

NAVAJO THAW IMPLEMENTATION PLAN

Qualifications and Planning Methodology

The Native Builders Team is fully qualified to conduct the Chapter-based and regional-based economic development planning activities as defined in the RFP as Direct Deliverables. In fact, NBT has probably conducted more work of this nature on the Navajo Nation and even throughout the rural United States than any team in America. In total, NBT has completed over 70 rural and Tribal economic development strategic plans, including 14 in Indian Country and seven on the Navajo Nation.

This Economic Development Project is not the first time that effort and resources have been applied to the FBFA. What has been lacking, however, is a broad understanding of the needs and opportunities of the FBFA, and a cohesive approach to channel all the tools, inputs, resources and plans to benefit the FBFA.

NBT has developed an expansive understanding of all these dynamics and knows how to channel all these dynamics.

It begins with a sound organization as shown in the series of concentric circles in the center of the graphic at right. At the heart of the effort is the desire and the leadership of the **Office of President and Vice President** to “put the wheels in motion.” President Nez and Vice President Lizer have such a willingness and ability.

What has been missing in the past is the *professional capacity* that the **Native Builders Team** brings to the table. This is the essential staff work that ensures that all meetings are conducted and effective and that the results build upon each other.

Next are the **nine Chapters** of the Former Bennett Freeze Area. They must be willing to participate in the process and realize “early benefits” from the process to maintain their level of commitment.

Next is the **FBFA Roundtable** which is comprised of one representative from each of the Chapters that will routinely attend meetings and communicate progress to their peers.

This central organizational structure then informs the **Inter-agency FBFA Task Force** which mobilizes action through Navajo and federal resources.

Beyond the “organizational circles” are the tools, inputs, resources and plans that help achieve the results. Native Builders is familiar with all of these “ingredients” and will apply them in a manner that generates long-term progress.



(b)(2a) Project Methodology

The Native Builder Team will implement an 18-step approach to completing the *Direct Deliverables*.

Step #1. Contractor Selection—NBT will make itself available to NHLCO to ensure that all the prerequisites for contracting are in place.

Step #2. Project Refinement and Contracting—NBT will meet with NHLCO staff to review the proposal, the scope of work and the deliverables to ensure that the project scope and timeline is satisfactory to NHLCO. The discussion will lead to a Professional Services Agreement between NHLCO and Native Builders. Native Builders will then subcontract with Building Communities, C2-Environmental and TerraForm Development.

Step #3. Project Announcement and Outreach—Assisted by NBT, the OPVP and NHLCO will announce the project, its methodology and goals to the Chapters and residents of the FBFA. NBT will assist NHLCO with the preparation of outreach materials, press releases and descriptive information. For example, a draft Frequently Asked Questions document is attached as Appendix D.

Step #4. Engagement with Chapters—NBT recognizes that each of the nine FBFA Chapters are in different situations related to their likely engagement with the Economic Development Project. Some of the Chapters will eagerly embrace the assistance while other Chapters may wish to “step back” for a period of time until the “cost/benefit” becomes clearer. Nonetheless, it is the goal of NBT to effectively engage all nine Chapters in the economic development planning and regional planning process that allows all residents of the FBFA to fully benefit from the Economic Development Project.

Step #5. Chapter-based Steering Committee Development—Each of the nine Chapters will be expected to formulate a Steering Committee which will be responsible for participating in the economic development strategic planning process, communicating the benefits of the process with their neighbors and to communicate routinely with Chapter leadership. Steering Committee membership will likely be comprised of Chapter officials, grazing officials, CLUP members, local leaders, educators, businesspeople, activists, students and others. At a minimum, Steering Committee members will be responsible for participating in Plan Week. Steering Committee members will then be invited to “continue on” during the plan implementation process.

Hundreds of people who have lived their lives in the FBFA will volunteer their time to bring about the real change they have spent their lives dreaming about.

