWTHA National Position Paper, representative of AZ, NM and TX housing issues
 | Update Paper for 2020 | working | P & A | Presented copy at Jan meeting, requesting input from members |
| 1. Send changes of SWTHA Bylaws to members to vote Jan 2020 meeting
 | January 2020 | Complete | P & A | Combine the position of Treasurer and Secretary |
| 1. Complete non-profit application. Check status of State of NM Good Standing
 | January 2020 | Complete | Mike Chavez and Tim Humphrey | Non-profit application is complete. Waiting for response. |
| 1. Maintain Matrix of SWTHA Board of Directors, AZ Reps, NM Reps, NAIHC, AMERIND
 | Ongoing | Pending VP | P & A / Linda | Michael Chavez, VP, expires 6/2020. Marlene Garcia, NM Rep exp 1/31/2020 |
| 1. Budget
* Draft 2020 SWTHA Budget
* Finalize and adopt 2020 SWTHA Budget
 | January 2020 |  | Nina JaramilloSWTHA Membership | To be reviewed at phone conference call 2/11/2020 |
| 1. Develop and submit at least one Grant application for capacity building, leadership development or training
 | Dec 2020 |  | SWTHA Board and Membership | Get funding to hire a grant writer. What does SWTHA want to achieve for the future? |

**Key Priority Area 4: SWTHA Advocacy**

**Strategic Goal:** **Advocacy and representation on National and Regional Housing Programs**

| **Actions & Activities** | **Target Date** | **Status** | **Team Members** | **Comments/Findings** |
| --- | --- | --- | --- | --- |
| 1. Determine what events to attend and report out in January 2021. Make sure to include budget line item for travel.
 | 2021 |   | SWTHA President and P & A | Create framework to access travel for SWTHA members to participate in traveling on behalf of SWTHA. |
| 1. Information Webinars for Members
 | 2021 |   | SWTHA President and P & A | P&A to research webinars  |