



Proceedings of the

Eastern Woodlands

2008 Regional Housing Summit

Sharing our Successes: Tribes Building New Relationships to Solve Housing Needs

March 10-11, 2008
Hollywood, Florida

Sponsored by:
Office of Native American Programs
Office of Public and Indian Housing
U.S. Department of Housing and Urban Development

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The people who are listed below served on the Summit Planning Committee and provided valuable input throughout the planning process. Therefore, we are acknowledging them for sharing their time to participate in teleconferences and providing creative ideas. Their dedication to Indian housing, community, and economic development is greatly appreciated.

The members of the Summit committee are presented below.

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DISCLAIMER

The contents of this document represent the recorded results of the Eastern/Woodlands Regional Summit with summaries developed by the five Breakout Teams. The document is a summary of participant issues, ideas, and discussions and does not represent the official policy or position of the U.S. Department of Housing and Urban Development.

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REGIONAL SUMMIT OVERVIEW

The Eastern/Woodlands Regional Summit was the first of six Regional Summits held during the spring of 2008. The Summit was held in Hollywood, Florida on March 10-11, 2008. Information and results from the six Regional Summits will be used to prepare a consolidated Summit Report and Action Plans.

Concept

The concept behind the HUD/ ONAP Regional Summits is the sharing of knowledge between those actively involved in Indian Country housing. Recognizing the internal wealth of wisdom pertaining to housing goals, problems, and solutions; the Summits were designed to provide settings that facilitate the articulation, discussion and recording of this wisdom.

Attendance

Over 150 participants attended the Eastern/Woodlands Regional Summit, including representatives from Tribal housing organizations, Tribal leaders and other Tribal officials, staff from Federal agencies, and individuals from the private and not-for-profit sectors.

Breakout

Working with the Tribes from the Eastern/Woodlands Region, five interrelated tracks were identified to be addressed at the Summit:

- 1) Addressing Community & Housing Needs;
- 2) Supportive Housing Options;
- 3) Leveraging and Financing for Infrastructure, Housing & Businesses;
- 4) Sustainability in Design, Development, Construction and Operations; and
- 5) Communications and Self-Determination in Housing: Examining the Nature of Changing Relationships between Tribes and the Public and Private Sector.

Summit participants selected one of five topics/tracks and, working in breakout teams, a) discussed their thoughts on creating the vision for their designated track, b) identified, discussed, and prioritized barriers and impediments; and c) developed strategies and action plans to overcome the problems and barriers identified. Facilitators worked with each breakout team to promote the active involvement of each participant and support staff recorded the key points offered by the respective groups. Following each breakout, participants reported their work at plenary sessions.

This document summarizes the proceedings of the Eastern/Woodlands Summit. It includes reference documents, such as the Summit Agenda and the Participant List, as well as breakout summaries (organized by track), among other pertinent information.

Throughout the conference proceedings, participants engaged in discussions that focused on creating vision, sharing successes, identifying barriers, and generating strategies and action plans to overcome the barriers identified. As the discussions unfolded, several cross-cutting themes emerged.

Cross-cutting Themes

- **Training and Education**
Participants consistently cited the need for training and education. In particular, financial education, consumer housing education, and education on “green” living were deemed important. In terms of training, participants repeatedly identified financial management, home buying, and tax credit training among other community needs.
- **Communication**
A resounding concern among participants was the lack of communication within communities and also between providing agencies. Without communication, they felt, community involvement and trust would be stifled. Recommendations to improve communication included establishing informed community consent, informing the community of study results, and creating linkages between housing and social services staff.
- **Data**
The general group sentiment regarding data was that Federal/Census data are inaccurate and the inaccuracy of data leads to a lack of funding. Collection and maintenance of Tribal data were viewed as problematic. Suggestions to combat this issue included using technology systems; leveraging local resources, e.g., colleges and universities; and networking among Tribes to compare data and study results.
- **Funding**
The need for funding was heard throughout conference discussions. Participants emphasized the importance of finding the right funding, utilizing existing services to identify available funds, and collaborating on grants.

PARTICIPANT COMMENTS AND OBSERVATIONS

Participants of the Eastern/Woodland Regional Summit were encouraged to provide feedback on the process and content of each track. Comments were captured on evaluation forms. The following comments were taken from the evaluations collected.

Track 1: Addressing Community and Housing Needs

- The track was very helpful; good input from others participating.*
- Thanks for a good time; good learning session.*
- Great networking! There was quality sharing by others.*

Track 2: Supportive Housing Options

- I thoroughly enjoyed the process.*
- Good discussions and good topics.*
- I like the part about coming up with an action plan to take away-- that process allows us to actually take concrete steps to improve our community!*

Track 3: Leveraging and Financing for Infrastructure, Housing Community Facilities, and Businesses

- Great job of keeping positive dialogue and generating participation.*
- Wonderful input and information.*
- I really enjoyed the entire session.*

Track 4: Sustainability in Design, Development, Construction and Operations

- Most informative.*
- Great presenter, kept us on track.*
- Made us think and keep focused.*

Track 5: Communications and Self-Determination in Housing: Examining the Nature of Changing Relationships between Tribes and the Public and Private Sector

- Very informative, networking was great.*
- It was a pleasure, summit members really contributed a lot.*
- Learned an enormous amount!!! Thank you!*

INTRODUCTION

The Office of Native American Programs (ONAP), Office of Public and Indian Housing, U.S. Department of Housing and Urban Development (HUD) convened stakeholders on March 10-11, 2008, for the Eastern/Woodlands 2008 Regional Housing Summit in Hollywood, Florida. This document describes the goals of the ONAP Regional Summits, outlines the Regional Summit process, and summarizes the breakout discussions of attendees for each of the five designated Summit tracks. Additionally, the Summit Agenda, Participant List, and other related documents are included.

A. Goals of the ONAP Regional Summits

The 2008 HUD/ONAP Regional Summits were held in each of its six regions (Eastern/Woodlands, Northern Plains, Northwest, Southern Plains, Southwest, and Alaska).

After each of the Regional Summits, a summary will be distributed to the participants detailing the activities of the Summit as well as the action plans created in each breakout session. This document will serve as a reference to the participants, individuals, Tribes, groups in other ONAP regions, and other stakeholders in Indian housing and development. More importantly, it will promote the goal of further participation and strategy implementation at the regional level.

B. The Regional Summit Process

Essential to the Regional Summits is the involvement from Tribes and other key stakeholders. Tribes, Tribal housing programs, and Tribal Development Housing Enterprises (TDHEs) provided input for each region's breakout sessions derived from the shared experience, expertise, and knowledge of staff, and Tribal members. The promotion of these efforts supports the continued expansion of safe, affordable housing opportunities.



Eastern/Woodlands Summit Attendees

This year, five themes were identified for the Eastern/Woodlands Regional Summit (See Figure 1 – Summit Tracks).

