

Acknowledgements

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NAIHC, founded in 1974, is a nonprofit organization that assists tribes and tribal housing agencies in reaching their goals of providing culturally relevant, decent, safe, sanitary, and affordable housing for Native people in Indian communities and Alaska Native villages.

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EXECUTIVE SUMMARY

Background

As an ongoing effort to enhance the management skills of tribally designated housing entities (TDHEs), the National American Indian Housing Council (NAIHC) agreed to conduct a Technical Assistance (TA) and Training Needs Assessment. The intent of this assessment is to determine TA/Training needs and where these services should be provided. NAIHC worked with tribes, TDHEs, Native American Housing Assistance and Self-Determination Act (NAHASDA) recipients, Native American housing program specialists, and others to obtain information for this study.

In 1995, NAIHC conducted an assessment/evaluation that revealed many TDHEs had a critical need for TA in order to deal with crises, or in severe cases, to function. TDHEs faced a number of challenges based on their geographic isolation, relationship with tribal governance, different cultures, and organizational structure. Many TDHEs were small, understaffed, or had high turnover. In addition, TDHE personnel must possess a wide range of knowledge, skills and abilities to work effectively with complex federal regulations and reporting requirements. Staff must also master the details of day-to-day management and property maintenance. They must communicate effectively with their tribal government and pursue opportunities to develop new housing.¹

Although the purpose of the current needs assessment was not to assess any changes from the 1995 assessment/evaluation, it is interesting to note that some of the earlier findings remain unchanged. Similar findings include: tribal relationships, staff turnover and the need for personnel to possess a wide range of knowledge, skills and abilities -- as many staff do the jobs of more than one person.

Overview

This study is broken into eight major sections, including: an executive summary, introduction, methodology, input analysis from telephone conferences and focus groups, analysis of Technical Assistance Specialists (TAS) Trainers and housing specialists' information, a conclusion, references, and appendices.

NAIHC held four focus groups with representatives from a total of approximately 20 housing entities.² Two focus groups were held at regional housing association meetings in Wisconsin and Oklahoma, and two focus groups were held at NAIHC's Annual Convention in California. This forum allowed participants to openly discuss their responses to talking points.

¹ McCauley, John A., Evaluation of National American Indian Housing Council Technical Assistance Program. September, 1995.

² There were 23 individual participants. Three participants were from the same housing authority. Their answers were combined to reflect one housing program; however, differences in their answers were noted.

In addition, approximately 39 telephone conferences were completed with TDHEs or other Native American housing equivalents.³ Tribes and villages were selected from the Indian Housing Block Grant (IHBG) recipients.⁴ The total number of IHBG recipients was equally divided into three groups: lower (\$25,000-\$128,853), middle (\$128,854-\$521,635) and upper (\$521,636+) thirds. For study purposes, these groups are re-termed small, medium and large tribes.⁵ A digital number was used to select potential participants from each of the groups and was distributed as equally as possible. Those that actually agreed to participate were mostly from the upper third portion of IHBG recipients. While some discussions resulted in distinct findings, it is important to consider total responses for each topic are relative to the number of participants in each group.

As recipients of TA/Training, these individuals provided useful information on such things as housing programs currently in use by TDHEs; staffing structure; U.S. Department of Housing and Urban Development (HUD) review findings; TA/Training needs and experiences; and specialized skills needed. Participants discussed whether it is important for the visiting TAS to be familiar with recipients' tribe or culture. Other topics discussed included: government programs, TDHE policies, and TA/Training methods. Participants expressed whether their TDHE could benefit from TA/Training. They also offered suggestions and recommendations on current and future TA/Training. Focus group and telephone conference responses were similar, therefore analysis was combined for these groups.

Eight TAS, training and Indian housing professionals participated in this study. These individuals shared information on the type of TA/Training being provided in Indian country. They discussed their perceptions of current TA/Training, including: successes, risks and barriers; feedback received from TA/Training recipients; lessons they've learned; and suggestions for future TA/Training.

A large amount of data was collected that did not necessarily fit into the text format. Therefore, a detailed appendix is provided at the end of the study that includes this information.

Major Findings and Recommendations

- Continue to provide on-site TA/Training. This is particularly important for policy development. Having on-site TA/Training allows the housing authority (HA) to focus specifically on their needs. This is particularly important for policy development. On-site visits are considered the most effective method (71%) of receiving TA/Training.

³ One participant in the focus groups and one participant from the telephone interviews were from umbrella housing authorities that represent more than one tribe. Each participant was counted as one entity.

⁴ Housing program information is readily available on tribes and villages receiving IHBG funds and they are easy to identify. There are a number of tribes and Alaska Native villages that do not receive IHBG funds, but they did not have information readily available on their housing programs, or they were not easily identified.

⁵ These groupings were created solely for this study and do not represent actual tribal populations.

- Expand TA/Training to look at a team approach and extend the length of on-site visits. A full 100% of participants stated that their organization, tribe or housing staff could benefit from TA/Training. Many requested extended on-site visits.
- More specialized and regional TA/Training is being requested and less national TA/Training. The regional training needs to be focused on the direction in which the housing authorities are going. There is a strong desire for this method of receiving and delivering TA.
- There is a strong need for cross-training, as a majority of employees typically have more job responsibilities than they were originally hired to do.

Other Findings and Recommendations

TA/Training Needs

- Training was primarily sought for Annual Performance Reports (APRs) (76%), Indian Housing Plans (IHPs) (75%), Federal Requirements (64%) and NAHASDA Essentials (64%).
- Training on Tribal Council Roles & Responsibilities under NAHASDA needs to continue. Sixty-six percent of participants stated that their entire Tribal Council needs TA/Training in this area. Twelve percent indicated that their Executive Director, Housing Manager, Board of Commissioners or Deputy Director need this training.
- There is a strong need for TA/Training on Conflict Resolution/Complaint & Grievance Process and Homebuyer Counseling. Sixty-four percent of participants identified employees that need TA/Training in both these areas. Forty-seven percent of participants indicated that their administrative personnel (primarily Resident Services Managers, Housing Managers and Occupancy Specialists) need this training.
- Continue TA/Training on the IHP. Sixty-one percent of participants indicated that one or more employees, Board of Commissioners (BOC) or tribal administration needs TA/Training in this area.
- Continue TA/Training on Commissioner Roles & Responsibilities. Fifty-nine percent of the participants indicated that one or more on their staff, BOC, or tribal administration needs TA/Training on this topic. Approximately 54% of the participants indicated that their entire BOC, Housing Boards, or Housing Committees could use TA/Training in this area.
- Need for TA/Training on New Programs/Innovation in Indian housing. Fifty-eight percent of the participants identified administrative, support staff, BOCs or Tribal Councils that need TA/Training in this area.

- Continue TA/Training on NAHASDA essentials. Approximately 53% of participants identified administrative and support staff, tribal personnel or BOCs that needed TA/Training in this area.
- Continue TA/Training in Policy Development. Fifty-three percent of the participants indicated that employees, BOC or tribal administration need TA/Training in this area. Almost 60% of this group held administrative positions. These include Executive Directors (EDs), office managers, and program and planning personnel.
- Between 51% and 71% of the participants indicated that one or more of their staff, BOC or Tribal personnel need TA/Training in over half of the programs previously mentioned.
- The bulk of TA/Training was provided by two organizations: HUD (approximately 30% of the time) and NAIHC (31% of the time).
- There is very little perceived need for more process-oriented training, such as developing Internet skills (27%) and team building/teamwork (25%).

Need to be Familiar with Culture

- Sixty-three percent of participants felt that it was important that the TAS providing assistance or training be familiar with the participant’s tribe or culture.⁶ Participants from the medium-sized tribes felt the strongest about this topic (82%), followed by the larger (57%) and smaller size tribes (50%).

Policies and Procedures

- Sixty percent of those with HUD review findings indicated that existing policies needed improvement.⁷ The most prevalent review findings were in policies, collections, procurement, inspections and finances, demonstrating a clear need for continued training in these areas. Other findings require further TA/Training for managing files, tenant recertification, inspections and tenant accounts.
- Large, medium and small tribes need to improve different policies. Participants from large tribes need to improve their maintenance (43%), collections (39%), travel and evictions policies (36%). Participants from medium-sized tribes need improvement in procurement (41%), eligibility/admissions (35%), and financial management (29%). Participants from smaller tribes need improvement equally in collections (57%), maintenance (57%), and procurement (57%).

⁶ Thirty-four percent did not think it was important that the person providing TA/Training be Native American and one participant did not provide input. There were three individuals from one large housing authority in NAIHC’s Region 2, two BOC and the ED. Both BOC members stated “yes” and the ED didn’t think it was important. These three are identified as one participant, but there are notations when they differ in their responses.

⁷ Annual reviews are done by ONAP staff to determine compliance with NAHASDA and all applicable requirements. Findings are in areas with deficiencies that are identified in the review.

Miscellaneous

- Historical issues remain, such as tribal relationships, staff turnover and the need for personnel to possess a wide range of knowledge, skills and abilities.
- Approximately 46% of participants provided some type of homeownership counseling, as well as some type of financial assistance (e.g. home loan program and down payment assistance). Most assistance came from large (27%) and medium-sized tribes (12%). Seven percent of the smaller tribes offered either homeownership counseling or some type of financial assistance. Only three percent of the smaller tribes offered both types of assistance.
- Recommendations from the telephone conferences and focus groups called for more local and regional training; more funding; TA/Training on particular topics; and more attention to the needs of smaller tribes; among other items.
- Recommendations from housing specialists focused more on funding for TA/Training; the location of TA/training; NAHASDA; the need for Native American TAS; in-house or organizational matters; TDHE policies and procedures; readiness of tribes; need for more TA staff; suggestions for TA and training topics; and other issues.

Conclusion

There is a strong need for TA/Training in core functions to operate a TDHE. This is seen from the frequent requests for assistance with APRs, IHPs, Federal requirements and NAHASDA essentials. There is a need to provide tribal housing staff with “nuts and bolts” knowledge, skills and abilities.

Defining roles and responsibilities is another area that requires continued TA/Training. This is shown by the high need for TA/Training in Tribal Council Roles & Responsibilities under NAHASDA, Conflict Resolution/Complaint & Grievance Process, BOC Roles & Responsibilities.

The need to continue TA/Training in core functions, including defining roles and responsibilities, may be due to historical high staff turnover many TDHEs and tribes experience. Also, since the overall number of employees have more job responsibilities than they were originally hired to do, there is a strong need for cross-training.

There is also a strong consistency in the preferred methodology for TA/Training. There is clearly a preference that the TAS providing assistance or training be familiar with the tribe or culture; and that TA/Training be done on-site using a team approach for a longer period of time. Participants have indicated a strong desire for TA/Training that meets their specific needs on a regional or local basis. This would allow the TAS to focus on the direction in which the housing authorities are going, rather than attending large-scale national trainings that tend to discuss more general, or broad subjects.

While there is a link between audit findings and the need to improve existing policies, large, medium and small tribes need to focus on developing different types of policies. Maintenance, Collections and Procurement need the most attention.

There is a strong desire to learn about New Programs/Innovations, to develop programs in Homebuyer Education, Credit Counseling and Homebuyer Counseling. This points toward a growing need for TA/Training in these areas.

Finally, periodic assessments and continued data dissemination are important to provide up-to-date information on needed TA/Training topics, identify who needs it and what methodologies are preferred. While private companies and consultants provide TA/Training with the hopes of making a profit; nonprofits, or organizations providing free services, could coordinate efforts to prevent duplication. In any case, it is necessary to stay abreast of regulations and to provide up-to-date materials and information.

Overall, it was determined that TA/Training is clearly needed in almost every area of TDHE operations, with some topics needing more attention, as outlined above. This perception of need, however, is relative, based on who was interviewed. Aside from the major housing programs discussed, participants identified other topics on which they would like to receive TA/Training. These topics include: conducting criminal background checks, maintaining confidentiality and dealing with local politics. Utilizing multiple approaches to providing TA/Training is deemed necessary to be successful, which is undoubtedly why more intense individual sessions are preferred.

INTRODUCTION

The purpose of the study is to assess TA and Training needs and to determine where these services should be provided. NAIHC worked with tribes, TDHEs, Native American Housing Assistance and Self-Determination Act (NAHASDA) recipients, Native American housing program specialists and others to obtain information for this study. The study presents major trends and findings in TA/Training. Participants talked frankly about their current staff and TA/Training needs.

NAIHC continues to monitor TA needs through evaluations, direct feedback, and suggestions from regional housing organizations, TDHEs and tribes. However, with the introduction of new legislation and TDHE growth, a more formal needs assessment should be conducted periodically. Periodic assessments will ensure that TDHEs continue to receive relevant professional advice and up-to-date information. This study is part of that effort.

NAIHC's TA mission is to enhance and support TDHE management skills. This needs assessment will assist NAIHC in providing TDHEs the necessary assistance.

METHODOLOGY

NAIHC used various methods to collect information, including focus group sessions and in person and telephone dialogue.

Focus Groups

NAIHC invited Housing Directors or other representatives, to participate in four focus group sessions. These sessions were conducted during the Great Lakes Housing Association's regional meeting in Baraboo, Wisconsin; the Southern Plains Indian Housing Association regional meeting in Afton, Oklahoma; and NAIHC's Annual Convention in San Diego, California. There were approximately 20 housing entities represented in the focus groups.⁸ The major topics discussed were: types of housing programs; job positions; HUD audit findings—if any; needs and experience with TA/Training; other skills TDHE staff need; whether it is important for TAS to be familiar with the tribe or culture; knowledge of government programs; policies; TA/Training methods and whether or not participants might benefit from TA/Training.⁹

Telephone Interviews

NAIHC used IHBG recipients as the population and identified 52 possible TDHEs, or other Native American housing programs, to contact by telephone.¹⁰ The total number of IHBG

⁸ Three participants were from the same TDHE. Their responses are combined to reflect one participant and differing responses noted. One participant was from an umbrella housing authority that represents more than one tribe. The participant was counted as one entity.

⁹ NAIHC worked in conjunction with ONAP and HUD's Policy Development and Research Department to finalize topics.

¹⁰ Supra, footnote 4.

recipients was equally divided into three groups: lower (\$25,000-\$128,853), middle (\$128,854-\$521,635) and upper (\$521,636+) thirds. For study purposes, these groups are re-termed small, medium and large tribes.

A digital number was used to select potential participants from each of the groups and was distributed as equally as possible. Entities varied in size and location. Those that actually agreed to participate were mostly from the upper third portion of IHBG recipients. These groupings were created solely for this study and do not represent actual populations of tribes. Some participants may feel that they are misgrouped; for example, the study classifies them as being from a medium-sized tribe, while they consider themselves to be from a small tribe. Two participants were from umbrella housing authorities that represent more than one tribe. Each participant was counted as one entity. Three individual participants were from the same tribe. Their responses are combined and counted as one participating housing authority (HA). Any differences in the answers were noted.

Approximately 39 telephone conferences were completed. Participants were primarily TDHE staff. These contacts were made to get input from individuals/entities that did not have the opportunity to participate in a focus group session. The following is an outline of talking points discussed during the telephone conversations.

Types of housing programs run by the TDHE: Twenty-one main housing programs were discussed, including:

- Bureau of Indian Affairs (BIA) Home Improvement
- Credit Counseling
- Down Payment Assistance
- Elderly Housing
- Homebuyer Counseling
- Homebuyer Education
- Homeless/Emergency Shelters
- Home Loan Programs
- Home Repair Loan Programs
- Low Income Rental
- Maintenance
- Modernization
- Mutual Help
- Rehabilitation
- Rental Assistance (new or former Section 8)
- Rural Development Housing
- Security
- Student Housing
- Tax Credit Housing
- Transitional Housing
- Turnkey

TDHE employee titles and approximate number of employees with that title: Twenty-four major titles were discussed, including:

- Administrative Assistant
- Accountant
- Benefits Specialist
- Bookkeeper
- Clerk/Typist
- Credit Counselor
- Drug Elimination Coordinator
- Executive Director
- Executive Secretary
- Finance Officer/Manager
- Grants Writer
- Homebuyer Counselor
- Inspector
- Land Acquisition and Management Person
- Loan Officer/Coordinator
- Maintenance Manager
- Maintenance Personnel
- Maintenance Secretary
- Occupancy Specialist
- Planner (development/infrastructure)
- Rehabilitation Manager
- Receptionist
- Resident Services Manager
- Security Guard

HUD Review findings: The most recent HUD review findings were discussed.

TA/Training needs and experiences: TDHE employees who have had TA/Training were identified along with providers of TA/Training, employees needing TA/Training and any particular subtopics needed. Thirty-two major TA/Training topics were discussed including:

- Administration
- Admissions & Occupancy
- Annual Performance Reports (APR)
- Asset or Property Management
- Collections
- Commissioner Training/ Roles & Responsibilities
- Conflict Resolution/ Complaint and Grievance Process
- Construction/ Development Management
- Credit Counseling
- Environmental

- Executive Director Orientation
- Financial Management/Budgets
- Force Account Procedures
- Generally Accepted Accounting Practices (GAAP)
- Homebuyer Counseling
- Indian Housing Plan (IHP)
- Internal Controls
- Maintenance
- Management Review
- Modernization/Rehabilitation
- Mortgage Lending such as Section 184, Title VI and Financing/Leveraging
- NAHASDA Essentials
- New Programs/Innovations in Indian Housing
- Other Federal Requirements: OMB A-87 & 133, Davis-Bacon, Lead Based Paint, and Relocation
- Personnel Management
- Planning and Infrastructure Development
- Policy Development
- Predatory Lending
- Procurement
- Self-Monitoring
- Tenant Accounts
- Tribal Council Roles and Responsibilities Under NAHASDA

Other types of skills needing TA/Training: Aside from the TA/Training topics listed above, other skills participants need were discussed, such as: computers, the Internet, personnel management, teambuilding/teamwork, customer service skills and reporting.

Familiarity with tribe or culture: The importance of TA/Training specialists being familiar with the tribe or culture receiving assistance was discussed.

Knowledge of government programs: TDHEs' level of knowledge of different government programs was discussed. Participants stated they were "very knowledgeable, having used these programs"; "know about the programs but have not used them"; "know very little about them"; or "really know nothing about the programs but would like to." The following government programs were discussed:

- Indian Health Services (IHS)
- NAHASDA/IHBG
- Other HUD Programs
- U.S. Department of Agriculture (USDA), Rural Development Loan and Grant Programs
- BIA Housing Programs
- Veterans Administration (VA) Loan Programs

- State
- Local or other Government Programs

Housing policies: The status of various policies generally used by TDHEs was identified. Participants stated whether their TDHE “had” a particular policy, “needs” a policy, or if an existing policy “needs improvement.” The following policies were discussed:

- Collections
- Eligibility, Admissions
- Evictions
- Financial Management
- Maintenance
- Occupancy
- Payments/Rents
- Personnel
- Procurement
- Travel

Method of TA/Training received: Various methods of TA/Training received were discussed. Participants stated whether the TA/Training was “very effective,” “somewhat effective,” “effective” or “not effective.”

Various training methods were discussed, including: compact disc; distance learning satellite; formal classroom; large conference/summit; on-site visit; self-paced Internet; and self-paced video and workshop.

Finally, participants indicated whether they could benefit from TA/Training and offered suggestions or recommendations regarding current or needed TA/Training.

Housing Specialists

Eight of NAIHC’s Technical Assistance Specialists (TAS)/Trainers participated in the study. These TAS/Trainers have expertise that contributed significant insight to this assessment. Two of six Field Offices of Native American Programs (FONAPs) regional offices participated: the Eastern Woodlands and Southern Plains. The ONAP office in Washington, DC participated along with two Indian housing specialists. The following topics were discussed:

- Type of TA/Training provided
- Perception of current TA/Training: successes, risks and barriers
- Feedback from TA/Training recipients
- Lessons learned
- Suggestions for future TA/Training
- Recommendations

Analysis

Information collected by NAIHC for this study was tabulated, analyzed and summarized. Major trends and findings are discussed in the body of the study.

Some of the topics were easily analyzed and information presented nationally and regionally. For other topics, responses did not yield substantial variance between regions and size of tribe. In these instances, only national or general trends are discussed. It was not informative to discuss minute variances of one to three percent. One of the difficulties in analyzing and summarizing data may have been the small number of participants. Again, due to the large amount of data collected, comprehensive information on participant responses is presented in appendices at the end of this report. This includes, to the extent possible, a detailed analysis by IHBG recipient (size of tribe)¹¹, and ONAP¹² and NAIHC Regions.

TELEPHONE CONFERENCES AND FOCUS GROUP ANALYSIS

Participants

The information obtained from the telephone interviews and focus groups was similar enough to combine this information for analysis. There were 59 housing entities represented, hereafter referred to as “participants.”

The following table breaks out participants by lower (small), middle (medium) and upper (large) IHBG recipient, ONAP and NAIHC regions:

¹¹ See “Methodology” section, pages 7 through 8 and footnote 4.

¹² ONAP and HUD are used interchangeably in this study. The Appendices refer to ONAPs Regions as HUD Regions.

Lower/Middle/ Upper IHBG Recipient Groups	ONAP Region ¹³	NAIHC Region ¹⁴	Participants
Upper (Large) \$521,636+	Alaska Region	Region 9	2
	Eastern Woodlands Region	Region 1	6
		Region 2	7
	Northern Plains Region	Region 3	1
		Region 5	1
	Northwest Region	Region 6	3
	Southern Plains Region	Region 4	5
	Southwest Region	Region 7	2
Region 8		1	
Middle (Medium) \$128,854- \$521,635	Alaska Region	Region 9	2
	Eastern Woodlands Region	Region 2	5
	Northern Plains Region	Region 5	1
	Northwest Region	Region 6	2
	Southern Plains Region	Region 4	3
	Southwest Region	Region 7	4
Lower (Small) \$25,000- \$128,853	Alaska Region	Region 9	3
	Northern Plains Region	Region 5	1
	Northwest Region	Region 6	2
	Southern Plains Region	Region 4	2
	Southwest Region	Region 7	5
Region 8		1	
TOTAL			59

Twenty-eight participants were from large tribes, 17 were from medium-sized tribes and 14 were from small tribes. Clearly, more large tribes participated, with a more equal distribution

¹³ ONAP Regions are as follows: Alaska Region: Alaska. Northwest Region: Idaho, Oregon and Washington. Southwest Region: Arizona, California, New Mexico and Nevada. Northern Plains Region: Colorado, Montana, North Dakota, Nebraska, South Dakota, Utah and Wyoming. Southern Plains Region: Kansas, Louisiana, Missouri, Oklahoma and Texas. Eastern Woodlands Region: Alabama, Connecticut, Florida, Iowa, Massachusetts, Maine, Michigan, Minnesota, Mississippi, North Carolina, New York, Rhode Island, South Carolina, Virginia and Wisconsin.

¹⁴ NAIHC's Regions are as follows: Region 1: entire East Coast with tribes in Alabama, Connecticut, Florida, Maine, New York and North Carolina. Region 2: Michigan, Minnesota and Wisconsin. Region 3: Iowa, Kansas, Nebraska, North Dakota and South Dakota. Region 4: Oklahoma, Louisiana and east Texas. Region 5: Colorado, Montana, Utah and Wyoming. Region 6: Idaho, Oregon and Washington. Region 7: California and Nevada. Region 8: Arizona and New Mexico. Region 9: Alaska.

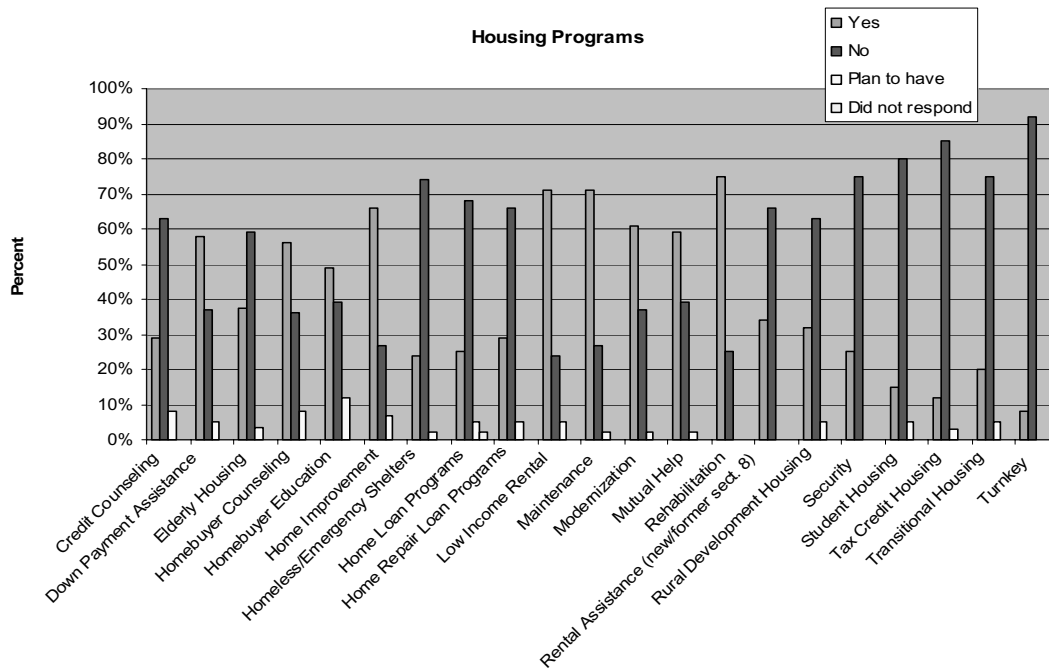
between the medium and small tribes. Due to the number of participants, the Great Lakes geographical area, California, Nevada and Oklahoma are heavily represented in this study.¹⁵ It should also be noted that every participant from NAIHC's Region 1 is from a large tribe. There were no participants from a small tribe in NAIHC's Region 2. The one participant from NAIHC's Region 3 is from a large tribe. Participant's size of tribe from NAIHC's other Regions is more equally distributed among lower, middle and upper groups.

Types of Current Housing Programs

Participants were asked to discuss the types of housing programs they have. Aside from 21 major programs, participants identified other types of housing programs they manage.

The four most common programs are Rehabilitation (75%)¹⁶, Low-Income Rental (71%), Maintenance (71%)¹⁷ and BIA's Home Improvement Program (HIP) (66%).¹⁸ Of the listed programs, the least common are Turnkey (8%), Tax Credit Housing (12%) and Student Housing (15%). It is not surprising that Turnkey is the least common program, as funding has been phased out. Participants did not provide reasons for having or not having programs.

The graph below shows the percentage of programs being used:



For a detailed analysis of each program by size and region, see Appendix F, page 69.

¹⁵ No tribes participated from Texas and Louisiana.

¹⁶ Used in conjunction with homeownership programs.

¹⁷ Maintenance programs are generally used in conjunction with low rent programs. However, only 59% of the participants had both a Maintenance and a Low Rent Program.

¹⁸ Percentages are based on total 59 participants.

Other Trends

The four most common programs are utilized in all NAIHC Regions except 8 (Southwest) and 9 (Alaska). Region 8 primarily utilized Elderly Housing and Low Income Rental Programs. Region 9 mostly utilized Down Payment Assistance and Homebuyer Education. Three of the most common programs, Rehabilitation, BIA's HIP and Low-Income Rental are most utilized by medium and small tribes. The larger tribes primarily have Maintenance (93%), Rehabilitation (86%) and Low Income Rental (82%).

Only 39% of participants have either a Homeless/Emergency Shelter or Transitional Housing, with larger tribes having the bulk of these. All but three of NAIHC's regions have these programs: Regions 3 (Midwest), 5 (Mountain states) and 8 (Southwest).

Approximately 46% of the participants provided some type of counseling toward homeownership as well as some type of financial assistance (e.g. home loan program or down payment assistance); the majority being from large (27%) and medium tribes (12%). Seven percent of the smaller tribes offered either homeownership counseling or some type of financial assistance. Only three percent of the smaller tribes offered both types of assistance. Both types of assistance were being offered primarily by tribes in NAIHC's Regions 1 and 2. Between 10% and 12% of the TDHEs offered either counseling and no financial assistance, or financial assistance and no counseling. Fifteen percent of the participants either plan to have some type of counseling or offer financial assistance.