Step #6. Formation of FBFA Roundtable—Native Builders will coordinate with the OPVP and the NHLCO to establish the FBFA Roundtable. The Roundtable will be comprised of one representative from each of the nine FBFA Chapters plus one alternate from each of the Chapters. Ex-officio membership to the Roundtable will include members of the Inter-agency FBFA Task Force which will be comprised of representatives from the OPVP, Navajo Nation Council, Office of the Speaker, NHA, NTUA, NNDED, BIA, IHS, USDA RD and other entities. It is anticipated that the Inter-agency Task Force will meet quarterly while the FBFA Roundtable will meet on a slightly more frequent basis.

Step #7. Staffing the Task Force and the Roundtable—NBT believes that it is critical that “work happens between the meetings” of the Task Force and the Roundtable to ensure the success of the Economic Development Project. The NBT will develop and distribute meeting notes to all members and stakeholders to ensure complete communication related to the goals, activities and accomplishments of the Economic Development Project.

Step #8. Conducting Plan Week—Plan Week is the economic development strategic planning process invented by Building Communities that ensures that the Chapters will quickly move from planning to implementation. Rather than a process that typically can take 6-12 months, this two-day planning activity results in a draft economic development strategic plan within the following two-to-four weeks. The process

to “assign action steps” then takes between 30-60 days after Plan Week. The desire and capacity of Chapters to implement their own plans will be assessed throughout the planning process. As noted below (Step #14), NBT intends to remain available to assist the Chapters over a 3½ -year process (as defined in the RFP).

Step #9. Draft Chapter-based Plans—A draft of each the Chapter-based economic development strategic plans will be distributed to the local Steering Committees and Chapter leadership for their review. If so desired, Chapters may hold a public meeting (a Chapter meeting) to solicit input on the draft plan. NBT will attend such meetings and take notes in order to finalize each plan.

Step #10. Final Chapter Plans—Based upon the input received from Steering Committee members, Chapter leaders and the general public, NBT will then finalize each of the Chapter-based plans. NBT team members will attend Chapter meetings to facilitate the adoption of each of the Chapter-based plans.

While the Economic Development Project culminates in a Regional FBFA Plan, the process respects the authority of the Chapters and supports local priorities as well.

Step #11. Announcing the Regional Summit—NBT will work with NHLCO, the OPVP and each of the Chapters to schedule and coordinate a Regional Planning Summit designed to identify the top *regional* projects “bubbling up” from each of the Chapter-based plans. For a Chapter to have their top projects considered in the Regional Plan, they must have completed Plan Week and adopted their Chapter-based economic development strategic plan.

Step #12. Conducting the Regional Summit—The Regional Summit will be an opportunity for each of the Chapters to showcase their priorities, and to “think like a team” with their fellow FBFA Chapters in order to develop and advance a Regional Plan that stands the best chance of securing Navajo, state and (especially) federal funding. The Regional Plan will form the basis for the FBFA Relocatee Settlement Initiative (FRSI).

Step #13. Development of Regional Plan—Based upon the recommendations generated in the Regional Summit, NBT will formulate the FBFA Regional Plan. It will be the Regional Plan that becomes the primary focus for the NBT during the final three-plus years of the project for project implementation. (NBT will also assist each of the local Chapters with a project that has not been “elevated” to “Regional Plan status.”)

Step #14. Ongoing Chapter-based and Regional Implementation Support—Native Builders envisions routine activity of the FBFA Roundtable and Inter-agency Task Force over three years to implement the Regional Plan. In addition, NBT team members will routinely attend Chapter meetings in order to support Chapter-based priority projects for implementation. While the primary emphasis will be on Regional Plan implementation, each Chapter will reserve the right to implement a “non-regional project” with the support of NBT during the project implementation phase.

Step #15. Annual Check-in—NBT envisions an annual meeting with NHLCO and OPVP staff to assess current activities and to “scope out” activities, goals and milestones for the year ahead.

Step #16. Ongoing Project Reporting—Throughout the lifetime of the project, NBT will develop a monthly activity report that updates the chronology of activities and accomplishments to be reported to NHLCO.

Step #17. Registrations, Certifications and Invoicing—Native Builders will ensure timely and accurate administrative work including maintaining all registrations and certifications with the Navajo Nation and its agencies. In addition, Native Builders will prepare routine invoicing consistent with project activity defined in its monthly activity reports.

