

UNITED SOUTHERN  
AND EASTERN TRIBES  
IMPACT WEEK 2023

# BUILDING HOUSING CAPACITY

## BRANDI LIBERTY IOWA TRIBE OF KANSAS & NEBRASKA/ UNITED HOUMA NATION

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Brandi Liberty is the owner and CEO of The Luak Group and provides tribal consulting services for Tribes and Tribal entities. With over 14 years of experience and over \$40.8 million in federal and state level grant awards working in Indian Country her specialties include: Indian Housing / NAHASDA, Grant Writing, Grants Management, Tribal Housing Human Resources, Technical Assistance/Training, Economic Development, Policy Development, Compliance, and Strategic Planning.

She has served as a training and technical assistance provider for Native Learning Center for six years, serving Tribes from all HUD and BIA regions in various training & technical assistance capacities. In addition, Brandi was the keynote speaker for the *Healing the Circle in Our Tribal Communities Symposium* hosted by the Seminole Tribe of Florida and Native Learning Center. Brandi 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.

Brandi graduated from the University of Nebraska-Lincoln with a BA in History. She holds a master's degree from the Center of Indigenous Nations Studies at the University of Kansas, where her focus was Tribal Human Resources. Brandi is an enrolled member of the Iowa Tribe of Kansas and Nebraska and a descendant of the United Houma Nation in Southern Louisiana. She lives in New Orleans with her two children.





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**Ugisq Tribal  
Consultants**

Indian Country Tribal Experts

# AGENDA

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Recruiting and Retaining Effective  
Housing Staff

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The Importance of Professional  
Development

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Building the Capacity of Your Staff



One of the greatest challenges in many tribal organizations is the inability to recruit and retain good managers and staff...

WHY?

# PEOPLE MANAGEMENT

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THERE IS A LACK OF UNDERSTANDING  
OF WHAT YOUR ORGANIZATION NEEDS



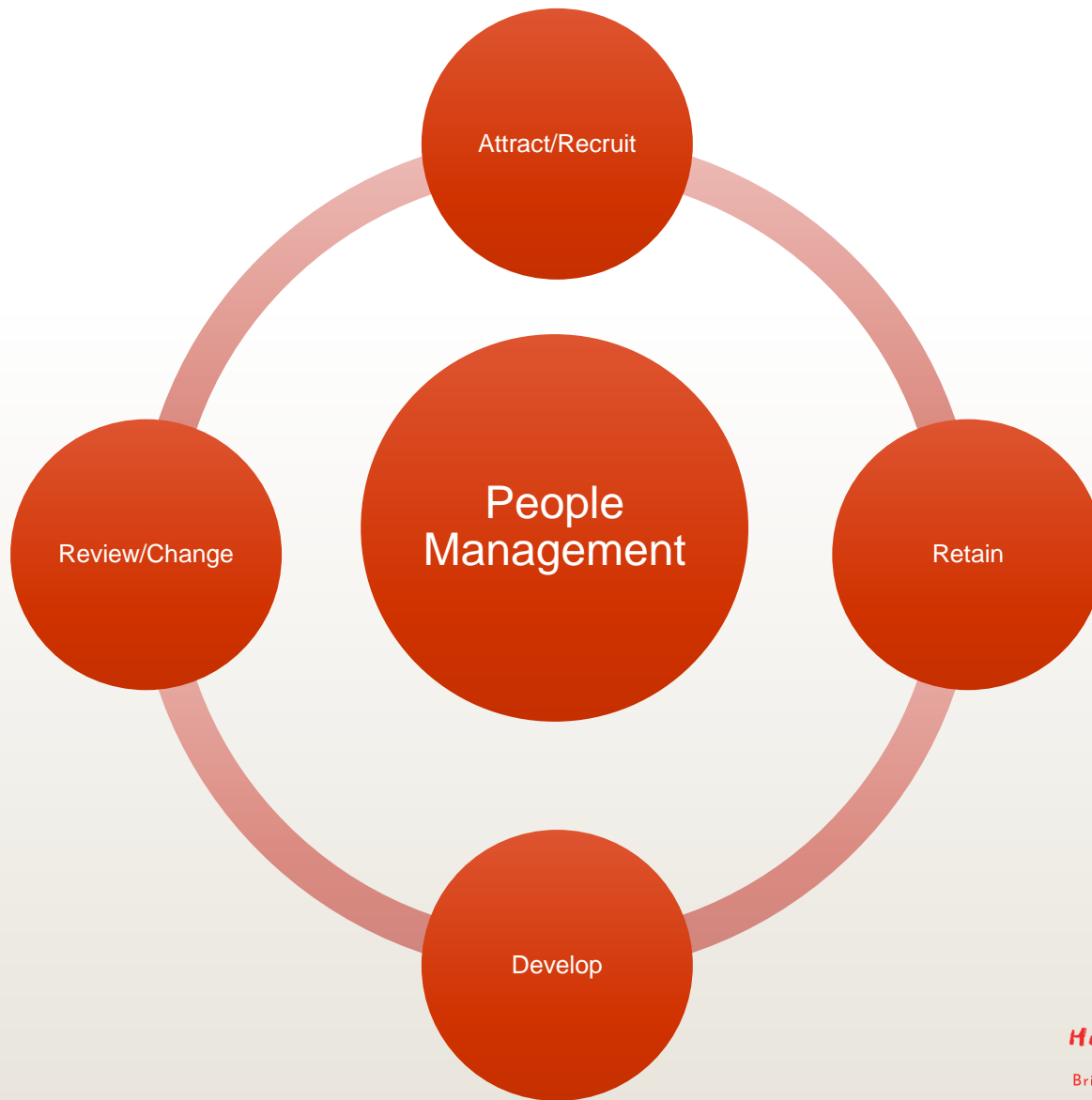
FEAR OF CHANGE



LOCATION LIMITS SKILLED WORKERS



REPUTATION



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SO WHERE  
DO WE  
START?

