

# TSINAABAAS HABITIIN

BODAWAY GAP CHAPTER

NAVAJO NATION

RECOVERY PLAN

JUNE 2020



Native Builders LLC







## Dedication

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**”** Dedicated to the thousands of Navajo people that had their homes—indeed, their lives—frozen in place from 1966-2006 as a result of a federal government decision to address the Navajo-Hopi Land Dispute. May the Navajo Thaw Implementation Plan help you to realize your hopes and dreams. **”**

# Bodaway Gap Chapter Recovery Plan

June 2020



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# The Genesis of the Navajo Thaw Implementation Plan

## The Bennett Freeze

The Bennett Freeze was a development ban on 1.5 million acres of Navajo lands by the US Federal Government. It was put in place in 1966 in order to promote negotiations over a land dispute between the Navajo and the Hopi and lasted until 2009. It was named for the Commissioner of Indian Affairs at the time, Robert L. Bennett and meant that in the “frozen” area, no development at all could occur. This included fixing roofs, building houses, constructing gas and water lines, and repairing roads.

## Creation of Navajo and Hopi Reservations

The Bennett Freeze has its origins in the treaty of Bear Springs of 1868 that established a reservation for many Navajo. This was the result when the Navajo Tribe was at war with the US army. As part of this conflict, the Kit Carson Campaign sought to end the traditional Navajo way of life through a scorched earth policy. Unable to live on their land, many took the Long Walk of the Navajo to internment at Fort Sumner in New Mexico.

In 1868, the Navajo signed a treaty with the US government which established a reservation. The initial boundaries were a part of their traditional land base. Other areas were added to in 1878 and 1880.

In 1882, President Chester A. Arthur created an area of land designated for the Hopi tribe and other tribes the Secretary of the Interior might settle on Hopi lands. It was decided the Hopi allotment would be a rectangle framed by lines of latitude and longitude, exactly one degree by one degree, and it left out the significant Hopi village of Moenkopi. It also included areas used by Navajos.

Despite the legal uncertainties of property ownership in the overlapping portions of Navajo and Hopi land, the two tribes co-existed without incident for many decades to come. The sparsely-populated nature of the land in dispute and the differing traditional ways of life of the two tribes kept resource conflicts to a minimum.

## The History of the Bennett Freeze

As a result of the 1966 Hopi-Navajo Land Claims case, the Commissioner of Indian Affairs Robert L. Bennett created a development ban for Navajo living in the former Joint Use Area. The intent was to reduce tensions by essentially forcing Navajo families to leave the area. However, many Navajo people continued to reside in the contested area.

## Mineral Rights

The land that makes up the Navajo Reservation contains rich deposits of coal and uranium. Generally considered barren rangeland at the time of its creation, the subterranean mineral richness of the area was not fully known or appreciated when the Navajo Reservation was first allotted by the US government, nor when it established the Hopi Reservation.

In 1919, a mining consortium became interested in the coal potential of the western portion of the Navajo Nation. The uncertain nature of land ownership and the rights associated with it became a major issue for the Hopi, Navajo and private mining interests. Competition for the land continued, especially over large coal-containing areas under Black Mesa.

As part of World War II and the Cold War, uranium was mined on both Navajo land and later in the Joint Use Area.

## Joint Use Area

In 1962, the Supreme Court ruled in *Healing v. Jones* that there should be a “Joint Use Area” for both tribes, but tensions continued. The Freeze was intended to be temporary incentive to make the two tribes



negotiate over the land, but an agreement was never reached. Under it, Navajo and Hopi would have to “agree upon any proposed economic activity in the area prior to undertaking that activity”. This meant the start of many hardships for the thousands of Navajos and Hopi affected because the Freeze essentially halted all economic development in the area. Additionally, there was constant conflict revolving around access to sacred sites.

In 1966, Peabody Coal starting mining on Black Mesa. Revenues from the lease agreement were shared between the Navajo and Hopi.

### Changes in the Joint Use Area

In 1972, Assistant Interior Secretary Harrison Loesch tried to decrease the severity of the situation by “unfreezing” some of the areas. However, because these areas were primarily Hopi and therefore hardly any more Hopi territory was affected by the Freeze, the Hopi essentially had unilateral veto power for proposed projects. Recognizing this problem, the Commissioner of Indian Affairs Morris Thomson gave his office the authority to override any improvement requests that the Hopi had rejected in 1976. The

Navajo-Hopi Land Settlement Act of 1974 was a further attempt to reduce tensions by forcing Hopis off of lands reserved for Navajos and vice versa. Under this act, 6,000 Navajos had to leave their homes and once again, tensions were not reduced. Some claim that the primary beneficiary of this act were actually coal companies, specifically Peabody Coal, who would gain land access. They also posit that the conflict between the Navajo and Hopi was greatly exaggerated precisely to gain access to these resources.

In 1980, the U.S. government tried to intervene again. However, as the government itself admitted in Senate Report 100-462, “the result [of past US actions] has been that the Native Americans living in the Bennett Freeze region reside in conditions that have not changed since 1966 and need to be improved.”

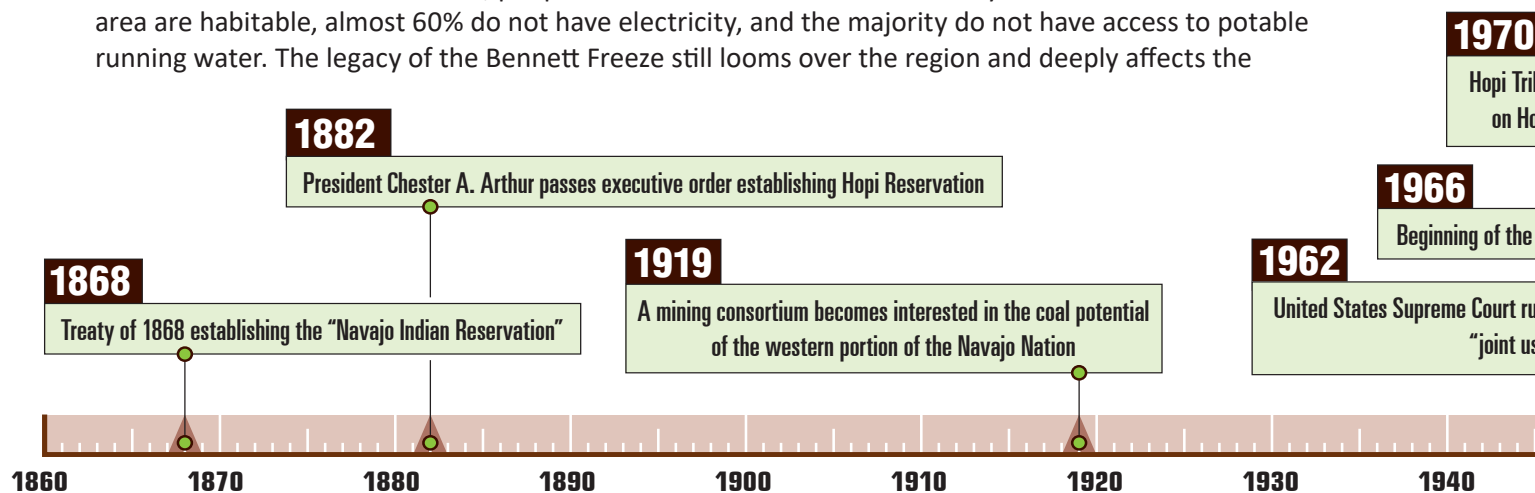
In 2005, Senator John McCain (R-Arizona) introduced Senate Bill 1003: Navajo-Hopi Land Settlements of 2005. The bill passed the Senate and included provisions such as amendments to the “Joint Use Area” established in 1880.

In 2009, the development ban was lifted by President Obama.

In 2010, Representative Ann Kirkpatrick (D-Arizona) introduced legislation to allocate more funds to the Former Bennett Freeze Area, but the bill did not pass.

### Impact of Bennett Freeze

The ban, which lasted 40 years, affected the lives of nearly 10,000 Navajo people who lived in the affected area. Now, around 20,000 people live in the formerly frozen area. Although the development freeze has been lifted since 2009, people in the area continue to suffer. Only 24% of the houses in the area are habitable, almost 60% do not have electricity, and the majority do not have access to potable running water. The legacy of the Bennett Freeze still looms over the region and deeply affects the



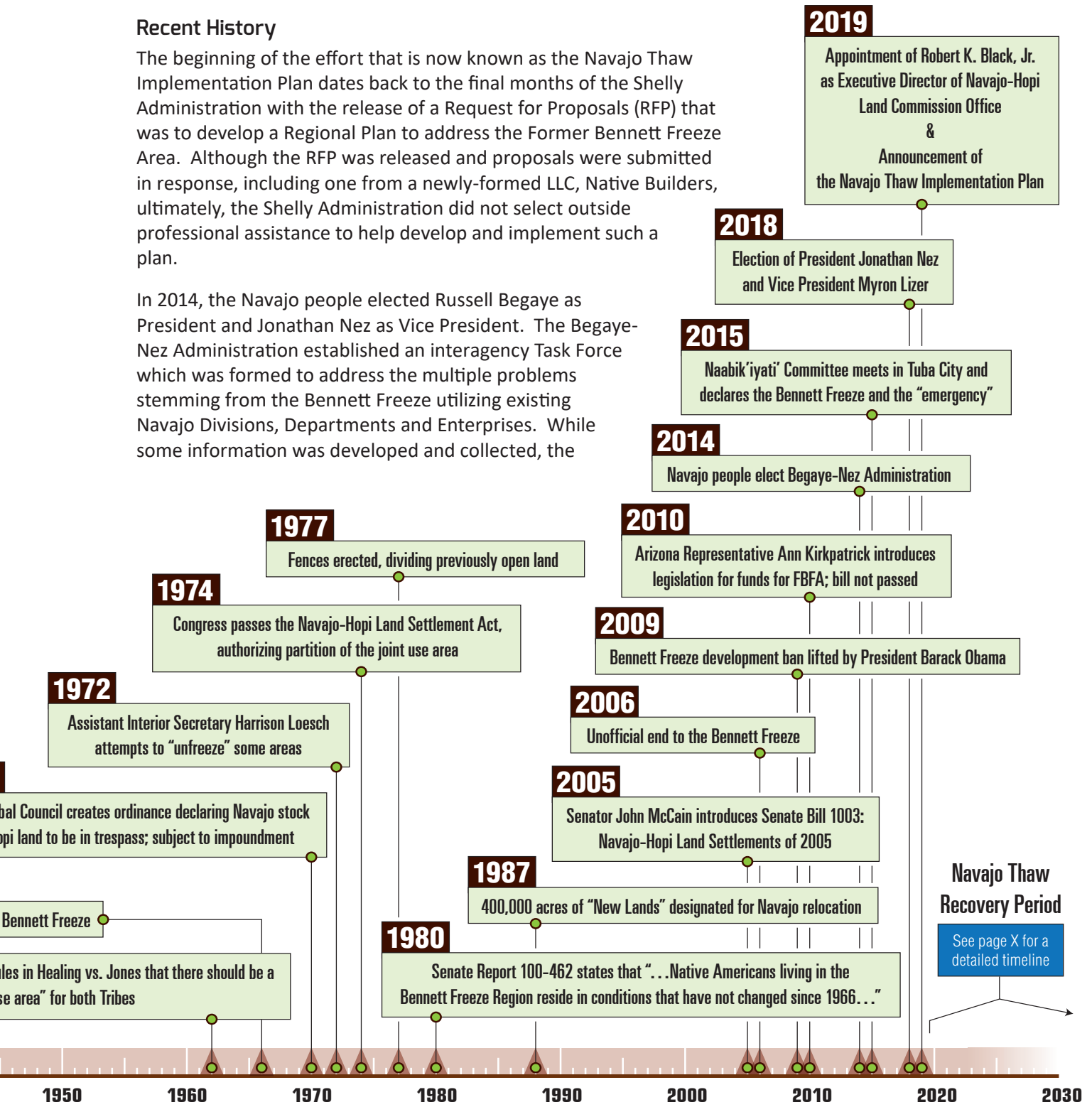
day-to-day lives of its residents. In testimony before Congress, Nelson Gorman, Jr., Speaker of the Navajo Nation Council, likened it to “the deplorable conditions approximating those found only in underdeveloped third world countries.”

With the advent of the Atomic Age in the 1940s and the subsequent onset of the Cold War, uranium mining on the Navajo Nation began. This has left a legacy of high cancer rates and other adverse health impacts, such as tainted wells and aquifers, that is still affecting the current residents of the area.

## Recent History

The beginning of the effort that is now known as the Navajo Thaw Implementation Plan dates back to the final months of the Shelly Administration with the release of a Request for Proposals (RFP) that was to develop a Regional Plan to address the Former Bennett Freeze Area. Although the RFP was released and proposals were submitted in response, including one from a newly-formed LLC, Native Builders, ultimately, the Shelly Administration did not select outside professional assistance to help develop and implement such a plan.

In 2014, the Navajo people elected Russell Begaye as President and Jonathan Nez as Vice President. The Begaye-Nez Administration established an interagency Task Force which was formed to address the multiple problems stemming from the Bennett Freeze utilizing existing Navajo Divisions, Departments and Enterprises. While some information was developed and collected, the



lack of coordinated professional planning and implementation capacity left the region without a comprehensive plan.

On September 24, 2015, the Naabik'iyati' Committee of the Navajo Nation Council met at the Grey Hills Academy in Tuba City to receive reports and make recommendations related to improving the lives of the people of the Former Bennett Freeze Area. The Honorable Speaker LoRenzo Bates ensured that all the recommendations were recorded. Ultimately, the Navajo Nation Council Delegates in attendance identified 38 recommendations to address the problems of the region. The sentiment of all the attending Delegates was to declare an emergency in order that immediate relief could be provided to the people of the region. Still, demonstrable progress was not made.