Step #18. Project Closeout—Native Builders will coordinate with NHLCO to ensure that all project closeout documentation is completed at the end of the project period (estimated at January 2023).

In addition to the *Direct Deliverables* above, Native Builders intends to pursue the *Indirect Initiatives* as explained in the RFP. The methodology to “go about addressing” these initiatives is described below.

Indirect Initiative #1. Housing Escrow Funds—NBT understands that the status of the Housing Escrow Funds varies from Chapter to Chapter. In some cases, funds have been distributed to the Chapter; in other cases, all the funds remain “in Window Rock.” Native Builders will determine the status of all funding as well as the results from funding that has been expended. NBT will reach out to each of the Chapters to discuss their goals and capacity to closeout such funding. Simultaneously, NBT is working to submit a federal grant application to leverage remaining Housing Escrow Funds for the benefit of each of the Chapters.

Indirect Initiative #2. NHA FBFA 10% Fund—NBT recognizes that this concept is somewhat radical, and ultimately would have to be supported by the NHA Board of Directors. NBT would work through the NHA staff to discuss the possibilities and limitations of such a project concept. An initial discussion has already taken place with NHA Interim COO Ernest Franklin. From there, NBT would amend the concept to a format that would be acceptable given NHA and federal regulations.

Indirect Initiative #3. NHA FBFA \$2 Million Fund—NBT understands that the primary purpose of this fund is to conduct housing assessments for all the Chapters of the FBFA leading a Comprehensive Housing Plan. NBT is aware that some of this housing assessment has been done at the Chapter-level. The work that NBT would do would ultimately inform the Navajo Nation Indian Housing Plan (IHP), directing “reoccurring funding” to the FBFA for rehabilitation, housing services, new development and infrastructure. Projects can be directed to outyear budgets. Specific projects for Coalmine Canyon and Tuba City are already in the pre-development stages. Every Chapter can realize the certainty of planned outyear housing development. Ultimately, the data will be put into the Land Information Management System and coordinated with the water infrastructure planning being coordinated by Brown and Caldwell.

Beyond housing assessment, there could be additional creative uses of such funding that would be of tremendous benefit to the FBFA. For example, it would be significantly beneficial for each of the Chapters to have an updated CLUP that was consistent with their economic development strategic plan. Another consideration is the “uranium impact overlay” that defines/limits the areas that are eligible for future development. This could be done in conjunction with Navajo Nation EPA and the Navajo Nation Uranium Commission. NBT would propose to convene a meeting between NHLCO and NHA staff within the first 60 days of the project to make recommendations.

Indirect Initiative #4. FBFA Relocatee Settlement Initiative (FRSI)—From the work completed to develop the Nahata Dził Commission Governance Transition Plan, NBT is aware of the “unmet Promise” by the federal government to both the Relocates and the residents of the FBFA. By utilizing a common methodology that developed the NDCG Transition Plan (in preparation for the ONHIR closure), the Navajo Nation can have a powerful approach to Congress to seek a settlement award that could easily approach or exceed \$1 billion. NBT believes that such funding would not be a “hand out,” but rather, a “hand up” implementing all the priority projects defined in both the FBFA Regional Plan as well as the NDCG Transition Plan.

(b)(3) Narrative and Technical Approach

(b)(3a) Understanding the Intent of the RFP

Native Builders believes it is the intent of NHLCO and OPVP to take a holistic approach for the betterment of the FBFA. This project is unique to the Navajo Nation for many reasons, including but not limited to:

- **Regional Approach**—NBT believes that this project can form a prototype for how other regions of the Navajo Nation can identify and implement community, business, housing and infrastructure development priorities.

- **Inter-agency Task Force**—NBT knows that federal agencies want to help the Navajo Nation help itself. What has been missing is some type of “engagement vehicle” that allows federal agencies to truly understand the regional priorities of the Navajo Nation. The NBT-staffed Inter-agency Task Force will help ensure this communication.
- **Implementation Engagement**—NBT understands that the Navajo Nation is not looking for “another report sitting on the shelf.” Rather, the planning process is to be expedited in order to move immediately into the implementation phase. NBT honors this intent by working on not just one, but two, federal grant applications for project implementation.

