



STRATEGIC PLAN

2024 - 2025





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I. 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 2023 SWTHA currently has 29 members out of a possible 41.

On October 4, 2023, members of SWTHA met after the Triannual Meeting, held in conjunction with the NAIHC Legal Symposium at the Mirage Hotel in Las Vegas, NV, 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 2024-25.

The following tribes were represented and contributed to the plan:

- Aha Macav Housing Entity
- Cocopah Indian Housing and Development
- Gila River Department Community Housing
- Hopi Tribal Housing Authority
- Isleta Pueblo Housing Authority
- Laguna Housing Development & Management Enterprise
- Pueblo of Acoma Housing Authority
- Pueblo of Jemez Housing Authority
- Pueblo of Zia Housing Services
- Santa Clara Pueblo Housing Authority
- Santo Domingo Tribal Housing Authority
- Tamaya Housing Inc
- Taos Pueblo Housing Authority
- White Mountain Apache Housing Entity
- Yavapai Apache Nation
- Ysleta Del Sur Pueblo - DCD Housing Division
- Zuni Housing Authority

Members discussed subjects they're interested in, which are listed in the next couple of pages.

- Future training
- Concerns in Indian Housing

Future Training – Suggested by Members
(Bold = May 2024 Survey)

- **Converting LIHTC to Homeownership Program**
- **Grant Writing**
- **Homebuyer Education (financial/maintenance)**
- **HUD Housing Counselor Certification**
- **Conveyance Training (BIA Realty knowledge)**
- **Building Inspection (new construction) (Enterprise, WF grant)**
- **Housing Needs Assessments**
- **LIHTC Compliance (financial and tenant issues, NSPIRE and HOTMA)**
- **Emergency Preparedness**
- Communication with Tribal Leadership (Enterprise, NAIHC)
- **Homelessness (HUD funding)**
- Supportive housing
- Compliance for tax credit (conveyance)
- Training on how to develop a Position Paper
- Understanding insurance and rising cost
- Train the Trainer trainings
- Discussion on overcrowded homes
- Notes
 - Need to commit time to training at meetings.
 - Look into organizations already presenting these topics (NAIHC)
 - Direct members to what training available for them.

From 2020 Strategic Plan

- Development Plan
- Financial Management
- Housing Law
- Indian Housing Management
- **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

Concerns in Tribal Housing

- Ongoing Federal Funding
- Drug and Alcohol Abuse
- Infrastructure / Utilities (clarify)
- Crime Prevention
- Housing vs. Homeownership
- Housing Rehabilitation
- Neighborhood Stabilization
- IHP/APR
- Code Enforcement (clarify)
- Other: Unfairness in funding distribution formula, new housing construction, funding, financing, trades (workforce development), Tribal Government turnover stability

II. STRATEGIC PLAN

- A. **SWTHA VISION STATEMENT** (No changes)
Region 8 Tribal housing advocate.

- B. **SWTHA MISSION STATEMENT** (No changes)

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 (Internal)**

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

2) **Weaknesses (Internal)**

- Participation (Quorum)
- Lack of engagement
- Lack of participation from Tribal Leadership
- Lack of collaboration with AZ & NM groups (APCG and ITCA)
- Stagnant Membership (29 current out of 41)

3) **Opportunities (External)**

- Engage with AZ & NM groups
- SWTHA Engage with Congressional Members
- Strengthen relationship with HUD/ONAP
- Membership Fees
- Revenue
- Resource Guide (Homeless Programs added to website)
- SWTHA Training - Housing Management Certification
- Grants
- Best Practices Panel (NAIHC Success Stories)

4) **Threats (External)**

- Staying Relevant
- Financial Sustainability

D. **KEY PRIORITY AREAS (KPAs)**

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

- Training
- Communication/Outreach and Member Participation
- SWTHA Organization
- Advocacy
- Strengthen financials (scholarships, meeting expenses, membership travel) Note: charge for registration to meetings.

E. **STRATEGIC GOALS**

Working with these KPAs, members of SWTHA developed specific Strategic Goals, they are all ongoing projects:

- Strategic Goal: Provide Relevant, Engaging, and Timely Training at SWTHA Annual Meetings.
- 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.
- Strategic Goal: Advocacy and representation on National and Regional Housing Programs.
- Strategic Goal: Receive funding for scholarships, meeting expenses, membership travel.

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 Meetings

Actions & Activities	Target Date	Status	Team Members	Comments/Findings
1) Develop, select, and coordinate January 23-24, 2024 Annual SWTHA Business Meeting and Training (invite tribal leadership from AZ, NM, WTX)	Complete	Hosted by Ysleta Del Sur, El Paso, TX	SWTHA Board and P & A	SWTHA meetings to be more substantial and focused on training, legislative fixes, best practices, and other topics
2) Coordinate SWTHA 2024 Meetings <ul style="list-style-type: none"> • May 14-15: Mescalero Apache Tribe will host. • September 17-18: White Mountain Apache will host. 	Complete		SWTHA Board and P & A	
3) Secure Monthly Meeting Speakers	Monthly			Speakers were secured for all meetings: James Gutierrez, Kanso Software; Floyd Tortalita, HUD/SWONAP; Asher Kripke, Federal Home Loan Bank of Dallas;