The election of 2018 brought new hope to the people of Western Navajo Nation with the election of President Jonathan Nez supported by Vice President Myron Lizer. The Nez-Lizer Administration named addressing the Bennett Freeze issue as one of its top priorities and appointed Robert K. Black, Jr. as Executive Director of the Navajo Hopi Land Commission Office (NHLCO). Executive Director Black issued an updated RFP with a deadline of June 6, 2019. In the Fall of 2019, the Native Builders Team was selected to advance what is now known as the Navajo Thaw Implementation Plan.

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#### **Naabik'iyati' Committee FBFA Recommendations - September 24, 2015 Grey Hills Academy | Tuba City, AZ**

1. Technical Amendments
2. Empowerment/Promise Zone
3. Inter-agency collaboration
4. Education of federal officials through technology
5. New market tax credit, economic development
6. Incentives-private sector investments
7. Fund critical needs-housing, infrastructure, power lines/solar, etc.
8. Funding for water that has been contaminated
9. Development of Master Plans
10. Put all plans on the table
11. Recommend cluster housing
12. Renewable energy development for locations not near infrastructure
13. Tour the Bennett Freeze Area
14. Addressing 1434 homes
15. Data for home site leases and power/water
16. Create line item for Bennett Freeze Area
17. Take TDHE back
18. Creation of Advisory Team
19. Need training and orientation
20. Use Escrow FUnDing to connect power lines to nearby homes
21. Need running list of progress and homes served (inventory)
22. Redevelopment plan map
23. OPVP to declare state of emergency for the FBFA
24. Three Branch Chiefs to give directives to make FBFA a priority
25. \$17.5 million emergency funds to be used as seed for FBFA
26. Involve former leaders
27. Establish FBFA development office
28. Matching funds to CDBG
29. Need inventory of land
30. Involvement of all programs
31. Involve community in development of plan
32. Water, power-line assessment
33. Identify strengths and weaknesses from previous plans
34. Develop high-level advisory comittee
35. Develop community-based coalition level task force committee
36. Develop Research and Analysis Committee
37. Develop a fiscal and oversight committee/taskforce
38. Restructure Navajo-Hopi Land Commission



## About Native Builders & Building Communities

Native Builders LLC was founded by President Thomas Tso in January 2015 to bring forward his years of Chapter management, grazing, natural resource management and community development skills for the betterment of the people of the Navajo Nation.

Initially focused on addressing the needs of the people of the Former Bennett Freeze Area (FBFA), Native Builders has also done work in Indian Country in other locations in the United States. Native Builders has completed a Comprehensive Economic Development Strategy (CEDS) Executive Summary for the Quinault Indian Nation and has developed a scenic byway project for the Seminole Nation of Oklahoma. In addition, Native Builders has served clientele at the Navajo Nation, including Navajo Nation Gaming Enterprise.

Native Builders teams with Building Communities in order to augment its services to provide community and economic development strategic planning and grant writing for the Navajo Nation and the 110 Chapters that comprise the Navajo Nation.

Native Builders is a 100% Navajo-owned company and certified as such as a Priority 1 company. In addition, Native Builders is registered with the Navajo Housing Authority (NHA) with an approved Indian Enterprises Qualification Statement. Finally, Native Builders is registered with the Navajo Nation Gaming Regulatory Office in order that it can provide services to Navajo Nation Gaming Enterprise (NNGE).

It is the vision of Native Builders and Building Communities, Inc. to bring the capacity, planning and project management skills needed to the Navajo Nation in order to improve the economic condition and quality of life for the people.

With roots in the FBFA and family members who have relocated to Nahata Dził, this project is central to the skills and purpose of Native Builders. It is the intention of Native Builders and Building Communities to not only provide planning services, but also to assist the Nahata Dził Commission Governance in order to conduct the long-term activities to implement the plan.



**Thomas Tso, President  
Native Builders LLC**



**Brian Cole, President  
Building Communities, Inc.**

## Bodaway Gap Chapter Navajo Thaw Implementation Plan Planning Participants

### Bodaway Gap Chapter Officials

**Dorothy Lee**  
*Chapter President*

**Lee Yazzie, Jr.**  
*Vice President*

**Loretta Tsinigine**  
*Secretary/Treasurer*

**Leonard Sloan**  
*Grazing Officer*

### Chapter Officials 2017-2021

**Raymond Don Yellowman**  
*Chapter President*

**Leonard Sloan**  
*Vice President*

**Bessie Zahne**  
*Secretary/Treasurer*

**Lee Yazzie, Jr.**  
*Grazing/Land/Farm Board*

### Steering Committee Members

**Sydney Tsinigine**  
*Account Maintenance  
Specialist*

**Lucille Saganitso  
Krause**

**Franklin Martin**

**Gevern Begay**

**Evelyn Yellowhorse**

**Benny Johnson**

**Effie Shupla**

**Rose A. Tsosie**

**Vera Parres**

**Lewis John**

**Susie Begay**

**Corveir Thomas  
Begay**

**Larry Hanks**

**Judy Yazzie**

**Joyce Dalle**

**Robert Yazzo**

**Harley Johnson**

**Milford Malonay**

**Thomas B. Begay**

**Stella Begay**

## Voice of the Community Session

One of the hallmarks of the strategic planning process for each of the Navajo Thaw Region Chapters is community engagement. In order for the strategic plan to be developed, each of the chapters developed its own Steering Committee comprised of chapter officials, CLUP members, community volunteers, educators, business persons, ranchers, grazing officials, etc. Each of the steering committees then engaged in a 12-hour, seven-session process referred to as Plan Week. Virtually all of the information generated in this plan has come from the knowledge, wisdom and aspirations of people living in the chapter – with a special emphasis on persons living in the former Bennett Freeze Area portion of the chapter.

Each chapter is encouraged to continue to engage its steering committee over the three-year life of the Navajo Thaw Implementation Plan to ensure continued volunteer effort and communication within the community.





## NAVAJO THAW PHILOSOPHY

The philosophy of the Nez-Lizer Administration—consistent with the methodology of the Navajo Thaw Implementation Plan—is to pursue a “hand up,” not a “handout.” The Nez-Lizer Administration believes in the principle of T’aa ho ajit’eego, a guiding concept for this initiative that is the traditional teaching of self-determination and self-reliance in improving one’s stage in life.

While a substantial case can be made that the federal government has an obligation to the Navajo people to address unmet promises from both the Relocation era and the Bennett Freeze, this planning and implementation project is not about “getting even.” Rather, the Navajo Thaw is about creating a new economic and governance paradigm for the nation’s largest Indian Nation. A “handout” would entail simply requesting a large sum of funding as a penalty for a previous injustice. While the Navajo Nation does believe that such an injustice was committed by the federal government, the Navajo Thaw is not based upon such a penalty. But rather, it is based upon an economic opportunity. By meeting this economic opportunity, funding received from the federal government will create a new, sustainable economic dynamic for that Navajo Nation.

This is why all nine Chapters are engaging in Recovery Plans that are based upon economic development strategic planning. By selecting and implementing economically viable strategies, initiatives and projects, the economic potential of the nation’s largest Indian reservation can be addressed. The Navajo Thaw, therefore, becomes a prototype—a pilot project—for a new governance and economic model.

Funding from the federal government is, therefore, not a penalty payment. Rather, the federal funding will become an investment in viable economic opportunities that ultimately support infrastructure, housing, community development and economic development investment without public subsidy in the future.

The one-time, large-scale request for federal funding from the Navajo Thaw Regional Plan, therefore, is a strategic economic stimulus. Replicating this approach throughout the Navajo Nation will be transformative to an entire Indian Nation.



## ABOUT THE NAVAJO THAW

For generations, thousands of people in Western Navajo have felt the impact and injustice of the Bennett Freeze. Housing has been substandard, water infrastructure has been non-existent, public facilities have been insufficient and unemployment is unacceptably high.

Although previous attempts have been made to address this problem that was caused by the federal government issuing a moratorium on development throughout the 1.5 million-acre region, the problems persist.

On October 14, 2019, Navajo Nation President Jonathan Nez announced the Navajo Thaw Implementation Plan. This is the largest effort of its kind to truly reverse the impacts of the 40+ year moratorium on development and improvements.

### A Commitment to Implement

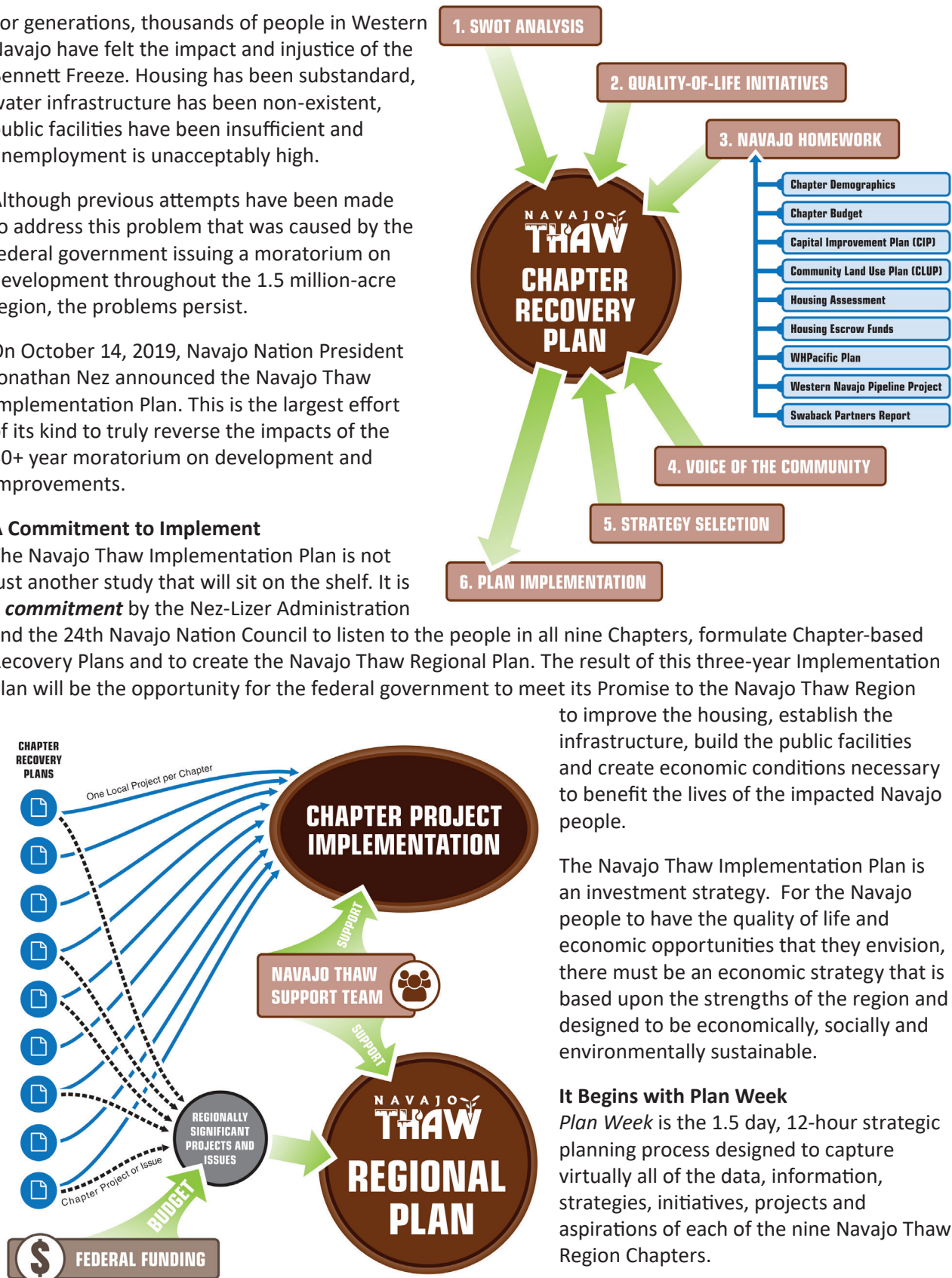
The Navajo Thaw Implementation Plan is not just another study that will sit on the shelf. It is a **commitment** by the Nez-Lizer Administration and the 24th Navajo Nation Council to listen to the people in all nine Chapters, formulate Chapter-based Recovery Plans and to create the Navajo Thaw Regional Plan. The result of this three-year Implementation Plan will be the opportunity for the federal government to meet its Promise to the Navajo Thaw Region

to improve the housing, establish the infrastructure, build the public facilities and create economic conditions necessary to benefit the lives of the impacted Navajo people.

The Navajo Thaw Implementation Plan is an investment strategy. For the Navajo people to have the quality of life and economic opportunities that they envision, there must be an economic strategy that is based upon the strengths of the region and designed to be economically, socially and environmentally sustainable.

### It Begins with Plan Week

*Plan Week* is the 1.5 day, 12-hour strategic planning process designed to capture virtually all of the data, information, strategies, initiatives, projects and aspirations of each of the nine Navajo Thaw Region Chapters.



Session Three of Plan Week, referred to as Navajo Homework, provides time to discuss and collect many of the “essentials” developed by Navajo Chapters including their Community Land Use Plan, Capital Improvement Plan and other documents critical for community development, economic development, housing improvements and infrastructure investment.

### Navajo Thaw Regional Plan

Simultaneously, projects envisioned at the Chapter level that can best be implemented regionally are incorporated into the Navajo Thaw Regional Plan. It is this Regional Plan that will be placed before the federal government in order that an investment can be made that supports the entirety of the Navajo Thaw Region.