Communications and Self-Determination in Housing:
Examining the Nature of Changing Relationships between Tribes and
the Public and Private Sector

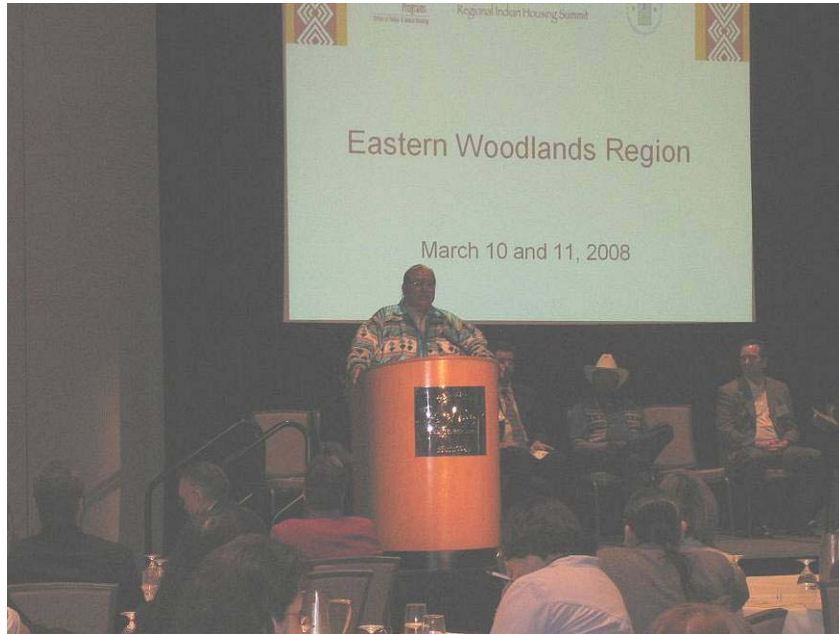


Figure 1 – Summit Tracks

During the Eastern/Woodlands Regional Summit, attendees first attended a plenary session that included welcoming remarks from varied stakeholders including: Kevin Fitzgibbons, ONAP Regional Administrator; Chairman Mitchell Cypress and Joel Frank, Seminole Tribe of Florida; Eddy Edwards, Great Lakes Indian Housing Association; Valerie Seneca, United South & Eastern Tribes Housing Committee; Cheryl Parish, National American Indian Housing Council; Armando Fana, HUD Miami Area Office; and Rodger Boyd, HUD ONAP Deputy Assistant Secretary. An overview of the Summit goals, objectives, procedures, and agenda were covered for participants. Then, upon receiving instruction on the structure and protocol of the breakout sessions, participants joined one of five Tracks to participate in throughout the Summit. For the balance of the Summit, participants attended breakout sessions, each of which was immediately followed by a plenary session that allowed a representative(s) from each track to present a summary of his/her team's discussions, results, and achievements to the larger group. Each breakout track for the Eastern/Woodlands Regional Summit focused discussions on the following:

- Creating the Vision and Sharing Success;
- Identifying Barriers and Impediments; and
- Strategies and Action Plans.

The Summit concluded with a final plenary session entitled *Taking the Message Home and Closing Comments* that highlighted cross-cutting themes and next steps. Karen Diver, Chairwoman of the Fond du Lac Band of the Minnesota Chippewa Tribe, provided inspirational remarks during the closing session. This session was followed by an Open Forum that provided an opportunity for participants to present additional ideas, concerns, and/or final thoughts.



Welcome from Seminole Tribe of Florida at Opening Ceremony

C. Summary of Breakout Tracks

Each Breakout Team began by identifying and prioritizing critical needs and issues pertaining to its track. After identifying the needs and issues, each team identified barriers to meeting the needs and problems associated with the issues identified. Finally, each Breakout Team developed strategies and action plans to meet the needs and overcome the barriers identified and presented these during plenary sessions to all attendees.

TRACK 1

Addressing Community and Housing Needs



Eastern/Woodlands Tribes and housing authorities explored proven methods for assessment of needs and the value of master planning. Participants in this track shared success stories that have emerged from thoughtful preparation and planning.

Track Discussions

A. Track 1: Addressing Community and Housing Needs – *Creating Vision and Sharing Success*

In the Creating Vision and Sharing Success breakout session, participants in Track 1 identified the following goals for addressing community housing needs:

- Develop comprehensive community plans that solve housing and other community needs of Tribes.
- Establish informed community input to make planning meaningful and positive.
- Have the capacity to create and implement comprehensive community plans on a long-term basis.
- Assemble and maintain accurate Tribal data that can be used to support goals to address prioritized needs.
- Establish a listing of planning resources to fund and/or assist with comprehensive planning.

B. Track 1: Addressing Community and Housing Needs – *Identifying Barriers and Impediments*

During the second breakout session, Identifying Barriers and Impediments, participants in Track 1 discussed challenges to addressing community and housing needs. The group identified four primary areas that it felt were particularly challenging:

1. Community Study and Input.

The process of gathering information from the community, from Tribal departments, and from Tribal members—stemming from lack of community involvement, lack of community trust, and lack of informed community input—was viewed as difficult. Participants cited problems with the accuracy of information obtained, the lack of resources to fund studies, and problems with the accuracy of census and other government provided data as compounding issues. Additional challenges discussed included difficulty with obtaining off-reservation information, concerns about protecting confidentiality/doing anonymous studies, and the (in)ability to conduct environmental assessments and determine the availability and type of land needed to address community and housing needs.

2. Data Analysis.

Regarding the issue of data analysis, the group entertained the question of “How do we look at data?” Among the responses they generated in regards to this question included:

- Look at patterns between groups of members and trends among age groups
- Bring community into the process from the start to look at data and the process.
- Compare data to other communities--communities in similar situations.
- Ensure cases developed for goals are supported by data.

There was general agreement that the inaccuracy of Federal data influences the level of resources for a Tribe and potentially its planning assumptions. Furthermore, the group indicated that lack of staff capacity, coupled with the community/Tribal Council’s lack of trust of the staff and the process were consistent challenges.

3. Action and Strategic Planning.

Participants in Track 1 discussed numerous barriers and impediments to action and strategic planning. Among the issues discussed included the need for adequate budgets to implement action plans; difficulty in determining accurate steps to plan staffing, e.g., who does the work and identification of their capacity; and the political pressures/conflicts in regards to whether the community data and Tribal leadership’s sentiments are consistent. Additional barriers cited included conflicting objectives, and Federal agencies’ activities impeding plans, e.g., building roads before houses.

4. Strategic Plan Implementation.

Track 1 participants felt that the most significant barriers to strategic plan implementation, as it relates to addressing community and housing needs, were communication with the community, keeping everyone engaged, and handling the issue of “planning means change.”

Beyond the four primary areas described above, additional impediments discussed included challenges with elected officials; lack of leadership; internal politics with staff and related lack of trust issues; and inter-governmental conflict/control and bureaucracy.

