

**NWIHA**  
NORTHWEST INDIAN  
HOUSING ASSOCIATION



# Tribal Housing Executive Director Certification Program

# The Project Team

Brandi Liberty, enrolled member of the Iowa Tribe of Kansas and Nebraska and descendant of the United Houma Nation, is the owner and CEO of The Luak Group and its subsidiaries providing tribal consulting services for Tribes and Tribal entities. With over 14 years of experience, she is one of the top five grant writers in Indian Country and has over \$74.5 million in federal and state level grant awards for projects and program serving Indian Country. Her specialties include Business Development, Indian Housing/ NAHASDA, Grant Writing, Grants Management, Tribal Housing Human Resources, Technical Assistance/ Training, Economic Development, Policy Development, Compliance, and Strategic Planning.

Ms. Liberty has served as an Indian Country subject matter expert to Tribes that are funded by federal agencies and programs such as Housing and Urban Development, Department of Interior, Department of Justice, Department of Energy, Department of Commerce, Department of Treasury, and others. She was the keynote speaker for the Healing the Circle in Our Tribal Communities Symposium hosted by the Seminole Tribe of Florida in 2019 and a speaker for the Families Are Sacred Summit hosted by the Cherokee Nation of Oklahoma in 2023. She has been interviewed by High Country News about harassment in the BIA and by the Associated Press on the confirmation of Deb Haaland to the Department of Interior. Currently, Ms. Liberty is a monthly columnist for Verite News in New Orleans, LA, addressing indigenous culture, issues, and events for the Tribes located in the state.

Ms. Liberty is an Enterprising Woman of Color, a program under the Minority Business Development Agency (MBDA) that focuses on providing women of color opportunities to expand their businesses. She has sat on multiple boards across Indian Country, including the Iowa Tribe of Kansas and Nebraska Election Board and the IPAI Community Loan Fund Board for the San Pasqual Band of Mission Indians.

Ms. Liberty graduated from the University of Nebraska-Lincoln with a BA in History and holds a master's degree from the Center of Indigenous Nations Studies at the University of Kansas. Ms. Liberty also holds an Executive Leadership Certificate from Harvard Business School's Leading People and Investing to Build Sustainable Communities Program through Native American Finance Officers Association (NAFOA).



**Brandi Liberty**  
**Principal Tribal Consultant/Principal Grant**  
**Writer**  
**Iowa Tribe of Kansas and Nebraska/United**  
**Houma Nation**

# The Project Team



**Krystal Cedeno**  
**Program Development & Grant Specialist**

Krystal Cedeno has over five years of experience in Training and Development, where she successfully oversaw, moderated, and facilitated 425 onsite trainings, virtual trainings, webinars, technical assistance requests, podcasts, and online professional development courses for Tribes and Tribally Designated Housing Entities from all Housing and Urban Development – Office of Indian Programs regions. She was instrumental in ensuring the knowledge and skills she, her staff, and team of subject-matter experts provided to Indian Country would improve the quality of life for Native Americans, Tribes, Tribal communities, and those working with Tribal communities.

Miss Cedeno is a certified Building Native Communities: Financial Skills for Families Trainer through Oweesta Corporation. Krystal was born and raised in sunny South Florida and currently lives in New Orleans LA.

# Project Team

**Annalee H. Trujillo**

**Board of Directors, CCRH-California Coalition for Rural Housing Vice  
Chair Nevada/California Indian Housing Association**

Annalee Trujillo has served as the Executive Director of Pala Tribal Housing and Pala Housing Resource Center since 1997. With over 28 years working for the Pala Band of Mission Indians and 25 years of experience in Indian Housing her expertise includes NAHASDA, California State Housing Programs, rental assistance, mortgage assistance, HUD 184. Ms. Trujillo is a strong advocate for Indian Housing and established Pala Tribal Housing Department as the first Tribe to be approved for and utilize the Section 184 program.

In 2004, Pala Tribal Housing Department requested to HUD and was granted the ability to expand services to Riverside and San Diego County which would allow Pala Tribal Members access to housing by purchasing a home off the reservation. In 2005, Pala Tribal Housing Department again requested to expand their service area to the entire State of California, and the request was granted. In 2015, on the 10-year anniversary, HUD congratulated the Pala Band of Mission Indians for their successful efforts in expanding the Pala service area to the entire State of California. As of 2015, 2000 families were helped with a loan volume of \$527 million.

Currently, Ms. Trujillo is working with two other California tribal housing authorities, with the continued support of the California Tribal Business Alliance, to advocate for state set-asides for tribal housing. She sits on the Board of Directors, CCRH-California Coalition for Rural Housing and is Vice Chair for the Nevada/California Indian Housing Association.



# Project Team

**Tal Donavon Moore, THRP, MA, Foundation Director of Development, National Native American Human Resources Association**

For over thirty years, Mr. Tal Moore has been a skilled facilitator, consultant and leader specializing in organizational development and human resources leadership, twenty-five of those years focused in government, hospitality and healthcare across Indian Country. Mr. Moore is the Director of the National Native American Human Resource Association (NNAHRA) Foundation with focus on education, training, and research in support of Indian Country HR/OD. He served NNAHRA as its elected President for more than six years.

Mr. Moore recently served the Kalispel Tribe of Indians as their Chief Organizational Development Officer. In this role, he supported a team of 2000 team members in government, gaming, resort, food and beverage and many ancillary enterprises through Talent Acquisition, Learning & Development, Tribal Member Career and Succession Planning and HR Administrative transactions and transformations.