Other Housing Programs

Aside from the major housing programs mentioned above, participants discussed various housing programs they have. This information is detailed in Appendix G, page 80. A couple of the more unique programs include a comprehensive assisted care facility and a leveraging program, described below.

Medical personnel are part of the TDHE staff at the assisted care facility. "We have [an] assistant care facility for people who are over 50 years old. It is separate from elderly housing. Elderly housing is for the more dependent. We have certified nurses on staff. We make sure they get their medication—24 hour service."¹⁹

Another participant described their "mortgage program that is a leverage program. They use part of the grant fund to build homes—then they sell [the homes] to banks."²⁰

Staffing Structure, Job Positions and Number of Employees

Participants were asked to discuss the various types of job positions the TDHE has. Twenty-four major job positions were discussed (Group A).

Three groups of employees emerged. The first are employees with titles from Group A, next are employees with more than one title (Group B). The third, Group C, includes employees

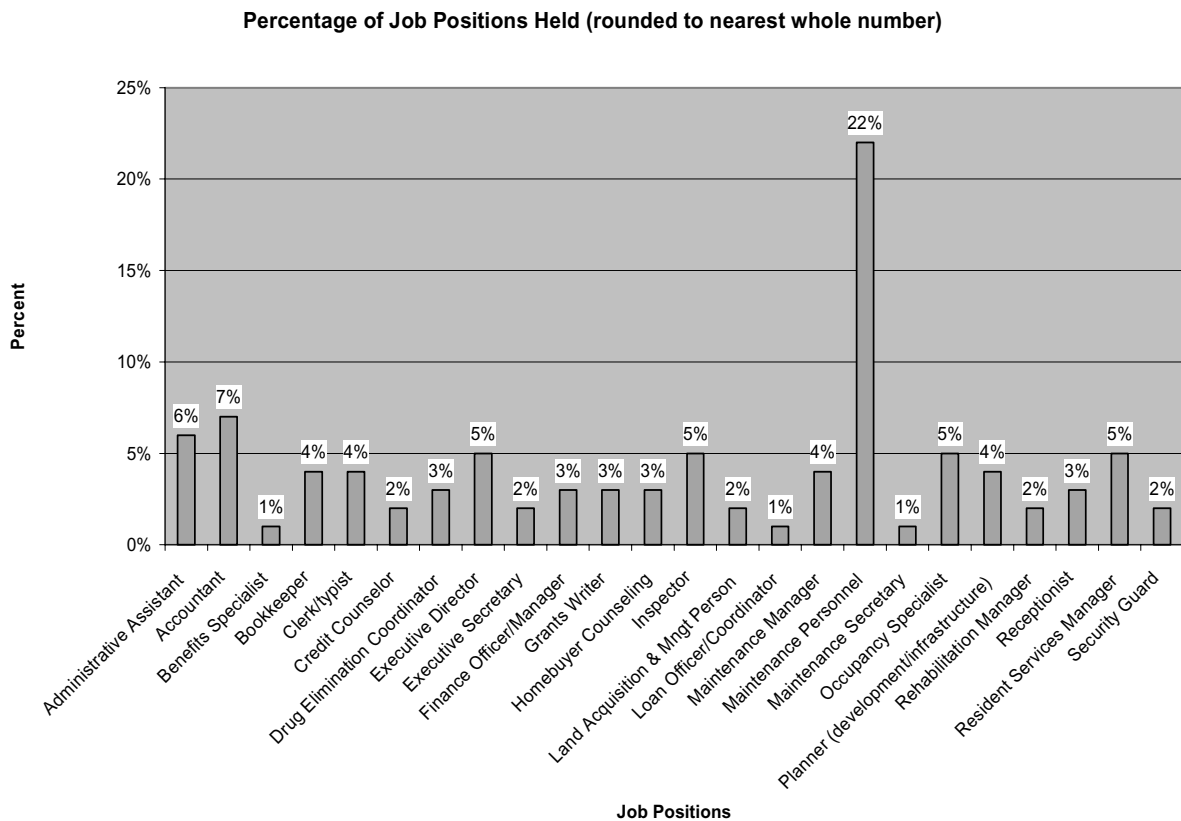
¹⁹ Medium tribe in NAIHC's Region 2.

²⁰ Medium tribe in NAIHC's Region 7.

with titles apart from Group A.²¹ The three groups are analyzed separately. Data from Groups B and C is discussed in the “Other Trends” subsection at the end of this section.²²

Participants started by indicating how many employees held each position.²³ Many went on to identify employees having more than one title, or who did the job of other employees. In an effort to not double-count employees, those doing the work of more than one position are identified by their primary title and the additional jobs are noted; e.g. a Resident Services Manager who is also doing the work of an Occupancy Specialist is counted as a Resident Services Manager and noted as doing the additional work. This information is detailed in Appendix J, page 112.

Approximately 666 employees were counted in Group A. There are more Maintenance Personnel (146, or 22% of total employees) than any other employee title. The next most held job titles are: Accountant (46, or 6.9% of total employees) and Administrative Assistant (42, or 6.3% of total employees). The graph below shows the percentage of total participants in the major job positions:



²¹ These titles are not merged with Group A because there are not a large number of employees with these job titles.

²² The job positions are unique to only a handful of housing programs and are analyzed by size and region in Appendix H, page 84 and Appendix I, page 106.

²³ One participant gave additional information on whether the job position was “open” or “proposed” these are not identified as employees.

Participants later noted a strong need for cross-training that is supported by the overall number of employees having more responsibilities than they were hired to do. For a detailed analysis of job positions by size and region in Group A, see Appendix K, page 117.

Other Trends

Participants identified 43 employees that had more than one title (Group B). Sixteen combined titles were identified. The five most held titles are: Construction/Rehabilitation Personnel (5.5%), Construction Repair/Rehabilitation Crew (4.6%)²⁴, Construction/Maintenance Director (4.6%), Construction/Rehabilitation Secretary (4.6%) and Occupancy Specialist/Clerk Typist (4.6%). See Appendix L, page 129 for a list of job positions and number of employees in Group B.

Approximately 190 employees were identified that held 79 job titles in Group C.²⁵ The most held job titles are Drug Elimination Staff (6.3%), Renovation Crew (5.2%) and Nurse's Assistant (4.7%). See Appendix M, page 130 for a list of the job positions and number of employees in Group C.

Almost half of the participants (47%) noted examples of one employee doing the work of other job positions. These participants explained in detail the severity of their HA's employment situation. This situation occurred almost equally across the nation regardless of size of tribe.²⁶ For example:

- A small tribe (village) in NAIHC's Region 9 stated, "[t]he Housing Coordinator works as the Loan Officer/Coordinator, Homebuyer Counselor, and Executive Director. She does her own administrative work." Another participant from a village in this same region explained "[t]he Tribal Administrator does the work of the Executive Director and Finance Officer/Manager. The Accountant, Grant Writer, and Inspector are contracted out. The Credit Counselor is unpaid. The Entitlements Director is the Rehabilitation Manager."
- A medium tribe in NAIHC's Region 5 stated, "[t]he Office Manager does the following: Administrative Assistant, Bookkeeper, Clerk/Typist, Drug Elimination Coordinator, Executive Secretary, Occupancy Specialist, and Resident Services Manager."
- A large tribe in NAIHC's Region 6 stated, "[t]he Comptroller is the Administrative Assistant, Accountant, Benefits Specialist, Bookkeeper, Clerk/Typist, Executive Secretary, Finance Officer, Homebuyer Counselor and Receptionist. The Housing Director does the work of the Clerk/Typist."

²⁴ This is an approximate figure as some participants counted individual employees and some participants identified they had a Crew.

²⁵ These titles were not merged with Group A because there are not a large number of employees with these job titles. Some participants gave the total number of employees in a Renovation Crew, others merely stated that they had a Renovation Crew.

²⁶ Employees who do the work of other job positions are counted by their primary title only in the analysis.

A few Tribal Administrators were identified as doing the work of the Executive Director and may serve in other capacities in the housing program, for example²⁷:

- A small tribe in NAIHC’s Region 7 has a Tribal Administrator who does the work of the Executive Director and the Finance Officer and Manager.
- A small tribe (village) in NAIHC’s Region 9 has a Tribal Administrator who does the Executive Director’s work and his own typing, or secretarial work.
- A large tribe in NAIHC’s Region 1 has a Tribal Administrator who plays the role of the Executive Director.

A few participants identified external departments that assist with duties or have an employee that will work with the HA, for example:

- A medium tribe (village) in NAIHC’s Region 9 has an Accountant who comes from the tribe and does the bookkeeping.²⁸
- A medium tribe in NAIHC’s Region 7 has a Tribal Treasurer who oversees everything in the TDHE’s Finance Department and is over the Finance Officer.²⁹
- A medium tribe in NAIHC’s Region 2 has a tribal Insurance Department that helps the TDHE’s Benefits Specialist.³⁰

For detailed notes on job positions, see Appendix J, page 112.

HUD Review

Participants were asked if they received any findings on their most recent HUD review. Over half of the participants (56%) did not have any findings on their most recent HUD review. Twenty-nine percent of the participants had findings. Twelve percent of the participants “haven’t had a recent HUD review” and three percent didn’t answer the question.

The graph below shows percentages of participants with HUD review findings, without findings, not having a recent HUD review and not answering the question:

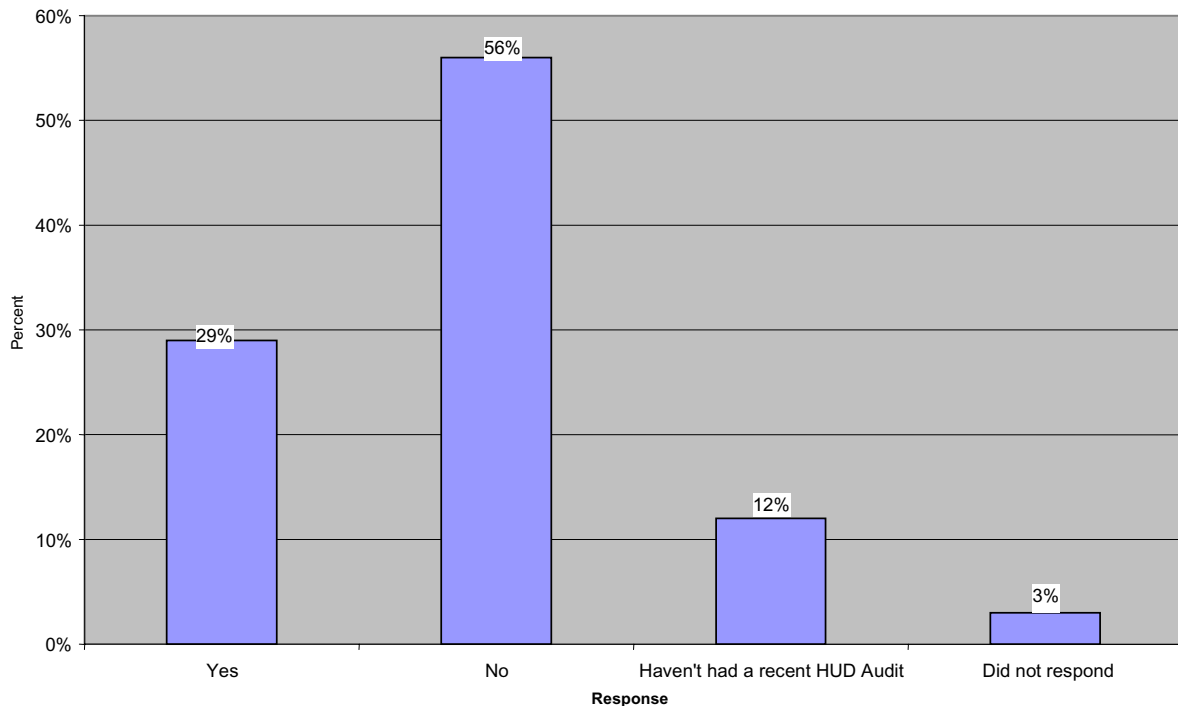
²⁷ These are identified as Tribal Administrators only.

²⁸ Accountant not identified as a TDHE employee. TDHE identified as not having a bookkeeper.

²⁹ Identified by the participant as a TDHE employee.

³⁰ Insurance Department not counted as a TDHE program.

HUD Audit Findings



Only 29% of the participants provided additional information on their HUD reviews.³¹ The most prevalent audit findings were in policies, collections, procurement, inspections and finances; demonstrating a clear need for continued training in these areas.

Regional Trends

Three regions reported having substantially more audit findings than the other regions. Overall, 70% of these participants were from one region. From the additional information provided by these participants, their findings included collections, management files, incomplete recertifications, inspections, policies, financials and tenant accounts. One participant noted that “most of the findings had to do with finance—terms of how the records were kept.”

Another region, where 67% of the participants had audit findings, showed findings were primarily for inappropriate methods of expending funds and internal controls. A third region had 58% of the participants with audit findings.

Other Trends or Comments

Some participants described more severe HUD audit findings. One participant stated “[t]hey had a ten year audit that included the last director and the whole committee. The tribe took us

³¹ Some participants discussed previous HUD audits. The 29% who provided additional information, or commentary, are not necessarily the same participants that had recent HUD audit findings.

from a HA to a Housing Committee. We all came under fire. The biggest problem was no documentation. There was [no] checks and balances.”

Primary findings in another region included high tenant account receivables (TARS), poor management practices, outdated policies and collections. “Procurement had to be changed from 950 to 1,000. Accounting—there were outstanding tenant inspections. Wanted to see deposits made on a more timely basis—this has been corrected.”

One participant was audited and “needed to put into place conflict of interest, procurement and the percentage of indirect.”

Another participant that was audited disputed the findings. “An OIG auditor, who was not too familiar with NAHASDA, found the TDHE had built two more houses than they were allowed” thinking they had used their IHBG funds. “The two houses were built using non-controlled money from their proceeds of sale” on 1937 housing act units. The TDHE’s appeal was granted.

TA/Training Needs and Experience

Thirty-three main housing topics were discussed. Participants were asked to identify employees who have had training in these topics; who provided the training; which employees need training, and particular TA/Training topics needed.³² Analysis was conducted to determine TA/Training usage and to identify groups of employees having used or still needing TA/Training on particular topics. For analysis, employee titles were grouped into Administrative³³, support staff³⁴, Board of Commissioners³⁵, or Tribal personnel³⁶.

Although participants identified certain employees as having received or still needing training, there was little correlation between the two groups. Participants generally identified different employees who have had training from those needing training.

Who Has Had TA/Training

Training was sought mostly for APRs (76%), IHPs (75%), Federal Requirements (64%) and NAHASDA Essentials (64%).

Administrative staff received the most training in IHPs (76%) and APRs (76%).

³² See page 9, for general topics discussed.

³³ Administrative positions include such positions as Administrative Assistant, Accountant, Drug Elimination Coordinator, Executive Director, Executive Secretary, Finance Officer/Manager, Grants Writer, Homebuyer Counselor, Inspector, Land Acquisition & Management Person, Loan Officer/Coordinator, Maintenance Manager, Occupancy Specialist, Planner, Rehabilitation Manager and Resident Services Manager.

³⁴ Support staff include such positions as Benefits Specialist, Bookkeeper, Clerk/Typist, Maintenance Personnel, Receptionist and Security Guard.

³⁵ Board of Commissioner (BOC) is used to describe all Housing Boards and Housing Committees.

³⁶ Tribal personnel are generally Tribal Councils, Tribal Administrators and Tribal Treasurers.

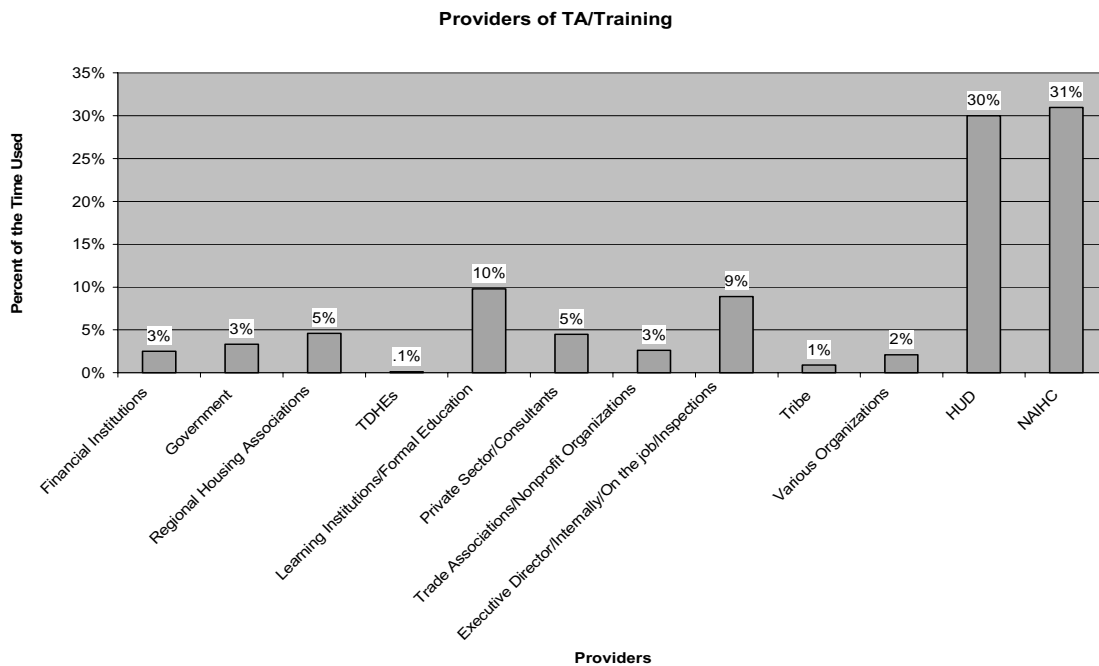
Executive Directors, Housing Managers and Housing Directors received primarily APR training (54%). Seventeen percent of these participants stated that these same employees could use additional training on this topic.

Forty-nine percent of Executive Directors, Housing Directors, or Housing Managers have been trained in IHPs. As with the APRs, 17% of these same employees could use additional training on this topic.

Staff were least trained in New Programs/Innovations in Indian Housing (17%), Predatory Lending (20%) and Tribal Council—Roles & Responsibilities Under NAHASDA (24%).

Who Provided TA/Training

Participants utilized several organizations and consultants for TA and Training. The bulk of the training was provided by two organizations: HUD (approximately 30% of the time) and NAIHC (31% of time). TA/Training was also provided by learning institutions (i.e. Reuben Institute, Falmouth Institute and Project Management Academy) or formal training (10%), then internally (9%)³⁷ of the time. Others providing TA/Training are summarized below:



Who Needs TA/Training

A substantial amount of data was collected on the 33 main housing topics. The five topics needing the most TA/Training are discussed below.

Tribal Council—Roles & Responsibilities under NAHASDA was identified as the most needed TA/Training. Sixty-six percent of the participants stated that their entire Tribal Council needs TA/Training in this area. Twelve percent indicated that either their Executive

³⁷ By the TDHE Executive Director, other TDHE staff, “on the job” or through inspections.

Director, Housing Manager, Board of Commissioners or Deputy Director need this training. Of this same group, 10% stated that, although their Tribal Council/Chairman or Executive Director had TA/Training in the past, they needed further training.

TA/Training is also needed in Conflict Resolution/Complaint & Grievance Process and Homebuyer Counseling. Sixty-four percent of the participants identified employees who need TA/Training in both these areas. Of this same group, eight percent identified staff who had TA/Training in the past but still need training, although not necessarily in both areas. These include: Housing Manager, Office Manager, Administrative Assistant, Housing Director and BOC. Forty-seven percent of the participants indicated that their Administrative personnel needed Conflict Resolution/ Complaint & Grievance Process. Eight percent of the participants indicated that their entire staff needed TA/Training on this topic.

Forty-seven percent of the participants needing TA/Training in Homebuyer Counseling stated that the employees are primarily Administrative personnel, such as: Resident Services Managers, Housing Managers and Occupancy Specialists.

- Sixty-one percent of the participants indicated that one or more on their staff, BOC or Tribal Administration needs TA/Training on the IHP.
- Fifty-nine percent of the participants indicated that one or more on their staff, BOC or Tribal Administration needs TA/Training on Commissioner Training Roles & Responsibilities. Approximately 54% of the participants indicated that their entire Board of Commissioners (BOC), Housing Boards or Housing Committees could use TA or training on this topic.

For a detailed analysis of the TA/Training needed on these topics by size and region see Appendix A, page 49.

Other major areas needing TA/Training include the following:

- Fifty-eight percent of the participants identified administrative and support staff, BOCs or Tribal Councils who need TA/Training on New Programs/Innovations in Indian Housing.
- Approximately 53% of the participants identified administrative and support staff, Tribal personnel or BOCs who need TA/Training on NAHASDA Essentials.
- Fifty-three percent of the participants indicated that employees, BOC or Tribal Administration need TA/Training in Policy Development. Almost 60% of this group held administrative positions. These include EDs, Office Managers, Program and Planning personnel.
- Fifty-one percent to 71% of the participants indicated that one or more of their staff, BOC or Tribal personnel need TA/Training in over half the programs previously mentioned.

Subtopics Needed

Participants identified specific subtopics for each main TA/Training topic. The majority of participants simply stated that they needed overall TA/Training on all topics, or that they needed yearly updates. Some unique subtopics are: doing criminal background checks; confidentiality; filing complaints without political influence; NEPA regulations; GASB-34; GAAP 101; energy-efficient resources; initiating and sustaining infrastructure; preparing bid packages; and legal procedures for procurement. For a detailed listing of all suggested subtopics for the main TA/Training topics, see Appendix B, page 52.

Miscellaneous Topics Needed

Aside from the 33 main topics and their suggested subtopics, participants identified miscellaneous topics in which they need TA/Training. These include such things as:

- Understanding Federal, State and local laws
- Resident management techniques;
- Grant writing
- Grants coordination
- Leveraging of other (non NAHASDA) funds
- Reporting to credit bureaus
- Home-buyer self-sufficiency
- Document preparation necessary for grant programs
- Dealing with organizational change or transitions
- Business management
- Metal welding
- How to start a housing program
- The mortgage process
- IHP monitoring

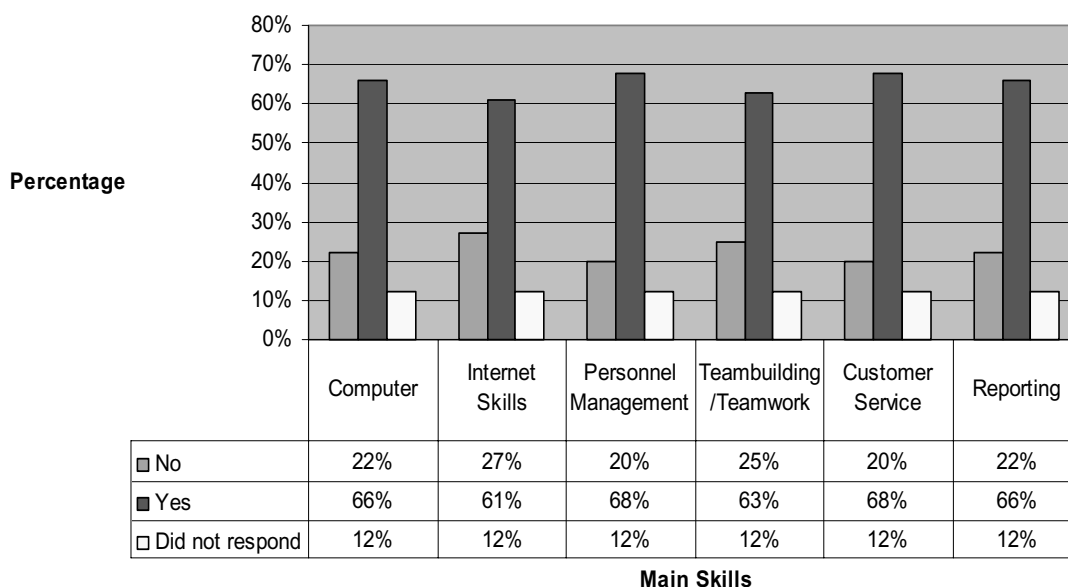
Further discussion is included in “Participants’ Suggestions and Recommendations” section beginning on page 31.

Other Types of Skills Needed

In addition to the topics and subtopics discussed above, participants were asked to describe other types of skills they may need, such as computer skills, Internet skills, personnel management, teambuilding/teamwork, customer service skills and reporting. While individual participants expressed training needs for particular skills, the majority of participants did not express a need for training in these skills.

For participants expressing a desire for more training, requests were primarily for Internet skills (27%) and Team building/Teamwork (25%). The graph below shows the percentage of participants who need these skills, don’t need these skills and who didn’t have input or did not respond to the question:

Percentage of Other Needed Skills



For a detailed analysis of other types of skills needed by size and region, see Appendix C, page 56.

NAIHC Region Trends

NAIHC’s Region 4 indicated the greatest need for training in all these skills, except for Reporting. NAIHC Regions 2 and 9 have the second largest need for training, primarily in Computer, Internet, Teambuilding/Teamwork and Customer Service. Distributions were fairly equal in the NAIHC’s other Regions and, regardless of the size of the tribe, the majority of participants didn’t feel they needed training for these skills.

Additional Skills Needed

A few participants provided additional information on why they need training, or different types of training they need; for example:

- Two participants from small and medium tribes (villages) in Alaska, NAIHC’s Region 9, would like computer software training. Two other participants from small and medium tribes in NAIHC’s Regions 6 and 7, respectively, would also like the same type of training.
- Another participant from a small tribe (village) from Alaska would like training done locally. A participant from a large tribe (village) from Alaska would like mold, mildew, grant writing, Alaska’s Public Housing Administration (PHA) funding and Community Development Financial Institution (CDFI) training. A participant from a large tribe in NAIHC’s Region 2 also wanted training for grant writing and how to develop a Boys & Girl’s Club.
- One participant from a large tribe in NAIHC’s Region 2 stated “Teamwork, computer and Internet skills. This HA will soon be linked to the tribal offices. They have not yet been linked and need to develop the software to do that. HDS will provide training in this. Personnel Management—the tribe is developing the HA so that all their basic rules and regulations will coincide with the tribe's. Teamwork building—

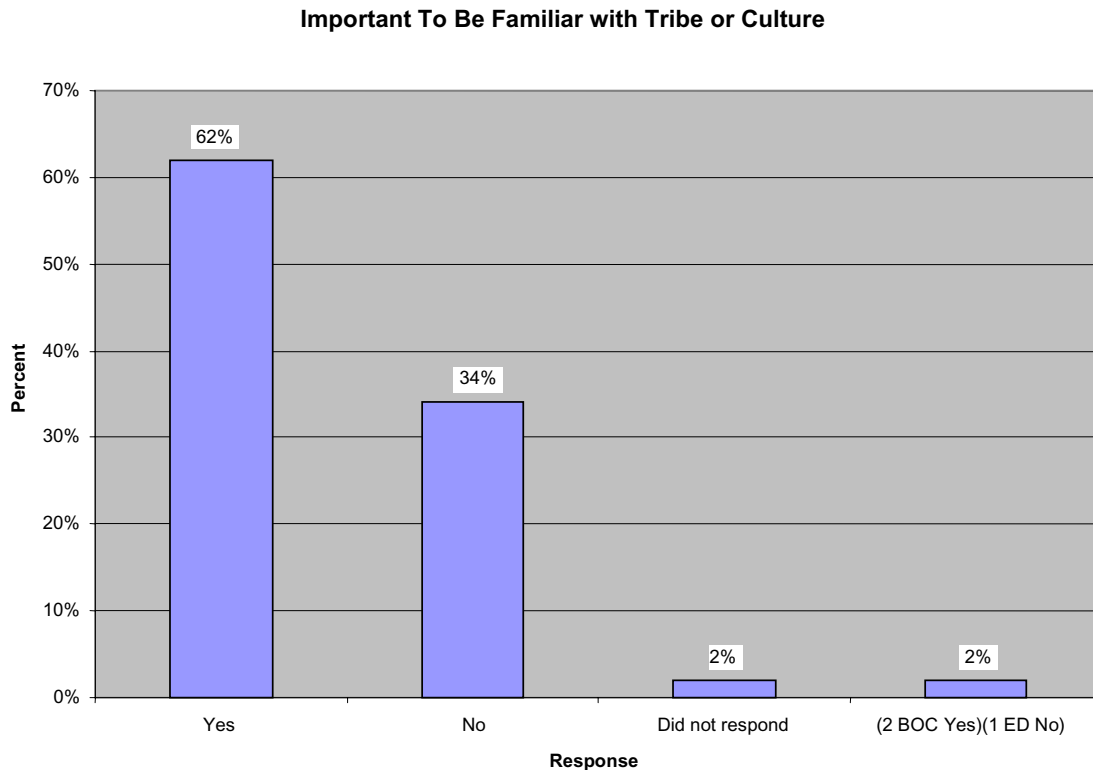
to bond the tribe to the HA, it's going to take coming to terms with everyone agreeing to the rules and regulations, rather than just being told. The interaction is not there yet.”