C. Track 1: Addressing Community and Housing Needs – Strategies and Action Plans

Track 1 participants discussed strategies and action plans, relating their proposed solutions to the four primary challenge areas identified in the previous breakout session:

1. Community Study and Input Solutions.

Among the strategies/solutions considered for the topic of Community Study and Input included the following:

- Provide food and incentives at community meetings.
- Hold the meetings offsite.
- Setting meeting times that are convenient for Tribal members.
- Initiate aggressive outreach strategies that include elements of tradition and culture.
- Engage in dialogue with Tribes on land use.
- Update the community on activities, deals and actions.
- Utilize a feedback survey after community meetings.
- Follow-up with the community via published results.
- Orient new staff (leaders).
- Provide a disclosure that outlines why the group is being convened and explain its purpose.
- Encourage inter-department communication.

2. Data Analysis Solutions.

Among the strategies/solutions considered for the topic of Data Analysis included the following:

- Increased use of technology, e.g., special queries/software to make good projections.
- Organization of community events to obtain feedback from the community.
- Ensuring that information is accurate.
- Capitalizing on the use of local resources, e.g., universities, grants, cost sharing with others.
- Implementing sign-in sheets.
- Providing consistency in terms of technical assistance.

- Networking with other Tribes to compare data and study results.

3. Action and Strategic Planning Solutions.

As a result of its discussion on solutions for action and strategic planning, Track 1 participants felt that the following strategies were important:

- Getting a Housing Authority started (no land base).
- Having programs for natural/cultural properties.
- Establishing local service agreements/tri-agency agreements with Federal programs.
- Creating relationships and conducting outreach to the people.
- Securing grant writers to write grants.
- Holding meetings to keep the community involved, perhaps via a newsletter.

4. Strategic Plan Implementation Solutions.

For its final topic area, Strategic Plan Implementation, Track 1 participants offered the following strategies:

- Creating a timeline for tasks and reviewing timelines with staff.
- Communicating progress to the community.
- Holding staff/leadership update meetings.
- Obtaining additional capital.
- Creating economic development to enhance housing issues.
- Developing an organizational chart with corresponding tasks.
- Cross-training staff.
- Producing task reports.

In addition to the four primary areas described above, additional strategies/solutions were discussed. Among these items included:

- Involving Tribal members themselves, particularly elders.
- Using qualified 3rd party planners and/or data analysts.
- Seeking support from Foundations that can provide funding, help with data analysis, and planning.
- Using study and input methods that work best for a specific Tribe and its culture.
- Using university graduate students to help setup the survey and analyze data.
- Checking state resources, including state housing and community development agencies.
- Utilizing banks, particularly those with community reinvestment funds.
- Using Fannie Mae and Freddie Mac.

Finally, Track 1 participants felt that it was important to have an RFP example of strategic planning; guidance on eviction policy/processes; and more inspectors when tackling the issue of *Addressing Community and Housing Needs*.

TRACK 2

Supportive Housing Options



Track 2 Discussions

Tribes and TDHEs are learning to connect a range of human services with affordable housing to successfully support and house individuals and families who are very low-income, particularly those in overcrowded living situations or who are homeless, in order to increase their well-being and help them live fuller lives. Participants in Track 2 shared issues facing their communities and discussed financial sources and resource mechanisms for supportive housing.

A. Track 2: Supportive Housing Options – Creating Vision and Sharing Success

During the *Creating Vision and Sharing Success* breakout session, participants in Track 2 identified the common goal of providing more supportive housing services to communities. They envision successful experiences relative to the goals and objectives for each community and hoped to see diversity—from new employees to very experienced groups including constituents and social service staff from different Reservations.

The participants felt that supportive housing services were needed to combat homelessness and to aid the elderly, especially those with mental health and chemical dependency issues. They defined supportive housing as “Housing that is affordable, with no one paying more than 30% of income for rent.”

Examples provided of model affordable housing included Leech Lake and Mille Lacs Reservation. Other model ideas for supportive housing included additional dollars for housing and utilizing Foundations that provide assistance to organized programs.

B. Track 2: Supportive Housing Options – Identifying Barriers and Impediments

Track 2 participants identified numerous barriers and impediments to providing supportive housing options. Among the issues/topics they discussed included:

- A 3- study on homelessness conducted by the Wiler Foundation showed homelessness and overcrowding as major problems on reservations.
- Toll on homes due to increasing wear and tear, mold/mildew.
- Addressing issues and problems without intruding on personal information.
- External and internal barriers that social services offers are facing.
- Addressing where a person goes when he/she is evicted.
- Internal Barrier – Tribal Council and Assist Knowledge.
- Exterior Barrier – tax credit issues with Tribes.
- Partnering up with other groups.
- Convincing investors to invest in rural areas.

Other barriers identified included opposition from community, trust issues between Tribe and housing, urban/rural Issues, and land barriers, i.e., where you can build.

C. Track 2: Supportive Housing Options – Strategies and Action Plans

When considering strategies and action plans, Track 2 participants agreed that marrying services with housing was a wise decision, as well as getting other grants to assist housing programs to address the issues and resolve them. Participants felt it was important to get individuals educated to improve their lives and stressed the necessity that families save to improve their current conditions while planning for tomorrow. Among the grants identified to assist families included RHED-IDA and ROSS; and other match serving programs and savings strategies were discussed. It was also suggested that programs, as applicable, be used in tandem with TANF. In its consideration of other strategies and action plans, Track 2 participants identified the following items:

- Homebuyer training.
- Financial savings training (and education on credit ratings).
- Education on how to run a business.
- Matching funds spread over 4 years.
- Transitional housing for evictees.
- Incorporating confliction resolution into the housing program.
- Using social services as an intervention rather than eviction.
- Getting family, specifically children, to be able to stay in home without the upheaval, i.e., “creating the safety net.”

As part of this track’s discussion, an attendee provided an overview of the Housing Program ’37 Act, inclusive of an introduction to NAHASDA.

Finally, Track 2 participants identified solutions for overcoming external and internal barriers. In regards to external barriers, they suggest the following:

- Finding a community investment company to invest (tax credits and other funding).
- Linkage between housing staff and social services – Tribe communications and trust.
- Cultural competency.
- Recognizing the complexity of funding – no cookie cutter approach, each Tribe is different.
- Bridging the urban/rural divide; many Natives live in urban areas.
- Funding –finding the right match for services you want to provide.
- Outside governments and their ability to offer services to Tribes.

Solutions identified for internal barriers included:

- Tribal Council education.
- Tribal Council support.
- Coordination/Collaboration within Tribe and capacity of staff (must be passionate about what they do).
- Tribes' land use restrictions – where you can build.
- Politics – removing politics from issues, building trust from Federal agencies.

TRACK 3

Leveraging and Financing for Infrastructure, Housing Community Facilities and Businesses



The promise of NAHASDA was the opportunity for Tribal communities to have funds for attracting additional grant and Federal resources. Participants in this track shared their experiences and developed strategies for achieving their goals.