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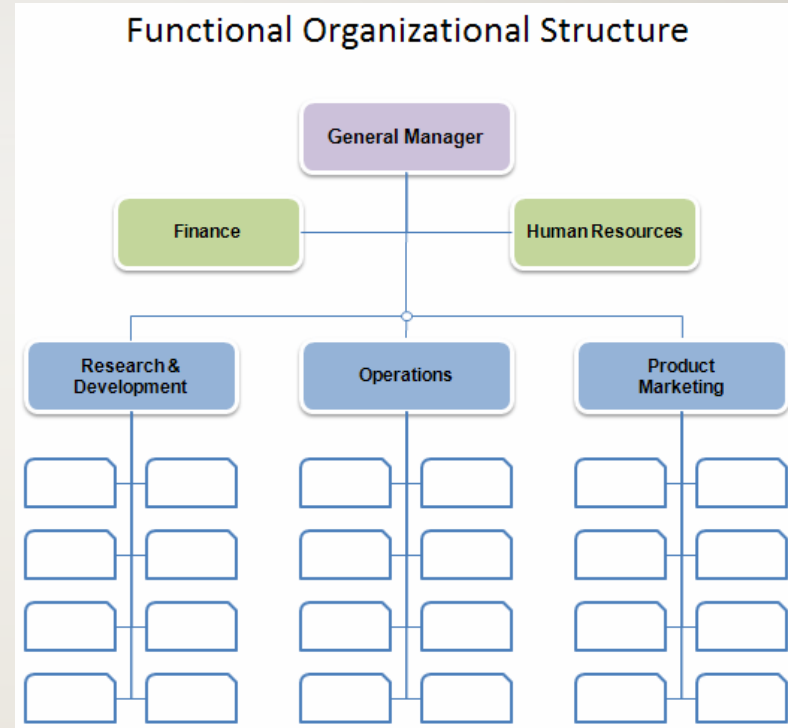




WHEN WAS THE LAST TIME YOU REALLY  
LOOKED AT YOUR ORGANIZATIONAL  
CHART?

