

Implementation Plan: To negotiate these formidable obstacles and challenges, THCDP aims to impart skills and knowledge specially tailored to correspond to local conditions that will allow recipient tribes to successfully plan and implement housing projects and programs singly or jointly in partnership with outside housing organizations and other established partners. Implementation of the project will be spread over a 36-month period in 3 distinct phases:

Phase 1: Capacity Needs Assessment: THCDP's first phase will begin with a capacity and technology training needs analysis of each tribe to identify common training areas, specific individual tribal housing needs, and prospective affordable housing applications to be supported. Data from this assessment will inform the content and organization of the Core Competencies training phase.

Phase 2: Training on Core Competencies: The second phase will consist of a series of joint/group classroom-style training sessions that will enable recipients to master basic Core Competencies in affordable housing and related technology. As part of this phase, CCRH will work closely with each recipient tribe to formulate a *Tribal Housing Strategy Plan* that will identify specific affordable housing applications that can be undertaken in conjunction with the training. Through the Core Competencies trainings, tribes will develop basic affordable housing skill sets and knowledge covering subjects such as housing finance programs, financial feasibility analysis, land evaluation, and the development process. Data collection and analysis central to housing needs assessments, market analysis, and program planning will constitute an important subset of basic skills training. In computer lab sessions, recipients will learn to use online housing resources and internet-based mapping technology designed for community users.

Phase 3: Housing and Community Development Applications: In the third and final phase, CCRH will provide customized training for each recipient as they begin implementation of their Housing Strategy Plan. Here, THCDP will guide recipients step-by-step through the initial phases of the planning and implementation of specific affordable housing applications, such as performing community needs assessments, housing market studies, feasibility analyses, and land acquisition. CCRH will also provide technical assistance in more advanced stages of project and program development. While group training and support will be utilized when feasible, training during this stage will focus more the delivery of customized, one-on-one support related to the specific application the recipient tribe is undertaking.

b. How Assistance will Improve Recipients' Capacity/Ability: As mentioned earlier, the principal aim of this project is to improve the capacity and skills of *key* tribal officers and staff to identify tribal housing needs, develop housing strategies to address those needs, and implement those plans. The emphasis will be on the application of acquired skills and knowledge on the part of the recipients. As such, the subject matter, organization, and delivery of training will be driven by tribal capacity deficiencies in relation to the: 1) external identified obstacles (geographical, topographical, infrastructural, institutional) to the acquisition, rehabilitation, and construction of housing; and 2) identified obstacles from lack of skills and knowledge, staff and organizational capacity to carry out housing and community development tasks.

Through THCDP, recipients will acquire the skills and knowledge to undertake a range of housing and housing-related applications independently, jointly with other tribes, or through the formation of partnerships with non-tribal organizations. Applications include:

- Conducting community needs assessments to identify housing assets and deficits.
- Utilizing community needs assessments to inform and develop a *Tribal Housing Strategy Plan*.
- Identifying developable land and evaluating sites to determine suitability for affordable housing.
- Preparing a preliminary financial feasibility analysis of a prospective housing project.
- Producing government and private funding applications for housing projects and programs.
- Implementing home ownership, rehabilitation and other housing assistance programs.

c. Overall Goal to be Accomplished: The overall goal of THCDP is to increase the capacity of tribal members to address their critical housing needs and contribute to tribal reconstitution and economic progress. This goal recognizes that housing needs will vary to some degree between individual tribes along a continuum. For some tribes, the greatest need will be for the rehabilitation of existing, owner-occupied housing that is substandard. For others, the greatest need may be the acquisition of undeveloped land or the development of existing land for housing for ownership or rent. Ultimately, THCDP seeks to transfer the skills and knowledge needed by tribes to address their needs independently and effectively.

d. Benchmarks for Measuring Effectiveness: Quantifiable benchmarks for measuring effectiveness in **Phase I** will be the completion of the community needs assessments. **Phase II** benchmarks will correspond to recipient completion of the core competency training regimen and production of *Tribal Housing Strategy Plans*. In **Phase III**, benchmarks will be linked to the recipients' utilization of knowledge and skills for implementation of their housing strategy plans in the course of performing specific applications. These benchmarks are summarized below:

1. Completion of tribal training and capacity needs assessments.
2. Development of individual *Tribal Housing Strategy Plans*.
3. Completion of the Core Competencies training regimen by all recipients.
4. Training and technical assistance for the implementation of at least one housing application by each recipient that could include, but is not limited to:
 - ❖ Housing market study.
 - ❖ Site control of a developable parcel with evaluation and feasibility analysis for housing.
 - ❖ Production of a predevelopment grant and loan application with customized maps.
 - ❖ Formation of a partnership with an established nonprofit developer or service provider.
 - ❖ Implementation of a housing assistance program for home purchase or rehabilitation.