Track 3 Discussions

A. Track 3: Leveraging and Financing for Infrastructure, Housing Community Facilities and Businesses – Creating Vision and Sharing Success

After considering the focus area for Track 3, *Leveraging and Financing for Infrastructure, Housing Community Facilities and Businesses*, participants generated a list of items they felt were necessary for creating vision and sharing success:

- Long Range Planning.
- Responding to Needs.
- Communication and Consultation (with leadership/community).
- Creativity.
- Solutions.

These items served as the foundation for Track 3's discussion throughout the breakout session.

B. Track 3: Leveraging and Financing for Infrastructure, Housing Community Facilities and Businesses – Identifying Barriers and Impediments

In its second breakout session, Track 3 participants identified barriers and impediments to leveraging and financing for infrastructure, housing community facilities, and businesses. Specifically, they noted barriers in relation to the items they identified in the previous

breakout session. Political Interference/Tribal Politics was cited as a barrier to long range planning. Strategic Planning was seen as a barrier to being able to respond to the community's needs. Participants noted economic instability, e.g., jobs, opportunity, as barriers/impediments to communication and consultation with Tribal leadership and members of the community. It was mentioned that fear and the risk of the unknown could stifle creativity. And finally, a lack of unity and networking were attributed to reasons for not realizing solutions.

C. Track 3: Leveraging and Financing for Infrastructure, Housing Community Facilities and Businesses – Strategies and Action Plans

Continuing with the items they originally developed, Track 3 participants discussed strategies and action plans. Among the items noted included the following:

- 1) Long Range Planning Strategies and Action Plans.
 - Obtain information and validate numbers and data.
 - Establish policies and procedures.
 - Enforce grievance procedure.
 - Establish inter-departmental relationships to solve problems.
 - Execute Tribal resolution early in project.
 - Utilize third party experts.
 - Get government involvement and community involvement.

- 2) Responding to Needs Strategies and Action Plans.
 - Adopting a Holistic Approach: Seven Generation Planning.
 - 7 generations into the future/into the past.
 - Government structure.
 - Housing.
 - Economic development and job creation.
 - Health care.
 - Physical infrastructure.
 - Education.
 - Resources.
 - Leaders with vision.
 - Open communication.
 - Needs assessment/research.
 - Funding.
 - Prioritizing by Tribe/manpower.
 - Include elders and youth.
 - Facilitator-inclusive.
 - Infrastructure/health/housing/business.
 - Tribal planner-planning committee.

- Short/interim/long term goals/planning.
 - Mission statement of community.
- 3) Communication and Consultation (with leadership/community).
- Organization/Structure:
 - Educate Tribal members (return to community).
 - Physical infrastructure (to support family).
 - Requirements of strategic planning.
 - Networking/economy/diversification.
 - Leverage sovereignty.
 - Keep dollars rotating in the community.
 - Incentive for higher education.
 - Keep people and resources in the community.
 - Buy Native.
 - Location/people (build market case).
 - Build sound support for business.
 - Tax, legal, government, finance.
 - Resources:
 - Traditional ceremonies and gatherings.
 - Community development corporations.
 - Entrepreneurs.
 - Government resources such as IHS, HUD, USDA, BIA, Home Corps, state housing groups.
- 4) Creativity.
- Resources-Internal:
 - All staff/housing authority.
 - Tribal staff.
 - Community (at large).
 - Resources-External
 - State and Federal agencies.
 - Consultants.
 - Internet.
 - Universities.
 - Other Tribal organizations.
 - Tribal Government.
 - Community.
 - Other Departments.
 - Tools.
 - Qualified staff.
 - Community meetings.
 - Partners.

5) Solutions.

- Need vehicle for shared information, e.g., newsletter, clearinghouse, best practice list, resource list, internet site.
- Need organizations to gather and share information on regional and national level.
- Need wealthy Tribes to build foundation or pay for information gathering.

TRACK 4

Sustainability in Design, Development, Construction and Operations

Track 4 participants discussed what “Green” means to Tribal communities. The dialogue included information on new Green initiatives and funding sources that are available.

A. Track 4: Sustainability in Design, Development, Construction and Operations – Creating Vision and Sharing Success

Regarding its topic, Sustainability in Design, Development, Construction and Operations, participants in Track 4 generated five key ideas:

1. Housing an array of essential programs, e.g., economic development, self-determination, sustainable economy for Tribes utilizing energy, job creation, and new product development.
2. Consumer education for families and children that brings in Tribal leadership, housing consumers, and community formal education and addresses living in a Green house and consumer housing management topics.
3. Remediation, Restoration, and Revitalization.
4. Comprehensive solutions for home plans, i.e., solutions now such as safety mechanisms, replacing windows and doors, landscape and landscape management.
5. Implementing comprehensive building code – building and land use, realistic energy goals, and development of regional prototypes of practical goals.

Overall, the group viewed housing as an energy essential economic goal.

B. Track 4: Sustainability in Design, Development, Construction and Operations – Identifying Barriers and Impediments

Track 4 participants considered varied barriers and impediments as part of its discussions. Among the items of concern included the cost of construction, code restrictions, and poor land use/ground contamination.

There was also a general concern regarding how to acquire money to start the process of “going green.” Specifically, they cited the following issues as barriers:

- Bringing down the cost to build green.
- Educating the community.
- Managing rising energy costs.
- Assisting those who are low-income.

C. Track 4: Sustainability in Design, Development, Construction and Operations – Strategies and Action Plans

The strategies and action plans generated by participants in Track 4 are below:

1. Strategies based on education, information, training, and professional development:
 - a) Start with how we perceive ourselves; market ourselves through education, and increase communication with local groups.
 - b) Have trainings and forums on the different aspects and explain how it affects us and others.
 - c) Make it more than a job. It's part of us and it's important as a whole to everyone.
 - d) Show the benefits to our Tribal community and to everyone else.
 - e) Identify through meetings, and on the radio, television, schools, and other group/coalitions.

 2. Strategies that entail supporting infrastructure, physical/institutional:
 - a) Evaluate wants and needs.
 - 1) Roads.
 - 2) Buildings (existing and non-existing).
 - 3) Land use (potential and existing).
 - 4) Demographics.
 - 5) Reuse existing properties.
 - b) Communication/Buy-in.
 - 1) Chain of command (Tribal).
 - 2) Various agencies (elders/veterans/youth services/medical).
 - 3) Overall Tribal membership.
 - 4) Tribal Governments.
 - c) Money=Education=Knowledge.
 - 1) Cost savings.
 - 2) Energy efficiency.
 - 3) What Green means to the Tribal environment.
 - 4) Green versus conventional building.

 3. Strategies that utilize models, prototypes, technologies, and their application:
 - a) Alternative building material.
 - 1) First cost versus long-term cost.
 - 2) Cost/benefit analysis.
 - 3) Energy savings.
 - 4) Comfort.
 - 5) Flex-crete.
 - 6) Straw bale.
-

- 7) Heating and cooling.
- b) Regional Center: GLIHA and HUD.
 - 1) Provide all of the above.
 - 2) CAL provides building green.
 - 3) Costing guidelines.
 - 4) Accessible for individuals.