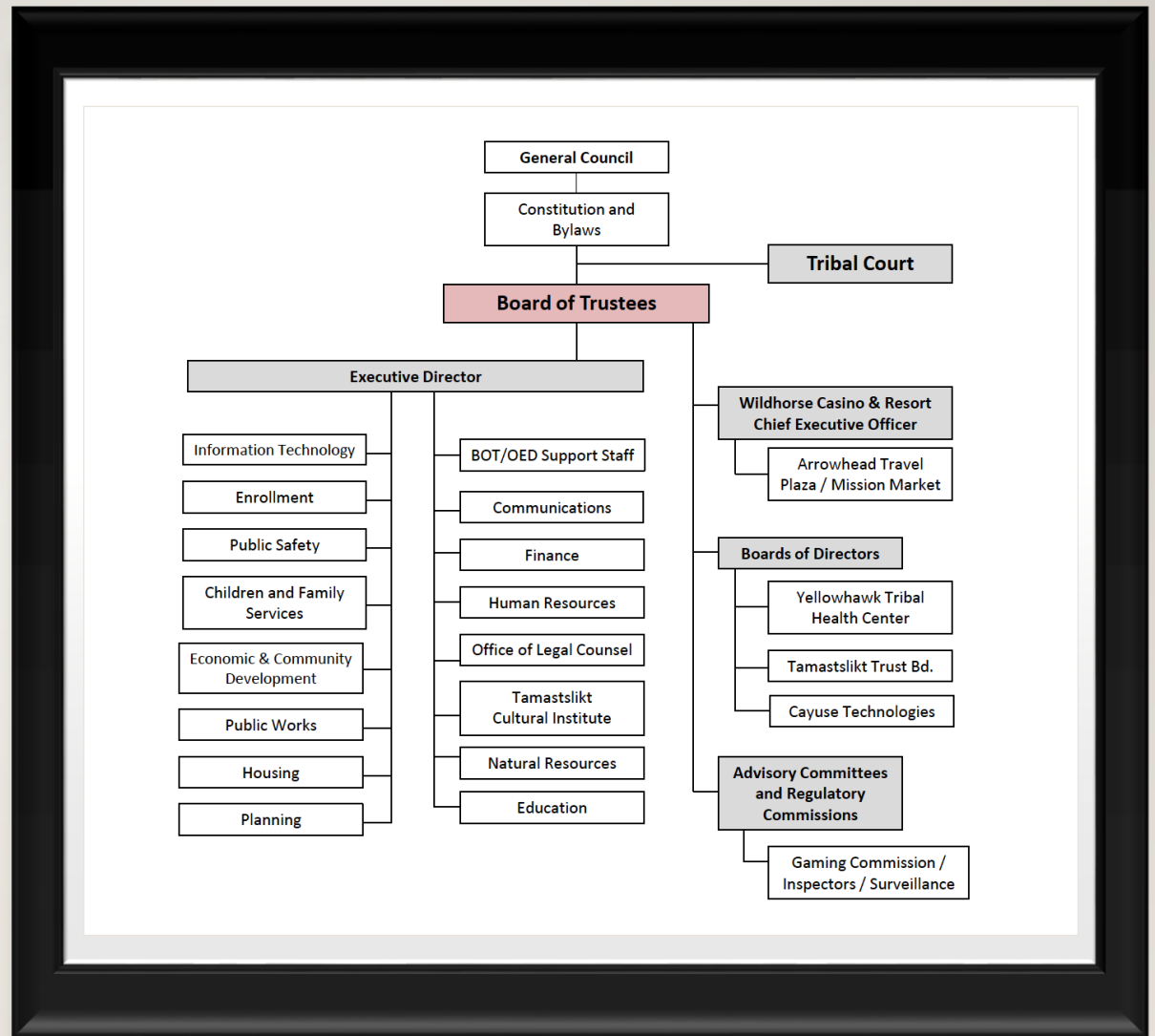
# FUNCTIONAL

- Organized into teams
- According to purpose or function of a specific job

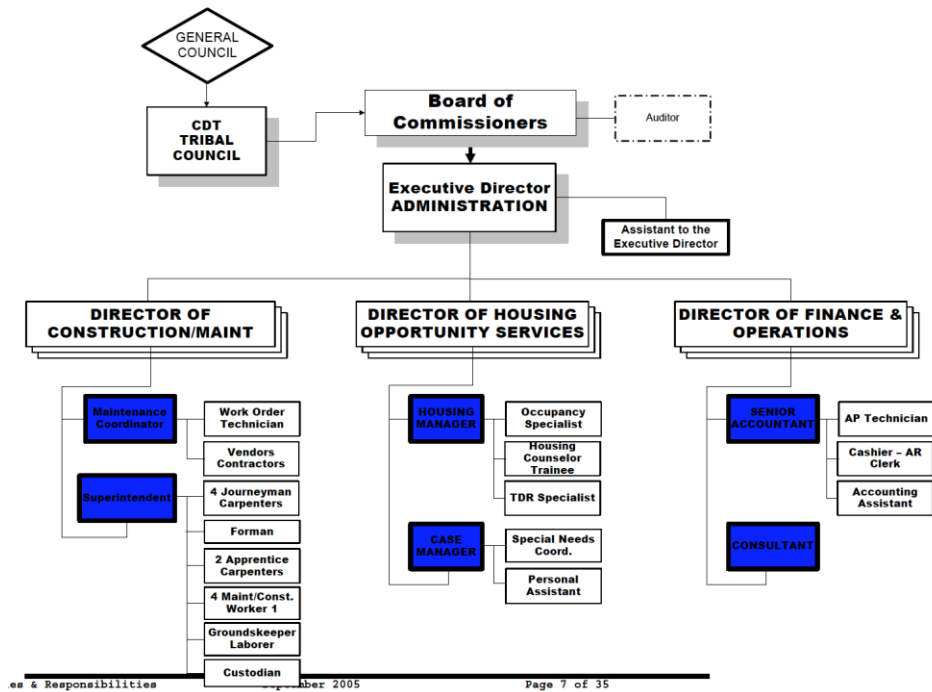


# TRIBAL HOUSING DEPARTMENT ORGANIZATIONAL STRUCTURE

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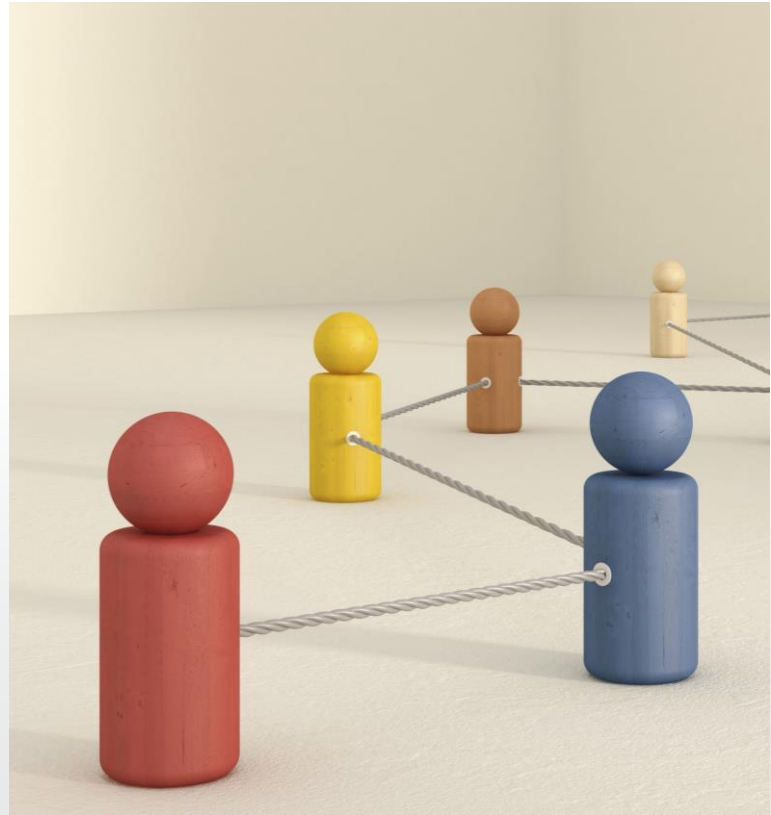
# TDHE ORGANIZATIONAL CHART



# IF DONE PROPERLY:

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- Right people in the right positions
- Better utilize organization's inventory of skills
- Helps leaders prioritize
- Staff make decisions



