

Native Housing Needs Outreach Sessions Consolidated Report



Disclaimer

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

Users Guide

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Executive Summary

This report describes the planning, activities and accomplishments of seven regional U.S. Department of Housing and Urban Development (HUD) Office of Native American Programs (ONAP) Native Housing Needs Outreach Sessions (“Outreach Sessions”) conducted between December 2010 and March 2011. The report describes the format and approach of the sessions, the priority needs and action strategies developed across six topics, a summary of model approaches, an analysis of the results of workgroup sessions on the HUD’s Assessment of Native American, Alaska Native, and Native Hawaiian Housing Needs (“HUD Housing Needs Study”).

The seven facilitated outreach sessions involved approximately 1,000 participants and provided an opportunity to identify the housing need in Indian Country, create strategies for action and change, and learn about the HUD Housing Needs Study mandated by Congress. The sessions encouraged an exchange of ideas leading to identification of key problem areas and barriers to affordable, sustainable housing in Indian Country and, ultimately, recommendations for improvement and change.

A key objective of the sessions was to identify immediate follow-up steps to start implementation of action strategies and to influence the design and eventual implementation of the National Housing Needs Study. The report also documents the ways in which recommendations made at the Outreach Sessions have influenced and continue to influence the design of the National Housing Needs Study.

Crosscutting Themes from Breakout Sessions

There are a number of recurring themes that resonated across the seven outreach sessions, including the following:

- **Redefining Sustainability** – There is a need for a unifying concept that acknowledges that sustainability is long-term, and has a social and cultural center as well as development dimensions such as infrastructure and economic development. This definition should include different templates of sustainability for different communities.
- **Connected Comprehensive Planning** – There is a need for community-oriented planning based on a foundation of local values that connects all the dots, including external and internal, and also defines connections the development process, from initial site selection and planning through actual implementation. Plans should also connect new aspects such as energy systems, while providing a long-term bridge across administrations.
- **Capacity Building for Sustainability** – This ranges from building HUD/ONAP capacity in terms of both technical assistance and funding as well as tribal planning capacity and the capacity of partners and financing institutions to recognize tribes’ unique needs and

circumstances. This includes new skills and tools to leverage outside resources as well as tribal legal infrastructure and training in development disciplines and financial literacy for future job and economic growth.

- **Collaboration Across Partners** – There is a need for improved collaboration that results in packaging and orchestrating multiple sources of assistance, streamlined and coordinated regulations, respect for tribal sovereignty and jurisdictional authority, and the ability to adapt funding formulas and housing development models to unique rural and small tribe settings and cost constraints.

Trends and Implications

As the sessions progressed, certain trends emerged from the breakout discussions, especially in the development of strategies/action plans for identified priority needs and challenges. These include the following:

- **Shorter Time Frames for Implementation** – Participants, developing action strategies, were requested to identify time frames in terms of short-term (one-year), medium-term (2-3 years), and long-term (3-5 years). In the majority of cases, the schedule for implementation was identified as less than two years. This not only represents a compelling urgency on the part of participants to achieve results in addressing priority needs, but also the necessity for stakeholders, from tribes to federal agencies, to ramp up their support systems and be more agile in responding to identified strategies. For example, this means expediting requests for streamlining of application processes, resolving conflicts in environmental assessment protocols and getting required training and capacity building to regions and tribes on a faster track.
- **Mobilizing Partners for Action** – As with expediting turnaround in timing and scheduling noted above, this requires quicker mobilization of coordinated groups such as interagency workgroups as well as quicker buy-in as expressed in formal Memorandums of Agreement or Memorandums of Understanding by multiple parties. It also requires tribes to ramp up comprehensive planning initiatives so that the agenda is based on articulation of tribal values and visions.
- **Recognizing and Respecting Culture** – An undercurrent of all discussions was the importance of tribal culture and traditions in housing and community development. This includes land use planning and community/housing design that does not alter cultural integrity and adapts to traditional practices. This ranges from protection of sacred areas to special rooms for hunting and fishing storage. It also requires culturally focused homebuyer/homeowner education and respect for the special needs of the elderly. The implication is adapting rules, regulations and practices to these unique Native settings.
- **Funds Are Not the Only Answer** – Although there is a repeated concern about protecting the HUD/ONAP funding base and the need to leverage non-federal sources of financing and

funding, many of the strategies focused on education, training, networking, and integrated approaches/ technologies. Just tapping into and orchestrating multiple resources was a key to many implementation proposals. The implication for HUD/ONAP and other federal agencies is to assist in expediting the matchmaking, not only with respect to multiple resources but also with respect to model approaches..

- **Taking Responsibility at the Local Level** – There is a growing recognition of local responsibility for much of what is entailed to build sustainable communities and economies. This ranges from homeowner awareness and financial literacy to comprehensive plans that engage all tribal players and bridge both administrations and generations. How successful tribes, housing entities, and development corporations are depends, to a large degree, on tribes telling their stories, developing a unified national agenda and accessing tools and technologies to assist in adapting to changing circumstances. The implication for the intergovernmental arena is to improve their own networks, such as CodeTalk, as well as training delivery systems at the regional and tribal levels. As noted above, this includes improved transfer of model approaches, innovative technologies, and easily accessed clearinghouses with information and technical assistance.

Major Themes by Breakout Topic

There were five national breakout topics and one, optional, regional topic. For each of these topics, participants identified priority needs, challenges/issues, and actions/strategies for each of the topics. This report provides a detailed analysis of the priorities and actions/strategies, which were developed in the context of the following topics:

- **Choice of Housing Type and Design** – Participants discussed how affordable housing design has changed over the past decade and how various regions redefine “home” in a broader community context. This includes building and efficiency of design, culturally appropriate and supportive housing for special needs, adequacy of infrastructure and planning/upfront engineering, and sustainable neighborhood/community planning and development. Strategies focused not only on design and development aspects of housing but also on culturally focused homebuyer education, counseling and case management to facilitate sustained participation in affordable housing.
- **Sustainable Community Development Infrastructure** – Participants addressed how the community planning and housing activities can be coordinated with community economic and infrastructure development to achieve sustainable, vibrant communities. The keystone in this topic was community land use policies and community planning that addresses necessary infrastructure including renewable energy, water, sewer, and sanitation. Strategies also addressed front-end financing and back-end rehabilitation and maintenance of existing structures.
- **Community Wellness and Environmental Health** – Participants recognized that health, safety, and environmental issues are essential to sustaining communities. This includes

strategies for mitigating interior and exterior air quality problems, integrating cultural and economic principles and community development, public safety concerns, hazard protection, integrating “green” concepts into housing construction, and maintaining/recovering a safe, healthy, and sustainable environment.