Additional strategies recommended included consideration of additional funding models, e.g., NAHASDA; working with Indian Health Service; and promoting education in schools on eco-friendly living and energy efficiency.

TRACK 5

Communications and Self-Determination in Housing: Examining the Nature of Changing Relationships between Tribes and the Public and Private Sector

In this session TDHE's, Tribal leaders, and other stakeholders discussed key issues such as financing and the resources available to Native communities. The importance of maintaining relationships with ONAP, housing organizations, lenders, and Federal agencies was emphasized.

A. Track 5: Communications and Self-Determination in Housing: Examining the Nature of Changing Relationships between Tribes and the Public and Private Sector – Creating Vision and Sharing Success

In the *Creating Vision and Sharing Success* breakout session, participants in Track 5 discussed their ideas, visions, hopes, and feelings about what is most needed to assist Native communities. Key comments from this discussion are listed below:

- Look for resources to plan, construct and finance new houses.
- Have tools to meet the needs of Indian Country.
- Extend services to Native American communities.
- Learn of other areas and take advantage of these resources.
- Improve public image within communities.
- Need resources available to non-low income members.
- Gather new information.
- Learn about the financial aspects.
- Need to build new homes for returning members.
- Learn more to serve elders (regulatory rules and regulations).
- Become active with youth and close with law enforcement for a safer community.
- Continue branching out with other organizations and ask for help.

Also, as part of this breakout's discussion, the group identified and discussed various notable successes, including some specific offerings from Key Bank and Fannie Mae.

B. Track 5: Communications & Self-Determination in Housing Examining the Nature of Changing Relationships between Tribes and the Public and Private Sector –

Identifying Barriers and Impediments

Track 5 participants discussed HUD's '37 Act, noting that it asked Tribes to pass housing ordinances (and gave authority to HUD). It was also noted that the Act created friction between Tribes and HUD, notwithstanding NAHASDA's promise of change.

C. Track 5: Communications & Self-Determination in Housing Examining the Nature of Changing Relationships between Tribes and the Public and Private Sector –

Strategies and Action Plans

As a result of its discussion on strategies and action plans, numerous recommendations/solutions were offered:

- Visit the U.S. Census website to obtain information on obtaining a Qualified Census Tract Number, as in some areas it could yield a 30% boost in tax credits.
- Use Native Americans, to the extent possible, as census takers.
- Award participants for completing surveys.
- Make surveys totally anonymous (at general council and door to door).
- In promoting the 2009 Census, let Tribes know that they can participate in the process.
- Go with Tribal leaders and meet members of the community.
- Improve public image with the communities.
- Participate in other group sessions, e.g., HUD – Public Housing Resources.
- Consider having non-Natives on the Education Board to increase the network.
- Don't stigmatize Native Americans.
- Always have hope.
- Outreach to partners (like Rural Neighborhood Housing Services).
- Collaborate on grants (NHS grants provide down payment assistance).
- Utilize non-profits; they are good resources to collaborate with.
- Neighbor Works, a governmentally funded program, has a Native American track that gives scholarships.

In closing, Track 5 participants were encouraged to utilize Neighbor Works as a resource, look into the Qualified Census Tract for low income tax credits and other tax credit programs, and work diligently to build relationships with outside organizations and within the community despite fears that stem from prior experiences.

Attachment 1

Agenda

Eastern/Woodlands Regional Summit

“Sharing Our Successes: Tribes Building New Relationships to Solve Housing Needs”

March 10-11, 2008 * Hollywood, Florida

Day 1: Monday, March 10th

7:00 a.m. Registration (open all day)

8:30 a.m. Plenary Session – Welcome and Opening Ceremonies

- Call To Order
- Opening Blessing by Seminole Elder
- Seminole Color Guard – Presenting of the Colors
- Welcome by Kevin Fitzgibbons, ONAP Regional Administrator
- Welcoming Remarks by Chairman Mitchell Cypress and Joel Frank, Seminole Tribe of Florida
- Greeting by Eddy Edwards, Chairman of Great Lakes Indian Housing Association
- Greeting by Valerie Seneca, Vice Chairperson, United South & Eastern Tribes Housing Committee
- Cheryl Parish, Vice Chairperson, National American Indian Housing Council
- Armando Fana, Field Office Director, Miami Area Office, US Department of Housing and Urban Development

9:30 a.m. Rodger Boyd, Deputy Assistant Secretary

9:45 a.m. Break-out Session Structure and Protocol - Bob Gauthier

10:00 a.m. BREAK

- 10:15 a.m. Break-Out Session One – Creating the Vision and Sharing Success
(participants select one of five tracks)
1. Addressing Community & Housing Needs
 2. Supportive Housing Options
 3. Leveraging and Financing for Infrastructure, Housing Community Facilities & Businesses
 4. Sustainability in Design, Development, Construction and Operations
 5. Communications and Self-Determination in Housing: Examining the Nature of Changing Relationships Between Tribes and the Public and Private Sector
- Noon Lunch (on your own)
- 1:15 p.m. Plenary Session – Team Reports from Session One
- 2:30 p.m. Break-Out Session Two – Identifying Barriers and Impediments
(participants stay in selected track)
1. Addressing Community & Housing Needs
 2. Supportive Housing Options
 3. Leveraging and Financing for Infrastructure, Housing Community Facilities & Businesses
 4. Sustainability in Design, Development, Construction and Operations
 5. Communications and Self-Determination in Housing: Examining the Nature of Changing Relationships Between Tribes and the Public and Private Sector
- 4:00 p.m. Plenary Session – Team Reports from Session Two
- 5:00 p.m. Adjourn

Day 2: Tuesday, March 11th

- 8:30 a.m. Plenary Session
- Recap of Day One – Bob Gauthier
- 9:00 a.m. Break-Out Session Three – Strategies and Action Plans (participants stay in selected track)
1. Addressing Community & Housing Needs
 2. Supportive Housing Options
 3. Leveraging and Financing for Infrastructure, Housing Community Facilities & Businesses
 4. Sustainability in Design, Development, Construction and Operations
 5. Communications and Self-Determination in Housing: Examining the Nature of Changing Relationships Between Tribes and the Public and Private Sector
- Noon Lunch (on your own)
- 1:15 p.m. Plenary Session – Team Reports from Session Three
- 2:45 p.m. BREAK
- 3:00 p.m. Plenary Session – Taking the Message Home and Closing Comments
- Rodger Boyd, Deputy Assistant Secretary, Office of Native American Programs
 - Eddy Edwards, Chairman of Great Lakes Indian Housing Association
 - Karen Diver, Chairwoman, Fond du Lac Band of the Minnesota Chippewa Tribe
- 4:00 p.m. Open Forum – Opportunity for participants to present additional ideas and/or concerns