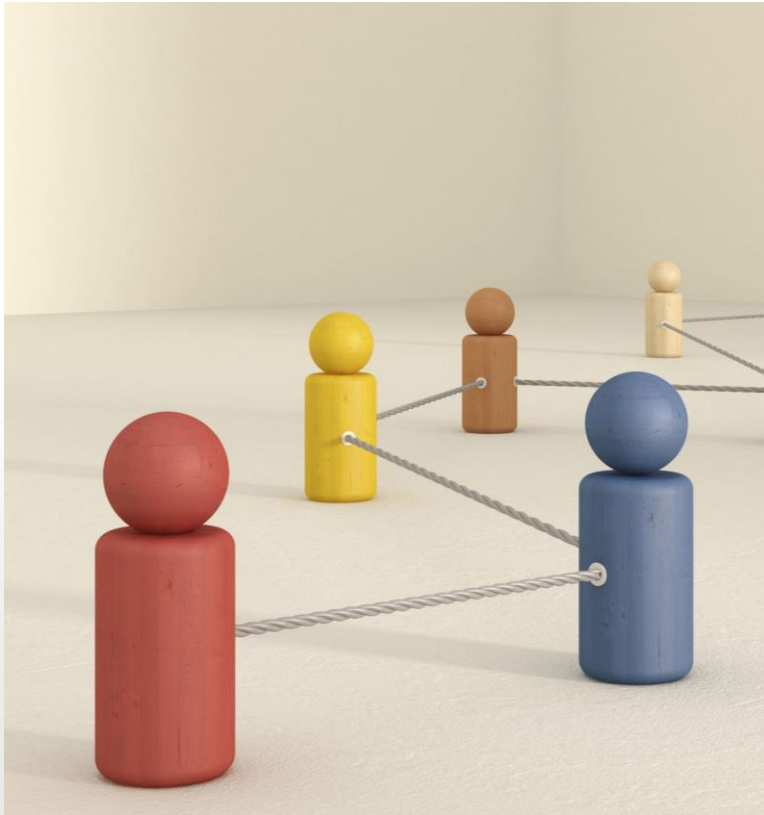
# IN THE END, IT'S ABOUT

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## BALANCE

Your organizational design should take into consideration:

- Strategy
- Organizational size
- Environment
- Internal Controls
- Incentives





**STAFF MUST HAVE  
THE TOOLS AND  
RESOURCES THAT  
THEY NEED TO  
DO THEIR JOBS  
EFFECTIVELY.**

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# IMPORTANCE OF JOB DESCRIPTIONS

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A good job  
descriptions  
helps  
candidates  
understand...

The duties and responsibilities of the position

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The relative importance of their duties

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How the position contributes to the mission,  
goals and objectives of the organization

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# IMPORTANCE OF JOB DESCRIPTIONS

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Job descriptions make an organization effective by:

Ensuring that the work carried out by staff is aligned with the organization's mission

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Helping management clearly identify the most appropriate employee for the duties and responsibilities of the position

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Provide a foundational overview of the position for managers and staff

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# WHAT IS THE FOUNDATIONAL OVERVIEW?

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Recruitment - Job descriptions are used to detail job duties, functions, roles and responsibilities of an open position.

Selection - Interview questions, hiring criteria, and selection are all determined from the job description.

New Hire Orientation - The job description helps a new hire understand their position and role within the organization and how it relates to other positions

Professional Development - Supervisors use job descriptions to identify areas an employee may need professional development, or training.

Supervision - Assists supervisor and employee in work plan development.

Compensation - Provides list of roles, responsibilities, and skill sets; all of which are used to determine compensation.

Performance - The job description is used as a monitoring system for employee performance.

Legal - If an employee is let go for "poor performance", the job description will assist an employer in defending their decision.

# HOUSING POSITIONS

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- Board of Commissioners
- Executive Director
- Finance
- Development
- Human Resources
- Admissions & Occupancy
- Maintenance/Construction
- ROSS
- Other?



# HOW DO YOU CHOOSE? THE INTERVIEW PROCESS

## The Phone Screen

- ❖ Review all applications and “shortlist” suitable candidates.
- ❖ Telephone screen candidates with basic position-relevant questions
  - What attracted you to apply for this position?
  - What skills, knowledge, and experience can you bring to the position?
  - What are your strengths and areas for development?

# HOW DO YOU CHOOSE? THE INTERVIEW PROCESS

## In-Person (Formal) Interviews

- As a rule, select 10% of your top scorers to bring in for in-person interviews
- If your candidate pool is small, it is okay to interview everyone
- The interview panel (Odd number is best)
  - Human Resources
  - Position Supervisor
  - Executive Director/Board of Commissioner(s)

# FORMAL INTERVIEW PROCESS

- Structured Interview
- Behavioral Based Questions
  - Describe a Time...
  - Tell us about a time...
- Experience Based Questions
  - Responsibilities in previous positions
- Testing (typically for maintenance positions)
- Scoring

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**EXCEPTION...  
INDIAN  
PREFERENCE**

**TITLE VII 1964 CIVIL RIGHTS ACT, SECTION  
701(b) and 703(I)**



**All organizations that fit within these guidelines,  
namely tribal organizations, may base their  
hiring decisions on Indian Preference.**

**An organization may give extra scoring points  
for ENROLLED members of their tribe and or  
ENROLLED members of other tribes**

## AVOIDING NEPOTISM/CONFLICT OF INTEREST

- Have specific policies that define nepotism and conflict of interest for your organization
- Recuse yourself from interviews if you are related within the parameters of the policy
- Reassign supervisory responsibilities of a hire if you are related within the parameters of the policy
- Be Transparent!!
  - Discuss potential conflicts of interest with your Board of Commissioners.



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# PERSONALITY IS KEY!

Honest

Trustworthy

Reliable

Intelligent

Respectful

Enthusiastic

Professional

Adaptable

Team Player

RETAINING  
YOUR  
STAFF

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# OVERVIEW

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- It is more efficient to retain a quality employee than to recruit, train and orient a replacement employee of the same quality.