- **Housing as an Engine of Economic Development** – Participants focused on the strong connection between housing and economic development. This included viewing housing as an economic development resource as well as investing in human capital and leadership development so as to develop local capacity for a “business plan” approach while creating job opportunities for local residents and encouraging the development/support of local business.
- **Leveraging Funding and Finance** – Participants outlined a variety of leveraging strategies to make the most of housing resources and increased access to credit and capital. There was also a recognition that federal housing grants have not kept up with increasing costs and changing community needs. The primary focus was on leveraging strategies to improve access to credit and capital, while building individual and community assets and reinvestment of tribal resources to create a multiple layer effect and bring more housing opportunities to the Tribal setting. Strategies also focused on overcoming reluctance of lenders, accessing mortgage financing, and overcoming conflicting government regulations. Strategies also recognized the need to improve local capacity ranging from family creditworthiness to tribal capacity in business, construction, and financial management.
- **Energy Needs and Innovations (regional topic for three regions)** – Three of the seven outreach sessions had energy needs and innovations as a key component of community sustainability. Participants discussed strategies that ranged from addressing regional and strategic energy planning to tenant/homeowner/community education about energy efficiency. Strategies also focused on weatherization and the need for funds and local capacity to introduce green technologies.

Outreach Session Participants Recommendations for the National Study

At each of the Outreach Sessions the meeting attendees were able to participate in facilitated sessions introducing the HUD Housing Needs Study. Funded and coordinated by HUD this is the first national, comprehensive look at the housing needs of America’s native peoples since the mid-1990s. Project activities began in January 2011 with the study scheduled to be completed in June 2013.

In their facilitated sessions participants were asked to provide recommendations for all aspects of the study including its overall design, the outreach approach to tribes selected for the study sample, and the content of questions appearing on the HUD Housing Needs Study’s questionnaire. Suggestions and recommendations made by session participants included:

- Ensuring that the study questionnaires adequately treated the related problems of overcrowding and homelessness on reservations and in villages.

- Developing outreach strategies to tribes selected for the HUD Housing Needs Study sample that take into account the unique circumstances and traditions of each tribe.
- Develop informational material that ensures that tribal members clearly understand the objectives of the study, how the study data will be used, and how the responses of each household member will remain confidential.
- Take great care in the sampling approach to guarantee that the study sample adequately represents the regional and cultural diversity of Indian Country.
- Ensure that the study data obtains accurate information on such key housing issues as the percentage of tribal units that are on trust land and the number of tribal housing units that need substantial repair or pose health hazards.

Impact of Participant Recommendations on the Design and Administration of the HUD Housing Needs Study

As of August 15, 2011 the suggestions and recommendations of the Outreach Session participants had already had significant impact on the overall design and administration of the HUD Housing Needs Study. Participant suggestions/recommendations already implemented by the study team include:

- Reducing the minimum community size for the study sample from 250 individuals to 150 individuals. This reduction will allow for greater representation of small tribes in the national sample, particularly rural Native Alaskan villages.
- Incorporating questions about overcrowding and possible related homelessness into all of the study questionnaires. The inclusion of such questions will ensure that this topic receives considerable attention in the study's Final Report.
- Adoption of numerous participant suggestions on outreach to tribes. This includes suggestions on development of informational materials and contact protocols with tribal officials and elders.
- Questions on the Household Survey have been changed in order to obtain information of major interest to household residents such as the suitability of current housing for cultural traditions (e.g., weaving or curing and storing of food) and providing appropriate space for members of an extended family such as elders.
- A complete redesign of the Native Hawaiian study component. The redesign of the Native Hawaiian component will allow the study team to obtain data on all sectors of the Native Hawaiian population including those living on Native Hawaiian "homelands", the general

Native Hawaiian population living in the state of Hawaii, and the Native Hawaiian population currently living on the mainland.

- As of August 1, 2011 the study's project team was in negotiations with PD&R to add funds to the project budget to allow on-site data collection in Hawaii. The original project design did not include any on-site data collection in Hawaii and this was a major concern for the participants at the Hawaii Outreach Session. As of August 2011 it appears that there will be some type of on-site data collection included in the final study design.

Introduction

Purpose and Objectives of This Report

This report outlines the approach, results, and continuing efforts in developing an updated assessment of housing needs and related action strategies for Indian Country. This report presents comprehensive information and analysis about the seven regional Outreach Sessions, their accomplishments and follow-up activities to date. The seven Outreach Sessions were conducted within the framework of the following goals:

1. To reach out to tribal leaders, tribal housing authorities and other key stakeholders to seek their input on housing needs and to generate a discussion on the impact housing development has on local communities and economies.
2. To engage tribal housing stakeholders, including federal agencies, private sector, non-profit, and state entities to examine barriers and develop action strategies and model approaches needed to create affordable housing opportunities as well as sustainable communities and economies.
3. To discuss the HUD Housing Needs Study and to solicit recommendations on the implementation of the study.
4. To provide a forum that generates a participatory environment to allow all Native American, Alaskan Native and Native Hawaiian housing stakeholders to offer their perspective of native housing needs.

Native American Housing Needs Outreach Sessions Location and Schedule

The seven regional Outreach Sessions sponsored by HUD ONAP were planned and conducted with active participation of tribes, regional housing associations, tribally designated housing entities (TDHEs), Indian Housing Authorities, and other stakeholders working with headquarters and regional ONAP staff.

Table 1, outlines the location and schedule by region for the outreach sessions conducted between early December of 2010 and late March of 2011.