- One participant from a small tribe in NAIHC’s Region 7 wants “Personnel Management, teambuilding to include Tribal Council and BOC, teamwork, customer service skills, reporting, quality control, improved production, and creating a happier work environment such as office/employee morale.”
- Other types of additional training requests included secretarial, positive customer service and downloading HUD forms.

For notes on additional skills needed, see Appendix D, page 59.

Familiarity with Tribe or Culture

Sixty-three percent of the participants felt that it is important that the TAS providing aid/training be familiar with the participant’s tribe or culture.³⁸ Participants from the medium-sized tribes felt the strongest about this topic (82%) followed by the larger (57%) and smaller tribes (50%). The graph below shows percentage of total participants who thought this was important, or did not provide input:



³⁸ Thirty-four percent did not think it was important that the person providing TA/training be Native American and one participant did not provide input. There were three individuals from one large housing authority in NAIHC’s Region 2, two BOCs and the ED. Both BOCs stated “yes” and the ED didn’t think it was important. These three were identified as one participant with these notations when they differ in their responses.

For a detailed analysis on familiarity with tribe or culture by size and region see Appendix N, page 131.

NAIHC Regional Trends

NAIHC Regional trends followed the national trend, most participants thinking it was important for the TA specialist to be familiar with the tribe and culture. The Regions feeling the strongest about this issue were Region 3 (100%), Region 6 (71%) and Regions 1, 2 and 5 (67% each). These regions are followed by Region 7 (64%), Region 9 (57%) and Regions 4 and 8 (50% each).

Other Trends

Ten participants gave additional information worth mentioning:

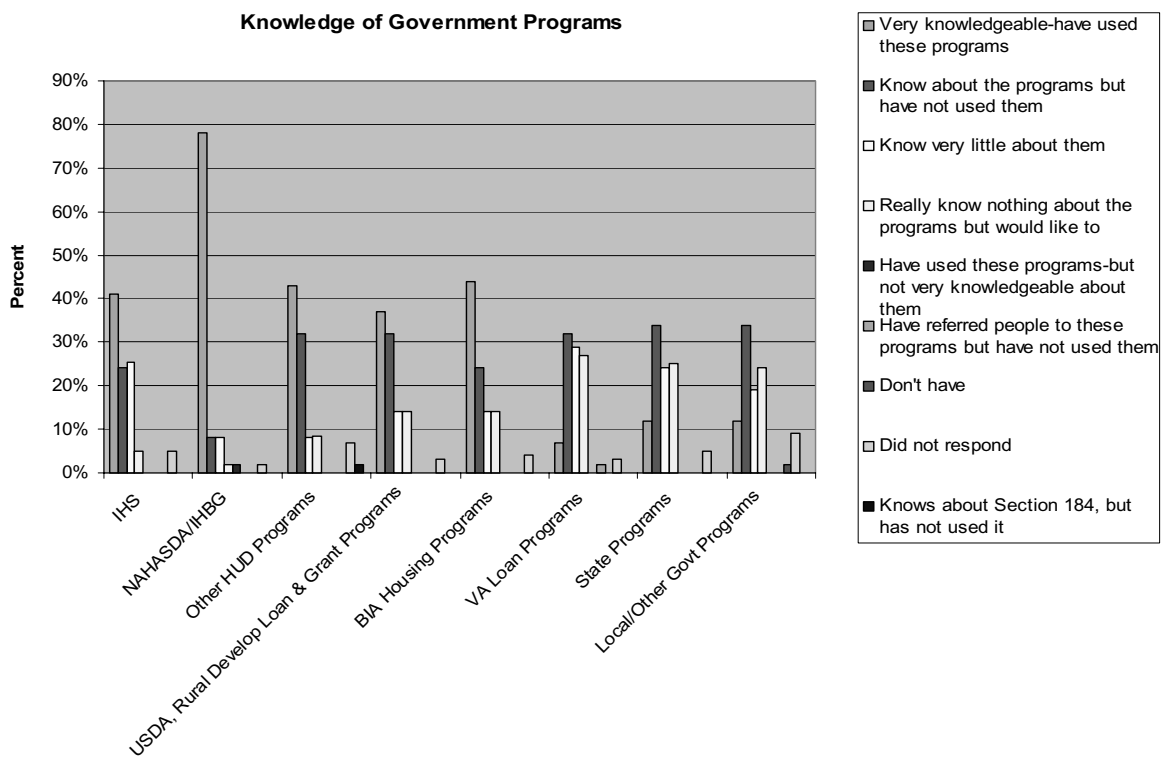
- One participant from a large tribe in NAIHC's Region 1 said "no" it wasn't necessary for the TAS providing assistance to be familiar with the participant's tribe or culture. However, this same participant went on to explain, "be aware that you [are] dealing with an Indian tribe. I don't mind sharing info that is specific but it would be nice if they have an overall understanding. There is unique[ness]—they should be aware."
- Another participant from a large tribe in this same region explained it wasn't necessary to be Native American, more important "they should be familiar with material they are teaching."
- One participant from a medium-sized tribe in NAIHC's Region 4 explained "[I]t's very important that they be somewhat familiar with our tribe and with our culture. Because it's important for you to know that when you go into an area that you have an idea what the tribe's culture and things are because you don't want to offend them. The tribes feel that you if know about their traditions and things you actually get along with them better, than if you go out there and don't know anything about them. They appreciate that you do know something about them."
- Two participants from large tribes in this same region explained "It's important that someone who's coming to provide a service to the tribe take the courtesy and time to be able to know where that tribe's coming from. Maybe even ask a few brief questions how they might be able to fit in and work with the people. It should be, in order to work better with each other, knowing the background of the culture and tribe."
- Responses from two small tribes in NAIHC's Regions 7 and 8 responded respectively, "important but not imperative" and "[t]he culture, there are some things that we don't allow."
- Other input included "if I were going to use one, they should know something," "both tribe and culture" and "historical and current culture."

Knowledge of Government Programs

Participants discussed their knowledge of several government programs including IHS, NAHASDA/IHBG, USDA (Rural Development Loan and Grant Programs), BIA Housing Programs, Veterans Administration Loan Programs, state programs and local or other government programs.

Overwhelmingly, the most known program is NAHASDA/IHBG (78%). Medium-sized tribes showed the most usage and knowledge of this program.³⁹ Seventy-six percent of the large tribes and 71% of the small tribes are very knowledgeable about NAHASDA/ IHBG and have used it. The next most known programs are HUD (approximately 43%) and BIA Housing Programs (44%) of the participants. USDA, state and local programs were almost equally unknown (37%, 12% and 12% respectively). The VA loan programs are least used and least known about, but it's also the one participants most wanted to learn more about (27%).

Below is a graph showing the percentage of participants' knowledge of government programs.



Other Trends

One hundred percent of NAIHC's Regions 1, 3, 5, and 8 were very knowledgeable about NAHASDA/IHBG and have used it. NAIHC's Region 9 was the least knowledgeable (43%) about NAHASDA/IHBG.

Of interest is a participant from a large tribe in NAIHC's Region 2. Three individuals from the same TDHE were classified as one participating housing program, but any differences in their answers were noted and detailed in Appendix O, page 133. The ED at this TDHE was just hired and knew very little about any of these programs. Only one of the BOC members

³⁹ Eighty-two percent.

from this TDHE was knowledgeable about IHS and NAHASDA/ IHBG but, like the other BOC member, really didn't know about the other programs.

Policies

There were 10 main policies discussed, including: Collections, Eligibility/Admissions, Evictions, Financial Management, Maintenance, Occupancy, Payments/Rents, Personnel, Procurement and Travel. Most participants identified policies they have; stated whether they need a particular policy; or identified an existing policy that needs improvement. A few participants identified no need for certain policies or did not respond.

Most had policies; however, what was found was that every policy discussed had more participants stating either they have the policy, or it needs improvement.

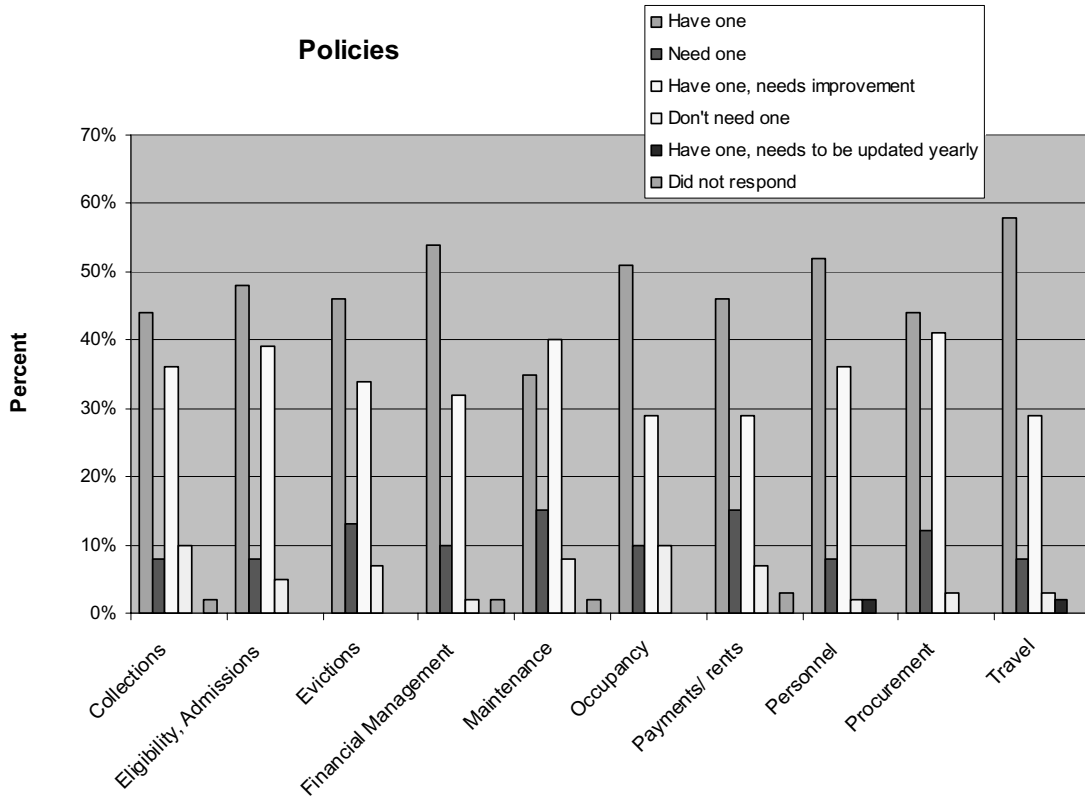
The three most implemented policies are Travel (58%), Financial Management (54%) and Personnel (52%).

The three most needed policies are Maintenance (15%), Payments/Rents (15%) and Evictions (13%).

Policies needing the most improvement are Procurement (41%), Maintenance (40%) and Eligibility/Admissions (39%).

Policies for Collections (10%), Occupancy (10%) and Maintenance (8%) weren't really needed. This could be dependent on other programs the TDHE had, e.g. Maintenance Programs are generally done in conjunction with Low Rental Programs.

Below is a graph showing the percentage of participants and policies they have, need, have but needs improvement, don't need, policy needs to be updated, or they did not respond:



The need to improve existing policies is most pronounced when looking at audit findings. Sixty percent of those with HUD review findings indicated that their existing policies need improvement. Thirty-four percent of those without audit findings indicated their existing policies need improvement.⁴⁰

Other Trends

Large, medium and small tribes need to improve different policies. Participants from large tribes need to improve their Maintenance (43%), Collections (39%), and Travel and Evictions policies (36%). Participants from medium-sized tribes need improvement in Procurement (41%), Eligibility/Admissions (35%), and Financial Management (29%). Participants from smaller tribes need improvement equally in Collections (57%), Maintenance (57%), and Procurement (57%).

Two regions expressed a need to improve existing policies more than other regions. NAIHC's Region 7 expressed the most need to improve several of their policies. Seventy-two percent of NAIHC's Region 7 expressed the need for improvement in their Personnel policies, followed by 64% expressing a need to improve their Financial Management policy. Fifty-five percent of NAIHC's Region 7 participants expressed a need to improve their Eligibility/Admissions and Occupancy policies.

⁴⁰ Only two participants with audit findings (one from a small tribe and one from a large tribe) stated they "needed" particular policies.

Sixty-seven percent of participants from NAIHC's Region 1 expressed the need to improve their policies in Evictions, Maintenance and Occupancy. The other regions were more evenly distributed in their need to improve various policies.

For detailed analysis on policies by size and region, see Appendix P, page 147.

TA/Training Methods

Participants discussed eight different methods used to deliver TA/Training including: compact disc, distance learning satellite, formal classroom, large conferences/summits, on-site visits, self-paced Internet, self-paced video and workshops. On-site visits, workshops and classroom settings are the most preferred methods of TA/Training.

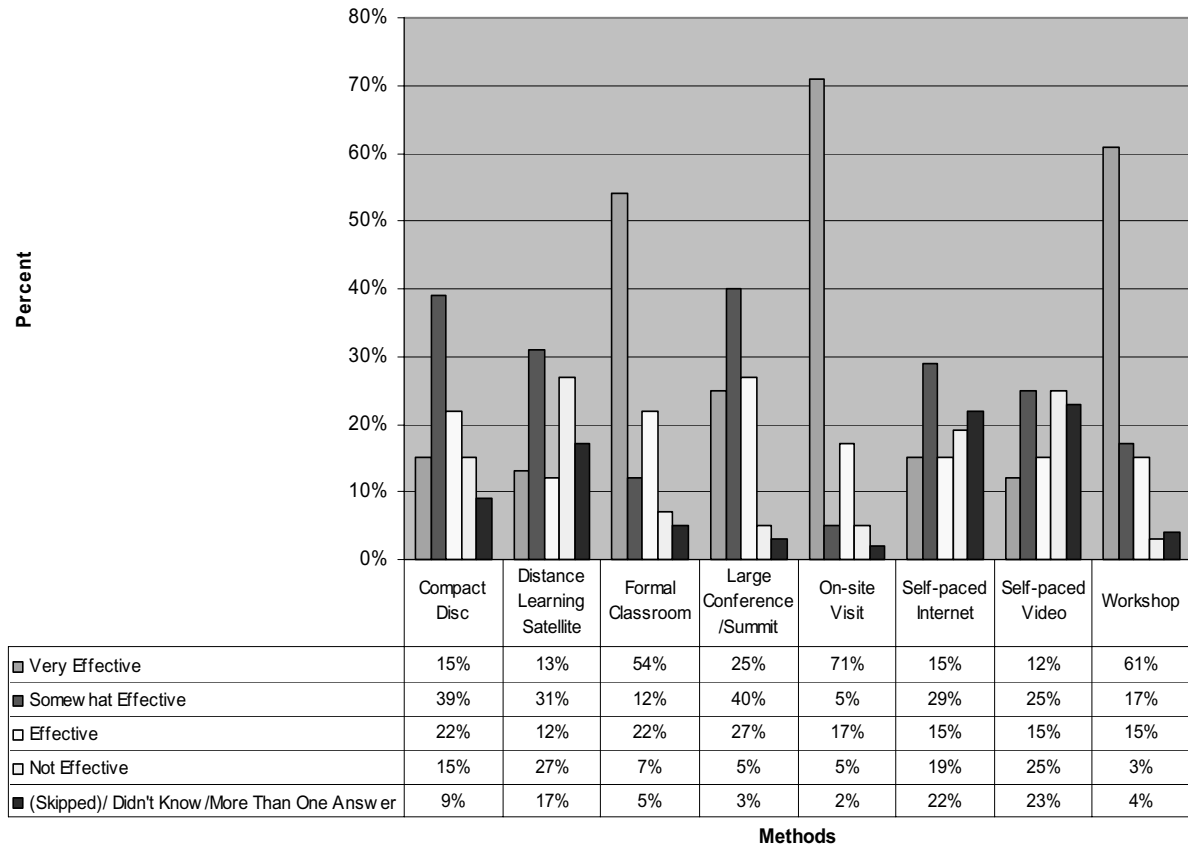
The on-site visit is considered the most effective method (71%) by all NAIHC Regions, especially by the large and medium-sized tribes. Smaller tribes prefer workshops—done locally, then on-site visits.

Workshops are also highly effective (61%), particularly in NAIHC's Regions 2, 4 and 7. A third, and very effective method of TA/Training is in formal classroom settings (54%). NAIHC's Regions 4 and 9 rated this method highest. All three methods were most preferred, regardless of the size of the tribe.

Compact discs, large conferences/summits and self-paced Internet were all found to be somewhat effective methods of TA/Training. Distance learning satellite and self-paced video were equally divided, or very close to being somewhat effective or not effective methods. It should be noted that some of these methods are linked to technology that may not have been utilized by the participants. This may also be the case with self-paced Internet TA/Training, where approximately 22% either didn't know, or didn't answer, or had more than one response.

Approximate percentages are used in the table below to show a participant's overall preferences for each of the different methods of TA/Training:

Methods Used to Deliver TA/Training



For detailed analysis on TA/Training methods by size and region, see Appendix E, page 61.

Benefit from TA/Training

One-hundred percent of the participants stated that their organization, tribe or housing staff could benefit from TA/Training.

Participants’ Suggestions and Recommendations

Overall suggestions were primarily for certain staff to receive particular TA/Training; do more local and regional training; request for more funding; attention be paid to smaller tribes; and feedback for HUD and NAIHC. Individual suggestions and recommendations were offered by participants in the following general areas:

Topics

“Because of lack of funding—there is a need to transfer skills to employees. There is a need for resident services management skills. The Tribal Council needs training and time set aside for them to learn about housing. They don’t understand all the regulations.”

“Practical grant writing skills are needed...the pitfalls of the requirements of NAHASDA that should be avoided.”

“I have attended different conferences around the country and there is not a financial management training that is specifically developed for the kinds of things that we need. We use things like Quickbooks. But what we do with [the] IHBG—there should be a software [program for that].”

“Put more emphasis on policy development. We are trying to put together policies to be more effective in both personnel and housing with members.”

“We need homebuyer's counseling and banking courses for [our] accountant.”

“From the very beginning to policies and to anything else would be very helpful. An overview of the fundamentals is needed.”

“How rent is calculated, deductions, this was before NAHASDA—but even training after NAHASDA.”

“HUD doesn't provide enough assistance/training in TARS, management and policy development.”

Methods

“In training methods—there needs to be real examples—so people can relate—there should be hypothetical problems posed for us to solve in training. There should be training on how to run a tribal government and how to search for grants.”

Staff need to be cross-trained.

Funding, Location and Size of Tribe

“If they add more funding—we would get more training. We are always short of training and staff. I recommend that they allocate more funding to and do more training with small tribes in Alaska.”

“One of the things that I have been asking regularly is that a lot of stuff is held in... Chicago, Denver and [the] west. There isn't a whole lot [of] stuff on the East Coast. What they offer is excellent but I hate Vegas. It is very hot and uncomfortable out there.”

“We are not able to attend a lot of the training offered. Make sure there is emphasis on the needs and concerns of small tribes. Design trainings towards the needs of California Indians.”

“Some of the training has been too expensive for us. We have a very limited staff and a small housing authority.”

“The new staff of the housing, Tribal Council, BOC need the training so they can understand how HA[s] are managed and run, and why you have to have certain policies in place. [It’s] very effective for staff to have as much training as they can on all the aspects of the HA and be knowledgeable in all areas. Especially when its a small HA, that you have to be crossed trained in everything, you have to know all aspects almost as close as to what the ED has to do. They don't have the families that can go out and get mortgages.”

“Tribe prefers on-site training. NAIHC needs to certify attendance at on-site training.”

“NAIHC’s training is very expensive. The BOC is fairly new and needs a lot of training. The cost for tuition—\$400/person for 5 BOC members plus costs for travel—these costs are frowned upon by tribal population and Tribal Council because the reputation the housing authority has to overcome is the prior abuses of folks being sent to training.”⁴¹

Miscellaneous

“Follow-up with T.A. assistance. We need a contact that will help the tribe move forward and deal with the current housing issues.”

“[I’m] not stating that TA is not needed, but many times there's repetition on many trainings. Of course, [there are] too many [training] tracks. [The] cost to the HAs is costly. [It’s] unnecessary to have to go through 16 classes to become a certified housing manager. It's rote learning.”

“The same "basic" workshops are taught. For example, we had an on-site training and it was too basic.”

“The Tribal departments need to respect our policies—well other departments’ policies. We all have policies to follow. Maybe provide training for other departments through tribal entities.”

⁴¹ NAIHC does not charge a fee for its BOC training.

TECHNICAL ASSISTANCE, TRAINING AND HOUSING SPECIALISTS’ ANALYSIS

Participants

Twelve TAS/Trainers and Native American housing specialists from ONAP and NAIHC participated in this study. Two Native American housing consultants also contributed.⁴² These individuals discussed the following topics:

- Type of TA/Training provided
- Perception of current TA/Training: successes, risks and barriers
- Feedback from TA/Training recipients
- Lessons learned
- Suggestions for future TA/Training
- Recommendations

Type of TA/Training Provided

Housing specialists provide TA/Training on all of the major housing programs discussed earlier in this study. Overall, these specialists were pleased that this type of assessment was being conducted and thought that some type of coordination in providing TA/ Training to the same population was needed. Specialists were open and discussed issues not only about their own TA/Training, but TA/Training being provided throughout Indian country. Many complimented the work being done by their peers and other organizations.

There is overlap on TA/Training among the various housing specialists in areas such as Section 184, BOC, environment, and NAHASDA—related topics. Some of the more specialized topics were taught by very few of the specialists, including homeownership, finances/accounting and environmental. Only one or two specialists taught on mold and mildew, grant writing, interpersonal skills and provided long-term consulting—in which a consultant assists a housing program for several months, or longer.

Generally, there is a repetitive nature to current training being done; “there seems to be training being done just for the sake of doing training. In these repetitive trainings, the number of recipients attending is dwindling, e.g. HUD’s NAHASDA essentials. Training is not examined for the current relevance of the training, nor is the content updated.” Training “lacks any follow up, or follow through, e.g. HUD contracts out their Title VI and Section 184 training; participants will get a good grounded knowledge of the subject, but without any assistance with helping them implement the program, you don’t get a sense of success. There is a gap between the training and helping tribes to implement the programs.”

In addition to providing TA/Training in more structured settings, such as in a classroom or at a conference, NAIHC’s specialists described providing “hands on” and on-site assistance,

⁴² Participants include eight NAIHC TAS/Trainers; one housing specialist from ONAP’s Eastern Woodlands Regional Office; two housing specialists from the Southern Plains Regional Office (whose input is combined); one individual from ONAP’s Washington DC office and two private consultants.

rated by participants as the most effective method of receiving this service. ONAP specialists described TA/Training taking place more on national and regional levels and in conferences—rated by participants as “somewhat” effective.

There is a gap in terms of what expectations are and the training being provided. For example, “when a contractor gets the training, they need to assess the type of training they are doing, then they need to determine the best way to market that training.” In an effort to reach a broader audience, ONAP’s regional offices sent information to IHS, not just the TDHE, regarding upcoming mold & mildew training. A representative of ONAP explained “the marketing is not going to be the same for each training and the HA isn't necessarily always the appropriate place to just send the information.”

“Credit and lack of knowledge is as big a threat to the tribe as sovereignty. If people aren't empowered and knowledgeable, it then becomes incumbent on the tribe to solve the problems and if the tribe isn't prepared to do this, that affects their sovereignty. Many tribes don't know what their role is and what the role of the HA is.”

There is a turnover in the type of TA, while HUD, for example is “offering quite a bit of training” it is usually repetitive and offered at national meetings or conferences.

Perception of Current TA/Training: Successes, Risks and Barriers

Housing specialists were very descriptive of their individual perceptions of current TA/Training. In discussing successes, risks and barriers, several general themes evolved within each of these areas.

Successes

Offering free and a non-threatening approach to TA/Training contributes to success. Successful examples of particular topics and in problem solving are described below.

Particular Topics

HUD's Self Monitoring training; NAIHC’s finances training; Indian Community Development Block Grant training that resulted in some real interesting successes in applications and implementation; and creative financing with tribes.

Homeownership: “Folks are coming away more knowledgeable,” knowing more about what financial management is about. For example: “What are their options for other sources? What credit reports really look like, how to read and understand theirs, what to do if it's incorrect. What they do if they want to purchase a home and make a financial plan, how to do that.”

Problem Solving

Looking at the number of homes tribes are building, “the thought process that is going into development, can draw a line directly back to the tribe and NAIHC's TA and conferences. Prior to NAHASDA there was not a lot of presentation of successful situations. The materials provided by NAIHC show the successes, tribes can see what other people are doing

and begin to believe they can do that too. This reinforces with the training sessions.” As one TAS explained, “[You] can take a HA that's having problems and assist them with our vast expertise in solving those problems.”

When TAS go into the field, people ask them what others are doing in different locations. “The TAS starts to work with them, they begin to think I can do that too. The TAS shows them how to do it, they can relate to the experiences.” Conferences are also a good place to see what other people are doing; “the ones that really benefit are the ones that ask questions. They learn about something and they come back the next year and they are trying it.”

Risks

There are two sides to TA and Training, the ability to deliver good assistance and the ability to receive that assistance. This involves the provider and the recipient. A TAS has to build “confidence [that] allows [the HA] to move forward with their programs. If you have a question, ask it, we'll get you the answer, we'll do our best to get you the answer.” If a TAS uses outdated materials, there is the risk of passing along incorrect information. One TAS dealt with this by “copying a lot of resource material and having folks add it to the manual.” Risks in receiving TA and training are outside of the control of providers.

There are areas at risk within TDHEs such as: accounting; appropriate use of TA/Training; payroll; new TDHE staff; skill level/education; readiness of tribe; not addressing HUD and IRS notices; closing out old grants; and perception. These are discussed below.

Accounting

Accounting was an area identified as usually being at the root of larger problems. “Bookkeeping, tenant accounting” is a “big area with 90% of the tribes. Accounting for NAHASDA was supposed to be kept different, people didn't understand it so they set up their own system.” GAAP is another difficult subject; however, HAs are supposed to be converting to this. Clients often request assistance with adjusting their accounting entries.

Straight BOC training is easy; however, if instruction is needed for collections or accounting, “a TAS will just give them the basic knowledge [and tell them] this is how you're going to fix it.” Results are difficult to determine unless a return visit is made to see they are “on track with how they're doing it.”

Payroll

Sometimes, this is due to new staff coming in and not knowing the computer system. If the right information is not entered correctly in a computer system that is designed for payroll, things can “get out of whack,” quarterly and year-end reports are affected.

Appropriate Use of TA/Training

A significant number of tribes have two extreme uses for outside management consultants or their attorneys, who they use in the same capacity. There is either a great dependency, or lack of knowledge on how to use these individuals that causes the tribe or HA “to do everything themselves.”

TA/Training can sometimes have mixed results; it is therefore advised that TAS “know the lay of the land prior to providing TA.” For example, a BOC received TA. Upon finding out “all the options available to them, they start to ask why haven't we been doing this in the past”? They then turn to the TA and “ask if they should fire the ED? A consultant/TA can not get involved politically, nor are they in charge of staffing.” Another scenario includes the BOC getting on the ED “about why you haven't been doing [that].”

