

Disclaimer

This document is a summary of participant discussions and presentations and does not represent the official policy or position of the U.S. Department of Urban Development (HUD).

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Executive Summary

Introduction

The Department of Housing and Urban Development (HUD), Office of Native American Programs, (ONAP) held seven Native Housing Needs Outreach Sessions (“Outreach Sessions”) from December 1, 2010 through March 24, 2011.

This was the first of seven facilitated regional sessions:

<i>Denver, Colorado</i>	<i>December 1-2, 2010</i>
<i>Reno, Nevada</i>	<i>December 14-15, 2010</i>
<i>Honolulu, Hawaii</i>	<i>January 12-13, 2011</i>
<i>Oklahoma City, Oklahoma</i>	<i>January 26-27, 2011</i>
<i>Hollywood, Florida</i>	<i>February 23-24, 2011</i>
<i>Seattle, Washington</i>	<i>March 2-3, 2011</i>
<i>Anchorage, Alaska</i>	<i>March 23-14, 2011</i>

The two day session encouraged an exchange of ideas leading to identification of key problem areas and barriers to affordable, sustainable housing in Indian Country, strategies for improvement and change, and identified tribal model approaches. ONAP’s goal for the outreach sessions was to expand the definition of housing need to the more encompassing concept of tribal need to create greater community and economic sustainability; thus creating greater opportunities for affordable housing as well as homeownership.

The session also served as an introduction of first steps to HUD’s Assessment of Native American, Alaska Native, and Native Hawaiian Housing Needs (“HUD Housing Needs Study”), and provided participants the opportunity to comment on the study’s survey design. Staff from HUD’s Office of Policy Development and Research (PD&R) presented an overview of the study and participated in a question and answer session about the study.

Outreach efforts for the session focused on tribal leaders, tribal housing authorities and other stakeholders including federal agencies, state agencies, private sector, and non-profit organizations.

Stakeholders were primarily from the Northern Plains (NPONAP) regional jurisdiction composed of the following states: Colorado, Montana, Nebraska, North Dakota, South Dakota, Utah, and Wyoming. A total of 132 attended the sessions: Housing Authority (47), Tribe (18), Government Agency (27), Non-Profit (11) Private Sector (19), Unknown (10). A list of attendees is located in Appendix B.

The Outreach Sessions were designed to maximize the amount of time participants had to discuss issues within a small group setting and provide feedback to a session facilitator. Five national topics and one optional regional topic were developed in cooperation with regional tribal housing associations. These formed the breakout sessions.

The breakout sessions for the Denver Outreach Session are:

- Choice in Housing Type and Design
- Sustainable Community Development and Infrastructure
- Community Wellness and Environmental Health
- Leveraging Funding and Finance
- Housing as an Engine of Economic Development
- Federal Indian Housing Funding

Each of the breakout sessions began with a presentation by guest presenter on some initiative related to that topic area. Then participants worked together to develop a profile of community and economic need for the breakout topic. This included: prioritizing the need, defining barriers to addressing the need, developing strategies to overcome barriers, and identifying resources and entities for implementation. On the afternoon of the second day, HUD facilitated breakout sessions to address the second goal of the outreach session, to get tribal feedback on the HUD Housing Needs Study.

Key Results from Breakout Session Discussions

Although the participants dealt with a disparate set of topics and problems their prioritizations indicate a number of key messages or themes. These included:

- Increased capacity building in a number of contexts. This would not only include training on program requirements, but also assistance in gaining access to resources. One example is educating tribally designated housing entities' (TDHEs) staff on effective leveraging strategies.
- Increased interaction/coordination with "border communities." This issue arises in a number of contexts, including the need to get local lenders to provide capital for tribes as well as better coordination between tribes and their neighboring communities on such issues as public safety, infrastructure and building codes.
- Enhanced coordination and leadership at the tribal level. There is a clear theme that tribal departments often do not effectively coordinate programs that could possibly work together along with the theme that tribal governments often do not engage in the mid- and long-range planning necessary to maximize programmatic success.
- Enhanced consistency in federal program requirements and application processes. With limited resources, learning about disparate requirements and grant application schedules can be difficult for tribes. In addition, in some cases, federal program requirements are duplicative and cause additional work for the tribes.

Key Recommendations for the HUD Housing Needs Study

After a preliminary introduction of the study by the facilitator, participants commented on the structure of the study as well as the design of the three different surveys that will be used in the current HUD Housing Needs Study. As a reference, participants were provided copies of the surveys used in the last Indian Housing study, conducted in 1996 and were asked to provide recommendations on the appropriateness, relevance and scope of the questions. Participants were encouraged to provide additional comments and recommendations on the survey design that more clearly identified need in the current environment.

Study Design and Outreach to Tribes

- To enhance tribal participation there needs to be comprehensive information efforts directed at tribes selected for the study sample. These efforts need to explain the objectives of the study and the importance of participation.
- Mechanisms need to be established to ensure tribal input at key steps in the project design process, especially regarding questionnaire development and sampling.
- At the tribal level there needs to be early “buy in” on the part of tribal leadership.
- The survey design needs to take into account the level of cultural and social diversity the researchers will encounter in Indian Country.
- The survey will need to take into account not only HUD-subsidized homes but homes privately owned and in areas adjacent to reservations.
- Employ tribal members as interviewers and provide household members with incentives.

Household Survey

- Add responses that indicate respondents have nowhere else to go for housing.
- Avoid vagueness in questions and responses.
- Need to have codes that take into account people who do not live on reservation.
- Need to have questions and response codes not covered in 1996 survey such as green building, homelessness, ADA accessibility, special housing needs (e.g., students), and environmental conditions such as flood plains , major fires, etc.

Housing Entity Staff

- Delete Section 8 of previous survey and questions relating to pre-Native American Housing Assistance and Self Determination Act of 1996 (NAHASDA) issues.
- There need to be questions about overcrowding and the condition of housing stock.
- There need to be questions about demographics of tribal population.
- Include questions about off-reservation housing choices.
- Include emphasis on homeless issues.
- Need to have questions about efficient energy technologies and green approaches.
- Add questions on the impact of NAHASDA since 1996.

Tribal Leader Survey

- Need questions on overcrowding.
- Need a question on the impact of NAHASDA since 1996.
- Need to have a question on the number of existing units and associated infrastructure.

Report Format

The following report: 1) provides additional detail on the structure and the topics discussed during the outreach session; 2) provides an analysis of common themes that cut across the two days of the session; 3) presents the key needs and action strategies developed by participants at the outreach session; 4) provides model activities as identified by participants; and 5) provides detailed comments on the HUD Housing Needs Study.