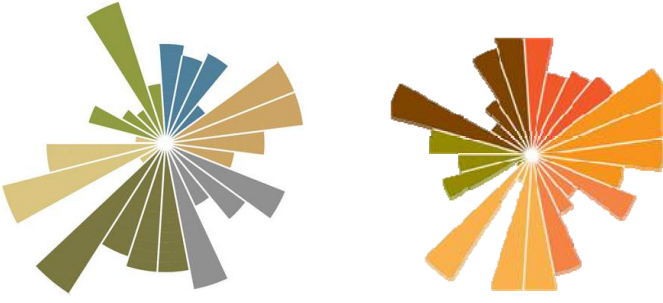
(b)(3b) Methods and Approach to Meet Objectives of Deliverables

The table describes how NBT will meet the objectives of the deliverables.

Meeting the “Objectives of Deliverables”

Direct Deliverable	Objectives of Deliverable	Meeting Objectives of Deliverables
Nine (9) Chapter-based Community and Economic Development Strategic Plans	<ul style="list-style-type: none"> • Completion of nine Chapter-based community and economic development strategic plans 	<p>Each Chapter will formulate a Steering Committee which will participate in the two-day process known as Plan Week—a seven-session, 12-hour strategic planning exercise which will yield a draft plan for the Chapter. Follow-up sessions will assist each Chapter to identify their action steps in order to implement their plan.</p>
	<ul style="list-style-type: none"> • Explanation for how the methodology used for Chapter-based plans has enough uniformity that the results can be combined into the Regional Plan 	<p>The Plan Week process ensures uniformity for each of the Chapters. Every Chapter will select a subset of the 25 available economic development strategies and then brainstorm a list of Quality-of-Life Initiatives necessary to improve the local economy and quality of life for the Chapter. In short, every Chapter will be free to develop its own strategy, and yet the process will ensure the ability to create a cohesive Regional FBFA Plan.</p>
	<ul style="list-style-type: none"> • Engagement of a broad cross-section of Chapter members and officials 	<p>Each Chapter will be encouraged to identify a broad cross-section of their community in formulating their Steering Committee.</p>
	<ul style="list-style-type: none"> • Selection of community and economic development strategies 	<p>Session Five of Plan Week, <i>Selecting Strategies</i>, will be the time when each Steering Committee identifies specific strategies for implementation.</p>
	<ul style="list-style-type: none"> • Process that allows Chapter members to consider a broad array of community and economic development options 	<p>Each Chapter will be presented with a menu of 25 economic development strategies. Each Chapter will be encouraged to select a subset of between four and 15 of such strategies. In addition, Steering Committee members are free to brainstorm and identify an unlimited number of Quality-of-Life Initiatives.</p>

