



2020-2021

STRATEGIC PLAN

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I. BACKGROUND INFORMATION

The Southwest Tribal Housing Alliance (SWTHA) is Region VIII 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 2023 SWTHA currently has 27 members out of a possible 42.

On October 9, 2023 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 2023-24.

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

Subjects that
Members are
interested in for
future training.

- Development Plan
- Financial Management
- Housing Law
- Indian Housing Mgmt
- NAHASDA-LIHTC Compliance
- Board Member Training
- Environmental Compliance
- Housing Counselor Training
- Grant Writing
- IHP/APR
- New programs/grants updates regularly and upcoming potential programs
- NAIHC or Leadership Institute trainings
- 2 CFR 200
- Maintenance Issues

Some concerns
regarding Indian
Housing

- Drug and Alcohol Abuse
- Infrastructure
- Crime Prevention
- Housing Rehabilitation
- Neighborhood Stabilization
- IHP/APR
- Code Enforcement

II. STRATEGIC PLAN

- A. **SWTHA VISION STATEMENT** (Voted to remain the same for now)
Region 8 Tribal housing advocate.

- B. **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.

C. **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.

1) **Strengths**

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

2) **Weaknesses**

- Participation (Quorum)
- More engaged
- Lack of participation from Tribal Leadership
- Lack of collaboration with AZ & NM groups (APGC)

3) **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

4) 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

F. 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
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> Develop training for January 2021 in NM, consider early Feb for better response 				Suggestion: Cielo Gibson, charge \$125, Tenant Services
<ul style="list-style-type: none"> 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	
2) 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 <ul style="list-style-type: none"> • Increase membership to 30 tribes • Increase associate members to 15 organizations • Charge fees for training to at least cover the expenses (trainer, admin, 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?
2) Draft and present updated SWTHA National Position Paper, representative of AZ, NM and TX housing issues	Update Paper for 2020	Complete	P & A	Presented copy at Jan meeting, requesting input from members
3) Send changes of SWTHA Bylaws to members to vote Jan 2020 meeting	January 2020	Complete	P & A	Combine the position of Treasurer and Secretary
4) 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.
5) Maintain Matrix of SWTHA Board of Directors, AZ Reps, NM Reps, NAIHC, AMERIND	Ongoing	Pending 2020 changes	P & A / Linda	Michael Chavez, VP, expires 6/2020. Marlene Garcia, NM Rep exp 1/31/2020
6) Budget <ul style="list-style-type: none"> • Draft 2020 SWTHA Budget • Finalize and adopt 2020 SWTHA Budget 	January 2020		Nina Jaramillo SWTHA Membership	To be reviewed at phone conference call 2/11/2020
7) 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.
2) Information Webinars for Members	2021		SWTHA President and P & A	P&A to research webinars