#### PROJECT SUPPORT TEAM



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#### FUNDING AGENCIES



**Navajo Hopi Land Commission Office**

USDA Rural Development  
U.S. DEPARTMENT OF AGRICULTURE

Together, America Prospers

**USDA Rural Development**

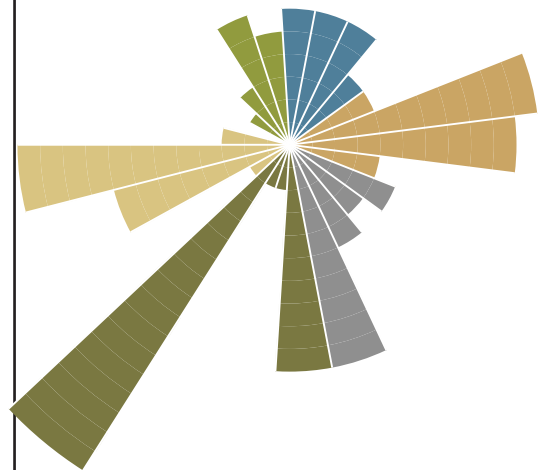
### Not “Cookie Cutter” Planning

At first glance, the Navajo Thaw Chapter Recovery Plans look somewhat similar. This is on purpose.

For years, an attempt has been made to develop and implement a plan to benefit the Former Bennett Freeze Area. For the needs of the region to be addressed, there must be a common methodology for all nine of the impacted Chapters that respects their individuality, and yet provides a framework for a regional solution.

Despite the similar formatting for the Chapter-based plans, the resulting action and activities defined in every plan is unique to the Chapter. In fact, just the selection of economic development strategies provides each Chapter virtually unlimited options for the content of its plan.

Each plan, therefore, is as unique as its overall *Chapter Thumbprint*.





# Bodaway Gap and the Bennett Freeze

## Getting our Voice Back

The tragic period of American history known as the Bennett Freeze has now impacted three generations of people on the western Navajo Nation.

Navajo Nation President Jonathan Nez has declared that this be a time to work collectively for a positive future—not lamenting the name/word “Bennett,” but rather to focus upon strategies, projects and issues that will “Thaw the Freeze.”

For this reason, the Bodaway Gap Chapter Recovery Plan only makes mention of the name/word Bennett as a point of history and geography. For the Bodaway Gap Chapter, the entirety of the Chapter is within the geographic boundary of the Bennett Freeze. As such, all of the people, strategies, initiatives and projects contained in this document are eligible to receive benefit from the Navajo Thaw.

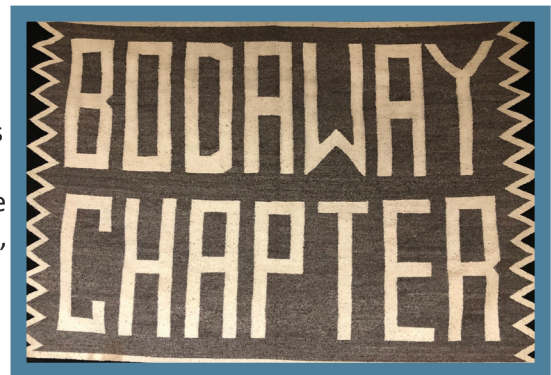
This plan is dedicated to all of the people that have been impacted by this historic injustice and is a key element of the Navajo Thaw Implementation Plan designed to bring comprehensive benefits to the entire region, while identifying actionable strategies, projects and issues of specific benefit to the Bodaway Gap Chapter.

## Scope and Timeframe of the Plan

The geographic scope for this plan is the Bodaway Gap Chapter.

With respect to the time horizon of the plan, typically plans of this nature are designed to be implemented over a five-year period. As the Bodaway Gap Chapter is a part of the Navajo Thaw Implementation Plan, the human and technical resources available to implement the plan through the Native Builders Team will extend through December 2022. The Native Builders Team is committed to assisting each of the nine Navajo Thaw Region Chapters to implement a priority local project and then to assist to secure large-scale funding.

The broadest view of the project horizon relates to the proposed FBFA Relocatee Settlement Initiative (FRSI) which is a part of the Indirect Initiatives scope of work for the Navajo Thaw Implementation Plan. This time horizon would likely be as long as two decades to implement all of the infrastructure, transportation, housing, public facilities and economic development initiatives necessary in order that the Promise by the federal government is met to those impacted by the Bennett Freeze.



## Feedback and Update on Chapter Recovery Plan

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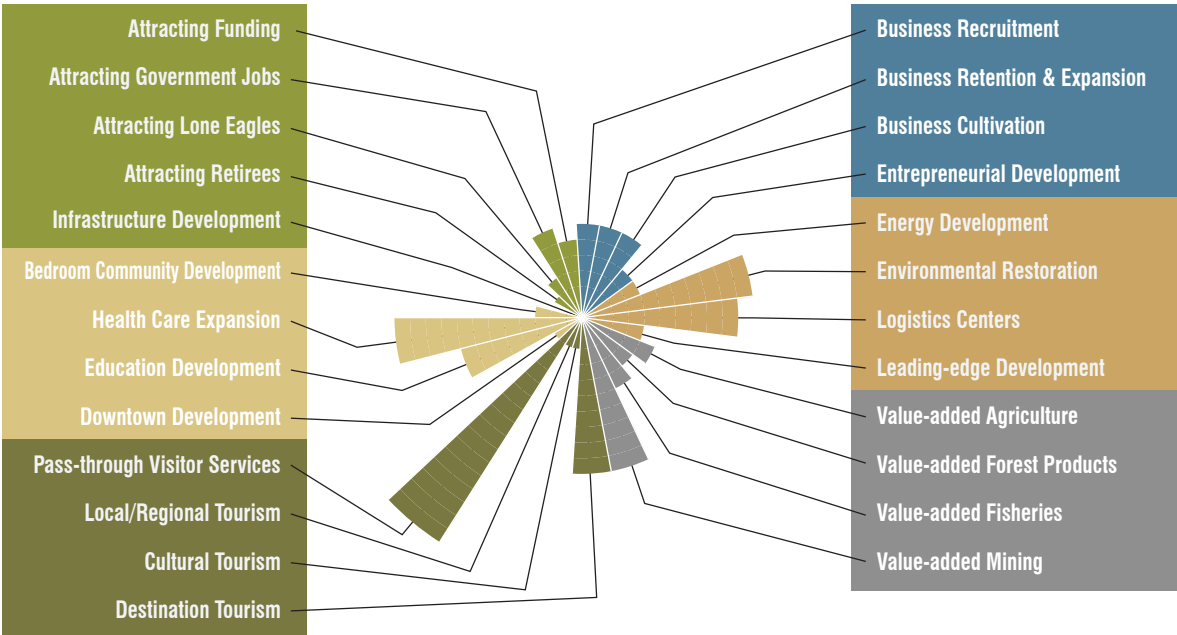
### April 21, 2020 - Update

The Chapter Recovery Plan was posted on the Navajo Thaw website in order to provide broad access to all of the people of the Chapter, and to receive feedback. The website had a special tab for people to submit such feedback, and also included a “Suggestion Box” for such input.

Section 1:

# Plan Week Results

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# Plan Week Results

## Overview

To gather the information from which to begin formulating Bodaway Gap's strategic plan, the Steering Committee participated in a multi-session planning process called Plan Week, which is outlined in detail in Appendix B. During these sessions, the Steering Committee considered 25 community and economic development strategies and a community-generated list of initiatives to improve Bodaway Gap's quality of life. The community at large was also invited to consider and provide input about these same strategies and initiatives. At the conclusion of Plan Week, the Steering Committee selected the following strategies for implementation in Bodaway Gap:

### Bodaway Gap Plan Week

December 11-12, 2019

At the conclusion of Plan Week, the Steering Committee selected the following strategies for implementation in Bodaway Gap:

- Attracting Funding
- Attracting Government Jobs
- Attracting Lone Eagles
- Attracting Retirees
- Bedroom Community Development
- Business Recruitment
- Business Retention and Expansion
- Cultural Tourism
- Downtown Development
- Education Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care Expansion
- Infrastructure Development
- Leading-edge Development
- Local/Regional Tourism
- Logistics Centers
- Pass-through Visitor Services
- Value-added Agriculture
- Value-added Forest Products
- Value-added Mining

In addition, these *Quality-of-Life Initiatives* were selected for advancement:

- General Housing, Running Water and Electricity Issues
- NHA Housing at Bitter Springs
- Navajo Springs Housing
- Transfer Station and Trash Disposal
- Drinking Water
- Improvements to Earthen Dams
- Youth Engagement



## Strategy Selection Process

The Bodaway Gap Steering Committee participated in an objective assessment of the most viable economic development strategies for a given community—the *Key Success Factor Analysis*. Using this rating and scoring system, the Steering Committee considered a host of strategy-specific *Key Success Factors*, rating Bodaway Gap’s comparative advantage for each factor, relative to other communities.

Each of the *Key Success Factors* was scored on a scale of ‘A’ to ‘E’. Where the Steering Committee determined that Bodaway Gap has a significant comparative advantage relative to its competition, that factor was scored an ‘A’. Where a particular Key Success Factor was determined to be relatively absent in Bodaway Gap, it was given a score of ‘E’. Intermediate scores from ‘B’ to ‘D’ were given for factors in the middle of the range.

The scores provided by the Steering Committee were then integrated with each of the 25 strategies on a weighted basis. The result is the *Prioritized Strategy Report* which presents all 25 strategies scored from 0 to 100, with the higher scores showing a greater likelihood of successful strategy implementation.

This initial *Prioritized Strategy Report* provided the Steering Committee with a solid foundation from which it could begin considering which of the 25 strategies the community should ultimately pursue. As the Building Communities approach recognizes that making wise choices in a representative government requires not only capable leaders but an involved citizenry, the views of the community were also sought, in order that the collective voice of the community could be heard and given weight in the decision-making process. This began in the *Voice of the Community Meeting* in which the community at large was asked whether or not it would like to see the community advance each of the 25 strategies.

### Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Pass-through Visitor Services	85	Tourism
Health Care Expansion	60	Community Development
Environmental Restoration	55	Sector-specific
Destination Tourism	51	Tourism
Logistics Centers	50	Sector-specific
Value-added Mining	49	Value-added
Education Development	38	Community Development
Business Recruitment	32	General Business
Attracting Government Jobs	31	Other
Business Retention and Expansion	30	General Business
Business Cultivation	30	General Business
Value-added Agriculture	25	Value-added
Value-added Fisheries	25	Value-added
Attracting Funding	25	Other
Value-added Forest Products	21	Value-added
Leading-edge Development	19	Sector-specific
Entrepreneurial Development	18	General Business
Energy Development	18	Sector-specific
Bedroom Community Development	15	Community Development
Attracting Lone Eagles	15	Other
Cultural Tourism	10	Tourism
Local/Regional Tourism	10	Tourism
Attracting Retirees	10	Other
Downtown Development	8	Community Development
Infrastructure Development	0	Other

The results of the *Voice of the Community Meeting* were then weighed, factored and combined with the results of the *Key Success Factor Analysis* to produce the *Enhanced Strategy Report*. This report provided the Steering Committee with a more complete view about the desires and confidence level of both leaders and citizens with respect to each of the 25 potential strategies. This information, along with the *Prioritized Strategy Report*, served as the foundation for the final strategy selection process.

With these various analyses and assessments in place, the Steering Committee's task was to choose the strategies which the community would ultimately advance.

The *Enhanced Strategy Report* was then considered the ESR provided information not only on the "likelihood of successful strategy implementation," but also the desire by community members to select and implement the strategy.

## SWOT Analysis

The Building Communities economic development strategic planning approach does not utilize a conventional strengths, weaknesses, opportunities and threats (SWOT) analysis as a starting point for the process. Instead, it presents *Key Success Factors* for community and economic development.

The table below presents a brief description of each category and the average score of the community (on a scale of '0' as low and '100' as high) in each of those categories.

### Enhanced Strategy Report

STRATEGY	SCORE WANT	STRATEGY GROUP
✓ Business Recruitment	86%	General Business
✓ Business Retention and Expansion	90%	General Business
Business Cultivation	50%	General Business
✓ Entrepreneurial Development	95%	General Business
✓ Energy Development	83%	Sector-specific
✓ Environmental Restoration	78%	Sector-specific
✓ Logistics Centers	65%	Sector-specific
✓ Leading-edge Development	70%	Sector-specific
✓ Value-added Agriculture	94%	Value-added
✓ Value-added Forest Products	78%	Value-added
Value-added Fisheries	58%	Value-added
✓ Value-added Mining	65%	Value-added
Destination Tourism	88%	Tourism
✓ Cultural Tourism	80%	Tourism
✓ Local/Regional Tourism	100%	Tourism
✓ Pass-through Visitor Services	100%	Tourism
✓ Downtown Development	100%	Community
✓ Education Development	100%	Community
✓ Health Care Expansion	100%	Community
✓ Bedroom Community Development	94%	Community
✓ Infrastructure Development	100%	Other
✓ Attracting Retirees	100%	Other
✓ Attracting Lone Eagles	75%	Other
✓ Attracting Government Jobs	100%	Other

#### Key

✓ = Selected Strategy

**Score** = Total Score which adds the Prioritized Strategy Report score to the findings of the Voice of the Community Session ("Does the community want to implement the strategy," and "Does the community think that the strategy could be successfully implemented?")