Introduction

Purpose

This document is the Proceedings Report of the December 1-2, 2010, Northern Plains Native American Housing Needs Assessment Outreach Session (“outreach session”). This was the first of seven facilitated regional outreach sessions to provide participants the opportunity to:

- **Tell the story of Indian Country.** Housing needs have broadened with emerging concerns about sustainability, healthy/green communities and housing’s role in economic and community development. Help create new baselines and definitions of housing needs for tribal communities.
- **Create strategies for action and change.** Work in structured, interactive breakout sessions with tribal representatives and public and private stakeholders on issues, barriers and actions to develop innovative approaches to sustainable communities and economies.
- **Learn about the Native American HUD Housing Needs Study mandated by Congress.** Have your input in the study assessment approach and structuring of questions. Hear how tribal communities can benefit from participating in such an important study.

This Session encouraged an exchange of ideas leading to identification of key problem areas and barriers to affordable, sustainable housing in Indian Country and, ultimately, recommendations for improvement and change.

Scope of the Report

This report focuses on highlights the results of participant discussions, ideas, and recommendations from plenary and breakout sessions. This document captures, in summary form, what participants said and recommended with respect to both their identification of housing needs and action strategies, as well as comments and recommendations relating to the HUD Policy Development and Research (PD&R) Assessment of Native American, Alaska Native, and Native Hawaiian Housing Needs Study (“HUD Housing Needs Study”).

Session Goals

1. To reach out to tribal leaders, tribal housing authorities and other key stakeholders to seek their input on housing needs and to generate a discussion on the impact housing development has on local communities and economies.
2. To engage tribal housing stakeholders, including federal agencies, private sector, non-profit, and state entities to examine barriers and develop action strategies needed to create affordable housing opportunities as well as sustainable communities and economies.

3. To discuss the Policy Development and Research (PD&R) Native American HUD Housing Needs Study and to solicit recommendations on the implementation of the study.
4. To provide a forum that generates a participatory environment to allow all Native American, Alaskan Native and Native Hawaiian housing stakeholders to offer their perspective of native housing needs.

Importance of the Session With Respect to the HUD Housing Needs Study

The purpose of the HUD Housing Needs Study is to meet the Congressional mandate for a study of the housing needs of Native Americans. In addition to examining housing needs, the study will examine overall population characteristics, geographic locations, and economic conditions of the population.

In this light, this session assisted in serving the following objectives:

- To inform participants about the scope and design of the study, the importance of community and individual participation, and the benefits of a new and accurate assessment of housing need.
- To review the study's outreach plan and to obtain stakeholder's advice on planning and implementing the study.
- To review and solicit feedback for survey questions, as well as identify what the stakeholders want to learn from the survey.
- To further improve and target the research design of the study.

Meeting Format

The meeting included five plenary sessions:

1. An introductory session that included an overview of the HUD Housing Needs Study and general session guidelines.
2. A presentation of key housing needs and priorities for all six Day One breakout sessions.
3. A Day Two kickoff session on common themes and Day Two "Road Map."
4. Presentation of action strategies for all six Day Two breakout sessions.
5. Closing session on workgroup presentations regarding the HUD Housing Needs Study and next steps in the outreach process.

Two-thirds of the two-day meeting was devoted to breakout sessions to maximize the opportunity for participant interaction and sharing of issues and solutions. These were organized into three building blocks:

1. Discussion of housing needs, issues, and barriers – including group identification of priority concerns from the menu of breakout topics.
2. Discussion of action strategies on housing needs.
3. Review of questions from previous Housing Needs Assessment Surveys and ideas to improve the survey design and questions.

Breakout Session Topics

The following chart provides a copy of the breakout session topics for the Outreach Session.

Northern Plains Breakout Sessions

Discussion Topic	Description	Subtopics
Choice in Housing Type and Design	Affordable housing design has changed over the past decade. This session will explore the development of a broad spectrum of housing choices to address community and family needs as well as cultural, climate and environmental considerations.	<ul style="list-style-type: none"> • Subsidized/Non-Subsidized rental units • Homeownership/Above income households • Independent living elderly housing • Supportive housing for the disabled, homeless, and elderly • Transitional housing • Housing size and design for singles, families, and extended families • Creative and sustainable site planning • Incorporating cultural principles in housing choices
Sustainable Community Development and Infrastructure	Thorough community planning, housing activities can be coordinated with community, economic and infrastructure development to achieve sustainable and vibrant communities. This session will explore the effective local approaches to sustainable community and housing development.	<ul style="list-style-type: none"> • Community land use policies and community planning • Community housing land trusts • Water, sewer, and sanitation • Transportation infrastructure and roads • Energy infrastructure • Community facilities (e.g., schools, community centers, etc.) • Rehabilitation and maintenance of existing structures • IT/Communication Infrastructure • Legal Infrastructure (e.g., building codes)
Community Wellness and Environmental Health	There is an emerging recognition that health, safety, and environmental issues are essential to sustaining communities. This session will discuss measures to enhance the health and safety of communities.	<ul style="list-style-type: none"> • Maintaining/recovering a safe, healthy, sustainable environment • Integrating “green” concepts into housing construction • Availability of adequate health and education facilities • Public safety concerns (police, fire protection, etc.) • Hazard protection (floods, forest fires, evacuation centers, emergency access and evacuation, etc.) • Protecting community natural and cultural resources • Mitigating interior and exterior air quality problems • Integrating cultural principles into community development
Leveraging Funding and Finance	Federal housing grants have not kept up with increasing costs and changing community needs. This session will discuss leveraging strategies to make the most of housing resources.	<ul style="list-style-type: none"> • Access to credit/capital • Financial Institutions and their role in the community • Facilitating/leveraging public and private financial resources • Reinvestment of financial resources in housing and community development • Building individual and community assets
Housing as an Engine of Economic Development	There is a strong connection between the housing and economic development. This session will focus on how housing programs can be an integral part of community economic development.	<ul style="list-style-type: none"> • Business development resources and financing • Creating economic development institutions within the community • Investing in human capital/capacity building • Developing a “business plan” approach for tribal economic development • Developing and supporting local businesses • Housing’s role in community development corporations • Housing as an economic development resource • Creating job opportunities for local residents
Federal Indian Housing Funding	Federal funding for Indian housing has contributed to community and economic development. This session will explore alternatives on how to add value to funding as well as expand resources.	<ul style="list-style-type: none"> • Matching the level of funding to the level of housing needs • Streamlining federal requirements • Increased accountability and efficiency in tribal housing programs • Distribution of funding based on need • U.S. treaty and trust responsibilities

Outreach Session Outcomes

This section provides a synthesis and analysis of common themes, action/strategies, and considerations regarding implementation of the national housing study. This section represents a compilation of the results of breakout topic discussions as derived from a combination of PowerPoint slides as well as detailed note-taker notes, and a compilation of written comments by participants on what they felt was most important regarding implementation of the HUD Housing Needs Study.