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# EMPLOYEES IDENTIFIED THESE FIVE FACTORS AS THE LEADING CONTRIBUTORS TO JOB SATISFACTION:

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- Respectful treatment of all employees at all levels;
- Compensation/pay;
- Trust between employees and senior management;
- Job security; and
- Opportunities to use their skills and abilities at work.



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# EFFECTIVE RETENTION PRACTICES

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- Recruitment
- Socialization
- Training and Development
- Compensation and Rewards
- Supervision
- Employee Engagement



# WORK LIFE BALANCE AND FLEXIBLE WORK ARRANGEMENTS

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- **Telecommuting** — Flexible work arrangements in which employees spend all or a portion of the week working from home.
- **Flextime** — Flextime refers to any arrangement that gives employees options for structuring their workday or work week based on the number of hours required to work.
- **Compressed workweek** — Employees work the normal number of hours but complete those hours in fewer than five days. I.E. Working a 4/10 shift.
- **Job-sharing** — As the term implies, job-sharing means that two part-time employees share the same full-time job with.
- **Permanent part-time arrangements** — The hours for these alternative work arrangements usually vary from 20 to 29 hours per week, with employees sometimes given the right to decide which days they work and how long they work on those days.





...NOW WHAT?

YOU HAVE THE  
STAFF YOU  
WANT.....



**BUILDING CAPACITY**



A modern building with a glass facade and a blue sky background. The building has a prominent vertical white line running down its side. The sky is a deep blue with some light clouds.

# WHAT IS CAPACITY BUILDING?

- Capacity Building is the process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment, and other resources needed to do their jobs competently.



*“An empowered organization is one in which individuals have the knowledge, skills, desire and opportunity to personally succeed in a way that leads to collective organizational success.”*

Stephen Covey



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**STAFF MUST HAVE THE  
TOOLS AND  
RESOURCES THAT THEY  
NEED TO DO THEIR  
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## CHARACTERISTICS OF EFFECTIVE MANAGEMENT:

Appropriate organization structure

Use of performance standards and goals

Knowledgeable governing board members

Objectives of the organization clearly stated and understood

Policies and procedures in place

Communication up and down the organization

Effective and timely reporting of major function

# UNDERTAKING A SWOT ANALYSIS

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SWOT Analysis – Is part of the capacity building process

Can be completed by:

- BOC
- Executive Director
- Staff
- Anyone



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SWOT  
ANALYSIS

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Strengths

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Weaknesses

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Opportunities

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Threats

# CONDUCTING A SWOT ANALYSIS

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What are the Strengths of your organization?

What are your Strengths ?

Think internal or inside the organization.

What are the Weaknesses of your organization?

What are my Weaknesses?

Also think internal or inside the organization.

What Opportunities exist in your environment?

What Opportunities exist for me?

Think external or outside the organization.

What Threats exist in your environment?

What is Threatening me?

Also think external or outside the organization.

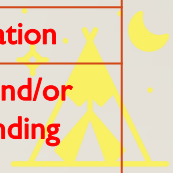


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# CONDUCTING A SWOT ANALYSIS

Internal Strengths	Internal Weaknesses	External Opportunities	External Threats
Staff Expertise	Staff Turnover	Rapid Growth	Weak Economy
Morale and/or Attitude	Morale and/or Attitude	New Products and/or Services	Political Structure and/or Elections
Strong Leadership and Transparency	Lack of Professional Development	Training and Development	Perception vs. Reality
Mission/Vision	Fear of Change	Facility Location	Competition
Goals/Strategic Plan	Facility Location	Potential Partners	Uncertainty
Polices & Procedures	Penalty/Restrictions	Strong Economy	Participant Apathy
Relationships	Internal Politics	Good Relationships	Cost of Operation
Professional Development and Training	Lack of Internal Controls - Policies and Procedures	Increased Federal Funding	Sequestration and/or Decreased Funding





# INDIVIDUAL CAPACITY BUILDING

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**Training:** Individuals receive the tools they need to take meaningful actions and advocate and help educate others in their organization, community, or personal sphere.

**Mentorships:** Mentoring provides intensive, personalized guidance and builds knowledge and skills. By learning from those with expertise and experience, mentees can gain confidence and build personal and professional networks.



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# ORGANIZATIONAL CAPACITY BUILDING

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- **Hiring new people or seeking volunteers with expertise:** Recruiting (and retaining) staff or volunteers with relevant knowledge and expertise means they can then pass their knowledge along to the rest of the organization. A focus on staffing, both selection and development, can promote organizational stability.
- **Forging partnerships with other organizations:** Which other organizations are working with housing authorities? Could a partnership complement your project/activity? In many cases, collaboration makes sense, both in terms of avoiding duplication of services and optimizing the work both groups perform.
- **Investing in new technology:** New technological innovations can cut down on busywork, freeing staff to do more important tasks. If applicable, new IT systems or platforms represent a smart investment in your organization's future efficiency



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# SYSTEMIC CAPACITY BUILDING

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- **Lobbying elected officials and lawmakers:** Public policy decisions can affect entire populations. Strong, visible, and vocal lobbying efforts have the potential to challenge a range of systemic policies and allocations of resources.
- **Raising public awareness:** Collaborative action can have a powerful effect, changing public opinion and raising awareness of issues. This may be especially true in the case of housing issues



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# PROFESSIONAL DEVELOPMENT

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Employee development is recognized as a strategic tool for an organization's continuing growth, productivity, and ability to retain valuable employees.