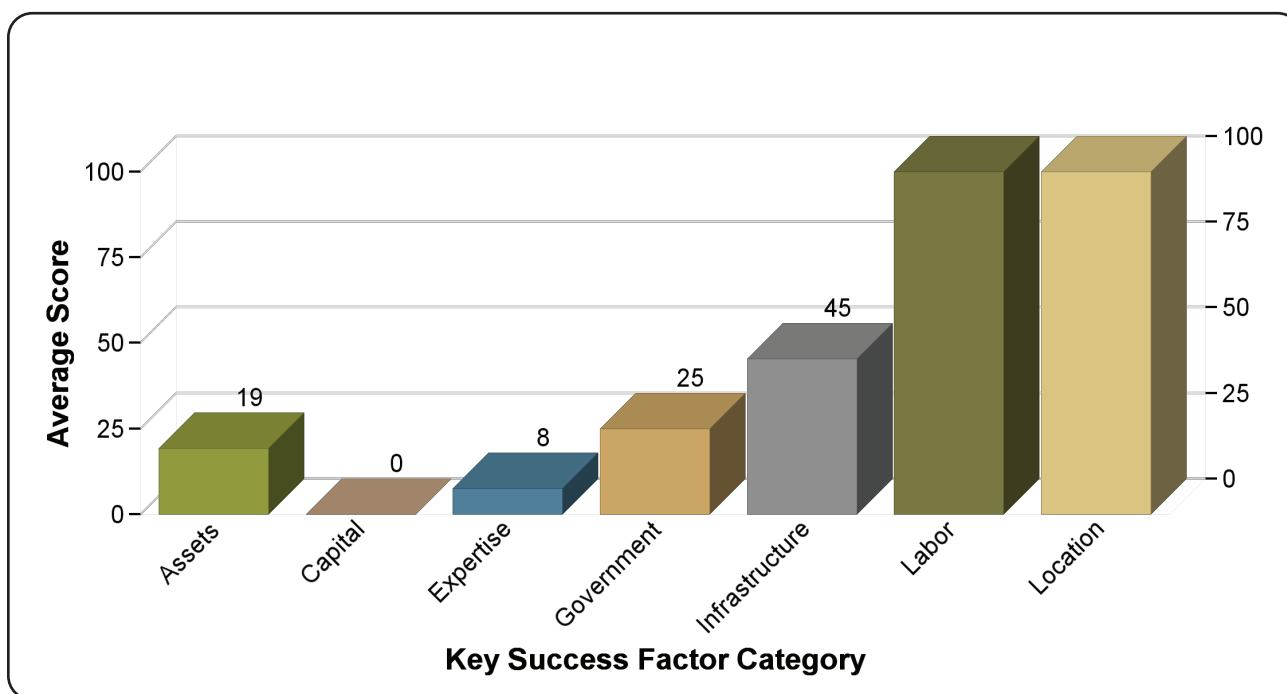
**Want** = The percentage of the Voice of the Community attendees desiring to implement the strategy

**Can** = The percentage of the Voice of the Community attendees that believe this strategy can be successfully implemented

**Strategy Group** = One of six types of strategies

Key Success Factor Categories		AVG SCORE
<b>Assets</b>	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	19
<b>Capital</b>	Business debt and equity funding as well as consistent funding for development organizations to succeed.	0
<b>Expertise</b>	The skills, connections and abilities of local professionals.	8
<b>Government</b>	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	25
<b>Infrastructure</b>	The land, buildings and infrastructure necessary to advance many of the business development strategies.	45
<b>Labor</b>	The labor force of a community.	100
<b>Location</b>	The relative proximity of the community to the marketplace.	100
Scores reflect the community's relative capacity in each category on a scale from 0 to 100.		

The table below shows graphically the relative strength of each of the Key Success Factor categories.



Of the 80+ strategic plans that Building Communities has facilitated throughout the United States, the Bodaway Gap Key Success Factor Category Analysis is the most distinct. While four of the Key Success Factor Categories are amongst the lowest scores ever recorded, two of the Key Success Factor Categories have a perfect score ('100').

The low scoring Key Success Factor Categories include Assets, Capital, Expertise and Government. In fact, the '0' score for Capital dramatically underscores the lack of funding available for business development and local governance.

By stark contrast, both the Labor Category and the Location Category score a perfect '100.'

In short, the Bodaway Gap Steering Committee believes that it has an excellent location and tremendous labor availability to advance strategies. On the flip side, the lack of money and expertise is preventing the

Chapter from making advancements. This makes a tremendous case for the role and ongoing efforts of the Navajo Thaw Implementation Plan to allow the Bodaway Gap Chapter to meet its potential.

Finally, the Infrastructure category is the only “middle of the road” Key Success Factor Category score. With 45 points, the Bodaway Gap Steering Committee does believe that there are certain elements of infrastructure (primarily the availability of land) in place to build upon.

## Assets

The “Assets” category generally presents *Key Success Factors* unique to particular strategies. For example, the “availability of energy resources” is a unique Key Success Factor to the Energy Development strategy.

Assets	
Proximity to travel routes	4
Financially sound existing health care facility	3
Insulation from industrial business annoyances	3
Proximity to nationally recognized attractions	2
Proximity to raw materials and minerals	2
Sufficient local entrepreneurial base	2
Sufficient base of local businesses	1
Quality residential neighborhoods	0
Accurate, long-term analysis of infrastructure needs and costs	0
Availability of energy resources	0
Available, desirable housing	0
Desirable climate	0
Existence of recreational amenities	0
Existing or prospective cultural attraction	0
Expandable educational institution	0
High availability of urban services	0
Local recreational and visitor attractions	0
Proximity and access to forests and forest products	0
Proximity to fisheries commodities	0
Proximity to large volumes of agricultural commodities	0
Proximity to urban population and workforce centers	0
Recognizable central business district/downtown	0

Only three of the Assets Category Key Success Factors score above average—proximity to travel routes, the lack of “industrial business annoyance” and the relative financial strength of the Tuba City Regional Health Care Center.

Fully 15 of the 22 Asset Key Success Factors score significantly below average.

With this dynamic, the Bodaway Gap Chapter is challenged to successfully implement a broad array of strategies. Overcoming the lack of these factors will be paramount in order that the Chapter successfully implement multiple strategies.



## Capital

Access to—and consistent availability of—capital is significant in two general respects. First, businesses must be able to secure sufficient debt and/or equity capital for their formation, operations, retention and expansion. Second, development organizations must have reliable sources of funding in order to regularly engage in activities consistent with their mission.

For businesses, access to capital is the lifeblood of the business itself. For small businesses that can demonstrate loan repayment capability, programs to provide such capital can be very traditional (bank and credit union lending), or they can be government-supported loan, loan guarantee or credit enhancement measures designed to supplement traditional lending.

For development organizations, reliable funding is necessary so the board and staff can engage primarily in activities consistent with the organizational mission, rather than regularly chasing funding sources for the preservation of the organization itself.

Capital	
Ability to secure long-term contracts for forest materials	0
Ability to secure power-purchase agreements	0
Access to small business financing	0
Access to large-scale capital	0
Access to long-term infrastructure loans and grants	0
Availability of appropriated funds	0
Competitive recruitment incentives	0
Dedicated local financial resources for staffing recruiters	0
Local funding for downtown development	0
Sufficient marketing, promotion, or public relations budget	0

Just a quick glance at the Capital Category Key Success Factor scores shows the dramatic challenge to Bodaway Gap: the Steering Committee believes that there is “no funding available for anything.”

The picture may not be as bleak as the scores in the table indicate. It is notable that when the Bodaway Gap Chapter performed a similar Plan Week exercise in 2014, the Capital scores (and, for that matter, the Expertise scores) were higher. This related to more capacity at the Chapter level to identify funding sources and to access such sources.

Nonetheless, the capacity-building role of the Navajo Thaw Implementation Plan will be of great benefit to the Bodaway Gap Chapter in order to access necessary funding.

One final note: the Bodaway Gap Chapter has more funding availability through the Housing Escrow Funds than any other Chapter. Utilizing these funds in a timely and fair way will be one way to distribute needed funding and benefits to the residents of the Bodaway Gap Chapter.

## Expertise

In this information age, it should be no surprise that one of the broadest and most important categories of *Key Success Factors* is expertise. The successful implementation of virtually every strategy requires expertise from a broad array of professionals in any community.

Not only must sufficient expertise be possessed by the individuals on the front lines of community and business development, but such capability is also important in various professional sectors of the local economy, for the advancement of targeted tourism and downtown development strategies and in the professionals backing up the front-line community and business developers (city managers, public works directors, county commissioners, etc.).

Expertise	
Ability to compete in a global market	2
Ability to build a team comprised of energy-development experts	1
Ability to identify product and service gaps	1
Ability to successfully market materials	1
Local ability to identify and advance a funding proposal	1
Sophisticated tourism development & promotion	1
Ability to network and attend relevant trade shows	0
Ability to understand industry trends and opportunities	0
Capable, experienced economic development professionals	0
Competent, strategic-minded hospital and health-care executives	0
Cooperation of economic development staff and educational community	0
Cultural development and advocacy organization	0
Dedicated business coaching staff	0
Downtown organization and staff	0
Existing excellence in local health care	0
Implementation of national Main Street Four-Point Approach™	0
Relationship with site selectors	0
Relative sophistication in coordinating and marketing local events	0
Sophisticated use of the internet for marketing	0
Staff focused on attracting retirees and/or lone eagles	0
Support from local education professionals at all levels	0
Supportive post-secondary education training program	0
Team approach to infrastructure finance	0

All 23 of the Expertise Category scores are at or below average. In fact, the Bodaway Gap Steering Committee scored 17 of the 23 Expertise Key Success Factor scores as a “significant comparative disadvantage.”

One challenge exacerbating the Expertise problem for the Bodaway Gap Chapter is the lack of a filled Chapter Manager position. If the Chapter were able to secure an experience, dedicated Chapter Manager, many of the Expertise scores would immediately increase.

In addition, it will be the role of the Navajo Thaw Implementation Plan to lend expertise to the Chapter. This benefit, however, is somewhat diffused as the Navajo Thaw Support Team will need to provide support to eight other Chapters throughout the Navajo Thaw Region.

## Government

Increasingly people argue that “if only government would get out of the way” our communities and businesses would thrive. In reality, however, it is through government (federal, state and especially local) that key strategies are envisioned, defined and implemented.

Governmental bodies not only establish policies and funding programs, but establish cultures and attitudes that are either pro-development or anti-development. Strong collaboration between government and the private and volunteer sectors is an essential ingredient for success.

Government	
Strong community support	4
Local government support	3
Local pro-business climate	3
Community acceptance of the visitor industry	2
Local focus on revenues from visitors	1
Projected growth in government budgets	1
Support for attracting retirees	1
Active engagement of downtown building and business owners	0
Community support for needed infrastructure rate increases	0
Favorable state policies with respect to office locations	0
Strong relations between economic development organization and local businesses	0
Strong state and/or federal legislative delegation	0
Support from local businesses	0
Local policies and ordinances supporting quality neighborhood development	0
Supportive state energy policies and incentives	0

The four Government Key Success Factor scores that are at or above average generally relate to “attitude.” That is, there is support at the Chapter for community and economic development and, in general, the Bodaway Gap Steering Committee believes that there is a “pro-business climate.”

On the downside, Government Key Success Factor scores that relate to money and policies tend to be strong comparative disadvantages.

## Infrastructure

In order for communities to be attractive and appropriate for the implementation of many strategies, they must possess sufficient land, infrastructure, buildings and housing. Building Communities uses the term infrastructure in a very broad sense in this context (beyond just sewer, water and power facilities).

Infrastructure	
Availability of brownfield sites	4
Availability of industrial-zoned land for industrial park development	4
Availability of land for business prospects	4
Land/Buildings/Campus for education development	4
Proximity to transmission lines with excess capacity	4
Adequate housing for labor force	0
Adequate telecommunications infrastructure	0
Availability of local buildings	0
Availability of local infrastructure	0
Excess water and sewer infrastructure capacity	0
High-speed internet	0

The scores in the Infrastructure Category show a stark contrast between Key Success Factors related to land and Key Success Factors related to other forms of infrastructure. In general, the Bodaway Gap Chapter does have strong availability of land. The Steering Committee also notes that the Chapter benefits from proximity to transmission lines with excess capacity.

But, most notably, Infrastructure Key Success Factors related to traditional infrastructure and available housing show strong comparative disadvantages.

This Infrastructure Category analysis alone shows the importance of the Navajo Thaw. If only funding and expertise could be directed to the Chapter, the available land could facilitate job creation and an improvement in the area quality-of-life.

## Labor

It takes a deeper bench than simply the “experts” to successfully implement many strategies. The availability and skills of the local labor force are critical to the implementation of many strategies.

Labor	
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	4

The Bodaway Gap Steering Committee believes that there is a very motivated, competent labor force available for all forms of business development.

While the availability of a “low-skilled labor pool” might be expected based upon the 44% unemployment rate at the Navajo Nation, the surprise factor for Bodaway Gap (and other Chapters) is that there is an educated, trained work force that could benefit Bodaway Gap if only the jobs were available.



## Location

The location of the community is of great significance to many strategies. For example, communities strategically located to provide access to markets have a comparative advantage versus relatively isolated communities.