New Staff

When new staff are hired, they may have the educational background, but may not know how to run an Indian housing program. In addition, the learning process can be difficult. “When a new person comes in, they can make such serious blunders, that they don't know what they're doing, and they try...they could learn what to do, or more importantly what not to do.” Serious mistakes can be made early on “that sometimes cannot be fixed.”

Skill Level/Education

Overall training is not affordable to obtain the skill level required. Information absorption is another difficult area. This can be seen in accounting and converting to GAAP. This may be due to having a lower level staff person, or an unskilled, or semi-skilled “bookkeeper-type person” being asked to do work that requires a higher skill level. For example, assistance with GAAP is requested; however, no one on staff has knowledge of accounting principles. Sometimes a determination has to be made on whether to get involved, for example in the bookkeeping, or not. This may require the HA to bring someone on staff with the necessary skills, or to hire a consultant.

Lacking the appropriate skills is a high risk, especially in finance and project management. “Entities are wanting to do more construction management, building their own houses, doing their own construction, their own renovation, remodeling and they don't have the experienced project people there. They're even trying to do maintenance without experienced people. It's a financial drain.”

Readiness of Tribe

Getting people excited about something and the tribe not being ready for it, is a risk. For example, “When Fannie Mae came in, they handed tribes a bouquet of flowers not knowing that the tribe was allergic to 9 of the 10 flowers. You really need to know what the tribe and the housing program's needs and capabilities are. The HA may be in a better position than the tribe, e.g. getting people excited about lending, but they don't have the funding or the education to do it.”

Not Addressing HUD and IRS Notices

IRS notices are critical and need to be addressed immediately. However, they are unanswered, “sometimes to the point of seizure.” Assistance is often not requested because “they really don't want anybody to know. But it has to be addressed.”

Closing Out Old Grants

TDHEs needing help in closing out old grants may not “have the numbers to go with them.” Assistance is sometimes needed with filling out forms and sending them to HUD.

Perception

An example of a perception problem is when an ED needing assistance with an area is afraid “to wade into that area, because they think the Tribal Council or the BOC will think they are not doing their job.” Once things are addressed, additional questions may arise, such as “why do we have to change?” Or, “why didn't you tell us we needed to change our programs?”

There is a perception of a hidden agenda when a company hires TAS. For example “HUD has contracts with [a consulting firm, who] in turn provides very limited TA, they are HUD watchdogs, whereas NAIHC doesn't really do that. HUD misinterprets that, I think they [HUD] think [NAIHC] should be doing that...when [NAIHC TAS] go out and find something wrong, [NAIHC TAS] should be reporting to them [HUD], that's really not our job.”

Different perceptions sometimes surface during training sessions. Students have discussed how HUD has a different perspective on “management skills of NAHASDA.”

Barriers

Education/Skill Level

A number of TAS expressed concern that what they're trying to teach isn't being picked up by the person receiving the TA/Training.

High Staff Turnover

Self-determination is a relatively new concept within HUD housing. Prior to NAHASDA, HAs didn't have the flexibility to determine their own housing development. The process is hampered “as tribal governments change, as staff changes, the new staff that comes in.” These individuals have to be trained as they “are not really equipped or knowledgeable about running housing programs and what that entails.”

TAS discussed feeling comfortable that they've provided adequate training; however, “three months later, you get a phone call from the tribe, they've now changed staff, could you please come back.” This makes TA/Training an ongoing process. TAS pointed out that while they can get the HA “back on track and they're doing real good” they return and “there are new people and it's a whole new thing again.” This sometimes happens more than once within a year. “The turnover is tremendous. It could be politics...[and] the small HAs are not able to pay the qualified people they need.”

Job Security

Instability can overshadow TA/Training efforts. For example, “at a site an employee learned their job description is posted, but they hadn't been informed, it looks like they are going to be fired as soon as a replacement is found. Job security, paranoia and insecurity affect how people do their jobs on a day-to-day basis.” While training can be provided “if their mind is really bent on ‘what am I going to do if I lose my job?’ They become preoccupied with their employment status rather than on what TAS is there to try and assist them with. TAS have no control over these things. They try to provide training while staying ‘apolitical as

possible.’ They try to be supportive. TAS are ‘responsible for the training’ being provided, but are not “responsible for the outcome if there are other influencing factors that control the situation.”

Lack of Funding to Receive TA

"If you don't have adequate funding it's hard to move forward." The smaller tribes “are having to pick and choose what trainings they can go to in the past year or two. This may be because they can only spend so much for travel and training. In the past, tribes and HAs had more money to go to training. A lot of the times the smaller tribes can't make it.”

Lack of Technical Assistance Specialists

“The biggest problem...is that people want us out there quicker than [we’re] able to get out there. Most of [NAIHC’s TAS] are scheduled on average about 6-8 weeks out. “So it's hard, once you get a request, to accommodate someone who wants you out there the next week. I try to encourage people, that if they do need other assistance, get their requests in as soon as possible.”

Another barrier is finding TAS that have expertise in many housing program areas. “It's difficult to recruit a generalist that can go in and say this is how to fix the problem, that's hard to do.”

Length of On-Site Visit

A lot of the TAS stated the time they are allotted for on-site TA/Training isn’t “long enough.” One specialist explained, “If I could stay 30 days I could really help them get on track.”

“NAIHC's services are provided up to 3-day chunks and can do follow-up in 3-day chunks, but I can't be there for 2-3 weeks. A fee-based consultant can be there as long as the client wants to pay.”

Geographic Location of Tribes and Villages

Unless TA/Training is provided on-site, residents of remote reservations cannot receive the “quality of training that NAIHC can provide.” When TA/Training can be taken to the requestor’s location “it becomes much more effective and concentrated with less of an interruption of their services to the people.”

“Other barriers are, and have been, the lack of adequately educated, trained or sufficient personnel because of the remoteness.” The results are an “inability to come in and bring these people up to speed even though they may...have the technical background to do it.”

One TAS explained “[t]he sense [of] isolation, whether it's geographic or through experience with NAHASDA.”

Marketing

There is a gap in terms of what expectations are and the training being provided. “When a contractor gets the training, they need to assess the type of training they are doing.” A

determination then needs to be made on “the best way to market that training. For example, in an effort to reach a broader audience, ONAP’s regional offices sent information to IHS, not just the TDHE, regarding upcoming mold & mildew training. A representative of ONAP explained “the marketing is not going to be the same for each training and the HA isn’t necessarily always the appropriate place to just send the information.”

Tenant Account Receivables (TAR)

The other barrier that is extremely significant is the enforcement of collections. NAIHC gets called in to resolve a TAR problem and the tribe is not committed to enforcement. This results in stagnation toward any effort in improving the area of collections. Which has a snowball effect in keeping the HA from being able to go into other financing areas where they get into leveraging in outside funds. Their financial statements are less than desirable when showing the debt-to-income ratio.”

Tribal Politics

“Especially now with the significant difference between the ‘37 Act being a HA requirement, that was the recipient of the funds.⁴³ Now the funding being directed to the tribe with the tribe determining whether it will be administered through a tribal department or through the I.H.A. as a tribally designated housing entity. It’s a significant barrier because until the tribe can get that ironed out and is comfortable with it, the TA can be less than effective. Because the people NAIHC is giving the TA to, aren’t sure if they are going to have a job tomorrow or not. They are sitting on the edge, and until that’s resolved, NAIHC sometimes has to back away on the TA until that is resolved.”

“The political part of it really affects the overall effectiveness of the housing programs.”
Need to stabilize staff, “make it less political.”

Feedback from TA/Training Recipients

Feedback occurred in five general ways: evaluation forms, on-site verbal feedback, requests to return, being recommended to other TDHEs and through follow-up phone calls.

The majority of TAS discussed their own evaluations as being “generally very good,” “mostly positive” or “always positive.” Others focused on the forum; there is “stronger reactions from training sessions that are very focused and relevant. You get weaker responses from the more generic training courses. There seems to be very little value in HUD’s large national summits. Training is more favorably received in regional, then follow up with TA locally on that training.”

During an on-site visit, TAS were often repeatedly thanked. Tackling hurdles not only brings relief to TDHEs requesting assistance, it is gratifying to the TAS. Finding solutions sometimes brought a mixed response of gratitude and bemusement.

⁴³ The 1937 Housing Act authorized local governments to organize public housing agencies and provided loan funds to these agencies for low-income projects. This was the first federal legislation that dealt with providing “safe and sanitary” dwellings for America’s poor.

One TAS talked about being given “a list of sometimes 2 or 3 pages of problems that a new Director has come across and for whatever reason believes there is no solution and before I leave I have either addressed the problem successfully, or have scheduled a return visit to address the remaining problems.”

TAS have received comments from housing boards, usually during meetings with Tribal Councils, like “why haven't we been provided this type of assistance before? Why don't we know about this? We really appreciate your coming out” and “I can't believe this is at no cost.”

Local TA/Training was praised the most. One specialist explained, “people really appreciate the local training that is done, by far the majority of [our] clients are [within the region], so the regional staff don't really have to travel a great distance to get to training and vice versa. People may only need to travel 2-3 hours to get to a client and it's not very expensive and the clients really appreciate it. Even if they have to stay overnight, it's not that expensive. This is great. Other...regions that are spread out over great distances don't have this situation and it makes it harder for the smaller tribes to travel to get TA and training.”

While recipients would like TAS to “stay a little bit longer with them to help” they also need to dedicate their time to receive assistance. A lot of time “they are not able to do that.”

Finally, “NAIHC has a pretty positive reputation, not charging for services, you're getting something for free and people are always happy with that. Overall people are fairly happy with the quality of NAIHC's service, they generally appreciate it. They have overall confidence in our services, the quality of the TA specialists.”

Lessons Learned

Housing specialists detailed lessons learned about their approach to TA/Training; length of training; NAHASDA; HA's policies and procedures; size of tribe; tribal politics; and work issues being interrelated. Their comments fell under the following general areas:

Approach

TAS discussed making extra efforts to learn as much as possible about a TA request before arriving. Upon receiving a request, TAS will first try to determine if they have the appropriate background, or knowledge on the topic. Then they contact the requesting HA and do a short interview to verify that the assistance topic being requested is really where the need is.

One specialist stated, “It's hard to get [at], because a lot of the times [we'll] get ‘well as long as your here, what about this, what about that.’ A lot of times it leads to a lot of follow-ups and return visits to help correct some of those other areas.” Another specialist explained “the most common thing I run into is someone will check off a block on the TA request form, and then when you get there you find out that you can't fix that area because something else in another area is messed up, and you can't fix that because something else is messed up. You

have to back track to where the problem originated and fix those areas before you can actually move on.”

Approach is important in other areas such as communicating clearly “to get a point across”; dealing with BOCs; being prepared for an on-site visit “because you don’t really know what you’re going to deal with”; and having a good attitude “They’re more willing to take it in if you’re excited about what you do.”

Length of Training

Week-long trainings were described as being too long. Caution was given to not “convolute the week with a lot of sessions, give people time to breathe.” HUD addressed this issue by cutting back from 3 to 4-day sessions to 2-day sessions.

NAHASDA

It would be advantageous to have clearly defined NAHASDA regulations. “We are running with regulations and a statute that started as theory and are slowly being driven to reality, but not without opposition by oversight agencies.”

Policies and Procedures

“Policies and procedures of most TDHEs are inadequate.”

Size of Tribe

There is a need to be mindful of smaller tribes’ budgets, costs involved, and get away from seeing training as a perk and having access to TA/Training that is reasonable. “Wherever possible we should try and find the tools, whether it's with training, approaches, advocacy or the research program we should try and make this program as straight forward as possible especially for the small tribes.”

Tribal Politics

Success can come only when “the entire tribal government, BOCs and staff [are] in concert with the entire program.” Everyone needs to be “on the same page and supporting the same direction before we can have significant success.”

“Biggest thing we've learned is a lot of times politics is the reason for a tribe struggling and they've had to kind of pick and choose where they can give TA. They've decided a lot of folks that need it the most, it may not be effective to give them that assistance at the time. They may need to wait 1-2 weeks for things to settle down, especially if there is a new administration, or council.”

Work Issues are Interrelated

On-site, it’s not unusual to deal with two-three subject areas at the same time. A lesson learned with delivering TA is “even if you try to have a structured approach in delivering your information, bringing it with you, discussing it with them, analyzing their situation, then giving them recommendations, it's a very interactive process. It's not like you go on site and deal with just one topic area, operation, admissions and occupancy affect accounting and budgeting.”

Suggestions for Future TA/Training

Housing specialists offered suggestions for future TA/Training that fell under the general areas of approach, location, methods, organizational, overlap and topics:

Approach

It may not be that the topics haven't changed, but rather how "we impart as an approach to a topic" that has changed. One TAS, for example explained "I can't just approach this as a box [to] check off just to get the assignment done. I've got to make sure that the people I'm assisting understand what it is that I'm trying to say. That I'm not there just to tell people what they are supposed to be doing, that I'm there to show them how and that they understand that."

TA/Trainer providers need to have cultural training and cultural relevance training.

Location

It is necessary that some topics continue to be delivered on a "one-to-one" basis, such as solving audit problems and findings, cleaning up and closing out old projects.

Generic topics, such as procurement and a lot of occupancy, can be delivered in regional settings.

Methods

NAIHC could do a lot more regional, concentrated trainings in specific areas such as occupancy, finance, maintenance, rehabilitation, construction management. These areas are not specific to an HA; therefore, NAIHC can do this in a classroom setting and do it regionally so there is not significant travel on their part, and get to more HAs quicker with the same message.

Teleconferencing, videoconferencing is a possibility. Again, it could substitute for the delivery in a classroom setting and thereby cut expenses, leaving more money to the HA for "sticks and bricks." Although that would be a little longer term making sure the HAs have the right set up for that. It is a recognized medium, it is coming and we should be moving in that direction.

"Videotapes of our training, edited to specifics, we have some now, but we could use more to concentrate on more areas like occupancy, maintenance. For people who come to our trainings to have access to take them back and train their people, so that NAIHC doesn't have to go out and repeat the same training and the HA doesn't have to incur the expense of sending several people. That would require that we do a lot of videotaping of our trainings, then editing, then providing these through the Resource Center on an as-requested basis."

Some TAS recommended continued TA/Training on existing topics, but suggested new delivery methods, such as standardizing some topics including financial budgeting, accounting, internal controls, tenant accounting, policies and procedures.

Continue to use Power Point and videos.

Overlap

Cross training—there doesn't seem to be an accounting of all the different types of training done by HUD, NAIHC, etc. "There needs to be an overall coordination between the different organizations providing training, pull the attendance numbers together and do follow-up to find out if the training was actually implemented, e.g. with 184 and Title VI. Provide a list of all the training being provided by the different organizations to get away from overlap and duplication."

Topics

Several TAS suggested re-instituting the intensive one-week "cram" training, for new EDs. "Set up a place where new people, particularly EDs, could go and learn about setting up, or running a housing program. The TA staff could man that, 2-3 at a time through a particular month. Or, one week of a month located centrally, where HA could get an idea where to send somebody."

"It seems to be a trend nationwide, that a lot of department stores, a lot of businesses are no longer accepting personal checks. And when we're doing homebuyer training, we're encouraging folks to open checking accounts. That trend continues to grow so we need to talk about debit cards, not just credit cards, but debit cards and how they are used. Instead of just trying to establish a checking account" in addition, obtain a debit card.

Finally, there is a need for alternative financing mechanisms and leveraging and have a focus on customer service.

Recommendations

Recommendations by the housing specialists focused on funding, location, NAHASDA, Native American TAS, organizational, policies and procedures, readiness of tribe, staffing, TA/Training topics and miscellaneous areas.

Funding

"Figure out a way to get Congress to give us more money. Need to get housing programs to be efficient. Inefficiency is the death of a lot of housing organizations. If you don't have good planning and good organization, you can't go anywhere."

Location

"Have conferences and meetings some place accessible and not too expensive...[have] alternative foods available. "HUD follows up with a CD-ROM, or a diskette, or have the materials available on their website for people to download from the Internet—he continuously gets requests over the Internet for CD-ROMs, and has had a good response to Internet download."

“Need to seriously examine moving away from the national training and focusing more on the on-site stuff.”

NAIHC’s “...Leadership Institute—is there a way to transform that into a regional training, take it out to train locally? If you’re strapped for money, you can't send staff to training. Do four to five tribes together on the spot.”

“Maybe should move from larger size national and regional training and focus more on local training, where you can follow up.” “Regionally, they may have a harder time regionally to provide training and nationally. Specialized skills are needed, e.g. GAAP, accounting and bookkeeping training. Generalized training can be done more on the regional level and have the specialty training done at the national conferences.”

NAHASDA

“The tribal leadership needs to become more involved in the Negotiated Rulemaking Committee, to change NAHASDA and work with Congress to make NAHASDA work for them...continue to lobby for more funding.”

Native American TAS

“Bring in more Indian speakers.”

Policies and Procedures

Significant effort should be in the direction of creating a generic set of complete policies and operating procedures for running a property management business, which is subsidized by the government.

Readiness of Tribe

“You've got to match the right funding source/program with their community. If they're unable to administer the program, to meet compliance to get the information that they'll need on a regular basis, then it's pointless to set themselves up for difficulties or failure... Low Income Housing Tax Credit program (LIHTC), USDA, Mortgage lending are way over the heads of a lot of the smaller tribes and are way more complicated than they benefit from.”

Topics

NAIHC should partner with the Mortgage Bankers Association- they have a training program that is offered explaining "what is a mortgage lender, what is a processor." Tribes can be their own lenders. Part of sovereignty is to be in control of your own money.

Do legal TA, there are times that tribes are taken advantage of. It's due to lack of exposure and lack of experience, for example: “What is fair housing?”

“Things change, need to get off the notion that you need to provide the same types of training every year (e.g. NAHASDA essentials) and focus on training that is currently needed and relevant.”

Miscellaneous

Several TAS expressed a need for NAIHC and HUD/ONAP to work more closely together. NAIHC, the field staff, needs to have joint regular meetings with HUD so that meetings are held in a manageable place, that there is cooperation. "Needs to be a stronger bridge between ONAP and NAIHC. Need to get rid of the duplication in training. Needs to be more coordination." Another approach is to be resource clients to either ONAP or NAIHC.

Staff need to be prepared to dedicate their time to the specialists during TA/Training. This is particularly important during on-site visits.

The finance people basically need to know what to record, not necessarily how to do it, because the old HUD regulations no longer apply. Tribes are now able to hire qualified people in accounting, but they just need a little bit of guidance on how to do accounting so they can continue in an efficient way.

"Begin with what NAIHC is doing—an assessment. Go and learn what types of TA/Training is needed, be more open and flexible, go out and find out what the need is. So much of this training that HUD provides, there is very little results from it. It's a shame, all the money that is spent on these large conferences, the training is done, but what are the results?"

Striving to reach a balance between using housing specialists and gaining a skill: "It's important that people don't get addicted, or dependent, on consultants."

"Continue to bring on TA staff that are truly qualified, have the dedication, the commitment to the tribes to help them, and not for the job itself."

CONCLUSION

There is a strong need for TA/Training in core functions to operate a TDHE. This is seen from the frequent requests for assistance with APRs, IHPs, Federal Requirements and NAHASDA Essentials. There is a need to provide tribal housing staff with "nuts and bolts" knowledge, skills and abilities.

Defining roles and responsibilities is another area that requires continued TA/Training. This is shown by the high need for TA/Training in Tribal Council Roles & Responsibilities under NAHASDA, Conflict Resolution/Complaint & Grievance Process, BOC Roles & Responsibilities.

The need to continue TA/Training in core functions, including defining roles and responsibilities, may be due to historical high staff turnover many TDHEs and tribes experience. Also, since the overall number of employees have more job responsibilities than they were originally hired to do, there is a strong need for cross-training.

There is also a strong consistency in the preferred methodology for TA/Training. There is clearly a preference that the TAS providing assistance or training be familiar with the tribe or culture; and that TA/Training be done on-site using a team approach for a longer period of

time. Participants have indicated a strong desire for TA/Training that meets their specific needs on a regional or local basis. This would allow the TAS to focus on the direction in which the housing authorities are going, rather than attending large-scale national trainings that tend to discuss more general, or broad subjects.

While there is a link between audit findings and the need to improve existing policies, large, medium and small tribes need to focus on developing different types of policies. Maintenance, Collections and Procurement need the most attention.

There is a strong desire to learn about New Programs/Innovations, to develop programs in Homebuyer Education, Credit Counseling and Homebuyer Counseling. This points toward a growing need for TA/Training in these areas.

Finally, periodic assessments and continued data dissemination are important to provide up-to-date information on needed TA/Training topics, identify who needs it and what methodologies are preferred. While private companies and consultants provide TA/Training with the hopes of making a profit; nonprofits, or organizations providing free services, could coordinate efforts to prevent duplication. In any case, it is necessary to stay abreast of regulations and to provide up-to-date materials and information.

Overall, it was determined that TA/Training is clearly needed in almost every area of TDHE operations, with some topics needing more attention, as outlined above. This perception of need, however, is relative, based on who was interviewed. Aside from the major housing programs discussed, participants identified other topics they would like to receive TA/Training. These topics include: conducting criminal background checks, maintaining confidentiality and dealing with local politics. Utilizing multiple approaches to providing TA/Training is deemed necessary to be successful, which is undoubtedly why more intense individual sessions are preferred.

APPENDICES

Appendix A
Detailed Analysis on TA/Training Needed
By Size, ONAP and NAIHC Regions

TA/Training Needs by Size of Tribe

Topics Needed by Size of Tribe	Size of Tribe			
	Large Number of Tribes	Medium Number of Tribes	Small Number of Tribes	Total Number & Percent of Tribes Responding
Conflict Resolution/ Complaint & Grievance Process	19	12	7	38 (64%)
Home Buyer Counseling	18	13	7	38 (64%)
Indian Housing Plan (IHP)	15	9	12	36 (61%)
New Programs/ Innovations in Indian Housing	16	11	7	34 (58%)
Tribal Council – Roles & Responsibilities Under NAHASDA	19	12	11	42 (71%)

TA/Training Needs by HUD Regions

Topics Needed by HUD Regions	HUD Regions						
	Alaska Regions	Eastern Woodlands Region	Northern Plains Region	Northwest Region	Southern Plains Region	Southwest Region	Total Number & Percent of Tribes Responding
	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	
Conflict Resolution/ Complaint & Grievance Process	1	13	1	6	9	9	38 (64%)
Home Buyer Counseling	5	13	1	5	8	6	38 (64%)
Indian Housing Plan (IHP)	4	10	2	5	7	8	36 (61%)
New Programs/ Innovations in Indian Housing	5	13	1	4	3	8	34 (58%)
Tribal Council - Roles & Responsibilities Under NAHASDA	5	11	2	6	6	12	42 (71%)

TA/Training Needs by NAIHC Regions

Topics Needed by NAIHC Regions	NAIHC Regions									
	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9	Total Number & Percent of Tribes Responding
	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	
Conflict Resolution/ Complaint & Grievance Process	6	4	0	1	1	6	8	1	1	38 (64%)
Home Buyer Counseling	5	8	0	1	1	5	5	1	5	38 (64%)
Indian Housing Plan (IHP)	5	5	0	1	2	5	7	1	4	36 (61%)
New Programs/ Innovations in Indian Housing	5	8	0	1	1	4	6	2	5	34 (58%)
Tribal Council - Roles & Responsibilities Under NAHASDA	4	7	0	1	2	6	10	2	5	42 (71%)

Appendix B
List of Subtopics for Main TA/Training Topics

Main Topics	Suggested Subtopics
Administration	Small Purchase Procurement. Policy Development. Criminal Background checks. Finance. Home Loan. Procurement. Down payment Assistance. Construction Management. Overall NAHASDA Process. Overall Bookkeeping. HUD Programs. Document Preparation. Personnel Supervision. Time Management. Budgeting Development. IHP Monitoring. Financial Monitoring.
Admissions & Occupancy	Bookeeping. CFR 24 Policies. Documentation. Policy Development. Modifications Procedures. Evictions. Inspections. Privacy Act. Roles & Responsibilities. Regulations.
Annual Performance Review	Budget. Documents. Computer Software. Grant Management. Budget Modifications. IHP Monitoring. HUD Regulations. APR process.
Asset or Property Management	Computing Assets. GASB-34 Policy. Property Inventory. Rehabilitation. Bookkeeping. Recording. Definitions. Qualifications. Depreciation.
Collections	Reporting Procedures. Policy Development. Delinquency. Tenant Relations. Document Preparation. Laws. Collections Process.
Commissioner Training/ Roles & Responsibilities	Policy Development. Client Privacy. Regulations. HIP training. Confidentiality. Conducting Meetings. Dealing with Politics. Management. Federal Regulations. IHP. APR. Admission Occupancy. Tenant Accounts. Budgeting.
Conflict Resolution/ Complaint and Grievance Process	Filing Complaints without Political Influence. Collections. Evictions. Tenant Relations. Policy Procedures. Housing Services. Board Meetings. NAHASDA Regulations. Nepotism Politics. Personnel Management. Communication.
Construction/ Development Management	Understanding the Process. Native American Preference. Management. IHP. CFR-24 Program. Contract Management. Overall Budgeting. Community Planning. Contract Preparation. Development. Strategic Planning. Procurement. Community Development Organizations. Multiple Projects.
Credit Counseling	Budgets. Family Planning. Budget Management. Low Income Applicants. Tenant Relations. Delinquency. Family Financial Planning.
Environmental	EPA Regulations. Maintenance of Home. Land Use. Maintenance Costs. Land Assessment. Land Acquisition. Purchasing. IHP Assessment. Land Assessment. Reporting. HUD Regulations. NEPA Regulations. Urbanization. Endangered Species Act. BIA Regulations.

(Cont'd) List of Subtopics for Main TA/Training Topics

Executive Director Orientation	Administration. Planning. Budgeting. Roles and Responsibilities. Management. Financial Management. Policy Procedures. Environmental Regulations.
Financial Management/Budgets	Budgets. Software in Financial Management. Program Income. Davis-Bacon. Community Service Block Grant. Fiscal Management. Recording. Monitoring. HUD Regulations. HUD Requirements. GASB-34. OMB-87 & 133. GAAP
Force Account procedures	Labor. Davis-Bacon. Indian Preference. Contracting. Budgeting. Planning. Procurement. Train the Trainer. Policies and Procedures. Organizational Integrity.
Generally Accepted Accounting Procedures (GAAP)	Procedures. Software in Financial Management. Document Preparation. Interpretation. Auditing. Recording. Computer Software Programs. NAHASDA Regulations. Requirements. Policies and Procedures. Regulations. GAAP 101.
Home Buyer Counseling	Homebuyer Decisions. Maintenance. Budgeting. Finances. Funding Options. Family Financial Planning. Financial Management. Downpayment Assistance. Family Financial Planning. Program Development. Train the Trainer. Agency Requirements. Banking Industry. Responsibility to homebuyer for maintenance. How to do the one-on-one counseling with tribal members.
Indian Housing Plan (IHP)	Development of IHP. Presentations for Workshops. Communications. Revisions. Needs Assessment. Development. Land Management. Planning. Administration. Operations. Regulations. Interpretation. IHP Process. How to actually develop and implement your IHP and getting past the politics.
Internal Controls	Internal Security. Preparation of Deposits. Delegating Roles. Collections Policy. Rental Payments. Inventory. Structure. Substance Maintenance. Assessment. Policy Development Monitoring. Time Management. Inspections. HUD Regulations. Informational Systems. Computer Programs. Fiscal Management.
Maintenance	Preventative Maintenance. Tenant Relations. Roofing. Minor Repairs. Tenant Relations.
Management Review	Personnel Policy. Electrical Management. Utilities. Conflict Resolution. Communications. Conducting Analysis. Objectives. Monitoring. Financial Aspects.
Modernization/ Rehabilitation	Implementation Process. Contracting. NAHASDA Regulations. Contracting. Force Account Procedures. Labor Laws. Rehabilitation Process. Project Rehabilitation and Development.