# GUIDELINES TO PROFESSIONAL DEVELOPMENT

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- **Gain Administrative, BOC, and or Tribal Council support.** If executives do not understand or agree with how development fits into workforce planning, a succession process or retention program, your organization will have problems obtaining funding and support from the top.
- **Involve management.** If executives show support, there is a good chance that management will pay attention to employee development. Supervisors, Boards, and Tribal Council play a vital role, ensuring a connection between development strategy and real-world implementation.
- **Relate to performance management.** You must be clear about development's place in the performance management process. Supervisors should differentiate between short-term plans for projects, long-term plans for the organization, career development plans for the employee and skill building for immediate performance deficiencies. Each should be handled at the appropriate phase of the performance management process.



# GUIDELINES TO PROFESSIONAL DEVELOPMENT

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- **Understand what the employee values.** Employees often have an intense interest in their own development. Knowing what each employee values and how that relates to his or her development needs should greatly affect the type of development activities provided for the employee and, ultimately, for the success of such activities.
- **Know the desired outcome.** Have a clear understanding of exactly which skills will be enhanced by employee development initiatives.

# PROFESSIONAL DEVELOPMENT METHODS

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- Coaching
- Mentoring
- Individual Development Plans
- Cross-Training
- On-the-Job Training
- Job Enlargement/ Enrichment
- Job Shadowing
- Job Rotation
- Classroom Based Learning

# ISSUES IN PROFESSIONAL DEVELOPMENT

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- Lack of accountability
- Funding
- Effectiveness
- Application
- Generational Issues
- Expectations
- Technology



# HOW TO BUILD CAPACITY?

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According to the *2017 HUD HOUSING NEEDS OF AMERICAN INDIANS AND ALASKA NATIVES IN TRIBAL AREAS Survey*

*“Nearly all survey respondents (92 percent) said their organization contracts out for a range of administrative and building- related functions. Among respondents whose organizations contract out services on a regular basis, more than one-half said they contract out legal help (92 percent), construction work (67 percent), and information management and computer systems (56 percent). About 43 percent contract out maintenance services. Nearly one-third of respondents (30 percent) contract out finance and accounting services; 28 percent of respondents said they contract out building management and operations. Other contracted administrative and building services included rent collection, human resources services, project management, and grants consulting.”*



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# HOUSING STAFF CAPACITY

- In all HUD ONAP competitive funding opportunities, identifying your housing authority capacity is always the number one Rating Factor.
- Applicants must provide a description of roles and responsibilities, and knowledge and experience, of key staff, which includes the day-to-day program manager, consultants, contractors who will plan, manage, and implement the project
- Ensure Recent, Relevant, and Successful Experience

# HOUSING STAFF CAPACITY PROJECTS

The applicant must demonstrate in its Workplan Narrative and supporting attachments that it possesses the managerial, technical, and/or administrative capacity necessary to carry out the proposed project.

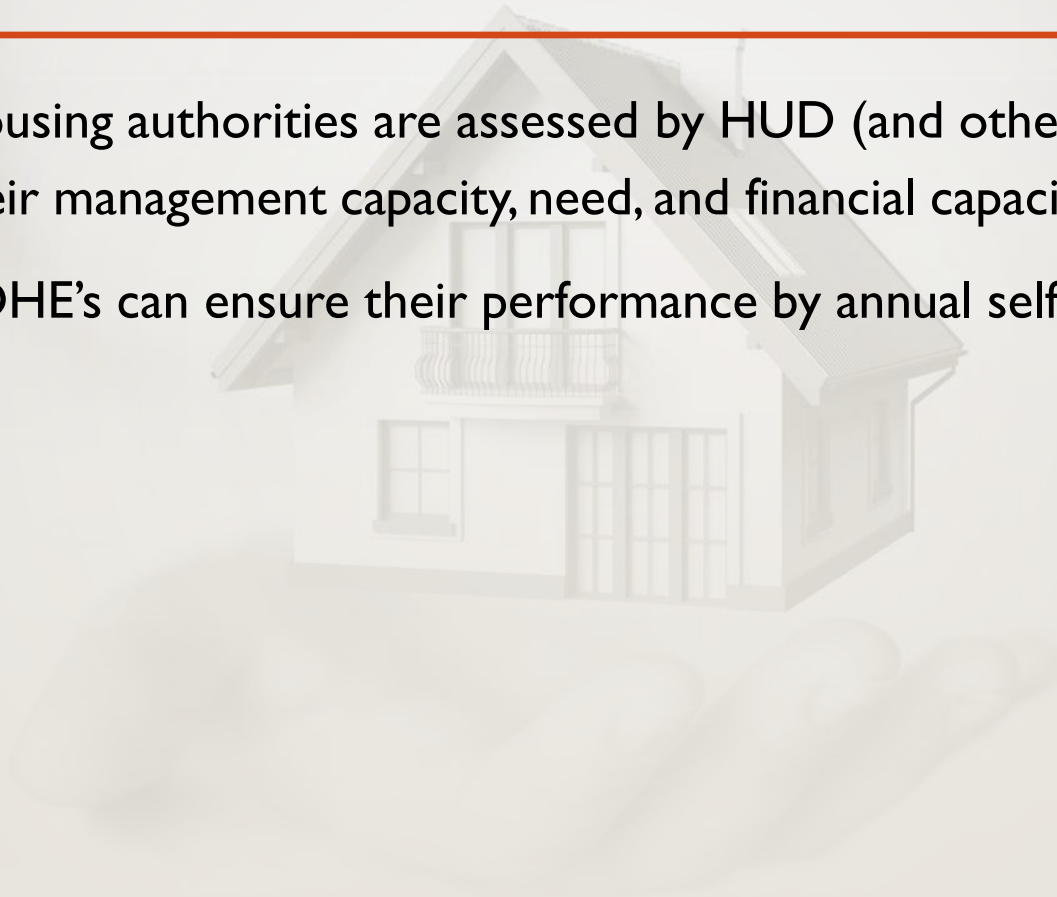
- Recent: Experience within the last 5 years;
- Relevant: Experience pertaining to the specific activities being proposed or the specific roles and responsibilities described in the application; and
- Successful: Experience producing a measurable impact on the quality and/or quantity of housing in the tribal community. Some indicators of success may include a description of key outcomes, overall impact of the accomplishment, award recognition, etc.