Location	
Advantageous location for government or education expansion	4
Prospect of an expanded geographic market for health care	4
Proximity and access to markets	4
Proximity to scheduled air service	4
Strategic location for distribution centers	4

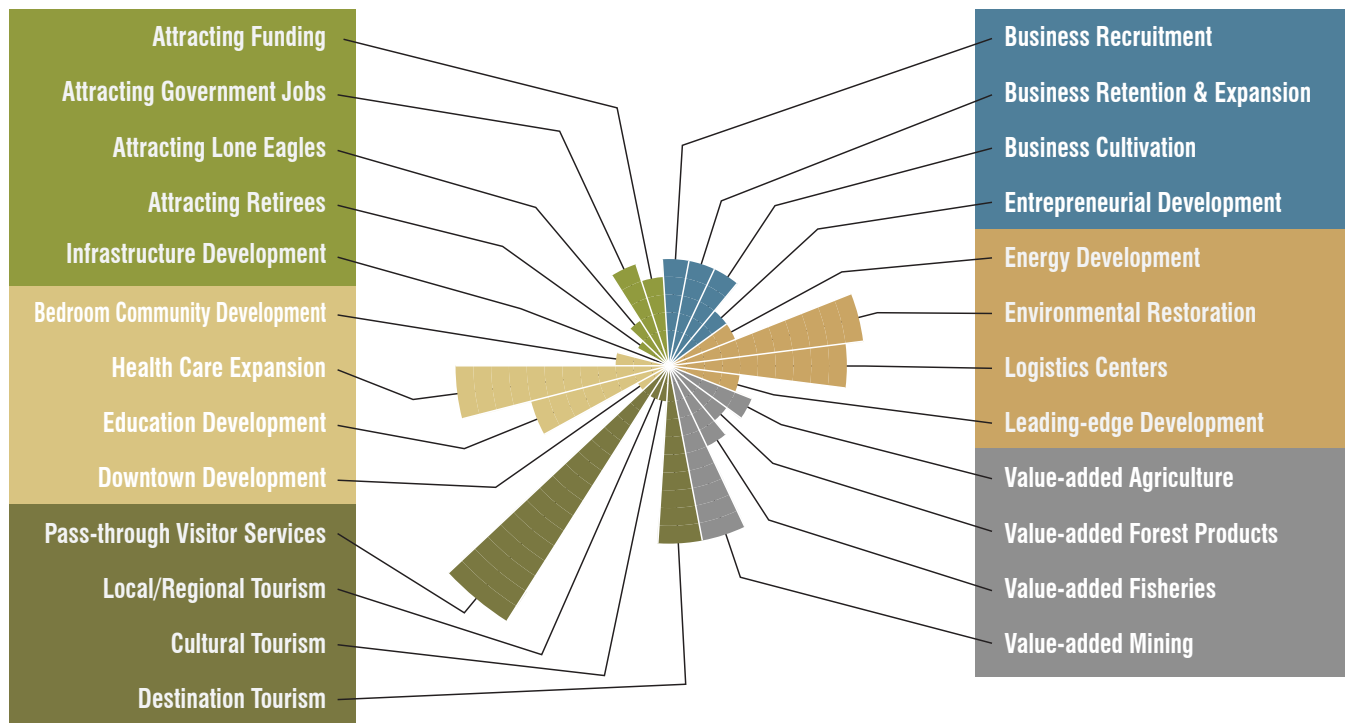
The Bodaway Gap Steering Committee believes that the Chapter has an ideal location for many potential development strategies including education development, health care, and other business development opportunities that need access to markets and scheduled air service.

## Community Thumbprint™ Denoting Selected Strategies

Building Communities has developed the Community Thumbprint™ which, in effect, presents the “DNA” of the community in terms of how the Key Success Factor scores predict the likelihood of successful implementation for each of the 25 strategies.

In the figure below, each of the 25 strategies are represented by a spoke. The length of the spoke correlates to the likelihood of successful strategy implementation. Longer spokes denote higher scores while shorter spokes represent smaller strategy scores.

There are several observations that can be made from the graphic. The graphic illustrates the challenge that the Bodaway Gap Chapter will have to successfully implement Strategies. While the Pass-Through Visitor Services score is relatively high, it dwarfs virtually every other spoke on the wheel. In general, the higher scoring Strategies relate to Sector-Specific business opportunities and Community Development Strategies.



## Section 2:

# Selected Strategies

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**Attracting Funding**  
**Attracting Government Jobs**  
**Attracting Lone Eagles**  
**Attracting Retirees**  
**Bedroom Community Development**  
**Business Recruitment**  
**Business Retention and Expansion**  
**Cultural Tourism**  
**Downtown Development**  
**Education Development**  
**Energy Development**  
**Entrepreneurial Development**  
**Environmental Restoration**  
**Health Care Expansion**  
**Infrastructure Development**  
**Leading-edge Development**  
**Local/Regional Tourism**  
**Logistics Centers**  
**Pass-through Visitor Services**  
**Value-added Agriculture**  
**Value-added Forest Products**  
**Value-added Mining**

## Selected Strategies

### Bodaway Gap's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of 22 strategies to enhance the economic condition and overall quality of life for Bodaway Gap.

On the following pages, each strategy is listed and described. In addition, the overall objective of the strategy is presented as well as the strategy-specific results of the *Key Success Factor Analysis*.

Two figures are shown on top of each strategy's page—"Score" and "Rank."

**Score** - This represents each strategy's overall score on a basis of 100 points, and is the result of the Steering Committee's collective responses to the *Key Success Factor Analysis* in the first session of Plan Week. A score of 75 or higher indicates a strategy that is highly recommended for advancement. A score of 60 to 74 indicates a strategy that should be seriously considered for advancement. A score below 60 indicates that there likely exist serious impediments to successful implementation of the strategy.

**Rank** - This represents the position of each strategy among all the strategies, based on its score.

<p>The strategies selected by the Bodaway Gap Steering Committee are:</p> <ul style="list-style-type: none"> <li>• Attracting Funding</li> <li>• Attracting Government Jobs</li> <li>• Attracting Lone Eagles</li> <li>• Attracting Retirees</li> <li>• Bedroom Community Development</li> <li>• Business Recruitment</li> <li>• Business Retention and Expansion</li> <li>• Cultural Tourism</li> <li>• Downtown Development</li> <li>• Education Development</li> <li>• Energy Development</li> <li>• Entrepreneurial Development</li> <li>• Environmental Restoration</li> <li>• Health Care Expansion</li> <li>• Infrastructure Development</li> <li>• Leading-edge Development</li> <li>• Local/Regional Tourism</li> <li>• Logistics Centers</li> <li>• Pass-through Visitor Services</li> <li>• Value-added Agriculture</li> <li>• Value-added Forest Products</li> <li>• Value-added Mining</li> </ul>	<p>Strategies not selected include:</p> <ul style="list-style-type: none"> <li>• Business Cultivation</li> <li>• Destination Tourism</li> <li>• Value-added Fisheries</li> </ul>
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During Plan Week, the Steering Committee made decisions on 23 of the 24 possible strategies. The one strategy that was not "decided" was Destination Tourism.

First, the ongoing debate over the Confluence/Escalade project has divided the people of Bodaway Gap. While some people value the project concept to create jobs and celebrate Navajo culture, others are deeply



offended that their spiritual origins could be commercialized. There may be some special, immediate activities that could help Bodaway Gap to “come together” for a more objective consideration of the Destination Tourism strategy.

One measure that could be taken would be to bring in outside, independent, professional conflict resolution services. Another concept would be to focus this strategy’s implementation along the highway corridors.

Another consideration for the implementation of the Destination Tourism strategy is activity and regulations associated with the Navajo Nation Parks and Recreation Department. At a minimum, these plans should be understood. Ways to collaborate with Navajo Nation Parks and Recreation should be explored.

## Recommendations for Implementation

All too often, Communities complete strategic plans without a serious consideration for plan implementation. Sadly, the result is the proverbial “report sitting on the shelf.”

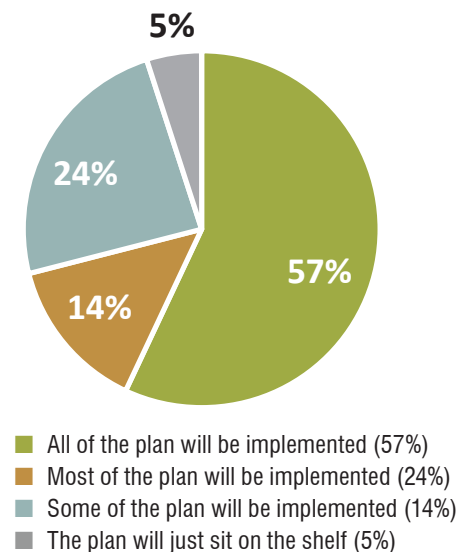
For this reason, each of the Steering Committees were asked five questions related to their “resolve to implement.” That is, does the Chapter have a collective – and individual – resolve to implement the plan once it is completed?

The Navajo Thaw Support Team will be on hand through the end of 2022 to assist chapters to implement priority projects and to participate at the regional level. Nonetheless, for successful plan implementation, there must be a certain level of local commitment.

### What percentage of the Plan will be implemented?

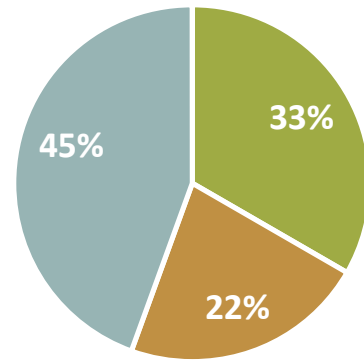
Steering Committee members were first asked a high-level question about their intention to implement the Plan. Options ranged from “all of the Plan will be implemented” to “the Plan will just sit on the shelf.”

The Bodaway Gap Steering Committee was surprisingly confident that “all” of the plan will be implemented. Of the nine Navajo Thaw Region Chapters, Bodaway Gap may be the most confident that the entirety of their plan will be executed.



**Who is going to implement the Plan?** Next, the Steering Committee was asked about who would actually do the Plan implementation—would it be paid professionals, volunteers, or both?

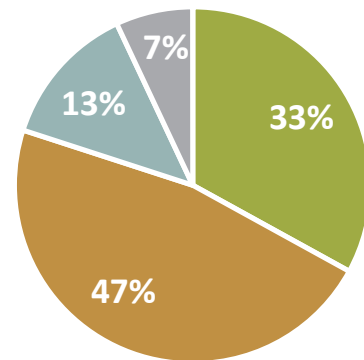
By only a slight margin, the Bodaway Gap Steering Committee expects the combination of paid professionals and volunteers will do the work. Many members of the Steering Committee believe that the work will only be done by paid professionals while still others believe that it will be they themselves that must do the work.



- Only paid professionals (33%)
- Only volunteers (22%)
- Paid professionals and volunteers (45%)

**How often will an implementation committee meet?** Presuming that there is an intention to implement the Plan, Steering Committee members were then asked about the frequency of meetings dedicated to plan implementation.

The Steering Committee indicated that they have a preference for high frequency of meetings, with fully 80% of the Steering Committee members indicating they intend to meet either weekly or monthly.

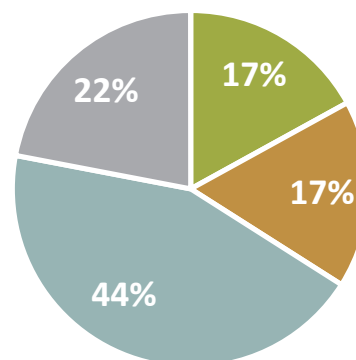


- Weekly (33%)
- Monthly (47%)
- Quarterly (13%)
- Not Scheduled (7%)

### What is your personal commitment to plan implementation?

It is not communities or even committees that actually implement plans, it is people—specific individuals committing to specific tasks at specific times. Steering Committee members then responded to a question related to their personal commitment on Plan implementation.

The Bodaway Gap Steering Committee members demonstrated a high level of personal commitment, with 44% of the respondents indicating that they will “commit to projects and strategies that they care deeply about.” An additional 22% describe themselves as “big-time plan implementers.”

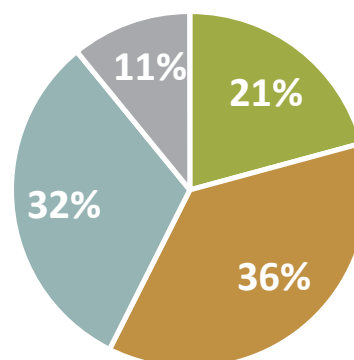


- You only signed up for Plan Week, others will implement the plan (17%)
- You can help out a little bit (17%)
- You can and will commit to projects and strategies you deeply care about (44%)
- Count you in as a big-time plan implementer (22%)

### Will the Community seek outside assistance for Plan implementation?

In addition to the local commitment for Plan implementation, Steering Committee members were asked if they envisioned outside assistance, perhaps in the form of regional economic development organizations or private-sector consultants.

The Bodaway Gap Steering Committee was mixed in terms of their view of help from outside the community. Many of the Steering Committee members recognize that it will be primarily up to themselves but do expect some support from outsiders.



- You can do this yourselves and do not need help from the outside (21%)
- It is mainly up to you but outsiders have a role (36%)
- Outsiders will likely do most of the work (32%)
- You should count on outsiders to do everything (11%)

So in general, the Steering Committee should meet and hear reports from its members about the progress in advancing the Action Steps for each strategy.

In addition to the regular meetings, the Steering Committee should hold a meeting approximately every nine months to consider every Action Step in a systematic fashion. For each step: 1) completion of the step should be noted; 2) progress should be noted; 3) if needed, efforts to restart the effort should be planned; or 4) the particular step should be recognized as no longer relevant. This systematic approach will ensure that nothing falls through the cracks during strategy implementation.



# Attracting Funding

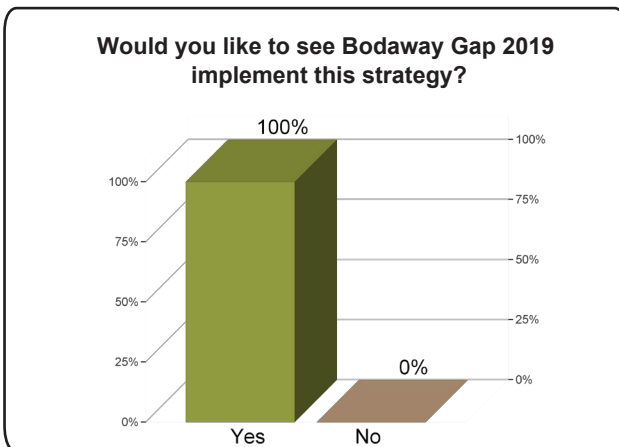
<b>CATEGORY:</b> Other	<b>RANK:</b> 14	<b>SCORE:</b> 25
<b>JOB:</b> 6	<b>LIVABILITY:</b> 4	<b>COMPLEXITY:</b> 5

## Objectives of Strategy Implementation

The successful implementation of the Bodaway Gap Chapter Recovery Plan will require a substantial infusion of funding, especially for housing improvements, road improvements and other infrastructure investments. For this reason, the Steering Committee enthusiastically selected the Attracting Funding strategy.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.