Outcomes are organized into the following subsections:

- **Crosscutting Themes** – This represents common or crosscutting themes from day one discussion.
- **Priority Needs by Topic** – A summary of priority needs by topic developed during the day one breakout sessions.
- **Actions/Strategies by Challenge/Issue** – A summary of the actions and strategies to challenges/issues as presented by participants.
- **Model Approaches/Success Stories** – Model approaches/success stories recognized by participants that could serve as examples to other Native communities.
- **Comments and Recommendations Regarding the HUD Housing Needs Study** – A summary of participant comments/questions on HUD Housing Needs Study outreach design and survey questions.

Crosscutting Themes

Listed below is a set of crosscutting themes that were discussed at the Outreach session. The lead facilitator observed these themes at both the breakout session discussions and the plenary session reports during day one. These themes were presented by the lead facilitator on the day two morning plenary session of the Northern Plains Needs Assessment Outreach session as follows:

1. **HUD Role in Funding Housing Assistance** – Tribes should not depend on HUD or ONAP as the single source of assistance for meeting Native housing needs. Tribes should access other sources of assistance and funding as well as develop both private and public partnerships.
2. **How to Attract and Manage Alternative Funding Sources** –Access to the other funding resources and partners requires extensive planning and careful attention to the various program requirements and deadlines.. One outstanding question is: how to make sure that other partners recognize the unique nature of Indian Country and capacity issues such as trying to meet all the different demands for program requirements and multiple applications.
3. **Importance of Looking Beyond Just Housing Development and Engaging in Community Planning** – To maximize the benefit to the community, tribes should look beyond just housing and coordinate housing development activities with other community needs and projects. Community planning can address such issues as infrastructure needs as well as look broadly with a vision of community and local sustainability.
4. **How to Address the Needs of Current Families and Planning for Families to Come Back to the Community** – In developing a community plan, tribes should look at the needs and preferences of specific populations. For example, tribal members who want to come back to the reservation, some of which may be above-income for NAHASDA housing; those with supportive housing needs; and housing for the elderly.
5. **Redefining Sustainability** – Sustainability needs to be recognized as multiple dimensions including comprehensive planning, political continuity, developing community appropriate designs, recognizing variations in community development needs and addressing related social needs.
6. **Capacity Building Requirements for Sustainability** – This ranges from building HUD/ONAP capacity in terms of both technical assistance and funding as well as tribal planning capacity and the capacity of partners and lending institutions to recognize tribes’ unique needs and circumstances. This is also especially relevant to small tribes who may not have the staff, the training, or the expertise to deal with a larger complex of partners, collaborators, and sources of financial assistance.

7. **Building Economic and Financial Capacity** – Capacity building also includes business and job growth within a tribal community and the need to provide individuals with training and mentoring, financial literacy training and job readiness for future jobs.
8. **Establishing a Baseline of Accountability** – As an undercurrent to all of these crosscutting themes, there is a need for formal measures of accountability both with HUD, other federal partners, and with tribes themselves. This accountability should be built into a new vision of sustainable communities. It also includes accountability for all tribal assets (beyond just housing) since accountability is also a function of community growth.

Priority Needs by Topic

Discussion Topic	Top Priorities
Choice in Housing Type and Design	<ul style="list-style-type: none"> • Affordable Rental Housing • Housing for Elderly and Disabled • Homeless and Transitional Housing • Homeownership Housing
Sustainable Community Development and Infrastructure	<ul style="list-style-type: none"> • Community Land Use Practices and Community Planning • Water, Sewer and Sanitation • Transportation Infrastructure and Roads
Community Wellness and Environmental Health	<ul style="list-style-type: none"> • Public Safety Concerns • Maintaining/Sustaining Safe and Healthy Environment
Leveraging Funding and Finance	<ul style="list-style-type: none"> • Access to credit/capital • Financial Institutions • Leveraging public/private financial resources • Building individual and community assets
Housing as an Engine of Economic Development	<ul style="list-style-type: none"> • Human Capital/Capacity Building • Developing a “business plan” approach for Tribal economic development • Developing and supporting local businesses
Federal Indian Housing Funding	<ul style="list-style-type: none"> • Distribution • Matching

Priority Needs and Action Strategies as Identified by Participants

This consolidates the breakout topic PowerPoint presentations prepared by Session participants into key issues or challenges and the actions and/or strategies proposed to resolve the issue/challenge. Copies of the actual presentations were sent to participants shortly after completion of the Southern Plains Outreach session and may be obtained by contacting Randy Akers, Administrator, HUD Northern Plains Office of Native American Programs, Denver, Colorado 80202, (303) 672-5160, randall.r.akers@hud.gov.

Priority Needs by Breakout Session	
Discussion Topic	Top Priorities
Choice in Housing Type and Design	<ul style="list-style-type: none"> • Affordable Rental Housing • Housing for Elderly and Disabled • Homeless and Transitional Housing • Homeownership Housing
Sustainable Community Development and Infrastructure	<ul style="list-style-type: none"> • Community Land Use Practices and Community Planning • Water, Sewer and Sanitation • Transportation Infrastructure and Roads
Community Wellness and Environmental Health	<ul style="list-style-type: none"> • Public Safety Concerns • Maintaining/Sustaining Safe and Healthy Environment
Leveraging Funding and Finance	<ul style="list-style-type: none"> • Access to credit/capital • Financial Institutions • Leveraging public/private financial resources • Building individual and community assets
Housing as an Engine of Economic Development	<ul style="list-style-type: none"> • Human Capital/Capacity Building • Developing a “business plan” approach for Tribal economic development • Developing and supporting local businesses
Federal Indian Housing Funding	<ul style="list-style-type: none"> • Distribution • Matching

Action Strategies by Need by Challenge Issue

Topic 1: Choice in Housing Type and Design

Affordable housing design has changed over the past decade. This session explores the development of a broad spectrum of housing choices to address community and family needs as well as cultural, climate, and environmental considerations.