**Table 1
Location and Schedule by Region**

Region	Location	Schedule
Northern Plains	Denver, Colorado	December 1-2, 2010
Southwest	Reno, Nevada	December 14-15, 2010
Hawaii	Honolulu, Hawaii	January 12-13, 2011
Southern Plains	Oklahoma City, Oklahoma	January 26-27, 2011
Eastern Woodlands	Hollywood, Florida	February 23-24, 2011
Northwest	Seattle, Washington	March 2-3, 2011
Alaska	Anchorage, Alaska	March 23-24, 2011

Summary of Outreach Session Participation

Table 2 below provides a participant breakdown by both organization and region. The average participation in the seven sessions was 142 attendees, which was almost 20% greater than the planned attendance. Almost two-thirds of the attendees were from tribally designated housing entities (TDHEs) or tribal officials. The 11% in the “unknown” category were for individuals who either arrived late or did not identify organizational affiliation.

**Table 2
Participation in the Seven Regional Outreach Sessions**

Organization Represented	ONAP Region							Total Per Organization
	AK	E/W	HI	NP	NW	SP	SW	
TDHE	64	91	2	47	38	73	51	366 (37%)
Government Agency	33	15	23	27	15	29	12	154 (16%)
Tribal Official	30	76	34	18	25	27	36	246 (25%)
Nonprofit	7	6	15	11	12	8	5	64 (6%)
Private Sector	3	8	7	19	7	4	3	51 (5%)
Unknown	4	2	48	10	1	1	46	112 (11%)
Total Participants	141	198	129	132	98	142	153	993 (100%)

Principles Governing the Outreach Approach

Each of the seven regional Housing Needs Outreach Sessions was organized around a standard framework of topics and agenda sequence. The sessions were designed to provide settings to facilitate the articulation, discussion, and recording of participant priority concerns and strategies for action, including recommendations on the design and implementation of the HUD Housing Needs Study. The approach was based on serving the following principles:

- **Preplanning and Standardized Breakout Topic Framework** – Targeted preplanning conference calls in each region involving ONAP headquarters staff, Area ONAP offices and regional housing associations. The focus of these calls was to develop the framework of five “standard” breakout discussion topics and a sixth optional regional-specific breakouts session, if requested by the regional housing association.
- **Guideline Documentation** – Development of a set of Outreach Session guideline manuals for all participants in a loose-leaf binder format that provided not only instructions for sessions but also documentation on the HUD Housing Needs Study, including sample survey instruments and summary reports from the previous 1996 Study.
- **Focus on Interactive Team Discussions** – Dedicating approximately two-thirds of a two-day agenda on interactive facilitated breakout team discussions on priority needs driving action strategies as well as review, comments, and recommendations on the national HUD Housing Needs Study.
- **Interaction with HUD Housing Needs Study Management** – The provision for question and answer sessions with the manager of the national HUD Housing Needs Study as well as the manager’s availability for breakout workgroups on the study design and implementation.
- **Focusing on Success Stories and Best Practices** – Provisions for special presentations by selected tribes, housing entities, and practitioners as a lead-in to the day-one breakout sessions so as to provide both a regional focus as well as transferrable model approaches. This principle is also reflected in follow-up materials provided to participants on model approaches and highlighted in this consolidated report.
- **Presentation of Breakout Discussion Highlights and Fast Track Documentation** – Plenary presentations by representatives of each breakout team on the highlights of their discussions (priority needs, actions/strategies, HUD Housing Needs Study design) so that all participants could share and learn from each of the breakouts. This was supplemented by a fast track distribution of team breakout PowerPoint presentations to all participants within 10 days of the session. This facilitated participants and other stakeholders in “picking up the ball” with respect to follow-up actions.

- **Delivery of Report Proceedings to Participants** – Preparation of a comprehensive summary report of each regional Outreach Session’s results so participants and other affected stakeholders (who could not attend) could follow-up, network, and continue the process of focusing on priority needs and related actions/strategies.

Results of Outreach Sessions Participation

As noted above, the majority of the two-day program for the sessions was devoted to breakout discussions according to breakout topics and workgroups on the HUD Housing Needs Study. Professional facilitators guided each of the breakouts and workgroups through open and interactive discussions of issues/concerns and the narrowing and prioritizing of these concerns down to a set of recommendations for documentation and presentation. This consolidated report provides a synthesis and analysis of the extensive discussions. However, it is instructive to view the overall “workload” of the two-day regional outreach sessions in terms of what was identified and documented across all seven sessions. It is recognized there are many recurring themes, discussion points, priorities, and recommendations across the seven regional outreach sessions, but it is useful to see a baseline of information that was articulated during these regional outreach sessions. Table 3 summarizes documentation by regional outreach session teams.

Table 3
Documentation by Regional Outreach Session Teams

Number of Priority Needs identified	145
Number of Issues/Challenges Identified in the context of Priority Needs	289
Number of Crosscutting Themes identified based on day-one discussions ¹	60
Number of Actions/Strategies identified in the context of Issues/Challenges	804
Number of major recommendations for the national HUD Housing Needs Study	41

¹ Crosscutting Themes were compiled by the lead facilitator.

Scope of the Consolidated Report

The remainder of this report is organized into the following chapters:

- **Priority Needs and Actions/Strategies** – A synthesis of priority needs, actions/strategies and crosscutting themes developed by breakout topic during the seven Outreach Sessions.
- **Model Approaches**– Highlights tribal examples of current projects and programs that have been successful in addressing major needs, issues, and challenges. Model Approaches are organized by topic and challenge/issue.

- **HUD Housing Needs Study Recommendations** – A summary of the Outreach Session recommendations in terms of study design and outreach to tribes, household survey questionnaire, housing entity director questionnaire, and tribal leader questionnaire.
- **Follow-up and Next Steps** – This chapter focuses on how to maintain the momentum of the Outreach Sessions results in terms of implementation of actions/strategies and impact of the Outreach Sessions on the HUD Housing Needs Study.

Summary of Priority Needs and Action Strategies

Priority Needs

During day-one of the two-day outreach sessions, teams reviewed and modified a menu of subtopics for each of the major topics. They then identified three to four top priorities through a variety of rating schemes. This section provides a representative summary of top priorities across all seven regional outreach sessions.