<ul style="list-style-type: none"> • Completion of a SWOT analysis 	<p>Session One of Plan Week, the Key Success Factor Analysis (KSFA), is superior to a standard SWOT Analysis. Not only will strengths and weaknesses and opportunities and threats be identified, but they will automatically be formulated into a Prioritized Strategy Report (PSR) which scores each of the 25 economic development strategies on a scale of 0-100 based upon the Chapter’s capacity for successful implementation.</p>
<ul style="list-style-type: none"> • Identification and selection of projects and/or initiatives to improve local quality of life 	<p>Session Two of Plan Week asks the essential question: “What is impacting the quality of life in your Chapter?” During this session, Steering Committee members will identify such issues. In Session Five, <i>Selecting Strategies</i>, Steering Committee members will then identify such initiatives for implementation.</p>
<ul style="list-style-type: none"> • Identification of action steps in order that each Chapter can implement their Plan 	<p>Session Six of Plan Week, <i>Assigning Action Steps</i>, is where the real work begins. This will be a dialogue between the Native Builders Team and Steering Committee members to identify “who is going to do what by when.” For Projects and Initiatives that are elevated to the Regional Plan for implementation, the Native Builders Team will be even more available for implementation activities.</p>
<ul style="list-style-type: none"> • Connections/relevance with existing Community Land Use Plan 	<p>The Native Builders Team has expertise with respect to CLUPs. The existing CLUP will be reviewed by NBT and “connected” with the economic and community priorities identified through this planning process. NBT will recommend that one use of the FBFA \$2 Million Fund will be aligning the FBFA Chapter CLUPs with the new economic development strategic plans.</p>
<ul style="list-style-type: none"> • Description of strategic planning methodology 	<p>Appendix D, <i>Why We Invented It</i>, describes the unique approach that Building Communities takes toward economic development strategic planning.</p>
<ul style="list-style-type: none"> • Identification of how the methodology has been previously utilized for Navajo Chapters 	<p>The Building Communities Plan Week methodology has been utilized for six of the seven plans developed by the Native Builders Team for Navajo Chapters.</p>
<ul style="list-style-type: none"> • Recommendations for plan implementation over a three-to-five-year period 	<p>The Native Builders Team is grateful for the opportunity to “remain available” for the three-plus years following the development of the strategic plans. All too often, plans are developed but capacity is lacking for implementation. The Native Builders Team will work for the implementation of the Regional Plan and then assist each Chapter with one “top priority” project of their own.</p>
<ul style="list-style-type: none"> • Identification and explanation of resources to support the implementation of the Chapter-based plans 	<p>NBT has identified over 30 federal programs to support economic development plan implementation. In addition, NBT has an extensive network within the Navajo Nation to support housing, infrastructure, business and community development projects.</p>

<ul style="list-style-type: none"> • Development of a Regional Plan that summarizes the highlights and findings of the Chapter-based plans 	<p>The Plan Week methodology facilitates the development of a Regional Plan in two respects. First, because of the use of the Key Success Factor Analysis for each of the Chapters, a common methodology is used to understand and describe the “economic DNA” of each Chapter. The graphics below, for example, show the economic DNA of the Nahata Dziil Chapter as compared to Bodaway-Gap. This is the result of the Steering Committee members all answering the same 88 questions relative to the “comparative advantage” each Chapter has on essential economic performance measures.</p> <div data-bbox="769 354 1507 758" style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;">The Economic DNA of Two Navajo Chapters</p> <p style="text-align: center;">Nahata Dziil and Bodaway Gap</p>  </div>
<ul style="list-style-type: none"> • Identification of top “regional” projects, issues and initiatives resulting from the Chapter-based plans 	<p>The Native Builders Team will conduct a Regional Summit which will serve to identify the top regional projects throughout the FBFA for implementation. The results of this session will, in effect, set the agenda for the FBFA/Relocatees Settlement Initiative (FRSI).</p>
<ul style="list-style-type: none"> • Compilation of Chapter-based plans to develop a regional SWOT Analysis 	<p>The Building Communities methodology allows for the analysis of individual Chapter-based plans to create a “Regional Thumbprint.” That is, use of the KSFA by all Chapters creates a unique approach for identifying regional capacity, priorities and implementation efforts.</p>
<ul style="list-style-type: none"> • Development of overarching regional findings and recommendations 	<p>From all the Chapter-based and Regional Summit analysis, NBT will formulate overarching recommendations and a “budget for implementation.” NBT anticipates that this regional budget will be between \$300 million and \$2 billion.</p>
<ul style="list-style-type: none"> • Recommendations for how Chapter-based and Regional Plan recommendations can be implemented at the FBFA-level 	<p>NBT recommends the formulation of the FBFA Roundtable consisting of one member and one alternate from each of the nine Chapters who will meet regularly to identify priorities and advance projects. In addition, NBT recommends the formulation of the Inter-agency FBFA Task Force which will engage Navajo divisions and federal agencies for plan implementation.</p>
<ul style="list-style-type: none"> • Recommendations for how Navajo Nation government can engage the FBFA as a region 	