Priority Need: Affordable Rental Housing	
<i>Challenge/Issue</i>	<i>Actions/Strategies</i>
Funding	<ul style="list-style-type: none">• Since NAHASDA grant covers both capital and operations, need to separate to allow separate funding streams; need to permit increases in operating funds.• Perform a capital needs study for Indian housing, ideally driven by tribal communities; take money from the study and use it for negotiated rule making to have a tribal study.

Topic 2: Sustainable Community Development and Infrastructure

Through community planning, housing activities can be coordinated with community, economic, and infrastructure development to achieve sustainable and vibrant communities. This session explores the effective local approaches to sustainable community and housing development.

Priority Need: Community Land Use Practices and Community Planning	
Challenge/Issue	Actions/Strategies
More zoning and planning capability	<ul style="list-style-type: none"> • Need to get clarity on the baseline by including specific questions about existing planning resources. • Creating expertise and capacity for planning offices and for Planning/Zoning Commission: <ul style="list-style-type: none"> ○ Model formats from smaller cities re: membership, terms, relationship with Council. ○ Create job descriptions to guide increase in capacity. • Funding for growth or existence: <ul style="list-style-type: none"> ○ TERO (Tribal Employee Rights Office) fees. ○ Include planning element in all grants. ○ Indirect cost rates.
Control Issues/treaty/trust responsibilities related to private firms	<ul style="list-style-type: none"> • More education and outreach to lessen risk concerns of private firms: <ul style="list-style-type: none"> ○ On-line case law. ○ Lists of practicing attorneys. • Structural setting of the Tribal Court: <ul style="list-style-type: none"> ○ Separate from Tribal Council. ○ Be connected to an appellate system. ○ Be ready. ○ Have “templates” for using ADR, binding arbitration.
Better coordination to leverage resources	<ul style="list-style-type: none"> • Meeting with President Obama on December 16: <ul style="list-style-type: none"> ○ Protection of funding. ○ Executive Order on transparency and coordination. • Other Federal resources: <ul style="list-style-type: none"> ○ Clearinghouse at the Federal level (many do not know who else is out there). ○ Reinvigorate CODETALK. ○ Designating ONAP-like offices at all relevant Federal departments (or at least tribal contacts). • At local area: <ul style="list-style-type: none"> ○ Enhance tribal finance offices. ○ Annual Tribal Leaders Summit by region.

Priority Need: Water, Sewer and Sanitation	
Challenge/Issue	Actions/Strategies
Improve water conservation	<ul style="list-style-type: none"> • Baseline data needs: <ul style="list-style-type: none"> ○ What is in the aquifer? ○ Water meters (even when not for pricing.) • Pricing Options: <ul style="list-style-type: none"> ○ Tiered rate structure. • Outreach and Education: <ul style="list-style-type: none"> ○ Target children for education. ○ Utilize existing outreach networks (youth clubs and camps, radio stations.) • Looking at green technologies in new homes and capital investments. • Lead by example.
More resources for Operation and Maintenance (O&M) of water and sewer systems	<ul style="list-style-type: none"> • Need to create economy to create tax base (which is how non-tribal entities fund Operation & Maintenance.) • Grey water options. • Pricing of utilities. • Creation of utility authority (opens low-cost loan options.) • Federal “protection of the investment” <ul style="list-style-type: none"> ○ Problems with Sanitation Deficiency System (SDS) priority list (simply not enough funding for anything but crises.)

Topic 3: Community Wellness and Environmental Health

There is an emerging recognition that health, safety, and environmental issues are essential to sustaining communities. This session discusses measures to enhance the health and safety of communities.

Priority Need: Public Safety Concerns	
Challenge/Issue	Actions/Strategies
Police protection	<ul style="list-style-type: none"> • Downsize staff. • Pay cuts to get more officers. • Suspend the charter for 15-60 minutes. • Revamp pay scale. • Get audit current – resolve findings. • U.S. government – trust responsibility to adequately fund. • Clarify the new jurisdictional legislation and increase training. • Assign District Attorney.
Court system	<ul style="list-style-type: none"> • Access resources to training related to Tribal Law & Order Act of 2010; understand jurisdictional changes, new funding. • Tribes to implement/enforce separation of powers to overcome political interference. • Lay advocate program – make more user friendly. • Restorative Justice (traditional tribal alternative dispute resolution process.) • Revision of Tribal Code to make eviction easier. • HUD/others to carry out foreclosure duties.
Housing authorities	<ul style="list-style-type: none"> • Tribes to communicate more effectively to eliminate duplication of services (i.e., utility assistance from three different groups.) • Highway safety. • Indian Affairs to refund Drug Elimination program (reauthorized and appropriated.) • Tribe to support Housing Authority evictions and leases/regulations. • Intervention programs prior to eviction. • Leadership that demonstrates accountability. • Depoliticize Board and ensure Board doesn't actively manage the Housing Program.
Housing issues	<ul style="list-style-type: none"> • Increase in federal funding. • Tribes to actively lobby – Coalition for Indian Housing. • Demonstrate proper spending of funds for housing. • Pursuit of funding of non-federal funding. • Federal funding to be directed to tribes with the greatest housing need. • Use this study and other things to document need for housing.
Accountability	<ul style="list-style-type: none"> • Grassroots campaign to reinstitute personal accountability. • Leadership that demonstrates accountability.

Fear	<ul style="list-style-type: none"> • More visible police (see Police Protection.) • Neighborhood Watch. • Following spirituality and traditional ceremonies.
Social issues	<ul style="list-style-type: none"> • Summit with new tribal administration, public safety, courts, tribes/housing authority, etc., to identify breakdowns. • Safe housing/transitional housing for youth coming out of foster care. • Presenting healthy alternatives. • Federally qualified health centers.
Priority Need: Maintaining/Sustaining Safe and Healthy Environment	
<i>Challenge/Issue</i>	<i>Actions/Strategies</i>
Sustainability	<ul style="list-style-type: none"> • Keep at it! Don't give up when pursuing resources. • Plant the seed • Develop longer range plan with priorities – tribal governments need to follow through • Political continuity – develop plans of action for new administrations coming in • Funding continuity – utilize multi-year grants • Federal government to better hone federal trust responsibility – tailoring funding processes to make more tribal friendly

Topic 4: Leveraging Funding and Financing

Federal housing grants have not kept up with increasing costs and changing community needs. This session discusses leveraging strategies to make the most of housing resources.