The applicant must also identify whether there are any potential gaps in capacity for managing and implementing the proposed project. This could include staffing needs for key staff, and/or the capacity of current staff to manage and implement the proposed project. If there are identified gaps, the applicant must provide a detailed assessment and plan for addressing the identified gaps (e.g., hiring more staff, working with a contractor/consultant to address any staff capacity gaps, etc.). The applicant should discuss timeliness and methods for identifying and bringing on qualified staff.

# MONITORING & ASSESSMENT

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- Housing authorities are assessed by HUD (and other funders) on their management capacity, need, and financial capacity.
- TDHE's can ensure their performance by annual self-monitoring



# ASSESS INTERNAL CAPACITY

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Assess internal capacity, start by identifying what capacity you already have in-house:

- What does our organization do well?
- What does our staff enjoy doing?
- What do we have the capacity to do effectively?
- What should we build our capacity to do?
- What do we have the resources to do?



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# HOUSING DEVELOPMENT CAPACITY CHECKLIST

## Enterprise Community Partners - Native Housing Developers Guide

### A Guide for Multifamily Housing Development in **Native Communities**

PHASE 1: VISIONING		
COMPLETED?	PROJECT ELEMENT	QUESTIONS TO CONSIDER
<input type="checkbox"/>	HOUSING NEEDS ASSESSMENT	<ul style="list-style-type: none"> <li>Do we understand the unmet needs affecting tribal members where our project would be located? What does our housing needs assessment say about them?</li> <li>Have we identified a need to conduct additional quantitative or qualitative analysis to understand unmet needs among tribal members where our project would be located?</li> <li>Have we identified the residents who will live in our development once complete (for instance, TDHE residents, veterans, young families, tribal employees)?</li> <li>Have we calculated how much the residents who will live in our development once complete can afford in terms of a monthly housing payment?</li> </ul>
<input type="checkbox"/>	OUTREACH	<ul style="list-style-type: none"> <li>How can we use our engagement to collect housing needs to help inform other aspects of our project (for instance, design concepts or features)?</li> <li>How can we ensure our engagement enables people to meaningfully participate (for instance, materials provided; overall accessibility; formats for sharing information)?</li> <li>How do we plan to the input we gathered as part of our engagement process?</li> </ul>
<input type="checkbox"/>	PROJECT PLANNING & CONCEPT	<ul style="list-style-type: none"> <li>Can we articulate the goals for our project and how those goals relate to unmet housing needs among tribal members?</li> <li>Have we identified the types of homes we plan to build (for instance, apartments, single-family rentals), including any traditional design or cultural site considerations?</li> <li>Have we identified if our project <u>will</u> include any non-residential spaces or features (for instance, community gathering space, space to deliver social services)?</li> </ul>

# HOUSING DEVELOPMENT CAPACITY CHECKLIST

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Development  
in **Native  
Communities**

<input type="checkbox"/>	DEVELOPMENT CAPACITY	<ul style="list-style-type: none"><li>• What are our organization's strongest areas of <b>knowledge and experience</b> related to our proposed development?</li><li>• What are our organization's gaps in our <b>knowledge and experience</b> related to our proposed development?</li><li>• Does our organization have the capacity for <b>funding administration</b> (tracking and reporting systems, internal controls, integration across systems)?</li><li>• Does your organization have the <b>operational support</b> to undertake development (human resources, IT, <b>accounting</b> and finance)?</li></ul>
<input type="checkbox"/>	RELATIONSHIPS	<ul style="list-style-type: none"><li>• Do we understand the goals of <b>tribal board or council members</b>, both broadly around community needs and for our proposed project?</li><li>• Do we understand the goals of <b>tribal leaders</b>, both broadly around community needs and for our proposed project?</li><li>• Do we understand the goals of <b>tribal members</b>, both broadly around community needs and for our proposed project?</li><li>• Have we identified ways to cultivate support among these <b>groups</b> for our proposed project?</li></ul>

# HOUSING DEVELOPMENT CAPACITY CHECKLIST

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Communities**

PHASE 2: PREDEVELOPMENT		
COMPLETED?	PROJECT ELEMENT	QUESTIONS TO CONSIDER
<input type="checkbox"/>	DEVELOPMENT PLAN	<ul style="list-style-type: none"> <li>Does our development plan include key stages of our development, roles, and major milestones, including any dependencies across them?</li> </ul>
<input type="checkbox"/>	HOUSING MODEL	<ul style="list-style-type: none"> <li>Have we determined our housing model (rental or homeownership; building type; incorporation of non-residential uses) for our proposed project?</li> </ul>
<input type="checkbox"/>	TEAM ROLES	<ul style="list-style-type: none"> <li>What elements of the project will we complete in-house?</li> <li>What elements of the project will we need to seek out partners (developer partner; consultants for specific deliverables such as a market study or site plan; construction management) for?</li> <li>Do we have existing partnerships we can draw on to increase our capacity to undertake our proposed project?</li> </ul>
<input type="checkbox"/>	SITE CONTROL	<ul style="list-style-type: none"> <li>Do we understand the land tenure status of the site?</li> <li>If needed, do we understand the process, including timelines and approvals, to gain site control?</li> </ul>
<input type="checkbox"/>	MARKET STUDY	<ul style="list-style-type: none"> <li>Have we defined what we want to include in our market study, including alignment with any requirements?</li> <li>Have we identified potential limitations of our market study and ways to overcome them?</li> </ul>
<input type="checkbox"/>	FINANCIAL FEASIBILITY	<ul style="list-style-type: none"> <li>Have we identified the primary funding gaps for our project (e.g., funding for hard costs including site improvements when needed, soft costs, and operating costs including professional management and resident services)?</li> <li>Can we demonstrate how our project would "pencil" to lenders, investors, and public-sector agencies?</li> </ul>