	<ul style="list-style-type: none"> Recommendations on the utilization of Navajo Nation economic development resources 	NBT envisions the Navajo Nation Division of Economic Development as a participant on the Inter-agency FBFA Task Force. Other offices such as NHA and NTUA will be instrumental for plan implementation.
One (1) Ongoing Chapter Support and Plan Implementation Support through January 2023	<ul style="list-style-type: none"> Follow-up with each Chapter and the FBFA region to support Chapter-based implementation action steps on their respective plans 	NBT envisions meeting with each of the nine Chapters on a monthly basis as invited by the Chapter itself. This will be an opportunity to focus upon the top project for each of the Chapters and to communicate the activities and results at the FBFA Roundtable level.
	<ul style="list-style-type: none"> Grant writing services to assist the Chapters and the region to secure funding for plan implementation 	Navajo Nation and its certified Chapters are eligible and competitive to compete for federal grant funding. NBT has a proven success record in securing federal grants for project implementation.
	<ul style="list-style-type: none"> Regular coordination with OPVP and NHLCO Project Contacts, including monthly reports 	NBT anticipates creating a written monthly report for distribution to all parties and stakeholders. In addition, NBT can make itself available for in-person meetings throughout the FBFA and at Window Rock as needed.
	<ul style="list-style-type: none"> Maintaining website which communicates project goals and activities to project stakeholders and regional supporters 	NBT will establish a password-protected website for use by all participating Chapters. Password protected information will allow Chapters to have access to plans in progress as well as implementation resources. The “public face” of the website will inform all stakeholders and the general public about the overall initiative and ongoing results.
	<ul style="list-style-type: none"> In-person representation before all Chapters on a quarterly basis 	At a minimum, a representative from NBT will attend Chapter meetings on a quarterly basis.

The table below identifies how NBT will approach the *Indirect Initiatives*.

Meeting the “Objectives of Initiatives”		
Indirect Initiatives	Describe the Plan of Approach on Initiatives	Meeting Objectives of Initiatives
Housing Escrow Funds	<ul style="list-style-type: none"> Describe how you will coordinate with NHLCO and the nine Chapters to determine the status of the release of Housing Escrow Funds, ultimately leading to a report on the status and location of all funds and investments that have been made by the FBFA Chapters with such funds 	<p>NBT will hold face-to-face meetings with Chapter leaders and staff to determine the current status of the Housing Escrow Funds: how much funding has been drawn down, how much has been spent, and what the benefits of those expenditures have been.</p> <p>NBT will determine the desire and capacity of each Chapter to fully expend their funding and report the benefits. NBT will prepare a report describing such activity.</p>