Priority Need: Access to Credit/Capital	
Challenge/Issue	Actions/Strategies
Encouraging lenders to work in Indian Country	<ul style="list-style-type: none"> Relationship building – Work with Community Reinvestment Act (CRA) officers to help TDHEs build partnerships and produce training resources (webinar, publication, etc.) on “CRA in Indian Country” to educate tribal leaders on how to approach banks. Federal Agency Coordination – Encourage Federal agencies who lend in Indian Country to coordinate outreach/training. Educate investors that Indian Country loans are high performing and not high risk, look for ways to separate federal loans to make them more attractive to investors, educate Congress and local banks about problems with secondary market. Encourage creation of Native credit unions, branches on reservations, Native Community Development Financial Institutions Funds (CDFIs.) Ensure ONAP has adequate staff to deploy appropriate guarantee funds for Section 184 of the Indian Housing Loan Guarantee Program.
Priority Need: Leveraging Public/Private Financial Resources	
Challenge/Issue	Actions/Strategies
Making TDHEs aware of financing programs that work	<ul style="list-style-type: none"> Produce best practices of Native housing finance deals, database of TDHE projects, “Developer Workshop” training series (webinar, regional trainings, national conference workshops, etc.) Produce catalog of financing sources and eligibility.
Build capacity of TDHEs to manage leveraged deals	<ul style="list-style-type: none"> Develop training to build capacity of TDHEs to manage leveraged deals, compile best practices for compliance and how to institutionalize deal management, promote continuity when staff leaves, and educate residents on compliance issues. Initiate interagency effort to streamline federal applications and to engage and cooperate with each other.
How to make homeownership more accessible and less intimidating	<ul style="list-style-type: none"> Encourage TDHEs to dedicate staff to long-term homeownership strategies, e.g., rent to own models, homeowners associations that help with maintenance, etc. Design “Introduction to homeownership” course for potential homebuyers to address concerns like insurance, maintenance and credit and the differences between low-rent units and homeownership, including benefits and responsibilities of homeownership, e.g., equity, property tax, foreclosure.

Priority Need: Building Individual and Community Assets	
<i>Challenge/Issue</i>	<i>Actions/Strategies</i>
How to promote individual and community asset building	<ul style="list-style-type: none"> • Promote financial education in schools and at all levels. • ONAP should host a Native financial education summit for housing authority staff. • Educate tribes about how to do a community assessment to identify community assets to stimulate future planned growth. • Encourage Tribes to participate in neighboring and other local organizations to improve the Tribe’s position/standing in the greater community, e.g., chamber of commerce, and recognize that this is a community asset. • Educate Tribes about financial products to expand community assets and economic development, e.g., LIHTCs (Low Income Housing Tax Credits), land trusts, New Market Tax Credits, financing bonds.

Topic 5: Housing as an Engine of Economic Development

There is a strong connection between the housing and economic development. This session focuses on how housing programs can be an integral part of community economic development.

Priority Need: Human Capital/Capacity Building	
Challenge/Issue	Actions/Strategies
Program training	<ul style="list-style-type: none"> • Contact National American Indian Housing Council to have them provide training for the Low Income Housing Tax Credit Program. • Conduct program trainings and certification training opportunities. • Conduct training in grant programs and loan programs.
Outreach	<ul style="list-style-type: none"> • Share successes by developing database with United Native American Housing Association (UNAHA)/Tribal group websites. • Develop training and job shadowing program for youth within Housing Authority.
Partners for certifications	<ul style="list-style-type: none"> • Develop courses for certification programs in partnership with local colleges and other appropriate entities.
Retention	<ul style="list-style-type: none"> • Develop service agreement process within personnel policies to allow housing authority to pay for employee education opportunities.
Reach Out to Youth	<ul style="list-style-type: none"> • Conduct training for youth and adults on financial literacy.
Priority Need: Developing a “Business Plan” Approach for Tribal Economic Development	
Challenge/Issue	Actions/Strategies
Buy in by Tribal Council	<ul style="list-style-type: none"> • Identify priorities, survey community, analyze resources taking into account cultural considerations and develop a mission statement.
Access to successful plans and resources	<ul style="list-style-type: none"> • Find and hire an expert to assist in the process and development of a tribal business plan.
Tribal governance issues	<ul style="list-style-type: none"> • Tribal Council needs to review the business plan with the governance issues in mind and modify plan or governance documents as necessary.

Priority Need: Developing and Supporting Local Businesses	
<i>Challenge/Issue</i>	<i>Actions/Strategies</i>
Lack of business plan	<ul style="list-style-type: none"> • Tribe needs to update the Comprehensive Economic Development Strategy (CEDs) and Economic Development Plan and the outreach to the community members to encourage the development of appropriate small business.
Agency education support	<ul style="list-style-type: none"> • Identify and support business development courses from the local college, Small Business Association, Bureau of Indian Affairs or U.S. Department of Agriculture.
May need to modify governance documents	<ul style="list-style-type: none"> • Establish a business development environment. • Establish a business development corporation. • Develop land for lease and encourage building construction to house small businesses.

Topic 6: Federal Indian Housing Funding

Federal funding for Indian housing has contributed to community and economic development.

This session will explore alternatives on how to add value to funding as well as expand resources.

Priority Need: Distribution	
Challenge/Issue	Actions/Strategy
Unexpended funds can endanger the level of funding	<ul style="list-style-type: none"> • Identify and redistribute all program unexpended funds to those tribes with the greatest need who can and will use the funds so the funds stay in housing in Indian Country and are not returned to Treasury. • Lobby for statutory change/amendment to determine how long funds should be available. • Ask for a moratorium on recapturing any NAHASDA funding or decrease funding to those tribes that have unexpended funds. • Regional coordination to develop legislative position. • Assist tribes that have unexpended funds to gain administrative capacity. • Tribes combine resources. • HQ ONAP share info about unexpended funds to tribes.
Poverty conditions are not the primary or most weighted factor in distributing funds to meet housing needs	<ul style="list-style-type: none"> • Change legislative language to change formula to strengthen negotiated rulemaking. • Poverty will be the primary factor for distributing funds.

Model Approaches/Success Stories

During the second day breakout sessions on action strategies, participants identified model approaches or success stories relating to a challenge/issue. These are compiled below by breakout session topic. Because of time limitations, not all breakout topics have model approaches.