(Cont'd) List of Subtopics for Main TA/Training Topics

Mortgage Lending:	
Section 184	Train the Trainer. Tax Credit Resources. How to Start a Program.
Title VI	Train the Trainer. Tax Credit Resources. Implementation. Liabilities.
Financing/Leveraging	Train the Trainer. Tax Credit Resources. Mortgage Lending in Indian Housing. Bank Financing. Conventional Lending. Alternative Funding Sources. Financing of new homes. Leveraging of existing funds for homes in enterprise zones. Leveraging of rehabilitation funds. Development.
NAHASDA Essentials	Interpretation. Implementation. Laws and Regulations. Responsibilities of Finance Officer, IHP Coordinator, Rehabilitation Manager, Inspector and BOC. Self-Monitoring. Using NAHASDA funds to develop housing programs to "get out of the box." Training on utilizing tribal resources and housing assets to move you forward into developing affordable housing.
New Programs/ Innovations in Indian Housing	Energy Efficient Resources. Ways to search for funding. Solar energy. How to conduct title searches. Get people with bad credit into affordable housing. Ways to search for housing assistance. Recreational Centers. Affordable Housing. Dealing with Bank Lenders. Preventing Predatory Lending. Drug Elimination. Alternative use of NAHASDA.
Other Federal requirements OMB A-87 & 133, Davis-Bacon, Lead Based Paint, Relocation	Asbestos. Procurement. NAHASDA Interpretations. Tenant Relocation.
Personnel Management	Maximizing Efficiency with Effectiveness. Employee Appreciation. Formal Education Requirements. Record Keeping. Manual Development. Policies. Hiring and Firing Procedures. Benefits Management. Policy Development. "How to help the tribe with a proactive housing and community development department. Their department has exceeded the infrastructure of the tribe, we have more professional capacity than the tribal administration. Trying to bring the tribe along, to keep up with this department has been a problem."

(Cont'd) List of Subtopics for Main TA/Training Topics

Planning and Infrastructure Development	Initiating and Sustaining Infrastructure. Sewer Systems. Zoning. Waste Management. Communication. NAHASDA Limitations. Alternatives. Federal Laws. Land Management. Goal Assessment. The community planner needs to be trained on how to do things on the reservation. "They may know how to do it in the box, but they don't know how to do it out of the box. Processes that work off the reservation need to be revamped to work on the reservation, e.g. dealing with the tribal council. Right now the Casino is priority and there has got to be a way to get the tribal council and other departments on board with what this department is doing."
Policy Development	Collections. Implementation. Personnel Policy. Federal Home Loan Bank. Compliance with NAHASDA Regulations. Document Preparation. Modification to Policy. Tenant Selection. Occupancy, Admissions. Procurement. Housing Ordinances. Land Management. Personnel.
Predatory Lending	Train the Trainer. Loans. Downpayment and Closing Costs. Prevention of Predatory Lending. Federal Laws. Banking Practices. Assistance. Referrals.
Procurement	Bidding Process. Bid Packages. Federal Guidelines and Regulations. NAHASDA Funding. Davis-Bacon. Sealed Bidding. Management of Process. GSA Access. NAHASDA Regulations. Legal Procedures.
Self-Monitoring	Policy Development. Compliance. Documentation. Assessment. Design. NAHASDA Regulations. HUD Regulations. Fundamentals. Foresight. Applicable laws. Teaching the Tribe how to understand their role.
Tenant Account	Collection Process. Delinquency. Needs Assessment. Monitoring. Procedures. Document Preparation. Calculation. Modifications Procedures.
Tribal Council – Roles and Responsibilities under NAHASDA	Understanding the Housing Authority. Decision Making. How to make recommendations. Regulations. Ordinances. Their role in the IHP and APR. Force Account Procedures. Alleviating Fears. Engendering Trust. Distinction between Tribe and TDHE. NAHASDA Updates.

Appendix C
Detailed Analysis on Additional Skills Needed
By Size, ONAP and NAIHC Regions

Additional Skills Needed by Size of Tribe

Additional Skills Needed and Responses		Size of Tribe		
		Large	Medium	Small
		Number of Tribes	Number of Tribes	Number of Tribes
Computer	Yes	7	3	3
	No	16	13	10
	Did not respond	5	1	1
	Subtotal	28	17	14
Internet Skills	Yes	9	3	4
	No	14	13	9
	Did not respond	5	1	1
	Subtotal	28	17	14
Personnel Management	Yes	6	2	4
	No	17	14	9
	Did not respond	5	1	1
	Subtotal	28	17	14
Teambuilding/ Teamwork	Yes	8	3	4
	No	15	13	9
	Did not respond	5	1	1
	Subtotal	28	17	14
Customer Service Skills	Yes	7	2	3
	No	16	14	10
	Did not respond	5	1	1
	Subtotal	28	17	14
Reporting	Yes	6	3	4
	No	17	13	9
	Did not respond	5	1	1
	Subtotal	28	17	14

Additional Skills Needed by HUD Regions

Additional Skills Needed and Responses		HUD Regions					
		Alaska Region Number of Tribes	Eastern Woodlands Region Number of Tribes	Northern Plains Region Number of Tribes	Northwest Region Number of Tribes	Southern Plains Region Number of Tribes	Southwest Region Number of Tribes
Computer	Yes	3	3	0	1	5	1
	No	4	11	3	6	4	11
	Did not respond	0	4	1	0	1	1
	Subtotal	7	18	4	7	10	13
Internet Skills	Yes	3	4	1	0	5	3
	No	4	10	2	7	4	9
	Did not respond	0	4	1	0	1	1
	Subtotal	7	18	4	7	10	13
Personnel Management	Yes	1	3	0	2	5	1
	No	6	11	3	5	4	11
	Did not respond	0	4	1	0	1	1
	Subtotal	7	18	4	7	10	13
Teambuilding/ Teamwork	Yes	3	3	1	0	4	4
	No	4	11	2	7	5	8
	Did not respond	0	4	1	0	1	1
	Subtotal	7	18	4	7	10	13
Customer Service Skills	Yes	2	3	0	0	4	3
	No	5	11	3	7	5	9
	Did not respond	0	4	1	0	1	1
	Subtotal	7	18	4	7	10	13
Reporting	Yes	1	4	0	1	3	4
	No	6	10	3	6	6	8
	Did not respond	0	4	1	0	1	1
	Subtotal	7	18	4	7	10	13

Additional Skills Needed by NAIHC Regions

Additional Skills Needed and Responses		NAIHC Regions								
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Computer	Yes	0	3	0	5	0	1	1	0	3
	No	4	7	0	4	3	6	9	2	4
	Did not respond	2	2	1	1	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Internet Skills	Yes	0	4	0	5	1	0	3	0	3
	No	4	6	0	4	2	7	7	2	4
	Did not respond	2	2	1	1	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Personnel Management	Yes	0	3	0	5	0	2	1	0	1
	No	4	7	0	4	3	5	9	2	6
	Did not respond	2	2	1	1	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Teambuilding/ Team Work	Yes	0	3	0	4	1	0	3	1	3
	No	4	7	0	5	2	7	7	1	4
	Did not respond	2	2	1	1	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Customer Service Skills	Yes	0	3	0	4	0	0	1	2	2
	No	4	7	0	5	3	7	9	0	5
	Did not respond	2	2	1	1	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Reporting	Yes	0	4	0	3	0	1	3	1	1
	No	4	6	0	6	3	6	7	1	6
	Did not respond	2	2	1	1	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

Appendix D
Notes on Other Skills Needed

Size of Tribe	HUD Regions	NAIHC Regions	Notes
Small	Northwest Region	Region 6	Computer: Software
Medium	Alaska Region	Region 9	Computer: Software
Large	Northwest Region	Region 6	Requirements for Assisted Living and Elderly.
Small	Northwest Region	Region 6	Budget Preparation
Small	Alaska Region	Region 9	Computer: Software
Medium	Southwest Region	Region 7	Computer: Software
Large	Eastern Woodlands Region	Region 2	Grant writing, Develop Boys & Girls Cub
Large	Eastern Woodlands Region	Region 2	Basic land, intermediate computer skills, spreadsheet and word processing. Reporting: verbal and writing.
Large	Southern Plains Region	Region 4	Computer and Internet skills is an ongoing thing that needs to be addressed yearly, or every other year to keep on top of all the changes. In this HA staff are periodically sent to the local community college for computer updates. Personnel management, teambuilding/teamwork is another ongoing thing. Everybody needs customer service skills. They do their reports on time. All these topics are ongoing that are addressed yearly.
Large	Southern Plains Region	Region 4	Teamwork, computer and Internet skills. This HA will soon be linked to the tribal offices. They have not yet been linked and need to develop the software to do that. HDS will provide training in this subject. Personnel Management; the tribe is developing the HA so that all their basic rules and regulations will coincide with the tribe's. Teamwork building- to bond the tribe to the HA, it's going to take coming to terms with everyone agreeing to the rules and regulations rather than just being told. The interaction is not there yet. Customer service skills- need to be updated. Reporting; updating.

(Cont'd) Notes on Other Skills Needed

Large	Southern Plains Region	Region 4	The number one thing needed by their staff is teambuilding and teamwork. That is not practiced at all in this HA. Number two would be computer and Internet skills. A lot of staff haven't had any training on computers. Personnel Management and customer service skills.
Large	Northern Plains Region	Region 5	Internet skills, downloading HUD forms.
Small	Alaska Region	Region 9	Training needs to be done locally.
Large	Eastern Woodlands Region	Region 2	"I don't think at this time that my staff needs any specialized training."
Large	Alaska Region	Region 9	Mold & mildew, grant writing, P.H.A. funding, CDFI.
Small	Southwest Region	Region 7	Personnel Management, teambuilding to include tribal council and BOC, teamwork, customer service skills, reporting, quality control, improved production, creating happier work environment such as office/employee morale.
Small	Southwest Region	Region 8	Customer service skills, for example, attitude toward members.
Large	Southern Plains Region	Region 4	Secretarial training, for example, how to communicate on the phone and deal with customers.

Appendix E
Detailed Analysis on TA/Training Methods
By Size, ONAP and NAIHC Regions

TA/Training Methods by Size of Tribe

TA/Training Methods and Responses		Size of Tribe		
		Large	Medium	Small
		Number of Tribes	Number of Tribes	Number of Tribes
Compact Disc	(1 BOC) Effective/Not Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	1	0	0
	Did not respond	1	0	0
	Don't Know	1	2	0
	Effective	3	6	4
	Not Effective	6	2	1
	Somewhat Effective	11	5	7
	Very Effective	5	2	2
	Subtotal	28	17	14
	Distance Learning Satellite	(1 BOC) Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	1	0
Did not respond		3	0	0
Don't Know		2	1	3
Effective		2	3	2
Not Effective		8	4	4
Somewhat Effective		9	5	4
Very Effective		3	4	1
Subtotal		28	17	14
Formal Classroom	(1 BOC) Very Effective, (1 BOC) Did not respond, (ED) Very Effective	1	0	0
	Did not respond	1	0	0
	Don't Know	0	0	1
	Effective	5	6	2
	Not Effective	2	0	2
	Somewhat Effective	4	1	2
	Very Effective	15	10	7
	Subtotal	28	17	14

(Cont'd) TA/Training Methods by Size of Tribe

Large Conferences/Summits	(2 BOC) Very Effective, Somewhat Effective, (ED) Effective	1	0	0
	Did not respond	1	0	0
	Effective	6	6	4
	Not Effective	0	1	2
	Somewhat Effective	11	6	6
	Very Effective	9	4	2
	Subtotal	28	17	14
On-Site Visits	(1 BOC, ED) Very Effective, (1 BOC) Did not respond	1	0	0
	Effective	3	4	3
	Not Effective	1	0	2
	Somewhat Effective	2	0	1
	Very Effective	21	13	8
	Subtotal	28	17	14
Self-Paced Internet	(1 BOC) Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	1	0	0
	Did not respond	4	0	0
	Don't Know	2	3	3
	Effective	4	3	2
	Not Effective	6	4	1
	Somewhat Effective	6	5	6
	Very Effective	5	2	2
	Subtotal	28	17	14
Self-Paced Video	(1 BOC) Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	1	0	0
	Did not respond	5	0	0
	Don't Know	2	2	3
	Effective	6	2	1
	Not Effective	7	6	2
	Somewhat Effective	5	4	6
	Very Effective	2	3	2
	Subtotal	28	17	14
Workshops	(1 BOC, ED) Very Effective, (1 BOC) Did not respond	1	0	0
	Don't Know	0	0	1
	Effective	6	2	1
	Not Effective	1	1	0
	Somewhat Effective	6	3	1
	Very Effective	14	11	11
	Subtotal	28	17	14

TA/Training Methods by HUD Regions

TA/Training Methods and Responses		HUD Regions					
		Alaska Region	Eastern Woodlands Region	Northern Plains Region	Northwest Region	Southern Plains Region	Southwest Region
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Compact Disc	(1 BOC) Effective/Not Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	0	1	0	0	0	0
	Did not respond	0	1	0	0	0	0
	Don't Know	0	1	0	0	0	2
	Effective	3	2	0	2	2	4
	Not Effective	0	3	2	1	2	1
	Somewhat Effective	3	7	2	4	3	4
	Very Effective	1	3	0	0	3	2
	Subtotal	7	18	4	7	10	13
Distance Learning Satellite	(1 BOC) Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	0	1	0	0	0	0
	Did not respond	0	2	0	0	1	0
	Don't Know	0	1	0	0	2	3
	Effective	3	1	0	1	0	2
	Not Effective	1	4	3	2	3	3
	Somewhat Effective	1	7	1	4	2	3
	Very Effective	2	2	0	0	2	2
	Subtotal	7	18	4	7	10	13
Formal Classroom	(1 BOC) Very Effective, (1 BOC) Did not respond, (ED) Very Effective	0	1	0	0	0	0
	Did not respond	0	1	0	0	0	0
	Don't Know	0	0	0	0	0	1
	Effective	1	3	0	4	2	3
	Not Effective	0	2	1	0	0	1
	Somewhat Effective	1	2	0	1	2	1
	Very Effective	5	9	3	2	6	7
	Subtotal	7	18	4	7	10	13

(Cont'd) TA/Training Methods by HUD Regions

Large Conferences/Summits	(2 BOC) Very Effective, Somewhat Effective, (ED) Effective	0	1	0	0	0	0
	Did not respond	0	1	0	0	0	0
	Effective	3	5	2	1	0	5
	Not Effective	0	0	0	0	1	2
	Somewhat Effective	3	7	2	5	4	2
	Very Effective	1	4	0	1	5	4
	Subtotal	7	18	4	7	10	13
On-Site Visits	(1 BOC, ED) Very Effective, (1 BOC) Did not respond	0	1	0	0	0	0
	Effective	0	0	2	4	1	3
	Not Effective	0	1	0	0	0	2
	Somewhat Effective	1	2	0	0	0	0
	Very Effective	6	14	2	3	9	8
	Subtotal	7	18	4	7	10	13
Self-Paced Internet	(1 BOC) Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	0	1	0	0	0	0
	Did not respond	0	1	1	0	2	0
	Don't Know	0	1	1	0	2	4
	Effective	2	2	0	3	0	2
	Not Effective	0	5	1	1	2	2
	Somewhat Effective	4	4	1	3	2	3
	Very Effective	1	4	0	0	2	2
	Subtotal	7	18	4	7	10	13

(Cont'd) TA/Training Methods by HUD Regions

Self-Paced Video	(1 BOC) Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	0	1	0	0	0	0
	Did not respond	0	2	1	0	2	0
	Don't Know	0	1	1	0	1	4
	Effective	3	3	0	2	0	1
	Not Effective	0	4	1	3	3	4
	Somewhat Effective	4	4	0	2	2	3
	Very Effective	0	3	1	0	2	1
	Subtotal	7	18	4	7	10	13
Workshops	(1 BOC, ED) Very Effective, (1 BOC) Did not respond	0	1	0	0	0	0
	Don't Know	0	0	0	0	0	1
	Effective	0	3	0	3	2	1
	Not Effective	0	1	0	1	0	0
	Somewhat Effective	2	4	0	0	1	3
	Very Effective	5	9	4	3	7	8
	Subtotal	7	18	4	7	10	13

TA/Training Methods by NAIHC Regions

TA/Training Methods and Responses		NAIHC Regions								
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Compact Disc	(1 BOC) Effective/Not Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	0	1	0	0	0	0	0	0	0
	Did not respond	0	1	0	0	0	0	0	0	0
	Don't Know	1	0	0	0	0	0	2	0	0
	Effective	0	2	0	2	0	2	3	1	3
	Not Effective	1	2	0	2	2	1	1	0	0
	Somewhat Effective	2	5	1	3	1	4	3	1	3
	Very Effective	2	1	0	3	0	0	2	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
	Distance Learning Satellite	(1 BOC) Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	0	1	0	0	0	0	0	0
Did not respond		0	2	0	1	0	0	0	0	0
Don't Know		1	0	0	2	0	0	2	1	0
Effective		1	0	0	0	0	1	2	0	3
Not Effective		1	3	1	3	2	2	2	1	1
Somewhat Effective		2	5	0	2	1	4	3	0	1
Very Effective		1	1	0	2	0	0	2	0	2
Subtotal		6	12	1	10	3	7	11	2	7

(Cont'd) TA/Training Methods by NAIHC Regions

Formal Classroom	(1 BOC) Very Effective, (1 BOC) Did not respond, (ED) Very Effective	0	1	0	0	0	0	0	0	0
	Did not respond	0	1	0	0	0	0	0	0	0
	Don't Know	0	0	0	0	0	0	0	1	0
	Effective	2	1	0	2	0	4	3	0	1
	Not Effective	1	1	0	0	1	0	1	0	0
	Somewhat Effective	0	2	0	2	0	1	1	0	1
	Very Effective	3	6	1	6	2	2	6	1	5
	Subtotal	6	12	1	10	3	7	11	2	7
Large Conferences/ Summits	(2 BOC) Very Effective, Somewhat Effective, (ED) Effective	0	1	0	0	0	0	0	0	0
	Did not respond	0	1	0	0	0	0	0	0	0
	Effective	1	4	1	0	1	1	4	1	3
	Not Effective	0	0	0	1	0	0	2	0	0
	Somewhat Effective	4	3	0	4	2	5	2	0	3
	Very Effective	1	3	0	5	0	1	3	1	1
	Subtotal	6	12	1	10	3	7	11	2	7
On-Site Visits	(1 BOC, ED) Very Effective, (1 BOC) Did not respond	0	1	0	0	0	0	0	0	0
	Effective	0	0	1	1	1	4	2	1	0
	Not Effective	1	0	0	0	0	0	2	0	0
	Somewhat Effective	1	1	0	0	0	0	0	0	1
	Very Effective	4	10	0	9	2	3	7	1	6
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) TA/Training Methods by NAIHC Regions

Self-Paced Internet	(1 BOC) Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	0	1	0	0	0	0	0	0	0
	Did not respond	0	1	0	2	1	0	0	0	0
	Don't Know	0	1	1	2	0	0	3	1	0
	Effective	0	2	0	0	0	3	2	0	2
	Not Effective	3	2	0	2	1	1	1	1	0
	Somewhat Effective	2	2	0	2	1	3	3	0	4
	Very Effective	1	3	0	2	0	0	2	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Self-Paced Video	(1 BOC) Effective, (1 BOC) Did not respond, (ED) Somewhat Effective	0	1	0	0	0	0	0	0	0
	Did not respond	0	2	0	2	1	0	0	0	0
	Don't Know	0	1	1	1	0	0	3	1	0
	Effective	1	2	0	0	0	2	1	0	3
	Not Effective	1	3	0	3	1	3	3	1	0
	Somewhat Effective	3	1	0	2	0	2	3	0	4
	Very Effective	1	2	0	2	1	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Workshops	(1 BOC, ED) Very Effective, (1 BOC) Did not respond	0	1	0	0	0	0	0	0	0
	Don't Know	0	0	0	0	0	0	0	1	0
	Effective	3	0	0	2	0	3	1	0	0
	Not Effective	0	1	0	0	0	1	0	0	0
	Somewhat Effective	1	3	0	1	0	0	2	1	2
	Very Effective	2	7	1	7	3	3	8	0	5
	Subtotal	6	12	1	10	3	7	11	2	7

Appendix F
Detailed Analysis on Current Housing Programs
By Size, ONAP and NAIHC Regions

Current Housing Programs By Size of Tribe

Housing Programs and Responses		Size of Tribe		
		Large	Medium	Small
		Number of Tribes	Number of Tribes	Number of Tribes
Credit Counseling	Yes	10	6	1
	No	14	10	13
	Plan to have	4	1	0
	Subtotal	28	17	14
Down Payment Assistance	Yes	19	11	4
	No	8	5	9
	Plan to have	1	1	1
	Subtotal	28	17	14
Elderly Housing	Yes	17	2	3
	No	10	14	11
	Plan to have	1	1	0
	Subtotal	28	17	14
Homebuying Counseling	Yes	21	9	3
	No	5	5	11
	Plan to have	2	3	0
	Subtotal	28	17	14
Homebuyer Education	Yes	17	8	4
	No	6	7	10
	Plan to have	5	2	0
	Subtotal	28	17	14
Home Improvement	Yes	19	12	8
	No	8	3	5
	Plan to have	1	2	1
	Subtotal	28	17	14
Homeless/ Emergency Shelters	Yes	9	4	1
	No	18	13	13
	Plan to have	1	0	0
	Subtotal	28	17	14
Home Loan Programs	Yes	9	4	2
	No	17	12	11
	Plan to have	1	1	1
	Did not respond	1	0	0
	Subtotal	28	17	14

(Cont'd) Current Housing Programs By Size of Tribe

Home Repair Loan Programs	Yes	10	5	2
	No	16	12	11
	Plan to have	2	0	1
	Subtotal	28	17	14
Low-Income Rental	Yes	23	12	7
	No	4	3	7
	Plan to have	1	2	0
	Subtotal	28	17	14
Maintenance	Yes	26	10	6
	No	2	6	8
	Plan to have	0	1	0
	Subtotal	28	17	14
Modernization	Yes	21	10	5
	No	6	7	9
	Plan to have	1	0	0
	Subtotal	28	17	14
Mutual Help	Yes	22	7	6
	No	5	10	8
	Plan to have	1	0	0
	Subtotal	28	17	14
Rehabilitation	Yes	24	13	7
	No	4	4	7
	Subtotal	28	17	14
Rental Assistance	Yes	13	3	4
	No	15	14	10
	Subtotal	28	17	14
Rural Development Housing	Yes	10	5	4
	No	15	12	10
	Plan to have	3	0	0
	Subtotal	28	17	14
Security	Yes	11	3	1
	No	17	14	13
	Subtotal	28	17	14
Student Housing	Yes	4	4	1
	No	23	12	12
	Plan to have	1	1	1
	Subtotal	28	17	14
Tax Credit Housing	Yes	6	1	0
	No	22	15	13
	Plan to have	0	1	1
	Subtotal	28	17	14
Transitional Housing	Yes	5	3	4
	No	21	13	10
	Plan to have	2	1	0
	Subtotal	28	17	14

(Cont'd) Current Housing Programs By Size of Tribe

Turnkey	Yes	4	1	0
	No	23	16	14
	Did not respond	1	0	0
	Subtotal	28	17	14

Housing Programs By HUD Regions

Housing Programs and Responses		HUD Regions					
		Alaska Region	Eastern Woodlands Region	Northern Plains Region	Northwest Region	Southern Plains Region	Southwest Region
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Credit Counseling	Yes	1	8	1	2	3	2
	No	6	9	3	4	7	8
	Plan to have	0	1	0	1	0	3
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Down Payment Assistance	Yes	4	12	3	4	6	5
	No	3	6	1	3	4	5
	Plan to have	0	0	0	0	0	3
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Elderly Housing	Yes	2	11	1	3	1	4
	No	5	6	3	3	9	9
	Plan to have	0	1	0	1	0	0
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Homebuyer Counseling	Yes	3	14	2	3	7	4
	No	3	3	1	3	3	8
	Plan to have	1	1	1	1	0	1
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Homebuyer Education	Yes	4	13	2	2	3	5
	No	2	4	1	3	7	6
	Plan to have	1	1	1	2	0	2
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Home Improvement	Yes	3	12	3	5	8	8
	No	2	6	1	1	2	4
	Plan to have	2	0	0	1	0	1
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Homeless/ Emergency Shelters	Yes	3	5	0	4	2	0
	No	4	12	4	3	8	13
	Plan to have	0	1	0	0	0	0
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13

(Cont'd) Housing Programs By HUD Regions

Home Loan Programs	Yes	3	7	0	2	2	1
	No	3	10	4	5	8	10
	Plan to have	1	0	0	0	0	2
	Did not respond	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Home Repair Loan Programs	Yes	1	5	1	4	3	3
	No	6	13	3	3	7	7
	Plan to have	0	0	0	0	0	3
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Low-Income Rental	Yes	3	15	4	4	7	9
	No	3	2	0	2	3	4
	Plan to have	1	1	0	1	0	0
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Maintenance	Yes	2	17	4	5	7	7
	No	5	1	0	1	3	6
	Plan to have	0	0	0	1	0	0
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Modernization	Yes	3	13	3	3	7	7
	No	4	5	1	4	3	5
	Plan to have	0	0	0	0	0	1
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Mutual Help	Yes	2	14	3	3	6	7
	No	5	3	1	4	4	6
	Plan to have	0	1	0	0	0	0
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Rehabilitation	Yes	3	13	4	5	10	9
	No	4	5	0	2	0	4
	Plan to have	0	0	0	0	0	0
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Rental Assistance	Yes	2	7	1	4	4	2
	No	5	11	3	3	6	11
	Plan to have	0	0	0	0	0	0
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13

(Cont'd) Housing Programs By HUD Regions

Rural Development Housing	Yes	2	6	2	2	3	4
	No	5	11	2	5	6	8
	Plan to have	0	1	0	0	1	1
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Security	Yes	0	7	2	1	2	3
	No	7	11	2	6	8	10
	Plan to have	0	0	0	0	0	0
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Student Housing	Yes	0	3	1	2	0	3
	No	5	15	3	5	10	9
	Plan to have	2	0	0	0	0	1
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Tax Credit Housing	Yes	2	5	0	0	0	0
	No	5	13	4	7	9	12
	Plan to have	0	0	0	0	1	1
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Transitional Housing	Yes	1	5	0	1	3	2
	No	6	10	4	6	7	11
	Plan to have	0	3	0	0	0	0
	Did not respond	0	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Turnkey	Yes	1	3	0	1	0	0
	No	5	15	4	6	10	13
	Plan to have	0	0	0	0	0	0
	Did not respond	1	0	0	0	0	0
	Subtotal	7	18	4	7	10	13

Housing Programs by NAIHC Regions

Housing Programs and Responses		NAIHC Regions								
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Credit Counseling	Yes	3	5	0	3	1	2	2	0	1
	No	2	7	1	7	2	4	7	1	6
	Plan to have	1	0	0	0	0	1	2	1	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Down Payment Assistance	Yes	4	8	1	6	2	4	5	0	4
	No	2	4	0	4	1	3	3	2	3
	Plan to have	0	0	0	0	0	0	3	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Elderly Housing	Yes	3	8	1	1	0	3	2	2	2
	No	2	4	0	9	3	3	9	0	5
	Plan to have	1	0	0	0	0	1	0	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Homebuyer Counseling	Yes	6	8	0	7	2	3	4	0	3
	No	0	3	0	3	1	3	6	2	3
	Plan to have	0	1	1	0	0	1	1	0	1
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Housing Programs by NAIHC Regions