## Strategy Summary

Communities can create jobs and improve their overall quality of life through either a onetime or consistent approach of attracting government appropriations and grants.

Hundreds of state and federal agencies manage grant programming and/or legislative earmarks (funding directives) which can be utilized to complete projects for a wide variety of purposes. States or localities with congressman/legislators participating on powerful appropriations committees are particularly well positioned to benefit from this strategy.

While the vast majority of such funding either goes to formula-based entitlement programs or for competitive grant processes, a small percentage of the funding is directed by state and federal appropriators, thus bypassing the formula or competitive approach.

Often maligned as “pork barrel spending”, this strategy may face local opposition by individuals that are principled against such redistribution of government funding.

## Findings from the Key Success Factor Analysis

Although there is strong community support to advance an Attracting Funding strategy, the Bodaway Gap Steering Committee readily identifies that it will be challenging due to the lack of available funding and a perceived disconnect with appropriators. The Bodaway Gap Chapter will benefit from the expertise being offered by the Navajo Thaw Support Team.

KEY SUCCESS FACTOR	SCORE
Strong community support	4
Local ability to identify and advance a funding proposal	1
Availability of appropriated funds	0
Strong state and/or federal legislative delegation	0

### Key Success Factor Report - Attracting Funding

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Strong community support	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Local ability to identify and advance a funding proposal	Availability of appropriated funds Strong state and/or federal legislative delegation

#### The Promise Kept

The Bodaway Gap Chapter will finally have the financial resources it needs to make housing and infrastructure investments throughout the Chapter.





# Attracting Government Jobs

CATEGORY: Other	RANK: 9	SCORE: 31
JOB: 6	LIVABILITY: 7	COMPLEXITY: 5

## Objectives of Strategy Implementation

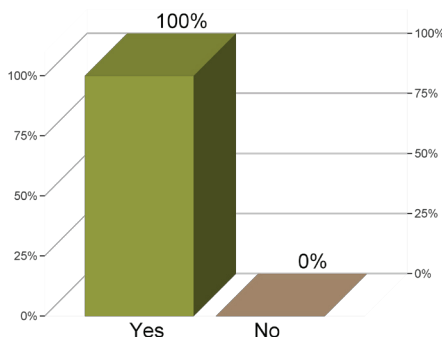
Even though the Navajo Nation budget is shrinking, the Bodaway Gap Steering Committee believes that a targeted approach toward recruiting one or more Navajo offices could be successful. Especially given the scope and vision of the Navajo Thaw Implementation Plan, added capacity in the form of government offices and personnel will be necessary for successful implementation.

Another way to implement the Attracting Government Jobs strategy is to advocate for the hiring of local Navajo people for existing construction and infrastructure projects. For example, the Bodaway Gap Chapter encourages the Arizona Department of Transportation (ADOT) to “hire local” for transportation projects.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see **Bodaway Gap** implement this strategy. The bar chart below shows the community response.

Would you like to see Bodaway Gap 2019 implement this strategy?



## Strategy Summary

In most communities, particularly rural communities, government job wage levels far exceed median (often also referred to as “family wage”) income levels. As such, increasing the number of government jobs can provide a local economic stimulus.

In general, federal jobs pay more than state jobs; state jobs pay more than local government jobs; and local government jobs pay more than the community’s average wages.

One significant factor in considering a government job attraction strategy is the attitude of the local community toward such a strategy. Communities with a more conservative political viewpoint may shun such a strategy as being inconsistent with core beliefs.

Another key consideration is the trend line for the total number of government jobs. In times of economic recession, for example, many government jobs may be eliminated. On the contrary, during good economic times—or perhaps when a state is responding to a policy change that increases government jobs in one or more specific departments—communities can benefit by targeted government office recruitment strategies.

Communities should also consider their strategic location with respect to the Federal Government’s (or State’s) desire to locate jobs in a key graphically-strategic manner.

## The Promise Kept

Implementation of “hire local” policies will create new government jobs benefiting Bodaway Gap members.

## Findings from the Key Success Factor Analysis

The Bodaway Gap Steering Committee believes that it has the land and location to be competitive implementing the Attracting Government Jobs strategy. There is strong community support for this activity.

The lack of buildings, policies and economic development staff professionals create the challenge for successful strategy implementation.

KEY SUCCESS FACTOR	SCORE
Advantageous location for government or education expansion	4
Availability of land for business prospects	4
Strong community support	4
Local government support	3
Projected growth in government budgets	1
Capable, experienced economic development professionals	0
Favorable state policies with respect to office locations	0
Availability of local buildings	0

## Key Success Factor Report - Attracting Government Jobs

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Advantageous location for government or education expansion</li> <li>Availability of land for business prospects</li> <li>Strong community support</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>Local government support</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Projected growth in government budgets</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Capable, experienced economic development professionals</li> <li>Favorable state policies with respect to office locations</li> <li>Availability of local buildings</li> </ul>





# Attracting Lone Eagles

CATEGORY: Other	RANK: 20	SCORE: 15
JOB: 3	LIVABILITY: 6	COMPLEXITY: 7

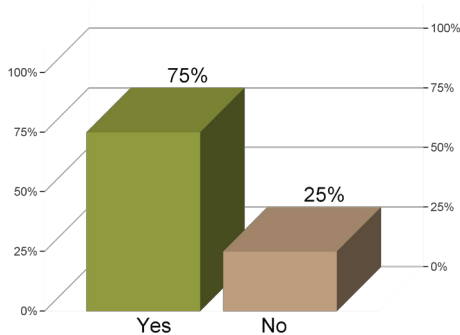
## Objectives of Strategy Implementation

The Steering Committee was favorable to the concept of promoting itself as a destination for small businesses who can “locate anywhere.” The Steering Committee believes that it has “a lot to offer” to such small businesses who are looking for a high quality of life. One activity that must be successful is the improvement of the internet telecommunications capacity.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart below shows the community response.

**Would you like to see Bodaway Gap 2019 implement this strategy?**



## Strategy Summary

With improvements to the speed and ever-presence of telecommunications, small business owners that are location-independent can operate their business virtually anywhere. Individuals that typically work alone and are highly dependent upon telecommunications are increasingly known as lone eagles.

Attracting lone eagles to communities, particularly rural areas, has the advantage of bringing high-income, high net worth individuals into the community. Typically, these individuals have very low impact on infrastructure and other public amenities.

Similar to retirees, lone eagles look for quality of life factors such as access to recreation, historic and cultural attractions, local shopping, quality restaurants, and business services.

A challenge for communities is to employ a public relations and marketing strategy that is cost effective. Lone eagles are everywhere, and the cost of mass marketing is typically prohibitive for communities. Targeted approaches are most cost-effective, but miss the broader market.

## Findings from the Key Success Factor Analysis

The Bodaway Gap Steering Committee selected this strategy despite the fact that seven of the eight Key Success Factors score as a substantial comparative disadvantage. For this strategy to be successful, a targeted approach will be necessary.

KEY SUCCESS FACTOR	SCORE
Proximity to scheduled air service	4
Desirable climate	0
Existence of recreational amenities	0
Available, desirable housing	0
High availability of urban services	0
Sufficient marketing, promotion, or public relations budget	0
Staff focused on attracting retirees and/or lone eagles	0
High-speed internet	0

### Key Success Factor Report - Attracting Lone Eagles

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Proximity to scheduled air service	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Desirable climate Existence of recreational amenities Available, desirable housing High availability of urban services Sufficient marketing, promotion, or public relations budget Staff focused on attracting retirees and/or lone eagles High-speed internet

### The Promise Kept

Bodaway Gap will capitalize upon improved telecommunications capacity in order to facilitate successful small business activity.





# Attracting Retirees

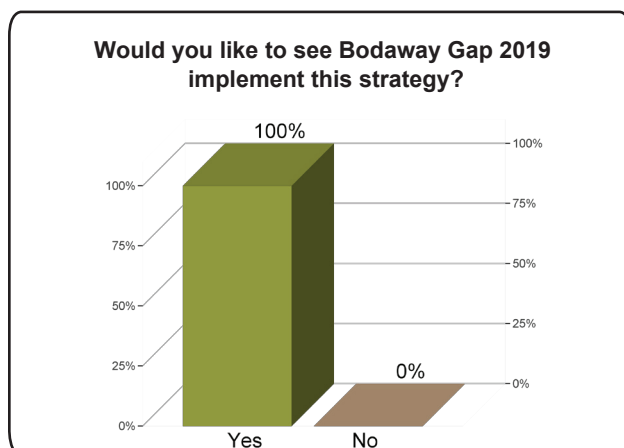
CATEGORY: Other	RANK: 23	SCORE: 10
JOBS: 1	LIVABILITY: 9	COMPLEXITY: 7

## Objectives of Strategy Implementation

For the Navajo people, “Attracting Retirees” is largely about welcoming family members back to their original home. Through the implementation of all of the Strategies identified in this Plan, the people who have remained at Bodaway believed they are creating a situation where their friends and relatives can not only find improved housing, infrastructure and roads, but they can also find a place where they can continue to pursue their personal and professional dreams.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart below shows the community response.



## Strategy Summary

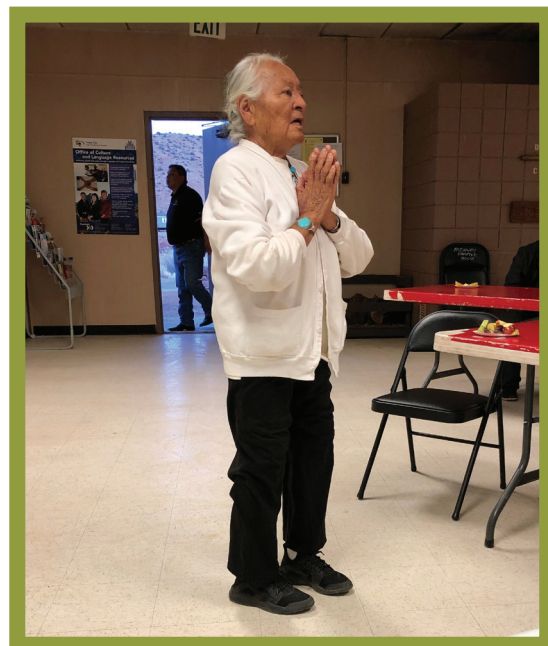
The aging of America presents a larger demographic of older, financially-independent individuals looking for high quality of life in their communities.

These individuals may be looking for a new permanent place to live, or perhaps a location for a vacation home in which they may reside for multiple months per year (i.e., “snow birds”).

High-amenity communities can employ marketing strategies to attract such retirees.

Key amenities include a desirable climate, available cultural and educational resources, quality housing, nearby scheduled air transportation, urban services, proximity to recreational opportunities, local business services and restaurants, and an extraordinary quality of life.

Advantages of this strategy include increasing disposable income within a community without significantly increasing the demand on local services (education, infrastructure, etc.).





## Findings from the Key Success Factor Analysis

Eight of the nine Key Success Factors to Attract Retirees score as comparative disadvantages. Successful implementation of this strategy may have to take a phased approach, building upon success in other strategies.

KEY SUCCESS FACTOR	SCORE
Proximity to scheduled air service	4
Support for attracting retirees	1
Desirable climate	0
High availability of urban services	0
Existence of recreational amenities	0
Available, desirable housing	0
Sufficient marketing, promotion, or public relations budget	0
Staff focused on attracting retirees and/or lone eagles	0
Existing excellence in local health care	0

### Key Success Factor Report - Attracting Retirees

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Proximity to scheduled air service	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Support for attracting retirees	Desirable climate High availability of urban services Existence of recreational amenities Available, desirable housing Sufficient marketing, promotion, or public relations budget Staff focused on attracting retirees and/or lone eagles Existing excellence in local health care

### The Promise Kept

Improved housing and health care facilities will allow people to move back to Bodaway to enjoy the place that formed many positive childhood memories.



# Bedroom Community Development

<b>CATEGORY:</b> Community Development	<b>RANK:</b> 19	<b>SCORE:</b> 15
<b>JOB:</b> 1	<b>LIVABILITY:</b> 10	<b>COMPLEXITY:</b> 4

## Objectives of Strategy Implementation

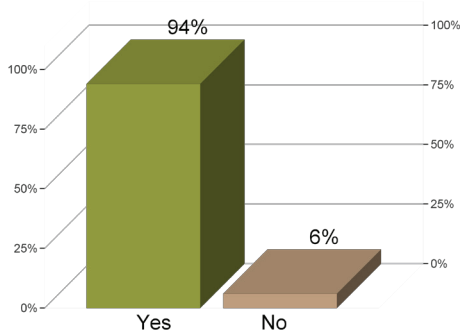
The Steering Committee finds the concept of maintaining and enhancing the positive feel of its housing and neighborhoods to be desirable. This, combined with proximity to Tuba City and Page, leads to the selection of the Bedroom Community Development strategy.

The Chapter recognizes that it does not have any resolutions or ordinances in place that would enforce such a strategy, so some policy work would be needed.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart below shows the community response.

**Would you like to see Bodaway Gap 2019 implement this strategy?**



## Strategy Summary

Many communities, particularly suburbs, have established themselves—intentionally or not—as bedroom communities.

A “bedroom community” refers to a city that is largely void of industrial and other basic industry activity. “Basic industry” refers to businesses that sell their goods and services largely outside of the local market area. Basic industry businesses are typically pursued by economic development professionals because they do more than simply exchange money and income within a community.