Topic 2: Sustainable Community Development and Infrastructure	
<i>Challenge/Issue</i>	<i>Model Approach/Success Stories</i>
More Zoning and Planning Capability	<ul style="list-style-type: none"> • Spirit Lake example of working with local colleges. • DOE program working with graduate schools for “case studies”/specific needs.
Control issues/treaty/trust responsibilities related to private firms	<ul style="list-style-type: none"> • Turtle Mountain would make an excellent case study in what works.
Improve water conservation	<ul style="list-style-type: none"> • Rosebud Reservation repair program with Bureau of Reclamation and COE.
More resources for O&M of water and sewer systems	<ul style="list-style-type: none"> • Budweiser facility used their waste water to water farmland. Reusing what they have. Extension services on how to utilize waste water.

Topic 3: Community Wellness and Environmental Health	
Challenge/Issue	Model Approach/Success Stories
Court System	<ul style="list-style-type: none"> • Southern Ute has model of court system/separation of powers. • Navajo Tribe Restorative Justice Program.
Public Safety: Housing Authorities	<ul style="list-style-type: none"> • Crime Watch Programs – Yankton Housing utilizes a security force network with the Bureau of Indian Affairs to provide crime prevention and safety services. • Turtle Mountain grants for transitional housing/supportive services for people coming out of dependency rehab. • Oglala Sioux Housing Authority separate from Board – Council rewrote charter.
Public Safety: Fear	<ul style="list-style-type: none"> • Salish & Kootenai – Office in Residence Program; housing a police officer.
Social Issues	<ul style="list-style-type: none"> • Pine Ridge – Tribal Youth Development Program - \$1M grant for 3 years from Youthbuild – Housing Authority, College, non-profit. • Youth Development Program – private sector Mac Hall. • Tribal college carpentry program building housing. Montana State Native American Housing TA Institute provides training to students. • Students at the United Tribes Technical College in Bismarck built a log cabin on the campus. • Blackfeet have a program where students learn carpentry skills. The Blackfeet also partner with the State of Montana in its Manpower program. • Stone Child College (Rocky Boys Reservation in Montana) offers a 2 year degree in Building Trades/Maintenance. • Coeur d’Alene and Benefits have Wellness Centers – youth, adult and intervention services.
Sustainability	<ul style="list-style-type: none"> • Salish & Kootenai – model of continuity and trust through following policies, confidence and support of other groups within the Tribe to follow policies/ procedures.

Topic 4: Leveraging Funding and Finance	
Challenge/Issue	Model Approach/Success Stories
Encouraging Lenders to work in Indian Country	<ul style="list-style-type: none"> • Four Band CDFI at Cheyenne River, LCO Credit Union, Hopi Credit Union.
Making TDHEs aware of financing programs that work	<ul style="list-style-type: none"> • Salt River, Northwestern Shoshone, Senator Enzi's Office spreadsheet, State of Colorado "Developer's Workshop", State of Montana streamlined grant application for state funds.
Build capacity of TDHEs to manage leveraged deals	<ul style="list-style-type: none"> • RCAC training program to help manage compliance, RCAP, National Rural Water.
How to promote individual and community asset building	<ul style="list-style-type: none"> • Operation Hope, Santee Sioux resident program. • ONAP slide show on homeownership vs. rental units, VA loan success stories, individuals refinancing mortgages through ONAP's 184 program, Federal Home Loan Bank Affordable Housing Program.

Comments and Recommendations Regarding the HUD Housing Needs Study

Overview

On the afternoon of the second day participants reconvened into their breakout groups to review questions from the 1996 Assessment of American Indian Housing Needs and Programs Final Report. Participants were provided copies of the Executive Summary from the 1996 Report, the complete household survey instrument, as well as surveys of Indian Housing Authorities (IHAs), tribal housing staff and tribal leaders.

Organization of Summary

Since each breakout group used the same format for discussion, this summary compiles results from two breakout groups according to the following categories:

1. General Survey Comments
2. Survey Outreach
3. Household Survey
4. Housing Entity Survey
5. TDHE Staff Survey
6. Tribal Leader Survey
7. The Most Important Thing to Keep in Mind About the HUD Housing Needs Study

This summary compiles participant discussions that were captured by the breakout facilitators on flipcharts as well as notes from meeting note takers.

General Survey Comments

- Have each organization, United Native American Housing Association, etc., go through it and redo it. Compile all nine regions, put questions together and have about a third of this document. Regions have to develop; not the staff in D.C.
- This survey doesn't suggest questions about members of household.
- Build off lessons learned from the last survey.
- Tribes still have the problems but they are escalating; need questions to address this.
- If the need is escalating, is there a need to keep a certain percentage of the questions from 1996 to compare to now. Not sure if some of these questions to household member. Need to show statistical difference.
- Who cares what happen in 1996? It is not relevant to the needs today. Perhaps they should be filled out but by tribes, not housing authority.
- Tribe should develop these questions. Then put the need into them.
- We have more people who have brought their own trailer homes than used HUD homes; never had numbers before so it would be important to capture.
- Next session, make apparent in the beginning... facilitator can say, take a look at 1996, so tribes can look at and give feedback. Tribes attending can take back and ask what other questions do you see in there?
- Nice to have more tribal leaders at these sessions.
- TDHEs will have a phone survey held (almost all) but a visit will not happen.
- Still concern regarding Reservation members and "urban" tribal members.
- The survey sample should have an adequate representation of tribes with high poverty levels.
- The surveys needs to take into account cultural differences related to different communities such as isolated communities and a variety of cultures across tribes. One approach may not fit all.
- The research design should be built on successful approaches developed by the Census Bureau and local tribal liaison census teams.
- Ask every TDHE how many units they need.

- If you want a good survey, HUD needs to send people who the tribal leaders can relate and connect with. If non-Indian, they are not going to answer the way you want them to.

Survey Outreach

- Concern people do not feel there is any benefit to them when they fill out survey. Maybe a newsletter to participants would help?
- Maybe a local/tribal member asking questions is a way to assure people.
- Don't know if we have a tribal work group for this. Assemble a tribal group to work with HUD, and contractor to design and implement this.
- How to publicize will depend on the areas. Radio station in Arizona, in the morning do programs in the community. That might be one way to encourage participation.
- Go to IHS facilities where people have to wait.
- Outreach to churches.
- Offer survey participants incentives (i.e., gift cards.)
- The research team should consider using incentives to increase the response rate.
- As part of the outreach process the research team should include an information strategy: radio, youth clubs, churches, etc. stressing the importance of the survey.
- How to get participants? Have introduction parties before actual survey.
- How to encourage participation: newsletters, radio – local stations, word of mouth, peer pressure, posters.
- \$20 incentive was enough – group agreed this would get results.
- 1996 had a 30 percent response rate. Research all Ideas on how to increase the number.
- Don't know the time line last time. Timing issue, delivery of it, that is the big issue. Best collected by local people.
- Have someone local occupancy the person or give the survey.
- Time of day taking the survey is important, especially when to contact people.
- Be respectful of time. Information from other sources, make that effort to not ask the home owner.
- Consult with Census Bureau.