Actions & Activities	Target Date	Status	Team Members	Comments/Findings
				Frankie Lee, Craig Genzlinger and Becky Rosenleaf, KLJ; Dr. Corrina Stiles, HUD/SWONAP Katie Cox, Home Adapt Solutions; Jeremiah Powless, Enterprise Community Partners
4) Develop, select, and coordinate January 27-30, 2025 Annual SWTHA Business Meeting and Training (invite tribal leadership from AZ, NM, WTX)				Host in NM, HOTMA, NSPIRE
5) WF Grant Training - Capacity Building: Nov, March, July (Funding Date: October 2024 to September 2025)	November, March, July			October 28-30 Wild Horse Pass, Gila River - Building Inspection and Code Development (Enterprise/David Jackson)
6) 2025 Triannual Meeting Dates: <ul style="list-style-type: none"> • Jan - NM • May - AZ • Sept - YDS 				

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) Board members to call every paid member to insure representation and/or proxy delegation for each SWTHA Business Meeting.	Jan, May, Sept meetings (2 weeks prior to meeting)		SWTHA Board	Inform board of any members who will attend the meetings
2) Sustain and enhance SWTHA relevancy via website content and email blasts	Ongoing		P & A	

Actions & Activities	Target Date	Status	Team Members	Comments/Findings
3) Linda will share nonmembers list with EC to begin reaching out	December 2024		AZ and NM Reps	Membership renewal for 2025 is in November 2024

Key Priority Area 3: SWTHA Organization

Strategic Goal: To strengthen the SWTHA organization foundation and structure for Growth, Accountability, and Sustainability (to increase membership of 29 to 35 members by 2025)

Actions & Activities	Target Date	Status	Team Members	Comments/Findings
1) Draft and present updated for 2024 - SWTHA National Position Paper, representative of AZ, NM, and TX housing issues	May 2024 and ongoing	Complete	Exec Comm	Denise Zuni updated. Presented at Sept meeting. What is next? To whom does it go? HUD, AMERIND, Assoc Members. Draft of cover letter and what we want them to do with it.
2) SWTHA Bylaws - update as needed (reviewed at September 2024 meeting)		Need to update after Jan 2024 meeting.	P & A and Denise Zuni	Changes made to divide Secty/Treasurer and change election years. Vote on Board commitment at Sept meeting
3) Continue non-profit, State of NM Good Standing, IRS 990 status	Annually May		Annually by SWTHA Treasurer	
4) Maintain Matrix of SWTHA Board of Directors, AZ Reps, NM Reps, W TX Reps, NAIHC, AMERIND	Ongoing	Updated 2024 changes	P & A / Linda	Elections in January 2024 complete
5) Budget <ul style="list-style-type: none"> Draft 2024 SWTHA Budget Finalize and adopt 2024 SWTHA Budget 	January 2024	May not get AMERIND fire loss check in 2025	Rhoda Eustace SWTHA Membership	Rhoda and board to prepare budget
6) Budget 2025	January 2025		Rhoda	

Actions & Activities	Target Date	Status	Team Members	Comments/Findings
7) Develop and submit at least one Grant application for capacity building, leadership development or training	June 2024	WF Grant Complete	SWTHA Board and Membership	Get funding to hire a grant writer. What does SWTHA want to achieve for the future?
8) P&A meet with newly elected board members to discuss future of SWTHA	Feb 1, 2024	Complete	New board members	
9) Monthly meetings should include updates regarding Strategic Plan	ongoing			BMR meetings are held monthly 3 rd Tuesday 1:30-3:00pm

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 2024. Make sure to include a budget line item for travel.	March 2024 Lukaya attended the UNAHA annual meeting.	Complete	SWTHA EC determines who will represent them, including NAIHC rep	Position paper shared and report on event.
2) SWTHA representative attend events for 2025				ICC Event in December 2024, SD Homeownership Coalition in June 2025, Legislative Conference February 2025
3) Information Webinars for Members	ongoing		SWTHA President and P & A	P&A to research webinars
4) United Native American Housing Association (UNAHA)		complete	Lukaya Williams attended	Visit the UNAHA meeting for an example of an effective model for a regional housing association.
5) NAIHC – Actively pursue a session with tribal expertise, participate on a panel, etc.	2024		Who would like to participate?	NAIHC/SWONAP agreed to provide training to SWTHA as necessary.

Key Priority Area 5: Strengthen Financials

Strategic Goal: Receive funding for academic and travel scholarships, meeting expenses, membership travel. Note: charge for training.

Actions & Activities	Target Date	Status	Team Members	Comments/Findings
1) Increase revenue. <ul style="list-style-type: none"> • Increase membership to 35 tribes. • Increase Associate Members to 15 organizations. • Charge \$100 fee for training to at least cover the expenses (trainer, admin, venue, food) • Invite others to the training. 	ongoing	We now charge for training.	SWTHA President and P & A	Ask HUD or Travois if they have funds to support capacity building and to hire grant writing? (NAIHC sponsors) Adjust training fees for each meeting, according to expense.
2) Suggestions to receive funding: <ul style="list-style-type: none"> • Fundraising • 501C3 - complete • Donate button on website • End of year appeal (SWTHA membership can share with contacts) • Registration fee for trainings • Banquet - Auction, raffle, door prizes, entertainment • AMERIND golf tournament (proceeds to SWTHA?) • SWTHA golf tournament, horseshoe, pickle ball, corn hole • Add scholarship opportunity to membership renewal letters to increase membership. 	2024	501C3 complete; Registrati on fee for trainings – complete; Raffle at Sept meeting complete		Prepare for fundraising dinners to include raffle/auction. Interest in SWTHA golf tournament. Rhoda will ask AMERIND how to request proceeds from their AMERIND tournament. May 2025 to have golf tournament?