Urban areas and their suburbs have outperformed the rest of the nation economically over the past three decades. Consequently, many communities proximate to urban centers have experienced extraordinary housing construction and residential growth. As these communities get established and grow, frequently public opinion forms that commercial and residential development is welcomed but industrial development is not. A not-in-my-backyard (NIMBY) attitude forms.

A “bedroom community development” strategy is unlike virtually all of the other strategies in that it excludes the pursuit of some of the other strategies. For example, bedroom communities are unlikely to pursue business recruitment, distribution centers, value-added industry activity, and possibly even business retention and expansion strategies.

While a bedroom community development strategy might optimize real estate values, there are relatively few other economic benefits other than the preservation and enhancement of local quality of life.

## The Promise Kept

Bodaway Gap will capitalize upon its proximity to Tuba City and Page in order to improve neighborhoods that serve the larger population centers.

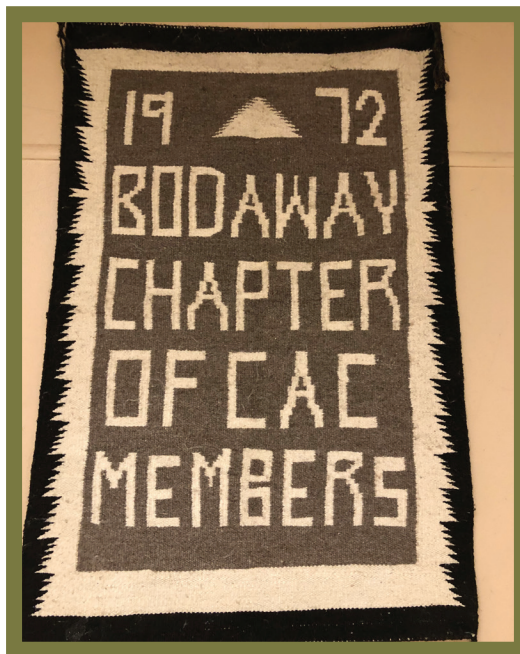
## Findings from the Key Success Factor Analysis

Four of the five Key Success Factors for the Bedroom Community Development strategy score as significant comparative disadvantages. Although the Chapter does benefit from the lack of activity that would create a “bad neighbor,” the other four factors will need to be overcome for successful strategy implementation.

KEY SUCCESS FACTOR	SCORE
Insulation from industrial business annoyances	3
Proximity to urban population and workforce centers	0
Quality residential neighborhoods	0
Sufficient marketing, promotion, or public relations budget	0
Local policies and ordinances supporting quality neighborhood development	0

### Key Success Factor Report - Bedroom Community Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
No Entries	Insulation from industrial business annoyances
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Proximity to urban population and workforce centers Quality residential neighborhoods Sufficient marketing, promotion, or public relations budget Local policies and ordinances supporting quality neighborhood development





# Business Recruitment

<b>CATEGORY:</b> General Business	<b>RANK:</b> 8	<b>SCORE:</b> 32
<b>JOB:</b> 10	<b>LIVABILITY:</b> 2	<b>COMPLEXITY:</b> 10

## Objectives of Strategy Implementation

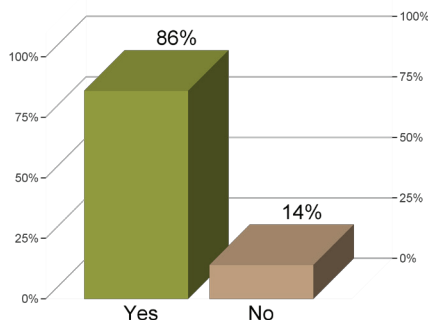
The Bodaway Gap Chapter sees US-89 as the “economic lifeblood” for the Chapter. Traffic passes north and south through the Chapter, providing the opportunity for visitor expenditures and new business investment.

Furthermore, the Chapter has worked for years to establish itself as a viable location for business investment. In particular, the “100-Acre Site” provides a high-profile location for business activity near the junction of US-89 and SR-160.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart below shows the community response.

**Would you like to see Bodaway Gap 2019 implement this strategy?**



## Strategy Summary

Perhaps the most widely recognized economic development strategy is business recruitment, which is the act of proactively soliciting existing businesses located out-of-region to expand or relocate into a community.

Business recruitment can be very advantageous for local communities desiring to establish new jobs, focus on family wage jobs, expand the local tax base—and generally enhance community vitality.

However, business recruitment can have drawbacks. Communities that do not have the desire or infrastructure capacity for growth may view business recruitment negatively.

Communities that rely on business recruitment as a substantial component of their economic development strategy should view their effort as a long-term endeavor. Frequently, communities can go months (even years) without tangible results. This does not necessarily mean their efforts are poorly planned or executed. The fact is, there are far more communities chasing new businesses than there are businesses looking for new communities.

Business recruitment activity can also be costly. Advertising, public relations, attendance at industry trade shows, website development and maintenance, and informational and promotional materials are expensive.

## The Promise Kept

Bodaway Gap will develop the 100-Acre Site as a business development center, drawing new business activity benefitting from high traffic on US 89.

## Findings from the Key Success Factor Analysis

Of the 18 Key Success Factors for this complex strategy, six of the factors score as significant comparative advantages. The Bodaway Gap Steering Committee has confidence both in its labor force as well as its location and land available for business recruitment.

The challenges for this strategy relate to the lack of infrastructure and buildings as well as staff professionals that would staff the strategy.

KEY SUCCESS FACTOR	SCORE
Proximity and access to markets	4
Proximity to scheduled air service	4
Availability of land for business prospects	4
Strong community support	4
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	4
Local government support	3
Ability to compete in a global market	2
Access to large-scale capital	0
Dedicated local financial resources for staffing recruiters	0
Sophisticated use of the internet for marketing	0
Capable, experienced economic development professionals	0
Competitive recruitment incentives	0
Relationship with site selectors	0
Support from local businesses	0
Ability to network and attend relevant trade shows	0
Availability of local buildings	0
Availability of local infrastructure	0

## Key Success Factor Report - Business Recruitment

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Proximity and access to markets Proximity to scheduled air service Availability of land for business prospects Strong community support Local, available, low-skill labor pool Local, available, high-skill labor pool	Local government support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Access to large-scale capital Dedicated local financial resources for staffing recruiters Sophisticated use of the internet for marketing Capable, experienced economic development professionals Competitive recruitment incentives Relationship with site selectors Support from local businesses Ability to network and attend relevant trade shows Availability of local buildings Availability of local infrastructure



# Business Retention & Expansion

CATEGORY: General Business	RANK: 10	SCORE: 30
JOBS: 10	LIVABILITY: 4	COMPLEXITY: 3

## Objectives of Strategy Implementation

For Bodaway Gap, the implementation of the Business Retention and Expansion (BRE) strategy is very targeted: coordinate with the Gap Trading Post (otherwise known as The Gap Express and Sinclair gas station).

In general, the Chapter officials and volunteers feel a “separation” from the business activity. The business primarily caters to the passersby, although does receive some revenue from local expenditures. A Business Retention and Expansion strategy could serve to better “connect” the civic sector to the business sector.

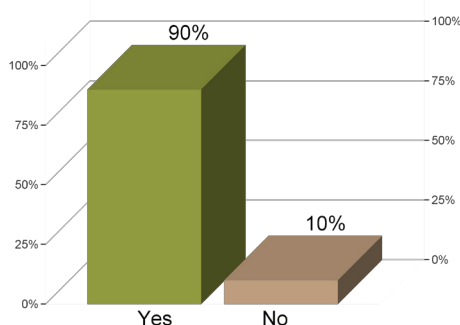
While the Chapter has been well served by the auto mechanic operation there, that business may have a limited life under the current management due to the advancements in automobiles requiring a higher level of technology and training.

Facilitating the retention and expansion of this business operation is important to the community.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.

**Would you like to see Bodaway Gap 2019 implement this strategy?**



## Strategy Summary

It is widely agreed by most economic development professionals that opportunities for job retention and job expansion with existing companies exceed the number of opportunities for recruiting new businesses to their communities.

Communities can employ a variety of approaches to foster the expansion of existing companies. One of these methods is to conduct a Business Retention & Expansion (BR&E) program. The BR&E approach utilizes a systematic outreach to existing companies to identify their needs, challenges and opportunities. Several programs are available that can be adapted for the specific needs of a particular community.

Benefits of the BR&E approach include:

- Identifying opportunities to encourage the expansion of new companies;
- Identifying opportunities to avert pending job losses or business closures;
- Ability to take a community-wide approach to addressing business needs;
- A systematic way to collect information;
- Ability to immediately identify solutions for businesses;
- Opportunity to engage civic groups or volunteers to partner in the work;
- Building good public relations for municipalities and economic development organizations; and
- Identifying vendor and subcontractor business networking opportunities.

By meeting the needs of existing businesses, the stage is also better set for successful business recruitment efforts. Potential new businesses to a new community may investigate the satisfaction of existing businesses, and base a portion of their business location decision on such satisfaction levels.

## The Promise Kept

The Gap Express and Sinclair gas station will grow and expand, serving more travelers and generating new jobs for the Chapter.



## Findings from the Key Success Factor Analysis

Of the 12 Key Success Factors, three of the factors score as significant comparative advantages. In addition to the perception of a strong labor force, the Chapter can offer land for business expansion. In addition, the Chapter believes that it offers a pro-business climate.

The factors challenging this strategy relate to the lack of staffing, buildings and local infrastructure.

KEY SUCCESS FACTOR	SCORE
Availability of land for business prospects	4
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	4
Local pro-business climate	3
Ability to compete in a global market	2
Sufficient base of local businesses	1
Access to small business financing	0
Capable, experienced economic development professionals	0
Support from local education professionals at all levels	0
Strong relations between economic development organization and local	0
Availability of local buildings	0
Availability of local infrastructure	0

## Key Success Factor Report - Business Retention and Expansion

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Availability of land for business prospects</li> <li>Local, available, low-skill labor pool</li> <li>Local, available, high-skill labor pool</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>Local pro-business climate</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Sufficient base of local businesses</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Access to small business financing</li> <li>Capable, experienced economic development professionals</li> <li>Support from local education professionals at all levels</li> <li>Strong relations between economic development organization and local businesses</li> <li>Availability of local buildings</li> <li>Availability of local infrastructure</li> </ul>





# Cultural Tourism

CATEGORY: Tourism	RANK: 21	SCORE: 10
JOBS: 3	LIVABILITY: 9	COMPLEXITY: 7

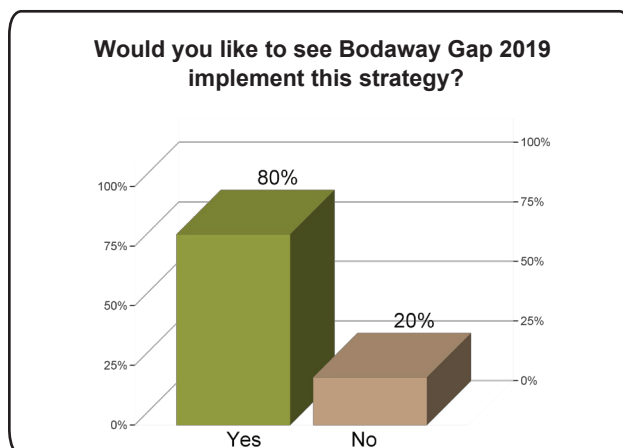
## Objectives of Strategy Implementation

Successful implementation of this Cultural Tourism strategy will require a balance of honoring the past with showcasing all that makes Navajo special.

Bisected by US 89, Bodaway Gap provides an ideal situation to orient travelers to all that is special about being Navajo.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart below shows the community response.



## Strategy Summary

Many communities have capitalized on local culture to create jobs. Cultural opportunities based on dance, theater, music, food or other human interests can stimulate the local economy.

In order to be successful in capitalizing on cultural tourism, a high standard of excellence must be set and pursued. People will travel from hundreds of miles away, for example, for an excellent Shakespearean Festival.

The pursuit of a new cultural tourism attraction should not be undertaken without significant research into the prospective competitive advantages that the community would enjoy, and the long-term operational and marketing obligations required.

## The Promise Kept

Bodaway Gap will find a positive and creative way to benefit from Cultural Tourism, especially by implementing business development corridors along Highway 89.

## Findings from the Key Success Factor Analysis

Of the five Key Success Factors, two score as a comparative advantage. These factors relate to the local labor force. Challenging this strategy is the lack of an existing cultural attraction, lack of funding, and the lack of organizational capacity to advance the strategy.

KEY SUCCESS FACTOR	SCORE
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	4
Existing or prospective cultural attraction	0
Sufficient marketing, promotion, or public relations budget	0
Cultural development and advocacy organization	0

### Key Success Factor Report - Cultural Tourism

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Local, available, low-skill labor pool Local, available, high-skill labor pool	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Existing or prospective cultural attraction Sufficient marketing, promotion, or public relations budget Cultural development and advocacy organization



# Downtown Development

<b>CATEGORY:</b> Community Development	<b>RANK:</b> 24	<b>SCORE:</b> 8
<b>JOB:</b> 4	<b>LIVABILITY:</b> 6	<b>COMPLEXITY:</b> 6

## Objectives of Strategy Implementation

Although, upon first impression, the Steering Committee did not originally envision “downtown Bodaway Gap,” upon further reflection, the Steering Committee selected this strategy in order to focus upon the buildings and transportation systems surrounding the intersection of US-89 and Indian Route 20.

The Chapter would like to capitalize upon any planning and future investment that might be made by the Arizona Department of Transportation (ADOT) to improve the transportation system at this intersection. This might allow for an opportunity for sidewalks, lighting and even, potentially, a roundabout.

Opportunities to further promote the intersection as a business-growth location were favored by the Steering Committee.

The Navajo Nation has established “buffer zones” which allow for business development to 750 feet beyond the center line of highways and roads. This policy could be supportive of the Downtown Development strategy.