- Engage a council of tribal representatives involved in all research design phases including sampling.
- For tribes that are in the sample, have tribal officials be involved early on in the process at the community level.
- Surveys of high level and housing authority officials – surveys should be distributed well in advance so that they collect the needed level of data.
- Consult tribal representative before scheduling household interview dates to avoid conflict.
- Make sure all community know that all responses will remain confidential – will not be released at the community level.

Household Survey

Troubling Questions from the '96 Survey

- Page 16, Question 6 – May want to add option for not enough housing or no housing available on the Reservation.
 - 6. “Now I’m going to list some reasons people may have for living outside the [reservation/trust land] area. How big an advantage do you consider each to be?”
- Discussion related to the questions regarding “holes in the floor.” Should these be on the staff survey?
 - Page 3, under “Interior Condition,” item 8. “Visible holes in the floor”
- Page 12, Questions 5 and 6 of the household survey as examples of vagueness of survey questions.
 - 5. “If planning to sell: I’m going to list some reason people give for selling their homes. How important is each likely to be for you?”
 - 6. “If not planning to sell: I’m going to list some reasons people give for staying ion their homes. How important is each to you?”
- Page 15, Question 4 – How does that relate to Indian housing on the reservation?
 - 4. “Complete table with respondent: Which of your immediate family members live outside of the (reservation/tribal lands)? (Record relationship to R, not names.) (a) Relation to respondent, (b) Where do they live, (c) Do they have plans to return.
- Page 15, Question 1 – Can’t answer for someone that lives off of the reservation.
 - 1. Do you consider Indians who live outside the boundaries of this (reservation/trust land) area to be active members of the tribal community?
- Page 16, Question 5 – There’s no code for “nowhere else to go.”
 - 5. “I’m going to list some reasons people may have for living on this (reservation/trust land) area. How important are these reasons to you?”
- Page 12, Question 8 under barriers – Need a response “don’t know where to go in my community.” Also, wording is bad. Suggest “What is preventing you from owning your own home?” Let them answer; don’t put words in their mouth.
 - 8. “I’m going to list some barriers that prevent people from buying their own home. How much of a problem has each of them been for you?”
- Page 5, Question 6 – Insert “sewage” for “solid waste.”
 - 6. “What type of solid waste disposal is used for this unit?”
- Eliminate Question 12 on page 24. It’s an established fact.
 - 12. “In your opinion, does the federal government have an obligation to provide housing to all Native Americans free or at very low cost?”

Areas/Domains

- Items I, J, and K are not correct domains. Not an assessment of the programs, only an assessment of the housing need. Attitudes on IHA/Tribal/Other Housing (I, J, K) appear to be outside the Congressional mandate and ONAP direction for the new survey.
 - I. Attitudes toward IHA Housing.
 - J. Attitudes toward Tribal Housing Programs.
 - K. Opinions about Other Housing Programs.
- For Item C, what if people are not in a house or an apartment?
 - C. Perceived Housing Quality and Problems.
- Item D, Housing Preferences domain: scattered and clustered housing? Detached and attached housing?
- Add domains:
 - Use of green building and energy efficient design.
 - Source of energy.
 - Impact on dynamics of residents living on/off reservation.
 - Use of locally available materials.
 - Housing as a source of economic/business development.
 - Education/vocational training.
 - Tribal college student housing.
 - Many tribal colleges do not have student housing.
 - Tracking funding.
 - Source of other assistance.
 - Enhancing quality of life.
 - Accessibility.
 - ADA and other standards (fire alarms.)
 - Capacity building.
 - Are these considerations in (a) NC, (b) remodeling.
 - Community planning.
 - Impact on communities affected by environmental changes.
 - Greater flooding.
 - Drought.
 - Fire – forest and wildfires.
 - Major storm damage due to tornados.
 - Management & Administrative Issues – Add to domain, “capacity of TDHEs housing authority staff; aging workforce; need for training/development skills.”

Housing Entity Survey

- Section 8 – Not really significant in this region; only a few tribes had Section 8 prior to NAHASDA.
- Questions to ask:
 - Ask a question about whether a family is making payments on the home.
 - Ask a question about barriers to moving to the reservation?
- Questions are pretty good. Need to leave room for comments. Questions need to be simple, to the point, with a place to add comments.
- Ask “Do you have planning office?”
- Homelessness:
 - I think there is a different perception about homelessness. A lot of people think it is when a person is out living in the street. For me I think overcrowding is homelessness. They need to differentiate between homelessness and overcrowding.
 - On Indian reservations very few homeless because people take them in. People will not let their relatives be homeless. Need Indian folks to structure the questions.
 - Turtle Mountain did a survey on homelessness, and the way they posed their question, they were able to capture the overcrowded issues. Maybe they can talk to Turtle Mountain folks who worked on the survey.
 - Ask the right question can determine the issue of overcrowded.
 - Data will be very important to capture. People are living outside in tents. If HUD isn't going to do anything about it, we need to know so we can.
- A question about over-crowding needed.
- Remove the question regarding the waiver of construction requirements.
- Survey questions should adequately cover infrastructure needs and related barriers.
- Survey should adequately address private market opportunities, leverage and public/private financing.
- Substitute a reference to special programs specific to the locality. Eliminate the reference to those programs that are no longer applicable.
- Attempt to identify unique needs based on situation of the tribe or TDHE (land-based/non-land based, etc.)
- Other considerations include future community plans, length of existing waiting list, selection preference structure, unique client base (essential personnel) future population growth.
- Take into consideration status of units (age, condition, number of housing stock.)

- Take into consideration demographics such as low-income percentage.
- Should determine level of need for homeless shelters, emergency housing, transitional housing, housing for essential personnel, relocation units and impact of meth use (excess funds needed to clean up meth homes.)
- Need more emphasis on drug-elimination programs especially targeted to youth (community centers/playgrounds.)
- This survey is missing total number of units, even though it is a needs survey. There should be questions about the needs for an organization to do its job. The definition of homelessness is different within the tribal community than it is on the east coast. The interface between homelessness and overcrowding is a key issue on reservations. For the tribes, this is one of the most critical and important things they want to quantify and we have to be very culturally aware of how to quantify that.
- Nothing in this survey to collect success rates of conveyed units.