Top Priorities by Outreach Session Breakout Topic

Breakout Topic	Top Priorities
Choice in Housing Type and Design	<ul style="list-style-type: none"> • Homeownership and affordable rental housing • Culturally supportive housing for disabled, homeless, elderly, and transitional housing • Housing size and design for singles, families and extended families • Lack of adequate planning and upfront engineering • Sustainable neighborhood/community planning and development • Lack of Native American owned support contractors • Identifying and obtaining building materials that address environmental concerns
Sustainable Community Development and Infrastructure	<ul style="list-style-type: none"> • Regional and community land use practices and community planning • Utility infrastructure including water, sewer, electrical, sanitation and roads • Rehabilitation and maintenance of existing structures • Integrating cultural principles in the community development • Energy infrastructure/renewable energy • Community practices • Homestead participation (Hawaii)
Community Wellness and Environmental Health	<ul style="list-style-type: none"> • Maintaining/recovering a safe and health environment • Integrating “green” concepts into housing construction • Energy retrofits on existing housing • Mitigating interior and exterior air quality • Public safety concerns (police, fire protection, communities designed for access) • Protecting community ecosystems, natural and cultural resources, and historic sites • Hazard protection (floods, forest fires, evacuation centers, emergency access) • Availability of adequate health and education facilities
Leveraging Funding and Finance	<ul style="list-style-type: none"> • Access to credit and capital • Facilitating/leveraging public and private resources • Building individual and community assets • Increasing tribal capacity in business, construction, financial management • Financial institutions and their role in the community

Breakout Topic	Top Priorities
	<ul style="list-style-type: none"> • Reinvesting of financial resources in housing and community development • Lack of information flow to beneficiaries • Issues relating to conflicting government regulations and management (BIA/IHS)
Housing as an Engine of Economic Development	<ul style="list-style-type: none"> • Developing a “business plan” approach to tribal economic development • Investing in human capital/capacity building • Developing and supporting local business and job opportunities • Housing’s role in community development corporations • Housing as an economic development resource • Business development resources and financing • Use of commercial/industrial, pastoral, and agricultural leases for economic development purposes
Energy Innovation and Programs	<ul style="list-style-type: none"> • Lack of regional and strategic energy plans • Need for tenant, homeowner education about energy • Lack of time and knowledge to obtain energy related funding • Inadequate community knowledge to perform weatherization tasks • Lack of weatherization block grants and funds targeted to tribes • Lack of matching funds to install green technologies • High cost of technology, high cost of transporting energy and other materials to rural/remote settings • Renegotiating agreements that forfeited tribal energy resources

Implications

This set of top priorities establishes a more holistic and integrated view of need. Indicators for the future include the following:

- A more extensive and far ranging delivery system (see section on actions/strategies that follows).
- A recognition that the players and stakeholders in inter-government arena go beyond the funding and programmatic capacity of HUD and ONAP.
- The requirement to engage a financing and economic development institution.
- That the “space” of housing development extends beyond the structure and into all aspects of community infrastructure and healthy environment.

The next section translates this new menu of needs into a program of actions and strategies.

Summary of Action Strategies by Strategy Category

Participants in each of the breakout sessions developed “Action Strategies” addressing the key issues they had identified for their breakout session topic. Although many of these strategies were specifically related to local/regional issues there was a considerable amount of commonality in the types of strategies proposed, both across regions and topic areas. Presented below is a listing of the most commonly recommended Action Strategy approaches broken out into several categories. Most often these strategies were recommended for more than one breakout session topic.

The individual Action Strategies developed by session work groups are presented in full detail in each of the Outreach Session reports. This documentation includes recommended work steps to implement the strategy, support resources and partnerships necessary for successful implementation, and a provisional timeline for the entire effort.

Funding and Finance Strategies

- Obtain more detailed information on available funding sources outside of their NAHASDA grants. This would include federal programs administered by such agencies as IHS, USDA, EPA, and the Department of Commerce. Other sources include state managed programs such as the Weatherization Assistance Program as well as non-profit foundation sources of funding.
- Work with federal and state agencies to make funding and programmatic requirements consistent across federal and state programs. This effort needs to be done both at the national and regional/state level. It would be useful to develop working groups of representatives from various federal and state agencies to address this problem at the regional and state level.
- Enhance their ability to submit high quality grant proposals to federal, state, and non-profit funding sources. This could be done by developing templates that could be used by many tribes, sharing expertise across tribal lines, and providing “circuit rider” grant application consulting support to tribes.
- Proactively seek out partnerships with non-Indian communities or organizations that may have access to funding sources that would normally not be directed to tribes or Native American organizations.

- Increase the purchasing power of tribes through multi-tribe or regional purchasing arrangements that provide economies of scale and lower costs for tribal programs.
- Proactively reach out to the financial community in their states and regions to gain access to both mortgage and community development financing. Work actively with HUD and other agencies to address any legal or regulatory barriers to leveraging tribal resources.
- Solicit tribally-owned financial organizations to provide guidance and training for other tribes to develop their own financial institutions.
- Work proactively on the state, regional, and federal level to lobby legislators to protect funding for existing programs. This may involve reaching out to non-Native American partners to enhance the power of this lobbying.

Capacity Building Strategies

- Develop comprehensive materials/programs for tenant/owner education. This would include both home maintenance and repair issues, efficient use of energy, and financial responsibilities associated with being a tenant or home owner.
- Utilize the expertise of local contactors or local agencies to enhance the capabilities of construct and maintain housing units and associated infrastructure. This would include obtaining information on the most effective materials and materials/approaches that are particularly energy efficient or significantly enhance home safety.
- Educate tribal communities, particularly elders, about the advantages of “leading edge” technologies/approaches that can improve the quality of housing, particularly approaches that can reduce the high energy costs faced by many tribal members.
- Look for creative ways to gain access to training resources. This is particularly important for tribes in relatively isolated rural errors. This would include identifying web-based training resources as well as seeking out mentoring and “on the job” training available from local contractors.
- Proactively seek out ways to enhance the financial management and planning capabilities of the tribal staff. Develop the capability to use the “business plan” approach to community development.

- Proactively support programs to enhance the business skills of tribal members. Develop partnerships with community colleges and local offices of federal agencies. Also develop partnerships with other tribes who successfully launched business enterprises.
- Work with tribal chairpersons and tribal councils to develop long-term business and community development strategies for tribes. Set realistic goals and identify the necessary financial and staffing resources.
- For tribal business entities and departments obtain ongoing training and guidance on bidding processes, contract negotiations and managing/oversight of contracts with external vendors.