Evening Reception – Provided by Seminole Tribe of Florida

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ATTACHMENT 3

Summit Breakout Summaries

2008 HUD ONAP Regional Summit – Eastern/Woodlands

Track One-Addressing Community & Housing Needs		
Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
Develop comprehensive community plans that solve the housing and other community needs of Tribes.	Cultural activities: preservation of nature, medicines and sacred burial areas, hunting and gathering.	Community Study and Input Community meetings which include food and gifts.
Establish informed community input to make planning meaningful and positive.	Understanding existing resources.	Offsite meetings.
Have the capacity to create and implement comprehensive community plans on a long term basis.	Understanding available resources.	Convenient meeting times for Tribal members.
Assemble and maintain accurate Tribal data that can be used to support goals to address prioritized needs.	Having the technical expertise to conduct studies and understanding of culture, land and demographics.	Element of traditions and culture in action plan and make sure consultants are made aware.
Establish a listing of planning resources to fund and/or assist with comprehensive planning.	Intergovernmental cooperation.	Dialogue with Tribe on land use.
	Understanding the likely consequences to alternatives, rather than learning on the job.	Update community on activities/goals/actions.
	Making projections based on enrollment data.	Feedback survey after community meeting.
	Informed community input.	Follow-up/publish results.
	Implementing the plan.	Orient new staff/leaders on plan.
	Uncovering all the issues that must be addressed.	Disclosure on why gathering information.

Track One-Addressing Community & Housing Needs		
Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
	Honest discussion of community concerns.	Intent of non-disclosure- not for enforcement purposes.
	Community trust in process.	Encourage interdepartmental communication.
	Community trust in plan implementation.	Data Analysis - Special queries, software, to make good projections.
	Budget to do studies, analysis of data, and to create strategic (action) plans.	Existing community events as an opportunity to give feedback.
	Keeping the community involved.	Use variety of resources.
	Communicating with the community on plan process outcomes and action planning results on an on-going basis.	Use local resources- universities, municipalities, grants, share cost with other departments.
	Allowing community to participate in drawing conclusions based on data/study.	Sign in sheets as part of process for validity.
	Staff turnover: continually educating staff on the process and its outcomes, and having their involvement.	Technical assistance –consistent request of information.
	Procedure for data collection must be well-defined and professionally done, with clearly Stated purpose for collecting the data.	Networking with other Tribes to complete data study and study results.
	Understanding the cultural makeup of the Tribe.	Strategic Planning No land base- get housing authority started.
	Community Study: <ul style="list-style-type: none"> • Getting information from the community. • Getting information from Tribal departments. 	Lobby U.S. Government- local service agreements.

Track One-Addressing Community & Housing Needs		
Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
	<ul style="list-style-type: none"> • Accessing information from Tribal members. • Obtaining off-reservation information. • Accuracy of information. • Resources to cover the studies. • Protecting confidentiality/doing anonymous studies. • Accuracy of census or other government data. • Type and condition of existing housing. • Reviewing and verifying the accuracy of data. • Availability and type of land (how much do we have, what are the characteristics, and how much do we need). • Environmental assessment. 	
	<p>Data Analysis:</p> <ul style="list-style-type: none"> • Look at patterns between groups of members and trends among age groups. • Bring community into the process from the beginning to look at data and the process. • Compare data to other communities to implement communities in similar 	<ul style="list-style-type: none"> • Strategic Plan Implementation • Creating relationships. • Write grant to get grant writer. • Meetings to keep community involved. • Newsletter of activities. • Go to where the people are. • Timeline of tasks. • Communicate progress to community.

Track One-Addressing Community & Housing Needs		
Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
	<p>situations as your community.</p> <ul style="list-style-type: none"> • Ensure cases developed for goals are supported by data. • Inaccuracy of Federal data, which influences level of resources for a Tribe and potentially its planning assumptions. • Lack of staff capacity. • Community/Tribal Council's lack of trust of the staff or process. 	<ul style="list-style-type: none"> • Staff/leadership update meetings. • Review timeline with staff. • Additional capital. • Economic development to enhance housing issues. • Organization chart with tasks. • Cross train staff. • Task reports.

Track Two-Supportive Housing Options		
Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
<p>Definition: Providing affordable housing with tools necessary to take care of their business whatever that might be....overcoming barriers to challenges to successful lives.</p>	<p>Internal barriers.</p>	

Track Two-Supportive Housing Options		
Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
<p>Address specific issues:</p> <ul style="list-style-type: none"> • Paying rent --- financial management training. • Keep family together --- social service. Case worker to assist family. • Tax issues --- tax preparation services. • Grant writer to increase services. 	<p>Need to get Tribal Council to buy in, get them to make a priority.</p>	<ul style="list-style-type: none"> • Tribal Council Buy In/ Support/ Priority. • Provide solid data to Tribal Council. • Identify non-Tribal sources to do what want to do, financial benefits to Tribe, point our leveraging potential. • Garner peer support and community support, mid & upper management. • Build trust within department and Tribal Council. • Identify potential allies, do one-on-one meeting with Tribal Council members. • Identify an advocate within council to support work. • Use real life stories/human face. • Ensure it's merged into Tribes' strategic plan. • Use real situations as they come up to educate Tribal Council. • Be prepared to pitch.

Track Two-Supportive Housing Options		
Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
<p>Basic needs:</p> <ul style="list-style-type: none"> • Needs Assessment --- identifying what to tackle (needs). • Tribal Council & Board of Commissioners education and then subsequent support. • Outreach to community. • Empower community to help address needs. 	<p>Remove the politics.</p>	<ul style="list-style-type: none"> • Do orientation with new Tribal Government. • Have council approve political separation of powers for housing/etc. • Be cognizant that they have a lot going on/pulled in many directions. • Must be able to present issues must be able to present issues in a way that makes sense to them.
<p>Definition: Providing affordable housing with tools necessary to take care of their business whatever that might be....overcoming barriers to challenges to successful lives.</p>	<p>Government lacking communication, capacity and relationships between programs to work together, establishing trust.</p>	<p>All partner/agencies have to be well-educated on each other's strengths. Focus on one common issue. Plan should be developed before approaching Tribal Council/Board.</p>

Track Two-Supportive Housing Options		
Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
<p>Address specific issues:</p> <ul style="list-style-type: none"> • Paying rent – financial management training. • Keep family together --- social service caseworker to assist family. • Tax issues –tax preparation services. • Grant writer to increase services. 	<p>Community opposition...do we want that riff raff here.</p>	<ul style="list-style-type: none"> • Get on Tribal meeting agendas. • Develop relationships. • Desktop/orientation manual. • Ensure everyone knows their duties/responsibilities. • County agencies: ensure ability to work with them & ensure access to services. • MOU's between Tribal agencies. • Incentive program for people to return. • Staff training – actually send staff not just board. • Invest in grant writer.
<p>Basic needs:</p> <ul style="list-style-type: none"> • Needs Assessment --- identifying what to tackle (needs). • Tribal Council & Board of Commissioners education and then subsequent support. • Outreach to community. • Empower community to help address needs. 	<p>External Barriers.</p>	