TDHE Staff Survey

- One thing that needs to be in all surveys, first question should be “Do you feel HUD accepted and met their tribal trust and responsibility?”
- Renewable energy and other types of energy use questions should be included.
- Comfort level in the home. Heating cost. What would you want the home to be like?
- Unclear what the non-type programs and tribal programs are and why they are separated. Seems like some better questions on this survey but then it raises questions on the level of housing. Is it on a foundation? Lots of housing has come from closed army and bases. Now becoming a dumping ground for mobile homes that were in the metropolitan areas. Some of the houses are full of mice and rats.
- The last two surveys don’t make sense anymore. Could use same questions in each one. Include questions about alternative energy, concrete foundations for the last two, and for all include questions about treaties and trust and responsibilities.
- Change title of survey to distinguish between TDHE and Tribe or Department of Tribe. Clarify.
- Questions are open to interpretation.
- Survey may be too lengthy.
- Need definition of homeless versus overcrowding.
- More quantifiable questions which will produce a more helpful end product.
- Design of home questions – room to expand.

Tribal Leader Survey

- They should be asking tribal people these questions instead of the tribal leaders.
- If you put this out to a lot of people, they will not read it. They are going to say, “Leave me alone”. Questions should not be too broad.
- Elected leaders are in line with the minds of the people who live in their community so they will not be able to answer the questions of why some don’t live in the community. Lack of housing is why.
- There should be a question that addresses overcrowding.
- Enlist someone who works with surveys full time to do this.
- Ask what three things you like and three things you don’t like about NAHASDA; strengths and weakness of program.
- You want truth and facts but it is a perception that you will get.
- Questions need to be more tribally driven. Need to ask tribal leaders what do you want out of the survey? How many homes do you have, do you have sanitation?
- If HUD wanted this information from the State of Colorado, would they go to governors or senators? Seems unrealistic if you expect correct information to go to housing directors.
- Someone has to step back and look at the tribe as end user of the data. Think hard if you are asking the right people for the right information.
- Felt some were too vague (e.g. question 2 – what is definition of homelessness?)
- Question on why families choose HUD housing not appropriate for leader? More a question for TDHE.
- Need to be more specific as to what they really are trying to get from the leaders.
- Some questions about the effects of the law. For example, what do the tribes think of NAHASDA?

The Most Important Thing to Keep in Mind about the HUD Housing Needs Study

At the end of Day Two discussion on survey questions and outreach, participants were asked to write down, individually, their response to the following question, “PD&R, as you move forward to implement this study, the most important thing to keep in mind is...” Listed below are the verbatim responses to that question grouped together by common themes.

Cultural Awareness and Sensitivity

1. To include tribal involvement, be culturally sensitive, be aware that there are several ways to approach the issues. Partnership is key!
2. Differences in cultures and to gather as much feedback as possible.
3. Cultural awareness.
4. The differences in the different reservation cultures and classes for your survey, and please ensure you get a well balanced class for survey response.
5. You are surveying tribal members with varying cultures, languages, and different understandings of what this survey is intended to accomplish. Please take these differences into account and be respectful to all.
6. Every community is unique and that means one-size-fits-all solutions are impossible to create.
7. Each and every tribe throughout the U.S. is unique in every aspect.
8. Be culturally sensitive and reward the participant with a small stipend or a thank you.
9. Taking into consideration the opinions of the tribal members who will be completing the survey. One main thing is what is a cultural “thing” like.

Be Sure to Include the Neediest

1. This effort is a needs study to determine funding needs per the NAHASDA. Emphasize needs to be placed on the needs of the most needy tribes and the most needy individual Native Americans. The Needs Survey must be placed in a format that demonstrates this!
2. Take all necessary steps to go out and conduct the survey with the neediest individuals that always get overlooked. They are the ones that have the greatest need.

Accuracy

1. The language that is used will be critical in getting appropriate and accurate feedback.
2. The importance to accurately reflect current needs of Native Americans living on reservations. There are many young people (18-25) wanting to have their own homes but no homes are available. Many of these children/young people live with their parents.
3. Providing accurate information.
4. Insuring that the data collected is as accurate a representation of current housing conditions as possible. Proper survey administration.

Keep the People in Mind

1. The people will suffer or prosper with what you provide so the future of a people is in your hands. Do what you need to do to fulfill dreams.
2. That this information is to help tribes to better provide housing services to their members. Keep in contact with them, report to them.
3. How useful the end result will be for the tribes. How will this data be used to benefit the tribe?
4. The Native families.
5. The poverty levels and look of housing in Indian Country.
6. That you fully appreciate the gravity of this Needs Assessment and the dire consequences of a survey that is not deemed a success. Eliminate third-world conditions in Indian Country.
7. Keep in mind the people you are serving!!
8. The Needs Assessment needs to be grass roots driven and the people's voices need to be heard!
9. Outcome can impact how funding is received in the future for our grandchildren's or great grandchildren's way of life and successes.

The Survey and Outreach

1. Know what pool of data you are trying to collect and ask closed ended questions that can be answered either by a range or multiple choice answer.
2. Ensure you obtain tribal input for survey questions and implementation by informing tribes at the beginning of the Outreach Sessions that their information is critical to the survey design and providing many opportunities afterward for tribes to comment.

3. To keep in mind:
 - a. Keep the interview format simple
 - b. Remind the person being interviewed that everything is confidential
4. Inform all the participants about all the ongoing process via e-mail, and to consider additional input from all Tribal Council Presidents or Chairmen in adding more additional information to complete this process.
5. Using the same sample form (for all tribes)?
6. The term TDHE is not being used correctly. A Tribally Designated Housing Entity is (usually) a Housing Authority that has been designated by the tribe to be the recipient of IHBG funds. A tribe is never a TDHE and many housing authorities are not TDHEs. The term “housing program” or something similar may be more appropriate.
7. Identify needs of housing. Those needs must be counted across the Nation using the same criteria.
8. Design a simple assessment process that can be replicated at the local tribal housing authority level so we can continue to capture/validate the housing needs of our families.
9. Insure that the response rate is high.
10. Not to worry how long it’s going to take to complete answer the best.
11. Marketing its value to tribes and tribal members, and following them by using results to change policy.

Miscellaneous

1. The tribe’s needs and data that supports those needs.
2. Tribes are sovereign nations and you need to work with them on a government-to-government basis fully honoring President Obama’s commitment to fully consult with them before taking actions that impacts them.