Community Development/Wellness Strategies

- Work proactively against the “silo” affect at tribal agencies. Make sure that different departments talk to each other and look for complete solutions when thinking about community development strategies.
- Find ways to develop “case management” strategies across tribal departments. Make sure that people do not “fall through the cracks”. Once someone gets into a support service “track” the tribe should be able to monitor their status in various programs.
- Move away from reactive health services and focus on preventative medicine. Work with IHS and contract health providers to get the message out about healthy behaviors, diets, etc.
- Promote healthy behaviors in residences. Residents need to know the dangers of some appliances and household practices, and the impact of bad air quality on health.
- Have programs that monitor the presence of housing materials, such as lead based paint, that pose health hazards. Renters and home owners should have materials that educate them about health and safety hazards, such as faulty wiring, that should be reported to authorities.
- Develop “integration” approaches for individuals coming back into the community. This would include children coming out of foster care, individuals completing prison sentences, and military veterans coming back to the community.

- Programs that address the special needs of tribal elders. This would include housing design features that took into account their needs in multi-generational households as well as initiatives to integrate them into community activities.
- Programs that promote “accountability” for tenants and other members of the community. For TDHEs this would include accountability for house maintenance and removal of trash. It would also include promoting community responsibility for the maintenance of “public spaces” on reservations.
- Systems that maintain that enables to maintain linkages with tribal members move off reservations but are still within the local service area of tribal departments.
- Proactively seek better coordination of services with health and public safety agencies in “border” communities.
- Address homelessness and overcrowding by developing programs that can identify such individuals and, in a culturally sensitive manner, provide needed support both short and long-term.

Planning Strategies

- Identify a planning “champion” who can continue to focus on long term issues even when there is turnover in the political offices of a tribe.
- Take advantage of the planning expertise and resources of “border” communities. In addition, they need to ensure that their needs and requirements are integrated into the planning efforts of towns, counties, and states.
- Make obtaining expertise in community development and business planning should be a priority.
- Transfer business expertise from the tribe’s commercial enterprises to the to the social service delivery side of tribal operations.
- Create a tribal business development office that could include offering of investment capital to tribal members. Such an office could also support necessary training in business or technical skills.

Strategies for Addressing Legal/Regulatory Issues

- Develop model language for limited waiver of sovereignty, right of first refusal, and clarify who has authority to waive sovereign immunity.
- Develop prototype housing codes that reflect conditions and needs in Indian Country. This could be a basis for discussions with “border” communities on coding issues.
- Start discussions with IHS to lift restrictions on direct use of IHS funds for housing infrastructure. Also need to lift restrictions on TDHEs that limits their ability to use services of IHS Environmental Health component.
- Review parts of NAHASDA and Section 184 and to integrate into Hawaii programs. This would require the drafting of new legislative language and a statewide consultation process.
- Work with DOE to improve access to DOE technical assistance and to make guidelines more flexible to allow for retrofits on reservations.
- Develop guidelines that provide clear guidance to tribes on the authority they have to evict tenants. These guidelines should also specify necessary pre-eviction interventions.

New Technology/IT Strategies

- Develop initiatives to educate tribal councils and elders on the advantages of new technologies/materials in housing construction, heating systems, etc. Develop a “Best Practices list that would enable tribal officials to get feedback from other tribes (not vendors or research entities).
- Develop “payback” scenarios that demonstrate the long-term savings that derive from new technologies. Address the concerns about the large “up-front” costs associated with some of these technologies.
- Develop procedures that enable tribes to make informed judgments about various new technologies/materials.
- Look for ways to integrate traditional activities/cultural practices into new housing designs or heating systems. Match tradition with some high-tech approaches.

- Utilize the resources/information/expertise of local utilities to improve comfort and energy efficiency of tribal housing. Such firms may offer training to housing staff and education to tenants and home owners.
- Develop a procedure that enables sharing between tribes and across regions of ‘best practices’ in software applications.
- Tribes need to develop staff training strategies that address the rapid turnover in staff with information technology (IT) skills. Tribes cannot rely on only one or two staff persons with the needed skills.

Model Approaches

One of the principles of the Outreach Sessions was for tribes to tell their story and share their success so others may learn from their challenges and accomplishments. During the course of discussion in the breakout sessions, participants identified tribal examples that could be used as “model” approaches to common problems in housing and community development. These are compiled below by breakout session.

Topic 1: Housing Choice and Design	
Challenge/Issue	Model Approach
Getting community buy-in on design	<ul style="list-style-type: none"> • Holding community meetings so residents may comment on housing design and identify the type of housing they need. Provide opportunity for tribal council to comment on the design.
Lack of skilled workforce to provide enhanced social services	<ul style="list-style-type: none"> • Bois Forte (MN) and Red Lake (MN) projects that use Rural Community Development funding that trains tribal members on how to run supportive housing.

Topic 2: Sustainable Community Development and Infrastructure	
Challenge/Issue	Model Approach
More Zoning and Planning Capability	<ul style="list-style-type: none"> • Spirit Lake (ND) example of working with local colleges to develop tribal zoning codes and community plans.
Obtaining title status reports (TSR’s) from BIA in a timely manner.	<ul style="list-style-type: none"> • Navajo Nation (AZ) has taken over the titling from BIA to obtain title status report in a timely manner; established a land administration office.
Conducting thorough annual inspections and following- up on reported problems.	<ul style="list-style-type: none"> • Partnering with local faith-based volunteer groups that assist with major repairs on reported housing problems.
Drugs and alcohol, domestic violence, public safety,	<ul style="list-style-type: none"> • Wellness court at Reno Sparks Indian Colony (NV) provides a one year option for treatment of drugs, alcohol, and domestic violence.
Prepare residents to carry out routine maintenance	<ul style="list-style-type: none"> • Wichita Housing Authority and Affiliated Tribes (OK) provides 10-hour training for residents: 4 hours prior to moving in and 6 afterwards. Training includes hands-on demonstrations: how to change filters, clean ranges, general cleaning, etc.
Coordinate planning efforts with local jurisdictions	<ul style="list-style-type: none"> • Anadarko (OK) security light project is an example of coordinating tribal and non-tribal resources on common problem.
Tenant attitudes toward housing units	<ul style="list-style-type: none"> • Mowa Band of Choctaw (AL) inspection program to maintain the units. • Red Lake and White Earth (MN) orientation programs to educate residents on how to care for a unit.