# HOUSING DEVELOPMENT CAPACITY CHECKLIST

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PHASE 3: SECURING FINANCING		
COMPLETED?	PROJECT ELEMENT	QUESTIONS TO CONSIDER
<input type="checkbox"/>	<b>PUBLIC-SECTOR RESOURCES</b>	<ul style="list-style-type: none"><li>• Have we identified sources of public-sector funding for our project?</li><li>• Have we adjusted our financing assumptions to match program requirements?</li><li>• Will we need to request any exemptions to program requirements?</li></ul>
<input type="checkbox"/>	<b>PRIVATE-SECTOR RESOURCES</b>	<ul style="list-style-type: none"><li>• Have we identified private-sector financing for our project?</li><li>• If our project requires hard debt, have we assessed our ability to repay this debt over time?</li></ul>
<input type="checkbox"/>	<b>RELATIONSHIPS WITH LENDERS &amp; INVESTORS</b>	<ul style="list-style-type: none"><li>• Do we have existing relationships with lenders to help us secure loans or other financing?</li><li>• Do we have existing relationships with investors to help us secure equity or other financing?</li></ul>

# HOUSING DEVELOPMENT CAPACITY CHECKLIST

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Development  
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**Communities**

PHASE 4: SITE SELECTION, DESIGN, AND APPROVALS		
COMPLETED?	PROJECT ELEMENT	QUESTIONS TO CONSIDER
<input type="checkbox"/>	SITE SELECTION	<ul style="list-style-type: none"><li>• Have we assessed the site holistically, accounting for environmental, economic, and social factors?</li><li>• Do we understand the major site constraints?</li><li>• Do we understand the need for any site improvements, such as providing or upgrading infrastructure?</li></ul>
<input type="checkbox"/>	DESIGN	<ul style="list-style-type: none"><li>• Have we identified what design features are priorities for residents who will live in the proposed project?</li><li>• Do we plan to use of traditional design or materials as part of our proposed project?</li><li>• How will our design incorporate climate resilience features?</li><li>• How will our design incorporate accessibility features for people of all abilities?</li><li>• Do we have relationships with tribal artisans or design professionals such as architects to aid us in the project's design?</li></ul>
<input type="checkbox"/>	APPROVALS	<ul style="list-style-type: none"><li>• Do we understand the necessary approvals for our proposed project (leasehold, environmental, cultural)?</li><li>• Have we accounted for any requirements (specific studies or reports) and timelines in our development plan?</li><li>• Have we adjusted our financing assumptions to cover costs associated with preparing studies or reports?</li></ul>

# HOUSING DEVELOPMENT CAPACITY CHECKLIST

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in **Native  
Communities**

PHASE 5: CONSTRUCTION		
COMPLETED?	PROJECT ELEMENT	QUESTIONS TO CONSIDER
<input type="checkbox"/>	CONSTRUCTION MANAGEMENT	<ul style="list-style-type: none"><li>• Will we manage the construction process in-house or hire a general contractor to manage this part of the process?</li></ul>
<input type="checkbox"/>	HIRING	<ul style="list-style-type: none"><li>• Will the work completed for our project comply with the Tribal Employment Rights Ordinance?</li><li>• Do we understand hiring requirements associated with the programs being used to support our project?</li><li>• Are there opportunities to partner with local or regional workforce agencies to hire community members?</li></ul>
<input type="checkbox"/>	BUILDING CODES & INSPECTIONS	<ul style="list-style-type: none"><li>• Do we understand all required inspections as part of construction, including who will conduct them and their timelines?</li></ul>

# HOUSING DEVELOPMENT CAPACITY CHECKLIST

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PHASE 6: MANAGEMENT		
COMPLETED?	PROJECT ELEMENT	QUESTIONS TO CONSIDER
<input type="checkbox"/>	PROPERTY MANAGEMENT	<ul style="list-style-type: none"><li>• Will we serve as the property manager of your completed project or hire a professional property manager?</li><li>• Have we determined how will we reach out to and recruit potential residents?</li></ul>
<input type="checkbox"/>	COMPLIANCE	<ul style="list-style-type: none"><li>• Does our property manager have experience with program compliance requirements (e.g., marketing tenant eligibility, income certification/recertification, and reporting)?</li><li>• Does our property manager have experience working with tribal members or first-time renters?</li></ul>
<input type="checkbox"/>	RESIDENT SERVICES	<ul style="list-style-type: none"><li>• If our property offers resident services, how will those services be provided and managed (e.g., through our organization, property management company, in partnership with another organization)?</li></ul>

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# HOW TO BUILD CAPACITY?



Partnerships



Contract Out Functions  
(Legal, Grant Writing,  
Development Consultants)

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“Capacity building is whatever is needed to bring a tribal organization to the next level of operational, programmatic, financial, or organizational maturity, so it may more effectively and efficiently advance its mission into the future. Capacity building is not a one-time effort to improve short-term effectiveness, but a continuous improvement strategy toward the creation of a sustainable and effective organization.”

excerpted from, [\*A Network Approach to Capacity Building\*](#)



QUESTIONS

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## CONTACT INFORMATION

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