Mr. Moore earned his Bachelor's in Family and Consumer Sciences and a Master of Arts in Organizational Development. He served the academic world as an Assistant Professor of Family and Consumer Sciences and Director of the Hospitality Institute at the University of Central State for nine years. Mr. Moore is a proud Pueblo descendent.



# Our Story

The Luak Group's subsidiary company, Heroda Bikax^e Consulting, Pala Housing Resource Center, and National Native American Human Resources Association (NNAHRA) is partnering to develop and implement a Tribal Housing Executive Director Training and Curriculum and Certification Program that fits the needs of the membership of the Northwest Indian Housing Association (NWIHA).



# Objectives

The objective will be to develop a curriculum that can be shared throughout Indian Housing, ensuring that Indian Housing Executive Directors are developing themselves professionally with a framework of knowledge that supports growing the capacity of each of their housing departments and Tribally-designated Housing Entities (TDHE's).





# Objectives

- Training and certification programs are essential for any tribe or TDHE to ensure their employees are up to date on the latest trends, technologies, and best practices. This starts at the top. Executive directors should have essential qualifications that reflect their skills as leaders, as well as a knowledge of NAHASDA and Indian Housing.





# Scope of Work

1. Develop an overall training and certification strategy and curriculum that could be used over the long term to improve regional management skills for both current and new housing directors.
2. Develop a training plan that utilizes the existing resources within the region, such as a mentoring program for new directors.
3. Develop an implementation plan within the timing constraints of the RFP.
4. Develop specific training modules that will address the skills gaps identified in the surveys and meetings with NWIHA members. It is understood that additional modules may well be developed over time as the needs are identified.
5. Draft and assist with the implementation of a certification program, including identifying the qualifications, testing, and job requirements that could be adopted by member tribes.



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# Potential Topics of Certification Program

- 1. Tribal Housing Programs Overview: An introduction to NAHASDA and the various housing programs available to tribal communities, including the Indian Housing Block Grant program, the Title VI Loan Guarantee program, and other federal and state housing programs.
- 2. Strategic Planning: Developing and implementing a strategic plan for the tribal housing program, including community needs assessments, goal-setting, and resource allocation.
- 3. Legal and Regulatory Compliance: An overview of the legal and regulatory requirements for tribal housing programs, including NAHASDA, ICDBG, IHBG, and other relevant laws and regulations.
- 4. Financial Management: An introduction to financial management principles and practices, including budgeting, financial reporting, and grant management.
- 5. Project /Program Management: An overview of project management principles and practices, including project planning, scheduling, budgeting, and risk management.



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## Potential Topics of Certification Program

- 6. Property Management: An introduction to property management principles and practices, including tenant selection, lease agreements, maintenance and repairs, and eviction procedures.
- 7. Construction and Rehabilitation: An overview of the construction and rehabilitation process, including project planning, design, bidding, and construction management.
- 8. Community Engagement and Outreach: Strategies for engaging with tribal community members and stakeholders, including outreach, communication, and collaboration.
- 9. Professional Development: Opportunities for ongoing professional development, including training, conferences, and networking.



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## Potential Topics of Certification Program

- 10. Leadership and Management: An introduction to leadership and management principles and practices, including human resources, board management, communication, delegation, motivation, and team building.
- 11. Grant Writing: An introduction to funding opportunities available to Indian housing, overview of the grant writing process, determining your capacity to write your own grants or hire consultants, and your role in the grant writing process.



# Mentorship Program for Tribal Housing Executive Directors



- Create a structured mentorship program where experienced Tribal Housing Executive Directors guide, support, and share their expertise with new Executive Directors to ensure a smooth transition and to cultivate the next generation of leaders in tribal housing.
  - Components of Mentorship Program
    - **Orientation Session**: A kick-off meeting introducing mentors and mentees and outlining the objectives and structure of the program.
    - - **Personal Development Plan (PDP)**: At the start of the program, mentees will create a PDP detailing their goals, areas they want to develop in, and expected outcomes from the mentorship. This will serve as a guiding document throughout the mentorship.
    - - **Monthly Check-ins**: Structured monthly meetings to review progress against the PDP, discuss challenges, and strategize solutions.
    - **Quarterly Workshops**: Organize workshops every quarter where mentors and mentees come together for training sessions on leadership, strategic planning, problem-solving, and other relevant topics.
    - **Peer Group Sessions**: Every two months, group the mentees for a session where they can share their experiences, learnings, and challenges. This fosters peer learning and networking.
    - **Feedback Loop**: Every quarter, both mentors and mentees will provide feedback about the program and their match to ensure continuous improvement.
    - **Knowledge Repository**: Create a digital platform where mentors can share resources, articles, best practices, and other materials for the mentees.
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# What We Need From You

A successful training and certification program should be tailored to the specific needs of each tribe or TDHE. It should be designed to help employees learn new skills, stay current with industry trends, and develop a better understanding of NAHASDA's objectives, as well as their communities' strategic goals.

The program should also provide a clear path for employees to progress in their careers by obtaining certifications that demonstrate their knowledge and expertise. Successful tribal housing is built on sound business principles, creative problem -solving, and a commitment to making our tribal communities a better place. An executive director who is well-informed and forward- thinking can lead the organization in developing strategies and solutions to address challenges and move the organization forward and fulfill our tribal housing needs. This includes recognizing potential opportunities, identifying potential risks, and leveraging available resources to create sustainable communities.

# We Want Your Input

- Fill out this Needs Assessment Survey to develop THE BEST Tribal Housing Executive Director Program.



# Contact Information




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