Increased resources/capabilities for tribal planning	<ul style="list-style-type: none"> • Collaboration of Wisconsin tribes with University of Wisconsin on a planning projects. • Three tribal communities in Wisconsin have partnered under the Northwoods NiiJii Enterprise Community for more efficient housing, transportation, other community needs.
Breaking down barriers between tribal departments and state/local governments	<ul style="list-style-type: none"> • Long-term homeless supportive services collaborative in Northwestern Minnesota involving the state, six counties, three tribes partnership and the Corporation for Supportive Housing, a nonprofit organization.

Topic 3: Community Wellness and Environmental Health	
<i>Challenge/Issue</i>	<i>Model Approach/Success Stories</i>
Court System	<ul style="list-style-type: none"> • Southern Ute (UT) has model of court system/separation of powers. • Navajo Nation (AZ) Restorative Justice Program.
Public Safety	<ul style="list-style-type: none"> • Yankton Housing (SD) utilizes a security force network with the Bureau of Indian Affairs to provide crime prevention and safety services. • Confederated Salish & Kootenai Tribes (MT) has an officer in residence program that houses police officers.
Social Issues	<ul style="list-style-type: none"> • Montana State Native American Housing Technical Assistance Institute provides carpentry training to students. • The Blackfeet Tribe (MT) has a program where students learn carpentry skills. The tribe is also a partner with the State of Montana in its Manpower program. • Coeur d'Alene Tribe (ID) developed a Wellness Center for youth, adult and intervention services.
Hazard protection (floods, forest fires, evacuation centers, emergency access & evacuation, etc.)	<ul style="list-style-type: none"> • Wichita Housing Authority and Affiliated Tribes (OK) constructed a community safe room – secure against a tornado. Financed by ICDBG funding. • United Southern and Eastern Tribes members entered into agreement to assist each other in times of disaster. • AMERIND Community Shield provides insurance for privately owned homes, contents and managed housing stocks contents.

Disaster Preparedness	<ul style="list-style-type: none"> • United South and Eastern Tribes have model tribal alliances – 45 tribes – emergency plans, response teams – webpage.
Maintaining/recovering a safe, healthy, sustainable environment	<ul style="list-style-type: none"> • Northwest tribes are working on self-determination/governance for environmental health. • Alaska Native Tribal Health Consortium has a strong model for health and housing.

Topic 4: Housing as an Engine of Economic Development	
<i>Challenge/Issue</i>	<i>Model Approach/Success Stories</i>
How can we develop other funding centers outside of NAHASDA?	<ul style="list-style-type: none"> • Choctaw Housing Authority (OK) has begun to manage private rentals to earn additional money.
Protecting Sovereignty	<ul style="list-style-type: none"> • Setting up TDHE as 501(c)(3) under state law to avoid sovereign immunity issues (Ho-Chunk Nation, WI).
Need to Invest in Human and Cultural Capital	<ul style="list-style-type: none"> • Mashpee Wamponoag Tribe (MA) has a program that focuses on exercise and tutoring; early results are higher grades and better health.
Recruiting Lenders	<ul style="list-style-type: none"> • “Bank on Washington,” the Northwest Native Asset Building Coalition partnership’s approach to recruiting lenders.

Topic 5: Leveraging Funding and Finance	
<i>Challenge/Issue</i>	<i>Model Approach/Success Stories</i>
Housing as an Engine of Economic Development Resource	<ul style="list-style-type: none"> • Tlingit & Haida (AK) has a business model utilizing 501(c)3 status to create a 3-pronged business approach: 1) loans; 2) construction & rehab; 3) realty.
Business Development Resources and Financing	<ul style="list-style-type: none"> • National Association of Housing and Redevelopment Officials (NAHRO) has a pooled buying cooperative for their members.
Personnel Training, i.e., college course, skill development	<ul style="list-style-type: none"> • Cook Inlet Tribal Council (CITC) (AK) has a career ready program that offers skill development for long term careers.
Capacity of Tribes/TDHEs	<ul style="list-style-type: none"> • Revitalize the National American Indian Housing Council peer mentoring program. • Chickasaw Housing Authority (OK) mentors other tribes to increase tribal capacity on leveraging funding.

Topic 6: Assessing and Addressing Energy Needs	
<i>Challenge/Issue</i>	<i>Model Approach/Success Stories</i>
High Cost of Transportation for Energy, Goods and other Materials in Rural Alaska	<ul style="list-style-type: none"> • Napaimute community (AK) has community business to export cord wood on barges to other communities in the region. • Tok and Tanana and Fort Yukon (AK) have projects to use biomass as a local energy resource. • Emmonok (AK) is using drift logs as a building resource. • Stebbins (AK) has community project to collect drift wood washed up on shore of Bering Sea. The wood is used for building purposes. • Kodiak and Kotzebue (AK) have projects to utilize wind energy.

Hawaii Outreach Session

Topic 1: Housing and Community Needs	
<i>Challenge/Issue</i>	<i>Model Approach/Success Stories</i>
Limited funding and capacity for financial program literacy	<ul style="list-style-type: none"> • HOAP (Home Ownership Assistance Program) to partner with service providers (Nanakuli Housing, Hawaiian Community Assets, and Hale Huakai) and job training agencies to provide financial literacy, train people for employment, and foreclosure and lease cancellation prevention.
Repairing bad credit ratings and educating potential homebuyers can take time	<ul style="list-style-type: none"> • Partnership with Molokai High School and Molokai Charter School (HI) to provide financial literacy education. • NAHASDA Home Ownership Assistance Program financial literacy program – providing financial training through one-on-one case management for DHHL beneficiaries. • NAHASDA Self-help Home Repair program provides home maintenance training for DHHL beneficiaries on Oahu (HI). • Financial literacy program for youth and adults on the Island of Hawaii.
Motivating people to participate in financial education programs; overcoming social stigmas	<ul style="list-style-type: none"> • Kahua Waiwai (HI) -- Teach the trainer program that provides youth financial literacy and homebuyer education at schools and nonprofit organizations. • Family Finance Project – new program to provide comprehensive financial education and support program open to Native Hawaiians (HI). • Transitional housing literacy training program in transitional shelters.
Lower cost housing	<ul style="list-style-type: none"> • Molokai Habitat (HI) home made out of bamboo; another home has been LEED (Green Building Rating System) certified, off the grid energy, water catchment system. • Apprenticeship Program with Hawaii Carpenters Union and DHHL to teach participants how to build their homes. • CNHA modified self-help program (e.g., Anahola, HI).