Homebuyer Education	Yes	5	8	0	3	2	2	5	0	4
	No	1	3	0	7	1	3	5	1	2
	Plan to have	0	1	1	0	0	2	1	1	1
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Home Improvement	Yes	4	8	1	8	2	5	7	1	3
	No	2	4	0	2	1	1	3	1	2
	Plan to have	0	0	0	0	0	1	1	0	2
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Homeless/ Emergency Shelters	Yes	2	3	0	2	0	4	0	0	3
	No	3	9	1	8	3	3	11	2	4
	Plan to have	1	0	0	0	0	0	0	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Home Loan Programs	Yes	2	5	0	2	0	2	1	0	3
	No	3	7	1	8	3	5	9	1	3
	Plan to have	0	0	0	0	0	0	1	1	1
	Did not respond	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Home Repair Loan Programs	Yes	2	3	0	3	1	4	2	1	1
	No	4	9	1	7	2	3	6	1	6
	Plan to have	0	0	0	0	0	0	3	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Housing Programs by NAIHC Regions

Low-Income Rental	Yes	5	10	1	7	3	4	7	2	3
	No	0	2	0	3	0	2	4	0	3
	Plan to have	1	0	0	0	0	1	0	0	1
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Maintenance	Yes	6	11	1	7	3	5	7	0	2
	No	0	1	0	3	0	1	4	2	5
	Plan to have	0	0	0	0	0	1	0	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Modernization	Yes	5	8	1	7	2	3	7	0	3
	No	1	4	0	3	1	4	4	1	4
	Plan to have	0	0	0	0	0	0	0	1	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Mutual Help	Yes	4	10	1	6	2	3	6	1	2
	No	1	2	0	4	1	4	5	1	5
	Plan to have	1	0	0	0	0	0	0	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Rehabilitation	Yes	5	8	1	10	3	5	8	1	3
	No	1	4	0	0	0	2	3	1	4
	Plan to have	0	0	0	0	0	0	0	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Housing Programs by NAIHC Regions

Rental Assistance	Yes	1	6	0	4	1	4	2	0	2
	No	5	6	1	6	2	3	9	2	5
	Plan to have	0	0	0	0	0	0	0	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Rural Development Housing	Yes	0	6	1	3	1	2	4	0	2
	No	5	6	0	6	2	5	6	2	5
	Plan to have	1	0	0	1	0	0	1	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Security	Yes	2	5	1	2	1	1	2	1	0
	No	4	7	0	8	2	6	9	1	7
	Plan to have	0	0	0	0	0	0	0	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Student Housing	Yes	1	2	0	0	1	2	3	0	0
	No	5	10	1	10	2	5	7	2	5
	Plan to have	0	0	0	0	0	0	1	0	2
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Tax Credit Housing	Yes	0	5	0	0	0	0	0	0	2
	No	6	7	1	9	3	7	10	2	5
	Plan to have	0	0	0	1	0	0	1	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Housing Programs by NAIHC Regions

Transitional Housing	Yes	1	4	0	3	0	1	2	0	1
	No	3	7	1	7	3	6	9	2	6
	Plan to have	2	1	0	0	0	0	0	0	0
	Did not respond	0	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Turnkey	Yes	0	3	0	0	0	1	0	0	1
	No	6	9	1	10	3	6	11	2	5
	Plan to have	0	0	0	0	0	0	0	0	0
	Did not respond	0	0	0	0	0	0	0	0	1
	Subtotal	6	12	1	10	3	7	11	2	7

Appendix G
Notes on Housing Programs

Size of Tribe	HUD Regions	NAIHC Regions	Notes
Small	Northwest Region	Region 6	Have a Home Improvement Program otherwise known as HIP, which they haven't received funding for in past 2 years.
Medium	Alaska Region	Region 4	Have an environmental office where we do water testing. We clean up and monitor the environment.
Large	Northwest Region	Region 6	"We have traditional housing program- which is a type of grant used to build houses."
Medium	Northwest Region	Region 6	Do some homebuyer education with their downpayment assistance, but they don't have a formal program in place. They don't have a formal maintenance program in place but they do it as part of their rehabilitation program.
Large	Northwest Region	Region 6	"We were working assisted living- I just bought a Catholic academy and it being converted to assisted living and elderly housing and it is probably going to be ready within a year. "Keep in mind that we have been into housing Jan 8 of this year."
Small	Southwest Region	Region 7	They are looking into Rural Development Housing. [Identified as not having].
Small	Northwest Region	Region 6	Have a daycare center.
Large	Southern Plains Region	Region 4	Environmental program administered by the tribe - through NAHASDA funds. We have planning office and compliance office and rental assistance and residential service- from NAHASDA funds. Residential services helps people get chartered into the community.
Small	Alaska Region	Region 4	They operate their HIP program. He stated that they are planning to do Home Improvement but not with HUD. He also said they do maintenance through BIA, but prefers to work through BIA. He expressed in the following programs: credit counseling and down payment.
Small	Southwest Region	Region 7	"We have one graduate going into college and we will be helping her but we don't have a formal student housing program in place."

(Cont'd) Notes on Housing Programs

Small	Southern Plains Region	Region 4	We provide emergency services for the low income and elderly that have received cut off notices for utilities or eviction notices. We help with the utilities and there is no payback required for those. However, rent money is expected to be paid back."
Small	Southwest Region	Region 7	They have 638 programs." The tribe does address credit counseling- but there is no formal program in place." With regards to down payment assistance, "we put up land as a matching fund." He says, "We do have a housing program that is involved in HUD.
Large	Eastern Woodlands Region	Region 1	In terms of security they have police at low income housing units. Help was requested with the following technical assistance programs: Credit Counseling, Down Payment Assistance, Elderly Housing, Homebuyer Counseling, Homebuyer Education, Home Improvement.
Medium	Southwest Region	Region 7	They have two development projects going on. They used to have elderly housing program with one tribe, now another tribe wants it. They have had homebuyer counseling in the past- they plan to start again. She stated that they have homebuyer education.
Large	Eastern Woodlands Region	Region 1	"We don't [do] a formal credit counseling program- but we do limited credit counseling. We discuss very briefly credit situation with people who are need of the counseling." They don't have a formal homebuyer education program in place.
Large	Eastern Woodlands Region	Region 1	"We have a Replacement Home Program- if we have a family whose rehab is 2 to 2.5 the maximum rehab we recommend them to a replacement home. Some of the rehabs are trailers and some of them are 45 years old. We get them an actual home.

(Cont'd) Notes on Housing Programs

Medium	Alaska Region	Region 4	Provide money grant to prevent loss of critical utilities. Developing homebuyer education program to go hand in hand with the homebuyer counseling. Home improvement is going to be tied in with homebuyer counseling.
Medium	Northern Plains Region	Region 5	"We have a down payment assistance program in place- but we are fine tuning it. We started it because a lot of homeownership issues have been coming up and people are coming to us with their needs." "We might look into having a home loan program in [the future]."
Medium	Southwest Region	Region 5	"We are a very small tribe- so a lot of these programs are not needed."
Large	Southwest Region	Region 7	We provide utility assistance through grants and garbage removal- for only NAHASDA assisted units. "They have their Home Improvement program under rehab." "We don't [do] Rental Assistance under section 8 - but we provide rental assistance up to \$1500 for 3 months"
Small	Alaska Region	Region 9	They are in the process of developing an IHP program. The down payment assistance program has been around for only 2 months.
Large	Eastern Woodlands Region	Region 1	He says that he gets a lot of his funding from the tribe. They do have security cameras in the rental projects that are tied to the police dept. They also have extra lighting. He says that their home loan program is going through a lot of changes.
Medium	Southern Plains Region	Region 4	Have an HIP program that they have just funded last year, which was for the first time in 3 years. He specified they are not a housing authority- they just have a housing department. They only [do] rehabilitation and renovation 3 times a year.
Large	Northwest Region	Region 6	"We provide alcohol treatment through our Indian health program."

(Cont'd) Notes on Housing Programs

Small	Southwest Region	Region 7	"We do have housing program, but it is not active year-round. We got a housing grant from HUD. We grant money to families that can arrange their own upkeep of their homes. But, it is not for the neediest families."
Small	Southern Plains Region	Region 4	"We help people with utility bills if they are having a problem paying. On an emergency basis we do assist. We grant the money. "We are not doing credit counseling at this time- have ordered some material but it is currently inactive."
Large	Southwest Region	Region 8	We have a drug elimination program. "We have tenant relation officers who used to do a little homebuyer counseling when they had the time. But they couldn't always do it. We are currently advertising for a new position." They have security.
Large	Southwest Region	Region 7	Their student housing is their rental assistance program.
Medium	Eastern Woodlands Region	Region 2	"We have assistant care facility- for people who are over 50 years old. It is separate from elderly housing. Elderly housing is for the more dependent. We have certified nurses on staff. We make sure they get their medication- 24 hour service."
Medium	Southern Plains Region	Region 4	HS 121 Program- providing drain fields for water wells and septic tanks as well as rural water connections.
Medium	Southwest Region	Region 7	They have a mortgage program that is a leverage program. They use part of the grant fund to build homes- then they sell them to banks.

Appendix H
Detailed Analysis on Additional Job Positions
By Size, ONAP and NAIHC Regions

Additional Job Positions by Size of Tribe

Job Titles and Number of Employees		Size of Tribe		
		Large	Medium	Small
		Number of Tribes	Number of Tribes	Number of Tribes
Accounts Payable	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Account Specialist	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Acting Director	0	28	16	14
	1	0	1	0
	Subtotal	28	17	14
Acting General Manager	0	28	17	13
	1	0	0	1
	Subtotal	28	17	14
Admin. Services Director	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Admission Counselor	0	27	17	14
	2	1	0	0
	Subtotal	28	17	14
Cashier	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Chief Financial Officer	0	28	14	13
	1	0	3	1
	Subtotal	28	17	14
Child Care Coordinator	0	28	17	13
	1	0	0	1
	Subtotal	28	17	14
Community Relations Specialist	0	27	17	12
	1	1	0	2
	Subtotal	28	17	14
Compliance Officer	0	27	17	13
	1	1	0	1
	Subtotal	28	17	14
Comptroller	0	25	17	14
	1	3	0	0
	Subtotal	28	17	14

(Cont'd) Additional Job Positions by Size of Tribe

Construction Assistant	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Construction Foreman	0	27	17	14
	2	1	0	0
	Subtotal	28	17	14
Construction Manager	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Counselor	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Dentist	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Deputy Director	0	26	16	14
	1	2	1	0
	Subtotal	28	17	14
Development Assistant	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Development Director	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Doctor	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Domestic Violence Counselor	0	27	17	13
	1	1	0	1
	Subtotal	28	17	14
Drug Elimination Staff	0	27	14	13
	1	1	1	0
	2	0	1	0
	4	0	1	1
	Subtotal	28	17	14
EDA Development Coordinator	0	28	17	13
	1	0	0	1
	Subtotal	28	17	14
Education Coordinator	0	28	17	13
	1	0	0	1
	Subtotal	28	17	14
Emergency Services Director	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14

(Cont'd) Additional Job Positions by Size of Tribe

Enrollment Specialist	0	27	17	12
	1	1	0	2
	Subtotal	28	17	14
Entitlements Director	0	28	16	13
	1	0	1	1
	Subtotal	28	17	14
Environmental Personnel	0	27	16	13
	1	0	1	0
	2	0	0	1
	3	1	0	0
	Subtotal	28	17	14
Environmental Program Mngr.	0	27	15	13
	1	1	2	1
	Subtotal	28	17	14
EPA Admin. Assistant	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
EPA Director	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
EPA Specialist	0	28	17	13
	1	0	0	1
	Subtotal	28	17	14
Executive Assistant	0	28	17	13
	1	0	0	1
	Subtotal	28	17	14
Finance Specialist	0	28	16	14
	1	0	1	0
	Subtotal	28	17	14
Fiscal Manager	0	28	17	13
	1	0	0	1
	Subtotal	28	17	14
Force Account Crew	0	27	16	14
	1	1	0	0
	7	0	1	0
	Subtotal	28	17	14
Force Account Manager	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Grants Manager	0	28	15	14
	1	0	2	0
	Subtotal	28	17	14
Homebuyer Educ. Counselor	0	27	17	14
	4	1	0	0
	Subtotal	28	17	14

(Cont'd) Additional Job Positions by Size of Tribe

Housing Coordinator	0	28	15	13
	1	0	2	1
	Subtotal	28	17	14
Housing Director	0	23	14	14
	1	5	3	0
	Subtotal	28	17	14
Housing Intake Outreach Specialist	0	27	17	12
	1	0	0	2
	2	1	0	0
	Subtotal	28	17	14
Housing Manager	0	26	14	13
	1	2	3	1
	Subtotal	28	17	14
Housing Management Dir.	0	26	17	14
	1	2	0	0
	Subtotal	28	17	14
Housing Specialist	0	28	16	14
	1	0	1	0
	Subtotal	28	17	14
Human Resource Officer	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Human Resources Personnel	0	25	16	14
	1	2	1	0
	4	1	0	0
	Subtotal	28	17	14
Indian Child Welfare Dir.	0	27	17	13
	1	1	0	1
	Subtotal	28	17	14
Indian Child Welfare Admin. Assist.	0	27	17	13
	1	1	0	1
	Subtotal	28	17	14
Insurance Coordinator	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Maintenance Supervisor	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Modernization Director	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Modernization Personnel	0	27	17	14
	2	1	0	0
	Subtotal	28	17	14

(Cont'd) Additional Job Positions by Size of Tribe

Modernization Manager	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Mortgage Assist. Administrator	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Mortgage Counselor	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Nurse	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Nurse's Assistant	0	27	16	14
	4	1	0	0
	5	0	1	0
	Subtotal	28	17	14
Office Manager	0	27	17	12
	1	1	0	2
	Subtotal	28	17	14
Officer of Governance	0	28	14	13
	1	0	3	1
	Subtotal	28	17	14
Outreach Assistant	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Procurement Officer	0	28	16	14
	1	0	1	0
	Subtotal	28	17	14
Project Manager	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Public Information Specialist	0	27	17	12
	1	1	0	2
	Subtotal	28	17	14
Purchasing Agent	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Rehab. Director	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Rehab. Personnel	0	26	17	14
	1	1	0	0
	2	1	0	0
	Subtotal	28	17	14

(Cont'd) Additional Job Positions by Size of Tribe

Renovation Crew	0	27	17	14
	10	1	0	0
	Subtotal	28	17	14
Resident Services Coordinator	0	26	17	14
	1	2	0	0
	Subtotal	28	17	14
Resident Services Counselor	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Resident Services Specialist	0	27	17	14
	6	1	0	0
	Subtotal	28	17	14
Safety Officer	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Secretary	0	24	17	13
	1	4	0	1
	Subtotal	28	17	14
Social Services Director	0	28	17	13
	1	0	0	1
	Subtotal	28	17	14
Title VI Director	0	28	17	13
	1	0	0	1
	Subtotal	28	17	14
Tribal Administrator	0	25	16	11
	1	3	1	3
	Subtotal	28	17	14
Tribal Treasurer	0	28	16	14
	1	0	1	0
	Subtotal	28	17	14
Water Resource Specialist	0	28	17	13
	1	0	0	1
	Subtotal	28	17	14

Additional Job Positions by HUD Regions

Job Titles and Number of Employees		HUD Regions					
		Alaska Region	Eastern Woodlands Region	Northern Plains Region	Northwest Region	Southern Plains Region	Southwest Region
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Accounts Payable	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Account Specialist	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Acting Director	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Acting General Manager	0	7	18	4	6	10	13
	1	0	0	0	1	0	0
	Subtotal	7	18	4	7	10	13
Admin. Services Director	0	7	18	4	7	9	13
	1	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Admission Counselor	0	7	18	4	7	9	13
	2	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Cashier	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Chief Financial Officer	0	7	18	4	5	10	11
	1	0	0	0	2	0	2
	Subtotal	7	18	4	7	10	13

(Cont'd) Additional Job Positions by HUD Regions

Child Care Coordinator	0	7	18	4	7	9	13
	1	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Community Relations Specialist	0	7	17	4	7	10	11
	1	0	1	0	0	0	2
	Subtotal	7	18	4	7	10	13
Compliance Officer	0	7	18	4	6	9	13
	1	0	0	0	1	1	0
	Subtotal	7	18	4	7	10	13
Comptroller	0	7	17	4	6	10	12
	1	0	1	0	1	0	1
	Subtotal	7	18	4	7	10	13
Construction Assistant	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Construction Foreman	0	7	18	4	7	9	13
	2	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Construction Manager	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Counselor	0	7	18	4	6	10	13
	1	0	0	0	1	0	0
	Subtotal	7	18	4	7	10	13
Dentist	0	7	18	4	6	10	13
	1	0	0	0	1	0	0
	Subtotal	7	18	4	7	10	13
Deputy Director	0	7	17	4	7	9	12
	1	0	1	0	0	1	1
	Subtotal	7	18	4	7	10	13

(Cont'd) Additional Job Positions by HUD Regions

Development Assistant	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Development Director	0	7	18	4	7	9	13
	1	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Doctor	0	7	18	4	6	10	13
	1	0	0	0	1	0	0
	Subtotal	7	18	4	7	10	13
Domestic Violence Counselor	0	7	18	4	7	9	12
	1	0	0	0	0	1	1
	Subtotal	7	18	4	7	10	13
Drug Elimination Staff	0	6	17	4	6	9	12
	1	0	1	0	0	1	0
	2	1	0	0	0	0	0
	4	0	0	0	1	0	1
	Subtotal	7	18	4	7	10	13
EDA Development Coordinator	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Education Coordinator	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Emergency Services Director	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Enrollment Specialist	0	7	17	4	7	10	11
	1	0	1	0	0	0	2
	Subtotal	7	18	4	7	10	13
Entitlements Director	0	7	18	4	7	9	12
	1	0	0	0	0	1	1
	Subtotal	7	18	4	7	10	13

(Cont'd) Additional Job Positions by HUD Regions

Environmental Personnel	0	6	18	4	7	8	13
	1	1	0	0	0	0	0
	2	0	0	0	0	1	0
	3	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Environmental Program Mngr.	0	5	18	4	7	8	13
	1	2	0	0	0	2	0
	Subtotal	7	18	4	7	10	13
EPA Admin. Assistant	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
EPA Director	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
EPA Specialist	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Executive Assistant	0	7	18	3	7	10	13
	1	0	0	1	0	0	0
	Subtotal	7	18	4	7	10	13
Finance Specialist	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Fiscal Manager	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Force Account Crew	0	7	18	4	7	9	12
	1	0	0	0	0	1	0
	7	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13

(Cont'd) Additional Job Positions by HUD Regions

Force Account Manager	0	7	18	4	7	9	13
	1	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Grants Manager	0	7	17	4	7	10	12
	1	0	1	0	0	0	1
	Subtotal	7	18	4	7	10	13
Homebuyer Educ. Counselor	0	7	18	4	7	9	13
	4	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Housing Coordinator	0	6	17	4	6	10	13
	1	1	1	0	1	0	0
	Subtotal	7	18	4	7	10	13
Housing Director	0	6	16	4	4	9	12
	1	1	2	0	3	1	1
	Subtotal	7	18	4	7	10	13
Housing Intake Outreach Specialist	0	7	17	4	7	10	11
	1	0	0	0	0	0	2
	2	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Housing Manager	0	7	18	4	6	8	10
	1	0	0	0	1	2	3
	Subtotal	7	18	4	7	10	13
Housing Management Dir.	0	7	17	4	7	9	13
	1	0	1	0	0	1	0
	Subtotal	7	18	4	7	10	13
Housing Specialist	0	7	18	4	7	9	13
	1	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Human Resource Officer	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13

(Cont'd) Additional Job Positions by HUD Regions

Human Resources Personnel	0	7	18	4	6	9	11
	1	0	0	0	0	1	2
	4	0	0	0	1	0	0
	Subtotal	7	18	4	7	10	13
Indian Child Welfare Dir.	0	7	18	4	7	9	12
	1	0	0	0	0	1	1
	Subtotal	7	18	4	7	10	13
Indian Child Welfare Admin. Assist.	0	7	18	4	7	9	12
	1	0	0	0	0	1	1
	Subtotal	7	18	4	7	10	13
Insurance Coordinator	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Maintenance Supervisor	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Modernization Director	0	7	18	4	7	9	13
	1	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Modernization Personnel	0	7	18	4	7	9	13
	2	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Modernization Manager	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Mortgage Assist. Administrator	0	7	18	4	7	9	13
	1	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Mortgage Counselor	0	7	18	4	7	9	13
	1	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13

(Cont'd) Additional Job Positions by HUD Regions

Nurse	0	7	18	4	6	10	13
	1	0	0	0	1	0	0
	Subtotal	7	18	4	7	10	13
Nurse's Assistant	0	7	17	4	6	10	13
	4	0	0	0	1	0	0
	5	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Office Manager	0	7	17	4	7	10	11
	1	0	1	0	0	0	2
	Subtotal	7	18	4	7	10	13
Officer of Governance	0	7	17	3	7	10	11
	1	0	1	1	0	0	2
	Subtotal	7	18	4	7	10	13
Outreach Assistant	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Procurement Officer	0	6	18	4	7	10	13
	1	1	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Project Manager	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Public Information Specialist	0	7	17	4	7	10	11
	1	0	1	0	0	0	2
	Subtotal	7	18	4	7	10	13
Purchasing Agent	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Rehab. Director	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13

(Cont'd) Additional Job Positions by HUD Regions

Rehab. Personnel	0	7	17	4	7	9	13
	1	0	1	0	0	0	0
	2	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Renovation Crew	0	7	18	4	7	10	12
	10	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Resident Services Coordinator	0	7	17	4	7	9	13
	1	0	1	0	0	1	0
	Subtotal	7	18	4	7	10	13
Resident Services Counselor	0	7	18	4	7	9	13
	1	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Resident Services Specialist	0	7	17	4	7	10	13
	6	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Safety Officer	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Secretary	0	6	17	3	7	10	11
	1	1	1	1	0	0	2
	Subtotal	7	18	4	7	10	13
Social Services Director	0	7	18	4	6	10	13
	1	0	0	0	1	0	0
	Subtotal	7	18	4	7	10	13
Title VI Director	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Tribal Administrator	0	6	16	3	7	9	11
	1	1	2	1	0	1	2
	Subtotal	7	18	4	7	10	13
Tribal Treasurer	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Water Resource Specialist	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13

Additional Job Positions by NAIHC Regions

Job Titles and Number of Employees		NAIHC Regions								
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Accounts Payable	0	5	12	1	10	3	7	11	2	7
	1	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Account Specialist	0	6	11	1	10	3	7	11	2	7
	1	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Acting Director	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Acting General Manager	0	6	12	1	10	3	6	11	2	7
	1	0	0	0	0	0	1	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Admin. Services Director	0	6	12	1	9	3	7	11	2	7
	1	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Admission Counselor	0	6	12	1	9	3	7	11	2	7
	2	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Cashier	0	6	12	1	10	3	7	11	1	7
	1	0	0	0	0	0	0	0	1	0
	Subtotal	6	12	1	10	3	7	11	2	7
Chief Financial Officer	0	6	12	1	10	3	5	9	2	7
	1	0	0	0	0	0	2	2	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Child Care Coordinator	0	6	12	1	9	3	7	11	2	7
	1	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Additional Job Positions by NAIHC Regions

Community Relations Specialist	0	5	12	1	10	3	7	9	2	7
	1	1	0	0	0	0	0	2	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Compliance Officer	0	6	12	1	9	3	6	11	2	7
	1	0	0	0	1	0	1	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Comptroller	0	5	12	1	10	3	6	10	2	7
	1	1	0	0	0	0	1	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Construction Assistant	0	5	12	1	10	3	7	11	2	7
	1	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Construction Foreman	0	6	12	1	9	3	7	11	2	7
	2	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Construction Manager	0	6	11	1	10	3	7	11	2	7
	1	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Counselor	0	6	12	1	10	3	6	11	2	7
	1	0	0	0	0	0	1	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Dentist	0	6	12	1	10	3	6	11	2	7
	1	0	0	0	0	0	1	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Deputy Director	0	6	11	1	9	3	7	10	2	7
	1	0	1	0	1	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Development Assistant	0	6	12	1	10	3	7	11	1	7
	1	0	0	0	0	0	0	0	1	0
	Subtotal	6	12	1	10	3	7	11	2	7
Development Director	0	6	12	1	9	3	7	11	2	7
	1	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Additional Job Positions by NAIHC Regions

Doctor	0	6	12	1	10	3	6	11	2	7
	1	0	0	0	0	0	1	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Domestic Violence Counselor	0	6	12	1	9	3	7	11	1	7
	1	0	0	0	1	0	0	0	1	0
	Subtotal	6	12	1	10	3	7	11	2	7
Drug Elimination Staff	0	6	11	1	9	3	6	10	2	6
	1	0	1	0	1	0	0	0	0	0
	2	0	0	0	0	0	0	0	0	1
	4	0	0	0	0	0	1	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
EDA Development Coordinator	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Education Coordinator	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Emergency Services Director	0	5	12	1	10	3	7	11	2	7
	1	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Enrollment Specialist	0	5	12	1	10	3	7	9	2	7
	1	1	0	0	0	0	0	2	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Entitlements Director	0	6	12	1	9	3	7	10	2	7
	1	0	0	0	1	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Environmental Personnel	0	6	12	1	8	3	7	11	2	6
	1	0	0	0	0	0	0	0	0	1
	2	0	0	0	1	0	0	0	0	0
	3	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Additional Job Positions by NAIHC Regions

Environmental Program Manager	0	6	12	1	8	3	7	11	2	5
	1	0	0	0	2	0	0	0	0	2
	Subtotal	6	12	1	10	3	7	11	2	7
EPA Admin. Assistant	0	6	12	1	10	3	7	11	1	7
	1	0	0	0	0	0	0	0	1	0
	Subtotal	6	12	1	10	3	7	11	2	7
EPA Director	0	6	12	1	10	3	7	11	1	7
	1	0	0	0	0	0	0	0	1	0
	Subtotal	6	12	1	10	3	7	11	2	7
EPA Specialist	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Executive Assistant	0	6	12	1	10	2	7	11	2	7
	1	0	0	0	0	1	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Finance Specialist	0	6	11	1	10	3	7	11	2	7
	1	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Fiscal Manager	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Force Account Crew	0	6	12	1	9	3	7	10	2	7
	1	0	0	0	1	0	0	0	0	0
	7	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Force Account Manager	0	6	12	1	9	3	7	11	2	7
	1	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Grants Manager	0	6	11	1	10	3	7	10	2	7
	1	0	1	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Additional Job Positions by NAIHC Regions

Homebuyer Educ. Counselor	0	6	12	1	9	3	7	11	2	7
	4	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Housing Coordinator	0	6	11	1	10	3	6	11	2	6
	1	0	1	0	0	0	1	0	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Housing Director	0	4	12	1	9	3	4	10	2	6
	1	2	0	0	1	0	3	1	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Housing Intake Outreach Specialist	0	5	12	1	10	3	7	9	2	7
	1	0	0	0	0	0	0	2	0	0
	2	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Housing Manager	0	6	12	1	8	3	6	8	2	7
	1	0	0	0	2	0	1	3	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Housing Management Dir.	0	5	12	1	9	3	7	11	2	7
	1	1	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Housing Specialist	0	6	12	1	9	3	7	11	2	7
	1	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Human Resource Officer	0	5	12	1	10	3	7	11	2	7
	1	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Human Resources Personnel	0	6	12	1	9	3	6	10	1	7
	1	0	0	0	1	0	0	1	1	0
	4	0	0	0	0	0	1	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Indian Child Welfare Dir.	0	6	12	1	9	3	7	11	1	7
	1	0	0	0	1	0	0	0	1	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Additional Job Positions by NAIHC Regions

Indian Child Welfare Admin. Assist.	0	6	12	1	9	3	7	11	1	7
	1	0	0	0	1	0	0	0	1	0
	Subtotal	6	12	1	10	3	7	11	2	7
Insurance Coordinator	0	6	12	1	10	3	7	11	1	7
	1	0	0	0	0	0	0	0	1	0
	Subtotal	6	12	1	10	3	7	11	2	7
Maintenance Supervisor	0	6	11	1	10	3	7	11	2	7
	1	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Modernization Director	0	6	12	1	9	3	7	11	2	7
	1	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Modernization Personnel	0	6	12	1	9	3	7	11	2	7
	2	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Modernization Manager	0	6	11	1	10	3	7	11	2	7
	1	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Mortgage Assist. Administrator	0	6	12	1	9	3	7	11	2	7
	1	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Mortgage Counselor	0	6	12	1	9	3	7	11	2	7
	1	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Nurse	0	6	12	1	10	3	6	11	2	7
	1	0	0	0	0	0	1	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Nurse's Assistant	0	6	11	1	10	3	6	11	2	7
	4	0	0	0	0	0	1	0	0	0
	5	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Additional Job Positions by NAIHC Regions