Track Two-Supportive Housing Options		
Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
<p>Definition: Providing affordable housing with tools necessary to take care of their business whatever that might be....overcoming barriers to challenges to successful lives.</p>	<p>Concrete documentation of what the need for housing is within a particular community, quantifiable and presentable.</p>	<ul style="list-style-type: none"> • Develop model needs assessment process for supportive housing. • Think it through: don't be afraid to hire experts, no leading questions, listen, consider who should ask, think about time, e.g. after election. • Look at existing sources. • Survey. • Focus groups. • Interviews.
<p>Address specific issues:</p> <ul style="list-style-type: none"> • Paying rent – financial management training. • Keep family together --- social service caseworker to assist family. • Tax issues –tax preparation services. • Grant writer to increase services. 	<ul style="list-style-type: none"> • Funding complexities. • Capital needed to construct. • Nuances of operations subsidies. • Services funding. • No cookie cutter approach each community is different no one size fits all. 	<p>Create Tribal perspective among outside funders.</p>
<p>Basic needs:</p> <ul style="list-style-type: none"> • Needs assessment --- identifying what to tackle (needs). • Tribal Council & Board of Commissioners education and then subsequent support. • Outreach to community. • Empower community to help address needs. 	<p>Finding funders, locate the resources.</p>	<p>Improve capacity, assessing professional who have the experience.</p>

Track Two-Supportive Housing Options		
Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
	Cultural competency of new funders, investors, states, counties, etc.	<ul style="list-style-type: none"> • Provide orientation/getting across to outside agencies where we're going. • Start early in project planning. • Get realistic budgets: Capital/operation/service. • Create checklist for needs required to develop projects. • Clearinghouse for supportive housing funders. • What each state is doing.
	Urban/rural divide, supporting both, taking care of people where they live.	
	Cost of things.	

Track Three-Leveraging and Financing for Infrastructure, Housing Community Facilities & Businesses

Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
Long range planning.	Political interference (Tribal politics).	Political Solutions <ul style="list-style-type: none"> • Information. • Numbers – validate. • Data – validate. • Establish Policies & Procedures. • Enforce grievance procedure. • Goal/expect political discussion. • Establish inter-departmental relationships to solve problems. • Execute Tribal resolution early in project. • Utilize 3rd party experts. • Just do it – stick to it. • Develop Options. • Proper planning: delegation & duties. • Personal Commitment. • Government Involvement. • Community Involvement. • Timing.

Track Three-Leveraging and Financing for Infrastructure, Housing Community Facilities & Businesses

Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
<p>Responding to needs.</p>	<p>Strategic Planning.</p>	<p>Holistic Approach: Seven Generation Planning</p> <ul style="list-style-type: none"> • 7 generations into the future/into the past. • Government structure. • Housing. • Economic development & job creation. • Health care. • Physical infrastructure. • Education. <p>Resources</p> <ul style="list-style-type: none"> • Leaders with vision. • Open Communication, brainstorm – all ideas ok. • Needs assessment/research • \$\$\$ - Prioritize by Tribe/manpower. <p>Bench</p> <ul style="list-style-type: none"> • Elders/Youth - include them. • Council. • Membership. <p>Tools</p> <ul style="list-style-type: none"> • Facilitator-inclusive. • Infrastructure/health/housing/business. • Tribal planner-planning committee. • Short/interim/long term goals/planning. • Mission statement of community.

Track Three-Leveraging and Financing for Infrastructure, Housing Community Facilities & Businesses

Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
<p>Communication and consultation:</p> <ul style="list-style-type: none"> -Consultation with leadership/community. 	<p>Economic instability (Jobs, opportunity).</p>	<p>Organization/Structure:</p> <ul style="list-style-type: none"> Educate Tribal members (return to community). Physical infrastructure (to support family). Requirements of strategic planning. Networking/economy/diversification. Leverage Sovereignty. Keep dollars rotating in the community. Keep people and resources in community. Buy Native. <p>Resource Challenges:</p> <ul style="list-style-type: none"> Location/people (build market case). Build Sound Support for Business - tax, legal, government, finance. <p>Resources:</p> <ul style="list-style-type: none"> Traditional ceremonies and gatherings. Community development corporations. Entrepreneurs. Government Resources -IHS, HUD, USDA, BIA, Home Corps, state housing groups.

Track Three-Leveraging and Financing for Infrastructure, Housing Community Facilities & Businesses

Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
Creativity.	Risk (Fear of the unknown).	Resources-Internal: <ul style="list-style-type: none"> • All staff/housing authority. • Tribal staff. • Community (at large). Resources-External: <ul style="list-style-type: none"> • State and Federal Agencies. • Consultants. • Internet. • Universities. • Other Tribal organizations. Who assists us?: <ul style="list-style-type: none"> • Tribal government. • Community. • Other departments. • HUD – NAHASDA. Tools: <ul style="list-style-type: none"> • Qualified staff. • Community meetings. • Partners.
Solutions: <ul style="list-style-type: none"> • How: • Who: 	Need for unity/networking.	<ul style="list-style-type: none"> • Hard to get information. • Need vehicle for shared information - newsletter, Clearinghouse, best practice list, resource list, internet site. • Organizations to gather & share information – national/regional. • Wealthy Tribes to build foundation or pay for information gathering. • Can't solve all problems with money.

Track Three-Leveraging and Financing for Infrastructure, Housing Community Facilities & Businesses

Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
Creating a replicable model.		
Utilization of programs.		
Networking, partnerships & teamwork. <ul style="list-style-type: none"> • -Investors, banks, state & Federal agencies. 		
Continuity of staff & capacity building within your organization. <ul style="list-style-type: none"> • - Stick to the task. • - Courage. 		

Track Four-Sustainability in Design, Development, Construction and Operations

Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
Vertical integration with energy efficient housing being key in community planning & development.	Design: <ul style="list-style-type: none"> • Education (lack of). • Appropriate affordable technology. • Low community knowledge base of sustainable benefits. • Current designs of homes needs to be rethought • (moisture control/mold; other design problems). 	Strategies that entail supporting infrastructure physical/institutional: Land use plans; support for green infrastructure.
Increase use of Green building products.	Development: <ul style="list-style-type: none"> • Appropriate land for development and site designs. • Site designs. • Cost concerns: Weigh front end costs against long term costs. • Technical issues: Retrofit opportunities for existing units. • Demographic costs: Forecast future needs. 	<ul style="list-style-type: none"> • Evaluate wants & needs. • Roads. • Buildings (existent and future). • Land use (potential/existing). • Demographic. • Adaptive re-use (existing properties).
General education—families and Tribal leadership in energy efficiency.	Construction: <ul style="list-style-type: none"> • Specification of codes for energy efficiency. • Knowledge of construction- detail processes. 	<ul style="list-style-type: none"> • Communicate/ Obtain Buy-in. • Chain of command (Tribal) –upgrade codes/communicate to green. • Various agencies (Elders/Vets/Youth Services/Medical).