Topic 3: Sustainable Community and Environmental Wellness	
<i>Challenge/Issue</i>	<i>Model Approach/Success Stories</i>
Bringing together multiple agencies with differing perspectives that stay for the long haul	<ul style="list-style-type: none"> Meeting of industry leaders/stakeholders as advisory board – a charette for planning/guidelines.
The size of a community matters; how much can the land carry with respect to food, cultural identity, jobs, parks, etc.	<ul style="list-style-type: none"> Ocean Point (HI) is a model land-use community; not DHHL but community within a larger group.

Topic 4: Leveraging Funding and Finance for Beneficiaries and DHHL	
<i>Challenge/Issue</i>	<i>Model Approach/Success Stories</i>
Leveraging to enhance community capacity	<ul style="list-style-type: none"> Multiple success stories in leveraging funding including, Makuu Farmer, Nanakuli Homestead, Waimanalo, Homestead, L2020, CNHA, HCA, AHHA (HI). The range of leveraged funds goes from \$100K to \$10 million.

Recommendations for HUD Housing Needs Study

At each of the Outreach Sessions participants had two opportunities to learn about, and make recommendations regarding the HUD Housing Needs Study. This is the first comprehensive look at the housing needs of America's native peoples since a comparable study was completed in 1996. The study is being coordinated by HUD's Office of Policy Development and Research (PD&R). The Urban Institute is the contractor responsible for designing and implementing the study. Project work began in January 2011 with the study scheduled to be completed in June 2013.

On the first day of each Outreach Session a PD&R representative provided an overview of the objectives, proposed design, and final products of the HUD Housing Needs Study. This presentation was followed by a Question and Answer session in which participants were able to ask questions about the objectives and design of the study as well as make comments on the overall study design and outreach to tribes (outreach intended to promote participation by tribes selected for the study sample).

On the second day of each Outreach Session participants engaged in facilitated review of four survey instruments used in the 1996 study: the household survey, the Indian housing authority survey, the tribal leader survey and the tribal housing staff survey. Participants were asked to provide suggestions/recommendations for these survey instruments. Participant input was fully documented by the session facilitators and was later placed into the report produced for each of the seven Outreach Sessions. The session reports also included a summary section that documents the major themes discussed during the housing survey breakouts.

Presented immediately below is a thematic summary of the most commonly raised issues by participants at each of the seven Outreach Sessions, as well as the most commonly mentioned suggestions.

HUD Housing Needs Study Design and Outreach to Tribes

- Outreach efforts need to involve all aspects of the tribal communities including tribal leaders, tribal elders, schools, community organizations, churches, etc.
- The project staff needs to have an ongoing marketing campaign that uses all communication approaches including tribal newspapers and radio stations, clergy, and social networking tools.

- The project team needs to develop materials that simply and clearly explain the objectives of the study, what types of data collection will take place, and how the data will be used.
- The study team needs to ensure that tribal leadership is “on board” with implementing the study and is always aware of the status of study activities.
- In scheduling interviews and other types of data collection activities the project team needs to take into account other tribal activities such as participation in other surveys, cultural events, and seasonal priorities (such as food storing in Alaska Native villages).
- The project team needs to be aware that it may need to “tailor” its approach to different tribes. For example, there will be a need to find out what types of individuals would best serve as interviewers in different communities.
- The project team should provide materials that clearly explain the long-term benefits to all of Indian Country in having a tribe participate in the study.

Household Survey Questionnaire

- Take great care on how you ask questions about sensitive topics such as income and ability to maintain house.
- Consider providing some sort of stipend to individuals selected for survey.
- Make questionnaire shorter and less complicated than 1996 questionnaire.
- Get information on how much money it costs to maintain a house, including fuel/heating costs.
- Be certain there are questions that relate to overcrowding in homes and how this may be “masking” some level of homelessness in the community.
- Be certain that there are some questions relating to health/safety hazards in the home.
- Ask questions of how difficult it is for resident to obtain mortgage financing for home purchase/improvements.
- Have questions on housing options open to individuals.
- Make sure there are questions that relate to issues not covered in 1996 survey such as “green building”, access to Internet, and environmental conditions such as “is housing located on a flood plain.”
- Survey needs questions about special categories of individuals such as people with disabilities, elders, and veterans.
- The survey should have questions about the proximity of housing to necessary services and retail outlets.
- Interviewers will need to make clear to respondents the confidentiality protections on the data, and how the data will ultimately be used.

Housing Entity Director Questionnaire

- Be sure there are questions on how much of a program’s housing stock is on “trust” or “protected” land.
- Obtain information on all current funding sources for a Housing Entity.
- Obtain estimates of unfunded needs.
- Learn if Housing Entity has data on hazardous materials or other safety problems in homes.
- Document how Housing Entity staff interacts with other actors such as tribal Leadership, states, counties, etc.
- Make sure that all programmatic references are to current programs (this is a reference to the pre-NAHASDA 1996 materials).
- Obtain Housing Entity perspective on problems of overcrowding and homelessness.
- Document all services provided to tribal members by the Housing Entity.
- Obtain housing Entity perspective on tribal members’ access to broadband and other telecommunications resources.
- Get information on impact on required federal pay scales.
- Make sure to document existing units and infrastructure.
- Document how many Mutual Help units have been conveyed.

Tribal Leader Questionnaire

- Get tribal leaders perspective on people in transition, urban to rural, and vice versa.
- Get tribal leader perspective on extent of problem of homelessness.
- Obtain tribal leader perspective on whether things are better or worse since passage of “96” legislation.
- Include questions that touch on regional/local issues.
- Obtain tribal Leader perspective on ability of tribes to work with state/local governments.
- To what extent are tribal leaders integrating housing into an overall planning process?
- Make sure that questionnaire takes into account unique situation of Oklahoma tribes.
- Obtain information on how tribal leaders interact with housing entities.
- In conducting the survey make sure that the project clearly defines what it means by “tribal leader.” Project might consider interviewing all members of a tribal council.