Office Manager	0	5	12	1	10	3	7	9	2	7
	1	1	0	0	0	0	0	2	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Officer of Governance	0	6	11	1	10	2	7	9	2	7
	1	0	1	0	0	1	0	2	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Outreach Assistant	0	6	12	1	10	3	7	11	1	7
	1	0	0	0	0	0	0	0	1	0
	Subtotal	6	12	1	10	3	7	11	2	7
Procurement Officer	0	6	12	1	10	3	7	11	2	6
	1	0	0	0	0	0	0	0	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Project Manager	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Public Information Specialist	0	5	12	1	10	3	7	9	2	7
	1	1	0	0	0	0	0	2	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Purchasing Agent	0	5	12	1	10	3	7	11	2	7
	1	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Rehab. Director	0	5	12	1	10	3	7	11	2	7
	1	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Rehab. Personnel	0	6	11	1	9	3	7	11	2	7
	1	0	1	0	0	0	0	0	0	0
	2	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Renovation Crew	0	6	12	1	10	3	7	11	1	7
	10	0	0	0	0	0	0	0	1	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Additional Job Positions by NAIHC Regions

Resident Services Coordinator	0	6	11	1	9	3	7	11	2	7
	1	0	1	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Resident Services Counselor	0	6	12	1	9	3	7	11	2	7
	1	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Resident Services Specialist	0	6	11	1	10	3	7	11	2	7
	6	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Safety Officer	0	5	12	1	10	3	7	11	2	7
	1	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Secretary	0	5	12	0	10	3	7	10	1	6
	1	1	0	1	0	0	0	1	1	1
	Subtotal	6	12	1	10	3	7	11	2	7
Social Services Director	0	6	12	1	10	3	6	11	2	7
	1	0	0	0	0	0	1	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Title VI Director	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Tribal Administrator	0	4	12	0	9	3	7	9	2	6
	1	2	0	1	1	0	0	2	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Tribal Treasurer	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Water Resource Specialist	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

Appendix I
Detailed Analysis on Combined Job Titles
By Size, ONAP and NAIHC Regions

Combined Job Titles by Size of Tribe

Job Titles and Number of Employees		Size of Tribe		
		Large	Medium	Small
		Number of Tribes	Number of Tribes	Number of Tribes
Accountant/ Bookkeeper	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Construction/ Maintenance Director	0	26	17	14
	1	2	0	0
	Subtotal	28	17	14
Construction Repair/Rehab. Crew	0	27	17	14
	2	1	0	0
	Subtotal	28	17	14
Construction/Rehab. Manager	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Construction/Rehab. Personnel	0	27	16	14
	2	0	1	0
	22	1	0	0
	Subtotal	28	17	14
Construction/Rehab. Secretary	0	26	17	14
	1	2	0	0
	Subtotal	28	17	14
Finance Officer/Manager/ Bookkeeper	0	28	16	14
	1	0	1	0
	Subtotal	28	17	14
Grants Writer/Housing Mgt. Director	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Homebuyer Counselor/Inspr. Occupancy	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Land Acquisition/Mngt./ Projects Manager	0	28	16	14
	1	0	1	0
	Subtotal	28	17	14
Occupancy Specialist/Clerk Typist	0	27	17	14
	2	1	0	0
	Subtotal	28	17	14

(Cont'd) Combined Job Titles by Size of Tribe

Occupancy Specialist/Resident Services Manager	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Office Manager/Resource Coordinator	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14
Payroll/Purchasing Clerk	0	28	16	14
	1	0	1	0
	Subtotal	28	17	14
Planner/Grants Writer	0	28	16	14
	1	0	1	0
	Subtotal	28	17	14
Rehab./Construction Manager	0	27	17	14
	1	1	0	0
	Subtotal	28	17	14

Combined Job Titles by HUD Regions

Job Titles and Number of Employees		HUD Region					
		Alaska Region	Eastern Woodlands Region	Northern Plains Region	Northwest Region	Southern Plains Region	Southwest Region
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Accountant/ Bookkeeper	0	7	18	4	7	9	13
	1	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Construction/ Maintenance Director	0	7	16	4	7	10	13
	1	0	2	0	0	0	0
	Subtotal	7	18	4	7	10	13
Construction Repair/Rehab. Crew	0	7	18	4	7	9	13
	2	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Construction/ Rehab. Manager	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Construction/ Rehab. Personnel	0	7	16	4	7	10	13
	2	0	1	0	0	0	0
	22	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Construction/ Rehab. Secretary	0	7	17	4	7	9	13
	1	0	1	0	0	1	0
	Subtotal	7	18	4	7	10	13
Finance Officer/Mngr./ Bookkeeper	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Grants Writer/ Housing Mgt. Director	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Homebuyer Cnslr./Inspr./ Occupancy	0	7	18	3	7	10	13
	1	0	0	1	0	0	0
	Subtotal	7	18	4	7	10	13
Land Acquisition/ Mngt./Projects Manager	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Occupancy Specialist/ Clerk Typist	0	7	18	3	7	10	13
	2	0	0	1	0	0	0
	Subtotal	7	18	4	7	10	13
Occupancy Specialist/ Resident Services Manager	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13

(Cont'd) Combined Job Titles by HUD Regions

Office Manager/ Resource Coordinator	0	7	18	4	7	9	13
	1	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Payroll/ Purchasing Clerk	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Planner/Grants Writer	0	7	18	4	7	10	12
	1	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Rehab./ Construction Manager	0	7	17	4	7	10	13
	1	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13

Combined Job Titles by NAIHC Regions

Job Titles and Number of Employees		NAIHC Region								
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Accountant/ Bookkeeper	0	6	12	1	9	3	7	11	2	7
	1	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Construction/ Maintenance Director	0	4	12	1	10	3	7	11	2	7
	1	2	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Construction Repair/Rehab. Crew	0	6	12	1	9	3	7	11	2	7
	2	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Construction/Rehab. Manager	0	5	12	1	10	3	7	11	2	7
	1	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Construction/Rehab. Personnel	0	5	11	1	10	3	7	11	2	7
	2	0	1	0	0	0	0	0	0	0
	22	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Construction/Rehab. Secretary	0	5	12	1	9	3	7	11	2	7
	1	1	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Finance Officer/Manager/ Bookkeeper	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Grants Writer/Housing Mgt. Director	0	5	12	1	10	3	7	11	2	7
	1	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Combined Job Titles by NAIHC Regions

Homebuyer Counselor/Insptr./ Occupancy	0	6	12	1	10	2	7	11	2	7
	1	0	0	0	0	1	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Land Acquisition/Mngt./ Projects Manager	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Occupancy Specialist/Clerk Typist	0	6	12	1	10	2	7	11	2	7
	2	0	0	0	0	1	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Occupancy Specialist/Resident Services Manager	0	6	11	1	10	3	7	11	2	7
	1	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Office Manager/Resource Coordinator	0	6	12	1	9	3	7	11	2	7
	1	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Payroll/Purchasing Clerk	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Planner/Grants Writer	0	6	12	1	10	3	7	10	2	7
	1	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Rehab./Construction Manager	0	5	12	1	10	3	7	11	2	7
	1	1	0	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

Appendix J
Notes on Job Positions

Size of Tribe	NAIHC Regions	HUD Regions	Notes
Large	Region 1	Eastern Woodlands Region	There is an accountant with the Tribe, not in the Housing Department. The Director of Housing is the Executive Director. The Resident Service Manager does work as the Occupancy Specialist.
Large	Region 1	Eastern Woodlands Region	The Accountant does the work of the Benefits Specialist. Two temp workers are doing the clerk/typing work. The Housing Intake-Outreach Specialist does the credit counseling and homebuyer counseling. The Tribal Administrator plays the role of the Executive Director.
Large	Region 1	Eastern Woodlands Region	The Construction and Maintenance Superintendent does the work of the Inspector, Maintenance Manager and planner. The Homebuyer Counselor does the work of the Occupancy Specialist, and Resident Services Manager. The Accountant is contracted out.
Large	Region 1	Eastern Woodlands Region	Have tribal planner that ED works with only because with our tribal lands he has to plan for land use plan. Overall plan for tribe and ED does plan for housing. The is Administrative Assistant is part time.
Large	Region 1	Eastern Woodlands Region	Accounting is a separate dept in tribe that works on housing issues. The Housing Director works as the Executive Director. The Administrative Assistant does the work of the Executive Secretary. The Credit Counselors are the Homebuyer Counselors.
Large	Region 6	Northwest Region	The Housing Director does the following: Executive Director, Homebuyer Counselor, Occupancy Specialist, Planner, Clerk/Typist, Grants Writer, Resident Services Manager. The Maintenance personnel and Inspector are part time.

(Cont'd) Notes on Job Positions

Large	Region 6	Northwest Region	The Comptroller is the Administrative Assistant, Accountant, Benefits Specialist, Bookkeeper, Clerk/Typist, Executive Secretary, Finance Officer, Homebuyer Counselor and Receptionist. The Housing Director does the work of the Clerk/Typist.
Large	Region 6	Northwest Region	The Accountant does the work of the Benefits Specialist. The Occupancy Specialist does the work of the Inspector.
Large	Region 7	Southwest Region	The Secretary and Bookkeeper do the Administrative Assistant work. The Executive Director does the work as the Benefits Specialist, Grants Writer, Land Acquisition & Mgmt person, Loan Officer/Coordinator, Occupancy Specialist, Planner and Rehabilitation.
Large	Region 7	Southwest Region	The Finance Officer does bookkeeping and accounting. The Inspector is the Rehab. Manager. The Administrative Assistant is the Receptionist.
Large	Region 8	Southwest Region	The HR Manager deals with Benefits Specialist. The Insurance Coordinator does the Administrative Assistant work.
Medium	Region 2	Eastern Woodlands Region	The Tribe has a separate program that deals with drug elimination through the recreational center, which is funded by HUD. There is a separate Accounting Department that employs four people; they deal with grants management, benefits, payroll and receivables.
Medium	Region 2	Eastern Woodlands Region	The Officer Manager does the work of the Administrative Assistant, Accountant, Benefits Specialist, Bookkeeper, and Finance Officer/Manager. The Tribe has an Insurance Department that helps out with the work of the Benefits Specialist.
Medium	Region 4	Southern Plains Region	The Administrative Assistant does the work of the Executive Secretary.
Medium	Region 4	Southern Plains Region	The Credit Counselor is part time. The Accountant does the work of the Finance Officer/Manager. The Housing Maintenance Manager does the work of the Inspector.

(Cont'd) Notes on Job Positions

Medium	Region 5	Northern Plains Region	The Office Manager does the following: Administrative Assistant, Bookkeeper, Clerk/Typist, Drug Elimination Coordinator, Executive Secretary, Occupancy Specialist, and Resident Services Manager. The Executive Director does the Drug Elimination Program.
Medium	Region 6	Northwest Region	We don't actually have any housing right now. We are in the planning stages so there probably be more of the job titles once we get the houses. The Tribal Council gets involved in planning. The Housing Director plays the role of the Executive Director.
Medium	Region 7	Southwest Region	The Occupancy Specialist works part time. The Deputy Director plays the role of the Executive Director and Resident Services manager.
Medium	Region 7	Southwest Region	The Tribal Treasurer- oversees everything in the Finance Dept. Treasurer works over the Finance Officer. The Office Manager does the work of the Administrative Assistant. The Human Resource Manager works as the Benefits Specialist.
Medium	Region 7	Southwest Region	The Housing Manager does the work of the Homebuyer Counselor, Maintenance Manager, Occupancy Specialist and Resident Services Manager.
Medium	Region 9	Alaska Region	The Finance Officer does the work of the Accountant, Bookkeeper, Administrative Assistant. The Grants Writer does the work of the Land Acquisition and Management person. The Clerk/Typist does the Receptionist work.
Medium	Region 9	Alaska Region	"We do have drug programs that deals with the youth and adults which is run BIA and HIS - we are trying to work on coordinating them on working with the housing." The Accountant comes from the tribe and "does the work of the Bookkeeper."
Small	Region 4	Southern Plains Region	The Accountants do the bookkeeping.

(Cont'd) Notes on Job Positions

Small	Region 4	Southern Plains Region	<p>The two Accountants are a part of a dept. that is separate from the Housing Department.</p> <p>The Administrative Assistant does the following: Benefits Specialist, Bookkeeper (tries to keep parallel books with the Accounting Dept.), Clerk/Typist and Credit Counselor.</p>
Small	Region 5	Northern Plains Region	<p>The Executive Assistant does work as the Executive Secretary, Finance Officer/Manager, and Occupancy Specialist.</p> <p>The Inspector does work as the Maintenance Manager.</p>
Small	Region 6	Northwest Region	<p>They have a Fishing & Wildlife Department that deals with the following roles: Land Acquisition and Management person, Inspector, and Maintenance Manager (they look out for sewer lines).</p> <p>They have a whole separate Accounting Department that deals with Accounting and Bookkeeping.</p>
Small	Region 6	Northwest Region	<p>They don't have employees - they work under the Southern Puget Sound Housing Authority.</p>
Small	Region 7	Southwest Region	<p>They contract out to an accounting firm.</p> <p>The Housing Manager is the Homebuyer Counselor, Occupancy Specialist, Planner, Rehabilitation Manager, and Resident Services Manager.</p> <p>The Maintenance personnel are part time.</p>
Small	Region 7	Southwest Region	<p>The Office Manager does the work of the Administrative Assistant, Bookkeeper, Financial Officer, and Grants Writer.</p>
Small	Region 7	Southwest Region	<p>The Tribal Administrator does the work of the Executive Director and Finance Officer/Manager.</p> <p>The Accountant, Grant Writer, and Inspector are contracted out.</p> <p>The Credit Counselor is unpaid.</p> <p>The Entitlements Director is the Rehabilitation Manager.</p>
Small	Region 7	Southwest Region	<p>The Tribal Council makes all executive decisions, Tribal Committee approves policies, Tribal administrator oversees what we do.</p>

(Cont'd) Notes on Job Positions

Small	Region 9	Alaska Region	The Secretary does the work of the Administrative Assistant and Executive Secretary. The Board of Commissioners serve as volunteer planners. The Tribal Administrator does the work of the Executive Director and he does his own typing.
Small	Region 9	Alaska Region	The Housing Coordinator works as the Loan Officer/Coordinator, Homebuyer Counselor, and Executive Director. She does her own administrative work.

Appendix K
Detailed Analysis on Main Job Positions
By Size, ONAP and NAIHC Regions

Main Job Positions By Size of Tribe

Job Titles and Number of Employees		Size of Tribe		
		Large	Medium	Small
		Number of Tribes	Number of Tribes	Number of Tribes
Administrative Assistant	0	9	8	7
	1	17	8	6
	2	0	1	1
	3	1	0	0
	4	1	0	0
	Subtotal	28	17	14
Accountant	0	15	10	8
	1	7	7	2
	2	3	0	1
	3	1	0	1
	4	0	0	1
	6	1	0	1
	Position Open	1	0	0
	Subtotal	28	17	14
Benefits Specialist	0	27	14	14
	1	1	3	0
	Subtotal	28	17	14
Bookkeeper	0	18	10	11
	1	6	5	3
	2	2	2	0
	3	1	0	0
	4	1	0	0
	Subtotal	28	17	14
Clerk/Typist	0	21	14	10
	1	4	1	3
	2	1	2	1
	3	1	0	0
	6	1	0	0
	Subtotal	28	17	14
Credit Counselor	0	22	15	13
	1	4	1	1
	2	1	0	0
	3	0	1	0
	Position Open	1	0	0
	Subtotal	28	17	14

(Cont'd) Main Job Positions By Size of Tribe

Drug Elimination Coordinator	0	18	14	13
	1	8	2	1
	2	1	0	0
	3	1	0	0
	4	0	1	0
	Subtotal	28	17	14
Executive Director	0	8	8	9
	1	20	9	5
	Subtotal	28	17	14
Executive Secretary	0	19	13	13
	1	9	4	1
	Subtotal	28	17	14
Finance Officer/Manager	0	17	12	11
	1	9	5	3
	2	1	0	0
	Proposed Position	1	0	0
	Subtotal	28	17	14
Grants Writer	0	22	13	10
	1	4	4	3
	3	0	0	1
	4	1	0	0
	Proposed Position	1	0	0
	Subtotal	28	17	14
Homebuyer Counselor	0	16	16	12
	1	8	1	2
	2	1	0	0
	4	1	0	0
	5	1	0	0
	Contractual	1	0	0
	Subtotal	28	17	14
Inspector	0	17	12	12
	1	5	4	2
	2	3	1	0
	3	2	0	0
	6	1	0	0
	Subtotal	28	17	14
Land Acquisition & Mngt. Person	0	24	14	11
	1	4	3	3
	Subtotal	28	17	14
Loan Officer/Coordinator	0	21	17	12
	1	5	0	2
	3	1	0	0
	Proposed Position	1	0	0
	Subtotal	28	17	14

(Cont'd) Main Job Positions By Size of Tribe

Maintenance Manager	0	9	10	8
	1	19	6	6
	2	0	1	0
	Subtotal	28	17	14
Maintenance Personnel	0	11	11	9
	1	0	3	2
	12	2	0	0
	13	1	0	0
	15	1	0	0
	15+	1	0	0
	2	1	0	0
	3	3	1	1
	4	2	1	0
	5	2	0	1
	6	2	0	0
	7	2	1	1
	Subtotal	28	17	14
	Maintenance Secretary	0	22	16
1		5	1	0
2		1	0	0
Subtotal		28	17	14
Occupancy Specialist	0	15	14	12
	1	5	2	2
	2	4	0	0
	3	3	1	0
	5	1	0	0
	Subtotal	28	17	14
Planner (development/ infrastructure)	0	20	13	12
	1	5	3	2
	12	0	1	0
	2	3	0	0
	Subtotal	28	17	14
Rehabilitation Manager	0	19	15	14
	1	6	2	0
	2	3	0	0
	Subtotal	28	17	14
Receptionist	0	14	13	11
	1	14	4	3
	Subtotal	28	17	14
Resident Services Manager	0	15	15	12
	1	9	2	2
	14	1	0	0
	2	2	0	0
	5	1	0	0
	Subtotal	28	17	14

(Cont'd) Main Job Positions By Size of Tribe

Security Guard	0	23	16	14
	1	1	1	0
	2	2	0	0
	3	2	0	0
	Subtotal	28	17	14

Main Job Positions by HUD Regions

Job Titles and Number of Employees		HUD Regions					
		Alaska Region Number of Tribes	Eastern Woodlands Region Number of Tribes	Northern Plains Region Number of Tribes	Northwest Region Number of Tribes	Southern Plains Region Number of Tribes	Southwest Region Number of Tribes
Administrative Assistant	0	3	6	1	5	3	6
	1	2	12	3	2	6	6
	2	0	0	0	0	1	1
	3	1	0	0	0	0	0
	4	1	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Accountant	0	5	11	3	4	6	4
	1	0	6	1	2	1	6
	2	0	0	0	0	3	1
	3	1	0	0	1	0	0
	4	0	0	0	0	0	1
	6	1	0	0	0	0	1
	Position Open	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Benefits Specialist	0	6	17	4	7	9	12
	1	1	1	0	0	1	1
	Subtotal	7	18	4	7	10	13
Bookkeeper	0	4	12	4	3	7	9
	1	1	5	0	3	2	3
	2	2	1	0	1	0	0
	3	0	0	0	0	0	1
	4	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
	Clerk/Typist	0	7	13	3	4	8
1		0	2	1	2	1	2
2		0	3	0	0	0	1
3		0	0	0	1	0	0
6		0	0	0	0	1	0
Subtotal		7	18	4	7	10	13
Credit Counselor	0	6	14	4	6	8	12
	1	0	3	0	1	1	1
	2	1	0	0	0	0	0
	3	0	0	0	0	1	0
	Position Open	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Drug Elimination Coordinator	0	5	13	3	6	8	10
	1	1	3	1	1	2	3
	2	0	1	0	0	0	0
	3	0	1	0	0	0	0
	4	1	0	0	0	0	0
	Subtotal	7	18	4	7	10	13

(Cont'd) Main Job Positions by HUD Regions

Executive Director	0	4	6	2	4	3	6
	1	3	12	2	3	7	7
	Subtotal	7	18	4	7	10	13
Executive Secretary	0	5	15	3	6	6	10
	1	2	3	1	1	4	3
	Subtotal	7	18	4	7	10	13
Finance Officer/Manager	0	4	12	4	5	6	9
	1	3	4	0	2	4	4
	2	0	1	0	0	0	0
	Proposed Position	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Grants Writer	0	5	13	4	5	9	9
	1	1	4	0	2	1	3
	3	0	0	0	0	0	1
	4	1	0	0	0	0	0
	Proposed Position	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Homebuyer Counselor	0	5	11	4	6	8	10
	1	1	5	0	1	1	3
	2	0	1	0	0	0	0
	4	0	0	0	0	1	0
	5	1	0	0	0	0	0
	Contractual	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Inspector	0	6	9	4	5	6	11
	1	0	8	0	1	1	1
	2	1	1	0	0	1	1
	3	0	0	0	1	1	0
	6	0	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Land Acquisition & Mngt. Person	0	6	15	4	6	8	10
	1	1	3	0	1	2	3
	Subtotal	7	18	4	7	10	13
Loan Officer/Coordinator	0	5	14	4	6	9	12
	1	2	3	0	1	0	1
	3	0	0	0	0	1	0
	Proposed Position	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13
Maintenance Manager	0	5	5	3	4	5	5
	1	2	13	1	3	5	7
	2	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13

(Cont'd) Main Job Positions by HUD Regions

Maintenance Personnel	0	5	7	2	5	5	7
	1	0	2	1	1	0	1
	12	0	1	0	0	1	0
	13	0	1	0	0	0	0
	15	0	1	0	0	0	0
	15+	1	0	0	0	0	0
	2	0	0	0	0	1	0
	3	0	2	0	0	1	2
	4	0	0	0	0	2	1
	5	0	2	0	0	0	1
	6	1	1	0	0	0	0
	7	0	1	1	1	0	1
	Subtotal	7	18	4	7	10	13
	Maintenance Secretary	0	6	16	4	6	8
1		1	1	0	1	2	1
2		0	1	0	0	0	0
Subtotal		7	18	4	7	10	13
Occupancy Specialist	0	6	9	4	6	6	10
	1	0	5	0	0	2	2
	2	1	1	0	1	1	0
	3	0	3	0	0	1	0
	5	0	0	0	0	0	1
	Subtotal	7	18	4	7	10	13
Planner (development/ infrastructure)	0	4	12	4	5	8	12
	1	1	5	0	2	1	1
	12	0	1	0	0	0	0
	2	2	0	0	0	1	0
	Subtotal	7	18	4	7	10	13
Rehabilitation Manager	0	6	12	4	6	7	13
	1	0	5	0	1	2	0
	2	1	1	0	0	1	0
	Subtotal	7	18	4	7	10	13
Receptionist	0	6	10	4	4	5	9
	1	1	8	0	3	5	4
	Subtotal	7	18	4	7	10	13
Resident Services Manager	0	5	12	4	5	5	11
	1	0	5	0	2	4	2
	14	1	0	0	0	0	0
	2	0	1	0	0	1	0
	5	1	0	0	0	0	0
	Subtotal	7	18	4	7	10	13
Security Guard	0	7	14	4	6	10	12
	1	0	2	0	0	0	0
	2	0	1	0	1	0	0
	3	0	1	0	0	0	1
	Subtotal	7	18	4	7	10	13

Main Job Positions by NAIHC Regions

Job Titles and Number of Employees		NAIHC Regions								
		Region 1 Number of Tribes	Region 2 Number of Tribes	Region 3 Number of Tribes	Region 4 Number of Tribes	Region 5 Number of Tribes	Region 6 Number of Tribes	Region 7 Number of Tribes	Region 8 Number of Tribes	Region 9 Number of Tribes
Administrative Assistant	0	3	3	0	3	1	5	6	0	3
	1	3	9	1	6	2	2	4	2	2
	2	0	0	0	1	0	0	1	0	0
	3	0	0	0	0	0	0	0	0	1
	4	0	0	0	0	0	0	0	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Accountant	0	5	6	1	6	2	4	3	1	5
	1	1	5	0	1	1	2	6	0	0
	2	0	0	0	3	0	0	0	1	0
	3	0	0	0	0	0	1	0	0	1
	4	0	0	0	0	0	0	1	0	0
	6	0	0	0	0	0	0	1	0	1
	Position Open	0	1	0	0	0	0	0	0	0
Subtotal	6	12	1	10	3	7	11	2	7	
Benefits Specialist	0	6	11	1	9	3	7	10	2	6
	1	0	1	0	1	0	0	1	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Bookkeeper	0	2	10	1	7	3	3	7	2	4
	1	4	1	0	2	0	3	3	0	1
	2	0	1	0	0	0	1	0	0	2
	3	0	0	0	0	0	0	1	0	0
	4	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Main Job Positions by NAIHC Regions

Clerk/Typist	0	5	8	1	8	2	4	9	1	7
	1	1	1	0	1	1	2	1	1	0
	2	0	3	0	0	0	0	1	0	0
	3	0	0	0	0	0	1	0	0	0
	6	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Credit Counselor	0	4	10	1	8	3	6	10	2	6
	1	2	1	0	1	0	1	1	0	0
	2	0	0	0	0	0	0	0	0	1
	3	0	0	0	1	0	0	0	0	0
	Position Open	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Drug Elimination Coordinator	0	4	9	1	8	2	6	8	2	5
	1	2	1	0	2	1	1	3	0	1
	2	0	1	0	0	0	0	0	0	0
	3	0	1	0	0	0	0	0	0	0
	4	0	0	0	0	0	0	0	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Executive Director	0	4	2	1	3	1	4	5	1	4
	1	2	10	0	7	2	3	6	1	3
	Subtotal	6	12	1	10	3	7	11	2	7
Executive Secretary	0	6	9	1	6	2	6	8	2	5
	1	0	3	0	4	1	1	3	0	2
	Subtotal	6	12	1	10	3	7	11	2	7
Finance Officer/ Manager	0	6	6	1	6	3	5	7	2	4
	1	0	4	0	4	0	2	4	0	3
	2	0	1	0	0	0	0	0	0	0
	Proposed Position	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Main Job Positions by NAIHC Regions

Grants Writer	0	5	8	1	9	3	5	7	2	5
	1	1	3	0	1	0	2	3	0	1
	3	0	0	0	0	0	0	1	0	0
	4	0	0	0	0	0	0	0	0	1
	Proposed Position	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Homebuyer Counselor	0	3	8	1	8	3	6	8	2	5
	1	3	2	0	1	0	1	3	0	1
	2	0	1	0	0	0	0	0	0	0
	4	0	0	0	1	0	0	0	0	0
	5	0	0	0	0	0	0	0	0	1
	Contractual	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Inspector	0	4	5	1	6	3	5	9	2	6
	1	2	6	0	1	0	1	1	0	0
	2	0	1	0	1	0	0	1	0	1
	3	0	0	0	1	0	1	0	0	0
	6	0	0	0	1	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Land Acquisition & Mngt. Person	0	5	10	1	8	3	6	8	2	6
	1	1	2	0	2	0	1	3	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Loan Officer/Coordinator	0	4	10	1	9	3	6	10	2	5
	1	2	1	0	0	0	1	1	0	2
	3	0	0	0	1	0	0	0	0	0
	Proposed Position	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Main Job Positions by NAIHC Regions