	<ul style="list-style-type: none"> Describe how you will formulate a recommendation for the continued investment and closeout of the Housing Escrow Funds 	
	<ul style="list-style-type: none"> Describe how the investment of Housing Escrow Funds should relate to the other Indirect Initiatives 	<p>The ultimate use of the FBFA \$2 million fund should create a housing assessment with a common methodology to all FBFA Chapters. Ideally, housing improvements made by the Housing Escrow Fund should be directed to projects identified and consistent with such housing assessments. In the medium-term, the implementation of the NHA FBFA 10% Fund should also be consistent with implementing the recommendations of all housing assessments. Finally, the ultimate solution is created by the FRSI which should create widespread housing benefits by those impacted by the Bennett Freeze.</p>
<p style="text-align: center;">NHA FBFA 10% Fund</p>	<ul style="list-style-type: none"> Describe your understanding of how you might approach the NHA and NHLCO to develop a policy to establish the NHA FBFA 10% Fund 	<p>To make a concept of this nature happen, it first will need to be discussed and modified through meetings with the NHA staff and then ultimately proposed to the NHA board. NBT will coordinate with NHA to understand the limitations and regulations of such a proposal concept, and then create a “white paper” that defines the concept and benefits.</p>
	<ul style="list-style-type: none"> Describe how you would “roll out” the NHA FBFA 10% Fund to the nine Chapters 	<p>Once support is gained by NHA, program materials describing the “10% Fund” will be distributed to the FBFA Chapters. Informed by a comprehensive housing assessment, NBT will then “connect the dots” between the Fund and the housing waiting lists and the housing assessment documentation. In short, all the <i>Indirect Initiatives</i> should work as one overall package to “Thaw the Freeze.”</p>
	<ul style="list-style-type: none"> Describe how this Initiative might become a pilot project for the rest of Navajo Nation 	<p>NBT does anticipate the success of the Economic Development Project will be viewed as a prototype for replication throughout the Navajo Nation. NBT would be pleased to work with the OPVP and NHLCO to create program information and leverage Navajo and federal resources to bring this vision to reality.</p>
<p style="text-align: center;">NHA FBFA \$2 million Fund</p>	<ul style="list-style-type: none"> Given the Direct Deliverables and other Indirect Initiatives described in this RFP, describe how you would go about recommending the design and release of \$2 million held by NHA for the betterment of the FBFA 	<p>NBT envisions convening a meeting between OPVP, NHA and NHLCO at the “60-day mark” of the Project to present a series of findings and recommendations on how NHA might best utilize the FBFA \$2 Million Fund.</p>
	<ul style="list-style-type: none"> Describe how you would propose to coordinate with NHA and NHLCO and the OPVP to make and carry out such recommendations 	
<p style="text-align: center;">FBFA Relocatee Settlement Initiative (FRSI)</p>	<ul style="list-style-type: none"> From the information provided in this RFP, describe your vision of the development and implementation of the FRSI 	<p>The existing work by NBT with NDCG creates the template for how Congress can be approached to fund all the recommended priority projects identified both for NDCG as well as the FBFA Regional Plan. Once the Regional Plan is completed (ideally, in late 2019), NBT would coordinate with the OPVP and NHLCO to propose federal legislation (or a settlement strategy) to fund the FSRI.</p>

	<ul style="list-style-type: none"> Describe your background in advancing broad initiatives such as the FRSI 	<p>Although the goal of the FSRI is bigger than virtually anything ever accomplished in Indian Country, the basics are always the same: bring people together, create a vision of success and then implement action steps to bring about such progress. This work has been at the core of what the members of NBT have done for decades.</p>
--	--	--

(b)(3c) Issues or Concerns

The only issue/concern that NBT has about this project is the level of frustration that has built up amongst our neighbors resulting from the Freeze and the lack of any previous, effective response. NBT anticipates that some people will respond by saying, “Not another plan!” For these people, the only satisfactory response is “immediate construction.” Unfortunately, however, there are two problems with “immediate construction.” First, the Navajo Nation simply does not have enough financial resources to direct to the problem (therefore the proposed collaboration with NHA and the FSRI makes so much sense). The second problem is that any “immediate construction” that would be conducted would be viewed as “playing favorites.” That is, while certain people would benefit, there would be the perception among many that the beneficiaries were “cherry picked” because they were either relatives or “the loudest” or there was some form of quid pro quo. It is only through this comprehensive planning approach that the ultimate Promise to FBFA residents can and will be realized.

It is for this reason that NBT desires to refer to this as the **Navajo Thaw Implementation Plan**. That is, it will be the “Navajo Thaw” responding to the “Bennett Freeze.” It is the intent of NBT to make the [image/logo below](#) be the “universal look” to the efforts of the Nez-Lizer Administration to “thaw the freeze.” NBT wants the people of the FBFA to understand that the Nez-Lizer Administration “means business” in a comprehensive and fair way. **In addition, NBT understands the philosophy of President Nez with respect to “sweat equity.”** That is, it is also up to the Navajo people themselves to put in the work to realize the benefits. Therefore, it should be mandated that each Chapter formulate its own Steering Committee and complete and adopt its own plan before realizing the benefits of the “Navajo Thaw.” Other ways for local, personal contributions to the effort will be identified.



(b)(3d) Project Timeline

Project Timeline

		Direct Deliverables															
Year		2019				2020				2021				2022			
Activity/Step		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Contractor Selection		X														
2	Refinement/Contracting		X														
3	Announcement/Outreach		X	X													
4	Chapters Engagement		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5	Steering Committees		X	X													
6	FBFA Roundtable		X	X													
7	Staffing Task Force		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
8	Conducting Plan Week			X	X												