Track Four-Sustainability in Design, Development, Construction and Operations

Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
	<ul style="list-style-type: none"> • cost cutting materials-offsets/savings • lack of infrastructure 	<ul style="list-style-type: none"> • Overall Tribal membership. • Tribal governments.
Project revitalization/weatherization projects.	<p>Management:</p> <ul style="list-style-type: none"> • Resident education –ongoing for green applications-scalability. • Size of project. • Review system & adjust. • Tribal and community relationships. • Maintenance of installed systems. 	<ul style="list-style-type: none"> • Money = Education = Knowledge. • Cost savings. • Energy efficiency. • What green means to the Tribal environment. • Green vs. conventional building /cost.
Landscaping and landscape management that support green building.	Need to rethink sitting & landscape to promote energy efficiencies.	Strategies that utilize models, prototypes, technologies & their applications.
<p>Up to date building codes focusing on energy efficiency.</p> <ul style="list-style-type: none"> • Setting Tribal standards. 	Need model codes, design, prototypes, product information, tax-benefits (states).	<ul style="list-style-type: none"> • Alternative building materials. • First cost vs. long term cost. • Cost/benefit analysis. • Comfort. • <u>Material Options:</u> • Flexcrete. • Straw bale. • Heating & cooling.
<p>Effective use of green wise.</p> <ul style="list-style-type: none"> - What is green (education). - How to use in a better way. 		<p>Regional Center: GLIHA & HUD.</p> <ul style="list-style-type: none"> • Provide use of above. • California building green in Indian Country Publication. • Costing guidelines. • Accessible for individuals.

Track Four-Sustainability in Design, Development, Construction and Operations		
Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
		Strategies that impact cost consideration.
		Funding: <ul style="list-style-type: none"> • Grants. • Tax credits. • Collective purchasing. • Vocational training. • Special incentive program.
		Education: <ul style="list-style-type: none"> • Learning curves. • Ongoing residential training. • Wind solar energy. • Implementation of hands on.
		Strategies based on education, information, Training & Professional Development. <ul style="list-style-type: none"> • Start with how we perceive ourselves. Market ourselves through education, communication, council, boards and groups. • Have trainings and forums on the different aspects and how it affects us and others. • Make planning & maintaining housing units more than a job. It's part of us and its importance as a whole to everyone. • Show the benefits of "greening the rez"

Track Four-Sustainability in Design, Development, Construction and Operations

Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
		<p>to our Tribal community and to everyone else.</p> <ul style="list-style-type: none">• Identify through meetings, handouts, radio, TV, schools and other groups, i.e.: construction, etc.

Track Five-Communications and Self-Determination in Housing: Examining the Nature of Changing Relationships between Tribes and the Public & Private Sector

Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
<p>Overcome our fear and build relationships with outside resources. Improvement of communication with all partners, internal/external.</p>	<p>Linking internal & external partners. Delivery capacity of Tribal leaders, BOC, staff and external resources.</p>	<ul style="list-style-type: none"> • Join regional, national organizations. • Share resources (don't reinvent the wheel). • Identify strengths/weaknesses. • Mentor with experts. • Develop and implement training. • Establish positive working relationship with partners, phone calls, meetings, dinners, retreats, emails, cultural events, recognition (i.e. send them our Tribal/housing newsletter). • Establish relationships with outside community leaders, i.e. mayors/legislators, provide ongoing updated information. • Housing Authority Day – informal gathering for housing members/Tribal leaders: Dunk tank, games, food, i.e. resources, AMERIND, Lenders. • Form boys & girls clubs. • Tutoring/afterschool programs. • Involve local police officers. • Meet with Tribal Council.

Track Five-Communications and Self-Determination in Housing: Examining the Nature of Changing Relationships between Tribes and the Public & Private Sector

Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
		<ul style="list-style-type: none"> • Involve Tribal Committees: child welfare, protective services, law enforcement. • Disseminate written notices. • Short term actions. • Make phone calls to lenders/financial institutions. • Call regional housing association members. • Set up meeting with Tribal Council, BOC and staff.
<p>Developing housing products that meet all our communities' needs while strengthening our communities.</p>	<p>Unrealistic expectations/financial literacy.</p>	<p>Assessment:</p> <ul style="list-style-type: none"> • Develop an assessment instrument. • Preparing tax returns for Tribal members. • Using an outreach worker to go to homes to get information. • Cross reference other resources, i.e. fuel assistance. • Hold community meetings. • Newsletters. • Outside agencies. • Waiting list. • Establish goal for housing tenants.

Track Five-Communications and Self-Determination in Housing: Examining the Nature of Changing Relationships between Tribes and the Public & Private Sector

Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
		<p>Short term actions:</p> <ul style="list-style-type: none"> • Assess current products/Tribal programs; i.e. commodities, boys/ & girls club, court system, energy assistance/fuel program. • Develop a strategic plan, a housing newsletter. • Communicate with community members to let them know who you are and what you do. <p>Long term actions:</p> <ul style="list-style-type: none"> • Develop a time line. • Develop and strengthen your products. • Hire a grant writer. • Seek ways to break up the super NOFA.
Explore land base options/explore new uses and or expanding.	Availability of land.	<p>Purchase land:</p> <ul style="list-style-type: none"> • Meet with Land Management Office or develop. • Utilize outside resources: Urban League, NAHASDA, CDBG, Tribal, RHED. • Review different housing plans. • Get on a mailing list that has foreclosed homes: state, HUD, FHA, USDA, Fannie Mae, large financial institutions. Develop one stop shop for housing needs, land

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		<p>and infrastructure.</p> <ul style="list-style-type: none"> • Developing sub-divisions: site assessment survey and site plan. • Hold community meetings. • Post alterations/improvements; Tribal newspaper. • Private/Tribal enterprises. • Tribal/State Historical Preservation Officer. • Different type of housing/price ranges needed; housing co-op, duplex, condos, town houses, multi-family, single family, home repairs/ improvements/ elderly/supportive housing. • Develop policies to serve Tribal members need. • Setting standards: New construction, rehabilitation. • Evaluating and updating information plan: both group & 1 to 1 with Council & Financial • Develop & implement financial, housing, credit & mortgage finance.

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Creating the Vision & Sharing Success	Identifying Barriers & Impediments	Strategies and Action Plans
		Short term actions: <ul style="list-style-type: none"> • Evaluate Tribal assets in terms of land. • Get a copy of Title Status Report for all Tribal land. Long term action: <ul style="list-style-type: none"> • Update TSR for reservation area.
Learn how to access information on qualified census track when developing tax credit projects. Pay off is 30% increase in allocation amount.		Meeting with Tribal Leaders: <ul style="list-style-type: none"> • Communicate in person, phone, meetings, by letters & by internet with HUD, other Housing Authorities, NAIHC, Census Bureau, Fannie Mae. • Coordinate meetings with those agencies to aid and educate the Tribes establishing a qualified census track.