Follow-up and Next Steps

The seven regional Outreach Sessions were not just events but first steps in an updated assessment of needs and the development of a deliberate, practical, and feasible course of action. Follow-up includes game plans not only for the actions/strategies developed during the breakout sessions but also the impact of the Outreach Sessions on the HUD Housing Needs Study, whose work is still in process. Therefore, this section includes follow-up or implementation activities for breakout action/strategies as well as ongoing activities for the HUD Housing Needs Study.

Overall Follow-up Themes on Actions/Strategies

- Focusing on interagency partners and coordination through workgroups, special taskforces, and special workshops.
- Fast tracking initiatives with a focus on completing proposed activities generally within a one-year time frame.
- Streamlining of federal application and decision processes, including resolving interagency environmental assessment conflicting protocols and procedures, and streamlining conveyances for Section 184 financing.
- Use of technology for improved communication, including reinvigorating CodeTalk and using CodeTalk as a medium to communicate a variety of initiatives and opportunities.
- Providing sets of guideline packages including generic procurement documents, manufactured housing/invitation to bid documents and highly scored ICDBGs on web pages.
- Strong focus on training and technical assistance follow-up, utilizing ONAP regions and regional housing associations as the key.
- Expanding the range of service providers beyond tribal and federal agencies including such entities as nongovernment organizations, faith based organizations, states, and local jurisdictions.
- Major focus on outreach to communities including special communities such as Hawaiian homestead communities as both targets and facilitators for implementation.

- Mentoring from well run or larger housing entities to small housing programs so as to provide transfer of lessons learned and model approaches.
- Aligning implementation and continuing outreach efforts with other regional forums such as Regional Housing Association Annual Conferences.
- Interagency meetings that are targeted to special topics such as infrastructure coordination, coordinated disaster assistance and land-to-trust.

Impact of the Outreach Sessions on the HUD Housing Study

As of July 1, 2011 the participants input from the Outreach Sessions already had a major impact on the design and management of the National Assessment of the Housing Needs of Native Americans, Alaska Natives, and Native Hawaiians. This study is being conducted by HUD's Office of Policy Development and Research (PD&R). Areas in which participant input has directly impacted the design and management of the study include:

- Refinements to the sampling approach
- Content for the project's Household Survey
- Content for the survey of tribal Housing Entity staff
- Outreach strategies to enhance participation by tribes/villages selected for the study sample
- Revising the conceptual framework for the project's Native Hawaiian component.

The impact of the Outreach Sessions in each of these project areas is described below.

Refinements to the Sampling Approach

The project team reviewed its original sampling approach which called for eliminating any community with less than 250 individuals from the sample pool. It was noted that this would exclude some regions from the sample, particularly Native Alaskan villages that would disproportionately be excluded from the sample. The project team made the decision to lower the sample threshold to 150 which will increase the likelihood that small communities will be included in the study sample.

- **Household Survey** - Participant input from the Outreach Sessions had an impact on a number of issues related to the content and administration of the Household Survey, including:

- Confidentiality: The outreach sessions confirmed the need for strong protections for respondent privacy and maintaining the confidentiality of all responses.
- Additional components and questions were added to the household roster component of the survey to ensure that all members of a household were correctly recorded. This would include young adults living with parents due to lack of other housing options, children away at boarding schools who split their time staying and family members who may have just moved back to the reservation and have not found a permanent home.
- Questions were revised to better address overcrowding and homelessness. In particular, the questionnaire attempts to discover if “overcrowding” really is a reflection of some degree of homelessness on the reservation.
- The title of the questionnaire module on housing preferences was changed to “Culturally Responsive Housing”. This change included questions housing design related to cultural traditions such as having space for weaving, craft work, curing and storing meat, etc.
- The questionnaire section on tribally-assisted housing was shortened considerably. This questionnaire component now focuses on the issue of residents having a “voice” in housing issues.
- **Housing Entity Staff Survey** - Participant input from the Outreach Sessions has had the following impacts on this survey:
 - The title of the survey was changed from the TDHE Survey to Tribal/TDHE Survey to appropriately include housing entities that are departments of a tribe.
 - Prior to any interviews project team staff will review available ONAP data to minimize the burden on housing entity staff. In addition, the project team will give ample notice to staff about the date of an interview to allow housing entity staff to obtain data/information they may need to complete the questionnaire.
 - Based on participant recommendations added a question on homeless shelters to the Housing Entity survey. This question will also be included in discussions that are part of the study’s “Urban Indian” component.

- Added questions to this survey on “doubling up” to again obtain information about the level of homelessness on reservations.
- **Outreach Strategies to Encourage Participation** - Participant suggestions that have affected the study’s outreach approach include:
 - Confirming the study team’s original intention to develop a tribe-by-tribe approach to reaching out to the tribes where on-site interviews will take place. This will include strategies for identifying and hiring interviewers at each reservation or village.
 - The importance of a coordinated information strategy at each reservation or village. Information dissemination strategies could include placing articles in local newsletters, airing public service announcements, providing information at community meetings such as church gatherings, youth club meetings, and powwows.
- **Native Hawaiian Study Component** - Participant input from the Outreach Sessions resulted in major changes in the design of the study’s Native Hawaiian component. These included:
 - Developing a survey to obtain information directly from Homestead Association Directors
 - Focusing questions on several study questionnaires on elements of the current Hawaiian Block Grant Program that may need to be revised to be closer to elements of the NAHASDA legislation.
 - Identifying survey respondents who can provide information of the housing needs of Native Hawaiians in Hawaii not resident on any of the “homelands”.
 - Reviewing data that will provide some indication of the housing needs of the mainland Native Hawaiian population.

HUD is attempting to obtain additional funding for on-site data collection in Hawaii. The original project design did not include funding for on-site data collection and this was a major concern of participants at the Hawaii Outreach Session. As of August 2011, it appears this concern will be addressed, and some form of on-site data collection will be included in the final project design.