Maintenance Manager	0	2	3	1	5	2	4	3	2	5
	1	4	9	0	5	1	3	7	0	2
	2	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
Maintenance Personnel	0	3	4	1	5	1	5	5	2	5
	1	0	2	0	0	1	1	1	0	0
	12	0	1	0	1	0	0	0	0	0
	13	0	1	0	0	0	0	0	0	0
	15	0	1	0	0	0	0	0	0	0
	15+	0	0	0	0	0	0	0	0	1
	2	0	0	0	1	0	0	0	0	0
	3	2	0	0	1	0	0	2	0	0
	4	0	0	0	2	0	0	1	0	0
	5	0	2	0	0	0	0	1	0	0
	6	0	1	0	0	0	0	0	0	1
	7	1	0	0	0	1	1	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7
	Maintenance Secretary	0	6	10	1	8	3	6	10	2
1		0	1	0	2	0	1	1	0	1
2		0	1	0	0	0	0	0	0	0
Subtotal		6	12	1	10	3	7	11	2	7
Occupancy Specialist	0	5	4	1	6	3	6	8	2	6
	1	0	5	0	2	0	0	2	0	0
	2	0	1	0	1	0	1	0	0	1
	3	1	2	0	1	0	0	0	0	0
	5	0	0	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Main Job Positions by NAIHC Regions

Planner (development/ infrastructure)	0	4	8	1	8	3	5	10	2	4
	1	2	3	0	1	0	2	1	0	1
	12	0	1	0	0	0	0	0	0	0
	2	0	0	0	1	0	0	0	0	2
	Subtotal	6	12	1	10	3	7	11	2	7
Rehabilitation Manager	0	4	8	1	7	3	6	11	2	6
	1	1	4	0	2	0	1	0	0	0
	2	1	0	0	1	0	0	0	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Receptionist	0	2	8	1	5	3	4	7	2	6
	1	4	4	0	5	0	3	4	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Resident Services Manager	0	5	7	1	5	3	5	9	2	5
	1	1	4	0	4	0	2	2	0	0
	14	0	0	0	0	0	0	0	0	1
	2	0	1	0	1	0	0	0	0	0
	5	0	0	0	0	0	0	0	0	1
	Subtotal	6	12	1	10	3	7	11	2	7
Security Guard	0	5	9	1	10	3	6	10	2	7
	1	1	1	0	0	0	0	0	0	0
	2	0	1	0	0	0	1	0	0	0
	3	0	1	0	0	0	0	1	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

Appendix L
Detailed Count of Combined Job Titles
(Not included in Major Job Position Analysis)

Job Titles	Number
Accountant/Bookkeeper	1
Construction/Maintenance Director	2
Construction Repair/Rehab. Crew	2
Construction/Rehabilitation Manager	1
Construction/Rehabilitation Personnel	24
Construction/Rehab Secretary	2
Finance Officer/Manager/Bookkeeper	1
Grants Writer/Housing Mgt. Director	1
Homebuyer Counselor/Inspector/Occupancy	1
Land Acquisition/Mngt./Projects Manger	1
Occupancy Specialist/Clerk Typist	2
Occupancy Specialist/Resident Services Manager	1
Office Manager/Resource Coordinator	1
Payroll/Purchasing Clerk	1
Planner/Grants Writer	1
Rehab./Construction Manager	1

Appendix M
Detailed Count of Jobs Not Included in Major Job Position Analysis

Job Titles	#	Job Titles	#
Accounts Payable	1	Housing Coordinator	2
Account Specialist	1	Housing Director	7
Acting Director	1	Housing Intake Outreach Specialist	2
Acting General Manager	1	Housing Manager	6
Administrative Services Director	1	Housing Management Director	2
Admission Counselor	2	Housing Specialist	1
Cashier	1	Human Resource Officer	1
Chief Financial Officer	4	Human Resources Personnel	7
Child Care Coordinator	1	Indian Child Welfare Administrative Assistant	2
Community Relations Specialist	3	Indian Child Welfare Director	2
Compliance Officer	2	Insurance Coordinator	1
Comptroller	3	Maintenance Supervisor	1
Construction Assistant	1	Modernization Director	1
Construction Foreman	2	Modernization Personnel	2
Construction Manager	1	Modernization Manager	1
Counselor	1	Mortgage Assistance Administrator	1
Dentist	1	Mortgage Counselor	1
Deputy Director	3	Nurse	1
Development Assistant	1	Nurses' Assistant	9
Development Director	1	Officer of Governance	3
Doctor	1	Office Manager	4
Domestic Violence Counselor	2	Outreach Assistant	1
Drug Elimination Staff	12	Procurement Officer	1
EDA Development Coordinator	1	Project Manager	1
Education Coordinator	1	Public Information Specialist	3
Emergency Services Director	1	Purchasing Agent	1
Enrollment Specialist	3	Rehabilitation Director	1
Entitlements Director	2	Rehabilitation Personnel	3
Environmental Personnel	6	Renovation Crew	10
Environmental Program Manager	4	Resident Services Coordinator	2
EPA Administrative Assistant	1	Resident Services Counselor	1
EPA Director	1	Resident Services Specialist	6
EPA Specialist	1	Safety Officer	1
Executive Assistant	1	Secretary	5
Finance Specialist	1	Social Services Director	1
Fiscal Manager	1	Title VI Director	1
Force Account Crew	8	Tribal Administrator	7
Force Account Manager	1	Tribal Treasurer	1
Grants Manager	2	Water Resource Specialist	1
Homebuyer Education Counselor	4		

Appendix N
Detailed Analysis on Familiarity with Tribe and Culture
By Size, ONAP and NAIHC Regions

Familiarity with Tribe or Culture by Size of Tribe

Familiarity with Tribe or Culture and Responses		Size of Tribe		
		Large	Medium	Small
		Number of Tribes	Number of Tribes	Number of Tribes
Is it important for TAS to be familiar with tribe or culture?	Yes	16	14	7
	No	10	3	7
	Did not respond	1	0	0
	(2 BOC Yes)(ED No)	1	0	0
	Subtotal	28	17	14

Familiarity with Tribe or Culture by HUD Regions

Familiarity with Tribe or Culture and Responses		HUD Regions					
		Alaska Region	Eastern Woodlands Region	Northern Plains Region	Northwest Region	Southern Plains Region	Southwest Region
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Is it important for TAS to be familiar with tribe or culture?	Yes	4	12	3	5	5	8
	No	3	5	0	2	5	5
	Did not respond	0	0	1	0	0	0
	(2 BOC Yes) (ED No)	0	1	0	0	0	0
	Subtotal	7	18	4	7	10	13

Familiarity with Tribe or Culture by NAIHC Regions

Familiarity with Tribe or Culture and Responses		NAIHC Regions								
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Is it important for TAS to be familiar with tribe or culture?	Yes	4	8	1	5	2	5	7	1	4
	No	2	3	0	5	0	2	4	1	3
	Did not respond	0	0	0	0	1	0	0	0	0
	(2 BOC Yes)(ED No)	0	1	0	0	0	0	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

Appendix O
Detailed Analysis on Knowledge of Government Programs
By Size, ONAP and NAIHC Regions

Knowledge of Government Programs by Size of Tribe

Knowledge of Government Programs and Responses		Size of Tribe		
		Large	Medium	Small
		Number of Tribes	Number of Tribes	Number of Tribes
IHS	(BOC) Very knowledgeable-have used these programs, (BOC)(ED) Know about but have not used them	1	0	0
	Did not respond	2	0	0
	Know about the programs but have not used them	3	5	6
	Know very little about them	8	4	3
	Really know nothing about the programs but would like to	2	0	1
	Very knowledgeable-have used these programs	12	8	4
	Subtotal	28	17	14
NAHASDA/IHBG	(BOC) Very knowledgeable-have used programs, (BOC)(ED) Know about but have not used them	1	0	0
	Have used these programs-but not very knowledgeable about them	1	0	0
	Know about the programs but have not used them	2	1	2
	Know very little about them	1	2	2
	Really know nothing about the programs but would like to	1	0	0
	Very knowledgeable-have used these programs	22	14	10
	Subtotal	28	17	14

(Cont'd) Knowledge of Government Programs by Size of Tribe

Other HUD Programs	(2BOC) Know about but have not used them, (ED) Learning	1	0	0
	Did not respond	1	0	1
	Know about the programs but have not used them	11	6	2
	Know very little about them	2	1	2
	Knows about Section 184, but has not used it	0	0	1
	Really know nothing about the programs but would like to	2	1	2
	Very knowledgeable-have used these programs	11	9	6
	Subtotal	28	17	14
USDA, Rural Development Loan Programs	Did not respond	2	0	0
	Know about the programs but have not used them	7	9	3
	Know very little about them	4	1	3
	Really know nothing about the programs but would like to	3	0	5
	Very knowledgeable-have used these programs	12	7	3
	Subtotal	28	17	14
BIA Housing Programs	(BOC) Really know nothing would like to, (BOC) Know about but have not used, (ED) Learning	1	0	0
	Did not respond	1	0	0
	Know about the programs but have not used them	8	5	2
	Know very little about them	5	0	3
	Really know nothing about the programs but would like to	3	3	2
	Very knowledgeable-have used these programs	10	9	7
	Subtotal	28	17	14

(Cont'd) Knowledge of Government Programs by Size of Tribe

VA Loan Programs	Did not respond	1	0	1
	Have referred people to these programs but have not used them	1	0	0
	Know about the programs but have not used them	8	8	3
	Know very little about them	9	5	3
	Really know nothing about the programs but would like to	5	4	7
	Very knowledgeable-have used these programs	4	0	0
	Subtotal	28	17	14
	State Programs	(2BOC) Really know nothing about the programs but would like to, (ED) Know very little about them	1	0
Did not respond		2	0	0
Know about the programs but have not used them		8	8	4
Know very little about them		7	3	4
Really know nothing about the programs but would like to		4	5	6
Very knowledgeable-have used these programs		6	1	0
Subtotal		28	17	14
Local/Other Gov't Programs		(2BOC) Really know nothing about the programs but would like to, (ED) Know very little about them	1	0
	Did not respond	3	0	1
	Don't have	0	0	1
	Know about the programs but have not used them	9	7	4
	Know very little about them	6	4	2
	Really know nothing about the programs but would like to	5	4	5
	Very knowledgeable-have used these programs	4	2	1
	Subtotal	28	17	14

Knowledge of Government Programs by HUD Regions

Knowledge of Government Programs and Responses		HUD Regions					
		Alaska Region	Eastern Woodlands Region	Northern Plains Region	Northwest Region	Southern Plains Region	Southwest Region
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
IHS	(BOC) Very knowledgeable-have used these programs, (BOC)(ED) Know about but have not used them	0	1	0	0	0	0
	Did not respond	0	1	1	0	0	0
	Know about the programs but have not used them	1	2	1	2	4	4
	Know very little about them	2	6	1	2	1	3
	Really know nothing about the programs but would like to	2	0	0	0	1	0
	Very knowledgeable-have used these programs	2	8	1	3	4	6
	Subtotal	7	18	4	7	10	13
	NAHASDA/ IHBG	(BOC)Very knowledgeable-have used programs, (BOC)(ED) Know about but have not used them	0	1	0	0	0
Have used these programs-but not very knowledgable about them		0	0	0	1	0	0
Know about the programs but have not used them		1	2	0	1	0	1
Know very little about them		3	1	0	0	0	1
Really know nothing about the programs but would like to		0	0	0	0	1	0
Very knowledgeable-have used these programs		3	14	4	5	9	11
Subtotal		7	18	4	7	10	13

(Cont'd) Knowledge of Government Programs by HUD Regions

Other HUD Programs	(2BOC) Know about but have not used them, (ED) Learning	0	1	0	0	0	0
	Did not respond	0	0	1	0	0	1
	Know about the programs but have not used them	2	3	2	5	4	3
	Know very little about them	1	1	0	0	0	3
	Knows about Section 184, but has not used it	0	0	0	0	0	1
	Really know nothing about the programs but would like to	2	2	0	0	1	0
	Very knowledgeable-have used these programs	2	11	1	2	5	5
	Subtotal	7	18	4	7	10	13
	USDA, Rural Development Loan Programs	Did not respond	0	0	1	0	1
Know about the programs but have not used them		1	4	2	3	6	3
Know very little about them		1	3	0	1	0	3
Really know nothing about the programs but would like to		2	0	0	1	1	4
Very knowledgeable-have used these programs		3	11	1	2	2	3
Subtotal		7	18	4	7	10	13

(Cont'd) Knowledge of Government Programs by HUD Regions

BIA Housing Programs	(BOC) Really know nothing would like to, (BOC) Know about but have not used, (ED) Learning	0	1	0	0	0	0
	Did not respond	0	0	0	0	1	0
	Know about the programs but have not used them	3	3	1	1	4	3
	Know very little about them	1	3	1	2	0	1
	Really know nothing about the programs but would like to	2	3	0	1	1	1
	Very knowledgeable-have used these programs	1	8	2	3	4	8
	Subtotal	7	18	4	7	10	13
VA Loan Programs	Did not respond	1	1	0	0	0	0
	Have referred people to these programs but have not used them	0	0	0	0	1	0
	Know about the programs but have not used them	3	4	1	2	4	5
	Know very little about them	0	9	0	3	3	2
	Really know nothing about the programs but would like to	3	3	2	1	1	6
	Very knowledgeable-have used these programs	0	1	1	1	1	0
	Subtotal	7	18	4	7	10	13

(Cont'd) Knowledge of Government Programs by HUD Regions

State Programs	(2BOC) Really know nothing about the programs but would like to, (ED) Know very little about them	0	1	0	0	0	0
	Did not respond	0	1	0	0	1	0
	Know about the programs but have not used them	2	7	2	2	2	5
	Know very little about them	0	4	0	1	4	5
	Really know nothing about the programs but would like to	3	4	2	3	1	2
	Very knowledgeable-have used these programs	2	1	0	1	2	1
	Subtotal	7	18	4	7	10	13
	Local/Other Gov't Programs	(2BOC) Really know nothing about the programs but would like to, (ED) Know very little about them	0	1	0	0	0
Did not respond		1	1	1	0	1	0
Don't have		0	0	0	0	0	1
Know about the programs but have not used them		2	6	1	2	4	5
Know very little about them		1	3	0	2	3	3
Really know nothing about the programs but would like to		2	5	1	2	1	3
Very knowledgeable-have used these programs		1	2	1	1	1	1
Subtotal		7	18	4	7	10	13

Knowledge of Government Programs by NAIHC Regions

Knowledge of Government Programs and Responses		NAIHC Regions								
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
IHS	(BOC) Very knowledgeable-have used these programs, (BOC)(ED) Know about but have not used them	0	1	0	0	0	0	0	0	0
	Did not respond	0	1	0	0	1	0	0	0	0
	Know about the programs but have not used them	0	2	0	4	1	2	3	1	1
	Know very little about them	2	4	0	1	1	2	2	1	2
	Really know nothing about the programs but would like to	0	0	0	1	0	0	0	0	2
	Very knowledgeable-have used these programs	4	4	1	4	0	3	6	0	2
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Knowledge of Government Programs by NAIHC Regions

NAHASDA/ IHBG	(BOC) Very knowledgeable-have used programs, (BOC)(ED) Know about but have not used them	0	1	0	0	0	0	0	0	0
	Have used these programs-but not very knowledgeable about them	0	0	0	0	0	1	0	0	0
	Know about the programs but have not used them	0	2	0	0	0	1	1	0	1
	Know very little about them	0	1	0	0	0	0	1	0	3
	Really know nothing about the programs but would like to	0	0	0	1	0	0	0	0	0
	Very knowledgeable-have used these programs	6	8	1	9	3	5	9	2	3
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Knowledge of Government Programs by NAIHC Regions

Other HUD Programs	(2BOC) Know about but have not used them, (ED) Learning	0	1	0	0	0	0	0	0	0
	Did not respond	0	0	0	0	1	0	1	0	0
	Know about the programs but have not used them	2	1	1	4	1	5	2	1	2
	Know very little about them	0	1	0	0	0	0	3	0	1
	Knows about Section 184, but has not used it	0	0	0	0	0	0	0	1	0
	Really know nothing about the programs but would like to	0	2	0	1	0	0	0	0	2
	Very knowledgeable-have used these programs	4	7	0	5	1	2	5	0	2
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Knowledge of Government Programs by NAIHC Regions

USDA, Rural Development Loan Programs	Did not respond	0	0	0	1	1	0	0	0	0
	Know about the programs but have not used them	0	4	0	6	2	3	3	0	1
	Know very little about them	0	3	0	0	0	1	2	1	1
	Really know nothing about the programs but would like to	0	0	0	1	0	1	3	1	2
	Very knowledgeable-have used these programs	6	5	1	2	0	2	3	0	3
	Subtotal	6	12	1	10	3	7	11	2	7
BIA Housing Programs	(BOC) Really know nothing would like to, (BOC) Know about but have not used, (ED) Learning	0	1	0	0	0	0	0	0	0
	Did not respond	0	0	0	1	0	0	0	0	0
	Know about the programs but have not used them	1	2	1	4	0	1	2	1	3
	Know very little about them	2	1	0	0	1	2	1	0	1
	Really know nothing about the programs but would like to	1	2	0	1	0	1	1	0	2
	Very knowledgeable-have used these programs	2	6	0	4	2	3	7	1	1
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Knowledge of Government Programs by NAIHC Regions

VA Loan Programs	Did not respond	0	1	0	0	0	0	0	0	1
	Have referred people to these programs but have not used them	0	0	0	1	0	0	0	0	0
	Know about the programs but have not used them	3	1	0	4	1	2	5	0	3
	Know very little about them	2	7	0	3	0	3	1	1	0
	Really know nothing about the programs but would like to	0	3	0	1	2	1	5	1	3
	Very knowledgeable-have used these programs	1	0	1	1	0	1	0	0	0
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Knowledge of Government Programs by NAIHC Regions

State Programs	(2BOC) Really know nothing about the programs but would like to, (ED) Know very little about them	0	1	0	0	0	0	0	0	0
	Did not respond	0	1	0	1	0	0	0	0	0
	Know about the programs but have not used them	4	3	0	2	2	2	4	1	2
	Know very little about them	2	2	0	4	0	1	4	1	0
	Really know nothing about the programs but would like to	0	4	1	1	1	3	2	0	3
	Very knowledgeable-have used these programs	0	1	0	2	0	1	1	0	2
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Knowledge of Government Programs by NAIHC Regions

Local/ Other Gov't Programs	(2BOC) Really know nothing about the programs but would like to, (ED) Know very little about them	0	1	0	0	0	0	0	0	0
	Did not respond	0	1	0	1	1	0	0	0	1
	Don't have	0	0	0	0	0	0	0	1	0
	Know about the programs but have not used them	4	2	0	4	1	2	4	1	2
	Know very little about them	0	3	0	3	0	2	3	0	1
	Really know nothing about the programs but would like to	1	4	1	1	0	2	3	0	2
	Very knowledgeable-have used these programs	1	1	0	1	1	1	1	0	1
	Subtotal	6	12	1	10	3	7	11	2	7

Appendix P
Detailed Analysis on Policies
By Size, ONAP and NAIHC Regions

Policies by Size of Tribe

Policies and Responses		Size of Tribe		
		Large Number of Tribes	Medium Number of Tribes	Small Number of Tribes
Collections Policy	Did not respond	1	0	0
	Don't need one	0	3	3
	Have one	15	10	1
	Have one, needs improvement	11	3	7
	Need one	1	1	3
	Subtotal	28	17	14
Eligibility/Admissions Policy	Don't need one	0	1	2
	Have one	18	10	0
	Have one, needs improvement	9	6	8
	Need one	1	0	4
	Subtotal	28	17	14
Evictions Policy	Don't need one	0	2	2
	Have one	16	9	2
	Have one, needs improvement	10	4	6
	Need one	2	2	4
	Subtotal	28	17	14
Financial Mgmt Policy	Did not respond	1	0	0
	Don't need one	0	0	1
	Have one	16	11	5
	Have one, needs improvement	8	5	6
	Need one	3	1	2
	Subtotal	28	17	14
Maintenance Policy	Did not respond	1	0	0
	Don't need one	0	3	2
	Have one	13	7	1
	Have one, needs improvement	12	3	8
	Need one	2	4	3
	Subtotal	28	17	14
Occupancy Policy	Don't need one	0	4	2
	Have one	19	7	4
	Have one, needs improvement	8	4	5
	Need one	1	2	3
	Subtotal	28	17	14

(Cont'd) Policies by Size of Tribe

Payment/Rents Policy	Did not respond	2	0	0
	Don't need one	0	2	2
	Have one	15	9	3
	Have one, needs improvement	7	4	6
	Need one	4	2	3
	Subtotal	28	17	14
Personnel Policy	Don't need one	0	0	1
	Have one	15	11	5
	Have one, needs improvement	9	5	7
	Have one, needs to be updated yearly	1	0	0
	Need one	3	1	1
	Subtotal	28	17	14
Procurement Policy	Don't need one	0	1	1
	Have one	16	7	3
	Have one, needs improvement	9	7	8
	Need one	3	2	2
	Subtotal	28	17	14
Travel Policy	Did not respond	1	0	0
	Don't need one	0	1	1
	Have one	16	13	5
	Have one, needs improvement	10	3	4
	Need one	1	0	4
	Subtotal	28	17	14

Policies by HUD Regions

Policies and Responses		HUD Regions					
		Alaska Region	Eastern Woodlands Region	Northern Plains Region	Northwest Region	Southern Plains Region	Southwest Region
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Collections Policy	Did not respond	0	1	0	0	0	0
	Don't need one	0	1	0	0	1	4
	Have one	4	10	1	2	4	5
	Have one, needs improvement	1	6	2	4	4	4
	Need one	2	0	1	1	1	0
	Subtotal	7	18	4	7	10	13
Eligibility/ Admissions Policy	Don't need one	0	0	0	0	0	3
	Have one	2	11	3	3	6	3
	Have one, needs improvement	3	7	0	3	3	7
	Need one	2	0	1	1	1	0
	Subtotal	7	18	4	7	10	13
Evictions Policy	Don't need one	0	1	0	0	0	3
	Have one	3	8	3	4	5	4
	Have one, needs improvement	1	9	0	2	3	5
	Need one	3	0	1	1	2	1
	Subtotal	7	18	4	7	10	13
Financial Mgmt Policy	Did not respond	0	1	0	0	0	0
	Don't need one	0	0	0	0	0	1
	Have one	4	9	3	4	7	5
	Have one, needs improvement	1	6	1	1	3	7
	Need one	2	2	0	2	0	0
	Subtotal	7	18	4	7	10	13
Maintenance Policy	Did not respond	0	1	0	0	0	0
	Don't need one	0	1	0	0	1	3
	Have one	2	8	3	0	6	2
	Have one, needs improvement	1	8	1	3	3	7
	Need one	4	0	0	4	0	1
	Subtotal	7	18	4	7	10	13
Occupancy Policy	Don't need one	0	1	0	1	1	3
	Have one	3	9	3	2	7	6
	Have one, needs improvement	0	8	1	3	1	4
	Need one	4	0	0	1	1	0
	Subtotal	7	18	4	7	10	13

(Cont'd) Policies by HUD Regions

Payment/ Rents Policy	Did not respond	0	1	0	0	1	0
	Don't need one	0	0	0	0	1	3
	Have one	3	8	4	3	4	5
	Have one, needs improvement	1	6	0	3	4	3
	Need one	3	3	0	1	0	2
	Subtotal	7	18	4	7	10	13
Personnel Policy	Don't need one	0	0	0	0	0	1
	Have one	5	12	3	4	5	2
	Have one, needs improvement	1	6	1	1	3	9
	Have one, needs to be updated yearly	0	0	0	0	1	0
	Need one	1	0	0	2	1	1
	Subtotal	7	18	4	7	10	13
Procurement Policy	Don't need one	0	0	0	0	1	1
	Have one	3	10	1	2	4	6
	Have one, needs improvement	2	6	3	4	5	4
	Need one	2	2	0	1	0	2
	Subtotal	7	18	4	7	10	13
Travel Policy	Did not respond	0	1	0	0	0	0
	Don't need one	0	0	0	0	1	1
	Have one	5	10	2	5	4	8
	Have one, needs improvement	0	7	2	1	4	3
	Need one	2	0	0	1	1	1
	Subtotal	7	18	4	7	10	13

Policies by NAIHC Regions

Policies and Responses		NAIHC Regions								
		Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9
		Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes	Number of Tribes
Collections Policy	Did not respond	1	0	0	0	0	0	0	0	0
	Don't need one	0	1	0	1	0	0	4	0	0
	Have one	2	8	1	4	0	2	4	1	4
	Have one, needs improvement	3	3	0	4	2	4	3	1	1
	Need one	0	0	0	1	1	1	0	0	2
	Subtotal	6	12	1	10	3	7	11	2	7
Eligibility/ Admissions Policy	Don't need one	0	0	0	0	0	0	3	0	0
	Have one	3	8	1	6	2	3	2	1	2
	Have one, needs improvement	3	4	0	3	0	3	6	1	3
	Need one	0	0	0	1	1	1	0	0	2
	Subtotal	6	12	1	10	3	7	11	2	7
Evictions Policy	Don't need one	0	1	0	0	0	0	3	0	0
	Have one	2	6	1	5	2	4	3	1	3
	Have one, needs improvement	4	5	0	3	0	2	5	0	1
	Need one	0	0	0	2	1	1	0	1	3
	Subtotal	6	12	1	10	3	7	11	2	7
Financial Mgmt Policy	Did not respond	0	1	0	0	0	0	0	0	0
	Don't need one	0	0	0	0	0	0	1	0	0
	Have one	3	6	1	7	2	4	3	2	4
	Have one, needs improvement	2	4	0	3	1	1	7	0	1
	Need one	1	1	0	0	0	2	0	0	2
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Policies by NAIHC Regions

Maintenance Policy	Did not respond	0	1	0	0	0	0	0	0	0
	Don't need one	0	1	0	1	0	0	3	0	0
	Have one	2	6	1	6	2	0	1	1	2
	Have one, needs improvement	4	4	0	3	1	3	6	1	1
	Need one	0	0	0	0	0	4	1	0	4
	Subtotal	6	12	1	10	3	7	11	2	7
Occupancy Policy	Don't need one	0	1	0	1	0	1	3	0	0
	Have one	2	7	1	7	2	2	4	2	3
	Have one, needs improvement	4	4	0	1	1	3	4	0	0
	Need one	0	0	0	1	0	1	0	0	4
	Subtotal	6	12	1	10	3	7	11	2	7
Payment/ Rents Policy	Did not respond	1	0	0	1	0	0	0	0	0
	Don't need one	0	0	0	1	0	0	3	0	0
	Have one	1	7	1	4	3	3	4	1	3
	Have one, needs improvement	2	4	0	4	0	3	3	0	1
	Need one	2	1	0	0	0	1	1	1	3
	Subtotal	6	12	1	10	3	7	11	2	7
Personnel Policy	Don't need one	0	0	0	0	0	0	1	0	0
	Have one	4	8	1	5	2	4	1	1	5
	Have one, needs improvement	2	4	0	3	1	1	8	1	1
	Have one, needs to be updated yearly	0	0	0	1	0	0	0	0	0
	Need one	0	0	0	1	0	2	1	0	1
	Subtotal	6	12	1	10	3	7	11	2	7

(Cont'd) Policies by NAIHC Regions

Procurement Policy	Don't need one	0	0	0	1	0	0	1	0	0
	Have one	3	7	0	4	1	2	5	1	3
	Have one, needs improvement	3	3	1	5	2	4	4	0	2
	Need one	0	2	0	0	0	1	1	1	2
	Subtotal	6	12	1	10	3	7	11	2	7
Travel Policy	Did not respond	0	1	0	0	0	0	0	0	0
	Don't need one	0	0	0	1	0	0	1	0	0
	Have one	3	7	0	4	2	5	6	2	5
	Have one, needs improvement	3	4	1	4	1	1	3	0	0
	Need one	0	0	0	1	0	1	1	0	2
	Subtotal	6	12	1	10	3	7	11	2	7

REFERENCES

ONAP's Eastern Woodlands Regional Office staff.
ONAP's Southern Plains Regional Office staff.
ONAP's Washington DC Office staff.
Housing Professionals.
National American Indian Housing Council Technical Assistant staff.
Tribally Designated Housing Entity Staff.
Tribal Personnel.