## Strategy Summary

Most communities have a central business district commonly referred to as their “downtown”. Frequently, this area is recognized as the community’s business center, and can become the emotional heart of the community.

The National Trust for Historic Preservation created the National Main Street Center approach which recognizes a four-point method for downtown advocacy:

- Organization (volunteers, staffing, board of directors)
- Promotion (events, public relations, advertising)
- Design (building and amenity stabilization, preservation, beautification)
- Economic Restructuring (supporting existing businesses; promoting new businesses)

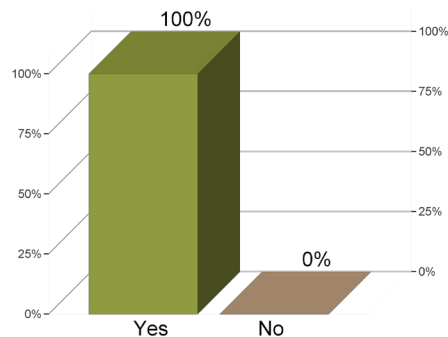
Often ignored is the large employment centers represented by downtowns. While most downtown business activity is in response to serving other businesses and residents, it still represents a vital economic sector for most communities.

By capitalizing on the four-point approach described above, jobs are created, communities have increased vitality, and a sense of pride and optimism is maintained.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.

**Would you like to see Bodaway Gap 2019 implement this strategy?**



## Findings from the Key Success Factor Analysis

Only one of the six Key Success Factors for this strategy scores positively, that being the disposition of the Chapter itself to advance the strategy. This strong willingness will have to overcome challenging factors that relate to funding an organization.

KEY SUCCESS FACTOR	SCORE
Recognizable central business district/downtown	3
Local government support	2
Active engagement of downtown building and business owners	2
Local funding for downtown development	1
Downtown organization and staff	0
Implementation of national Main Street Four-Point Approach™	0

### Key Success Factor Report - Downtown Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
No Entries	Local government support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Recognizable central business district/downtown Local funding for downtown development Downtown organization and staff Implementation of national Main Street Four-Point Approach™ Active engagement of downtown building and business owners

### The Promise Kept

Bodaway Gap will coordinate with ADOT in order to make highway improvements that lead to a “downtown” feel for expanded business activity.





# Education Development

<b>CATEGORY:</b> Community Development	<b>RANK:</b> 7	<b>SCORE:</b> 38
<b>JOB:</b> 4	<b>LIVABILITY:</b> 7	<b>COMPLEXITY:</b> 5

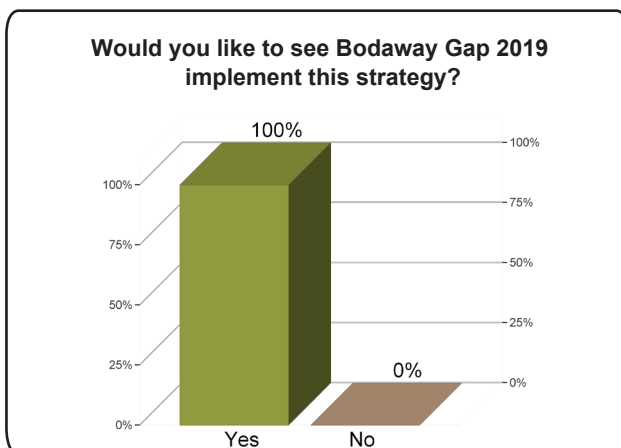
## Objectives of Strategy Implementation

The Bodaway Gap Steering Committee likes the concept of reaching out to work with a higher education provider in order to develop education and training services at the Chapter. The potential colleges and universities include Northern Arizona University, Coconino Community College, Dine College and Navajo Technical University.

The Steering Committee also likes the concept of focusing upon a specific educational niche to be located at Bodaway Gap.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart below shows the community response.



## Strategy Summary

The provision of educational services, especially in rural communities, comprises a significant portion of the overall economy of a community. Communities that are home to community colleges, and especially four-year higher education institutions, benefit from an even higher percentage of economic impact derived from provision of educational services.

More and more, the ability to derive a family-wage is dependent upon educational attainment. As such, counties, states and regions that have a more educated population tend to compete better in the 21st century marketplace.

The combination of these two dynamics may inspire a community to develop an Education Development Strategy.

By developing a community development—and a political—strategy to create or enhance provision of educational services at all levels, communities can derive economic benefit. Wages associated with the delivery of educational services tend to meet family-wage levels.

Such a strategy might simply entail the augmentation or expansion of existing post-secondary educational services. Alternatively, a strategy could be more ambitious such as the creation of an institute dedicated to researching and resolving emerging issues or perhaps the establishment of a four-year educational institution.

Communities desiring to pursue an Education Development Strategy must be cognizant of the budget dynamics and emerging educational trends associated with the educational institution they are trying to attract/expand.

## The Promise Kept

Bodaway Gap will establish a productive working relationship with a post-secondary educational institution in order to offer more facilities and courses benefitting the local population.



## Findings from the Key Success Factor Analysis

Unlike most of the other strategies, the majority of the Key Success Factors for Education Development score positively. The Bodaway Gap Steering Committee believes that it offers an excellent location and land for the implementation of the strategy. Developing a strong relationship with an expanding educational institution will be the greatest challenge for Bodaway Gap.

KEY SUCCESS FACTOR	SCORE
Advantageous location for government or education expansion	4
Land/Buildings/Campus for education development	4
Local government support	3
Expandable educational institution	0
Cooperation of economic development staff and educational community	0

### Key Success Factor Report - Education Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> Advantageous location for government or education expansion Land/Buildings/Campus for education development	<b>Slight Comparative Advantages</b> Local government support
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> No Entries	<b>Major Comparative Disadvantages</b> Expandable educational institution Cooperation of economic development staff and educational community





# Energy Development

<b>CATEGORY:</b> Sector-specific	<b>RANK:</b> 18	<b>SCORE:</b> 18
<b>JOB:</b> 6	<b>LIVABILITY:</b> 3	<b>COMPLEXITY:</b> 9

## Objectives of Strategy Implementation

The Bodaway Gap Steering Committee is very positive about the prospect of renewable energy development at the Chapter. The Chapter is currently working with an energy development company that is considering the development of a 500-MW solar array.

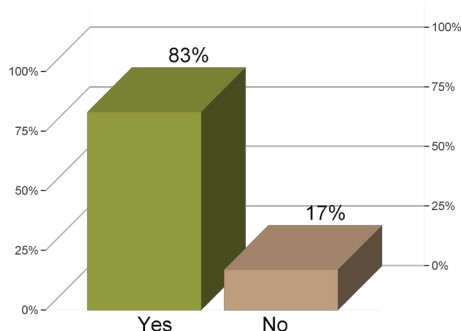
Renewable energy development is bolstered on the Navajo Nation by new policies from the Nez-Lizer Administration to advance this form of energy development.

With the closure of the Navajo Generating Station (NGS), there is excess capacity on the transmission lines. This excess capacity is managed by the Navajo Nation, and the Bodaway Gap Chapter would benefit by forming an “energy development team” with Navajo Nation representation.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.

**Would you like to see Bodaway Gap 2019 implement this strategy?**



## Strategy Summary

The current and forecasted shortages in energy resources, and more specifically renewable energy resources, present communities with an opportunity to recruit or locally establish new energy production facilities.

Renewable energy options include wind, solar, biomass, bio-energy, geothermal, and hydropower.

Both the federal government and many states have approved new policies and incentives to foster the development of the renewable energy industry.

While larger, established companies may have an edge in capitalizing on many of these business opportunities, viable start-up options exist based upon proximity to renewable energy supplies and local market demand.

For many states and communities, traditional non-renewable energy development and production using coal, oil or natural gas has significant potential. In these cases, proximity to the energy resource is not only necessary, but can become the catalyst in creating a local industry with or without significant local community advocacy.

America's commitment to energy independence is generally seen as dependent upon all forms of energy development—both renewable and non-renewable. At the same time, increasing emphasis on energy conservation--efficiency though green building practices and retrofitting is becoming a more common element in public policy supporting that development.

## The Promise Kept

Bodaway Gap will coordinate with outside expertise in order to facilitate the development and operations of a large-scale solar array business.

## Findings from the Key Success Factor Analysis

Two of the eight Key Success Factors for this strategy score positively. Bodaway Gap believes it can capitalize on the excess transmission capacity that is resulting from the closure of the Navajo Generating Station. The Chapter, however, will have to generate the expertise necessary in order to successfully implement the strategy.

KEY SUCCESS FACTOR	SCORE
Proximity to transmission lines with excess capacity	4
Local government support	3
Ability to build a team comprised of energy-development experts	1
Availability of energy resources	0
Access to large-scale capital	0
Ability to secure power-purchase agreements	0
Supportive state energy policies and incentives	0
Capable, experienced economic development professionals	0

### Key Success Factor Report - Energy Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Proximity to transmission lines with excess capacity	Local government support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Ability to build a team comprised of energy-development experts	Availability of energy resources Access to large-scale capital Ability to secure power-purchase agreements Supportive state energy policies and incentives Capable, experienced economic development professionals

## Navajo Nation Renewable Energy Policy

The Nez-Lizer Administration is working to position the Navajo Nation in the driver's seat to determine its own energy future consistent with the Administration's Háyookkááł Proclamation. Also known as the Navajo Sunrise Proclamation, this policy creates a new economic vision for the Navajo people through the healing of land, fostering clean energy development, and providing leadership for the energy market for the Navajo people.

The Navajo Sunrise Proclamation is based upon four principles:

1. A diverse energy portfolio, creating workforce development and job creation for the Navajo People from focused carbon-based energy to renewable energy development
2. Restoration of land and water after decades of uranium and coal mining
3. Rural electrification of homes that lack access to electricity
4. Utility-scale renewable energy development to supply electricity to the Navajo Nation and the Western United States

In December 2019, the Navajo Nation approved \$1.9 million to secure the rights to 500 megawatts along the Navajo Generating Station transmission lines that would allow the Nation to earn revenue from the use or marketing of transmission of electrical power.



# Entrepreneurial Development

<b>CATEGORY:</b> General Business	<b>RANK:</b> 17	<b>SCORE:</b> 18
<b>JOBBS:</b> 6	<b>LIVABILITY:</b> 5	<b>COMPLEXITY:</b> 2

## Objectives of Strategy Implementation

For the Bodaway Gap Chapter, the implementation of an Entrepreneurial Development strategy focuses on the very active vending organization, Jadihabitiin Enterprises. The vending organization has operated successfully for over 20 years and works very well as a coordinated unit.

Every month, vendors attend a lottery meeting to determine “who can sell where.” This very fair and organized procedure gives all vendors an equal opportunity to sell their wares.

The implementation of this strategy not only would provide business information and assistance to all of the vendors, but it could also include a facilities development component. That is, new vending facilities could be constructed which are more inviting and hospitable. Building in public restrooms and internet capacity could provide a better sales and purchasing experience both for the vendors and the people that they serve.

There is significant interest by a local resident to establish a successful tour business. This tour business would capitalize on the availability of hiking trails, Anasazi ruins, dinosaur tracks, petroglyphs, and trail rides (especially notable is the Salt Trail which goes to the Lower Colorado River).

Another opportunity relates to Lees Ferry in the Grand Canyon. Chapter members know that the Navajo Nation Parks and Recreation Department is trying to build a dock at this location. The possibility of getting into the rafting business by Bodaway Gap entrepreneurs is desirable. One issue is that rafters on the Colorado River camp on the “Bodaway Gap side” and yet there is no financial benefit to the Chapter itself.

## Strategy Summary

Small businesses represent over 99% of all employers in the United States. People establish businesses based on unique skills, passion or a perceived market opportunity.

Frequently missing in a community-based economic development strategy is a concerted approach to facilitating the start-up and growth of entrepreneurial ventures.

Often referred to as microenterprise development, some programming exists to assist businesses with access to capital, resources for labor force improvement, business coaching and/or partnerships with local educational institutions.

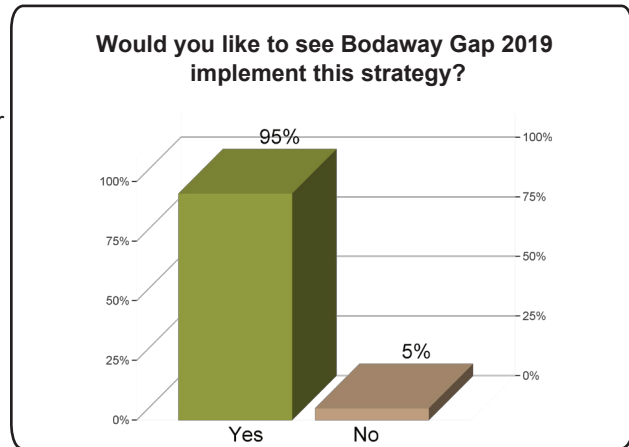
One approach used by several communities in the United States is Enterprise Facilitation® advanced by the Sirolli Institute. Ernesto Sirolli presents the Trinity of Management approach that recognizes that individuals have passions (and therefore business ability) either with their product/service or marketing their product/service or financial management. Sirolli asserts that no one individual possesses all three skills/passions and very few possess two of the three skills/passions. Enterprise Facilitation engages an Enterprise Facilitator advised by a local board to respond to the passion and interests of local entrepreneurs to facilitate their successful establishment and expansion.

## The Promise Kept

Already successful, Jadihabitiin Enterprises will benefit from new facilities and improved marketing to increase sales to traveling motorists.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.



## Findings from the Key Success Factor Analysis

Only one of the six factors for successful implementation of the strategy scores positively. The Bodaway Gap Chapter does believe that it offers a pro-business climate. The greatest challenge for successful implementation relates to the needed business coaching staff necessary for strategy implementation.

KEY SUCCESS FACTOR	SCORE
Local pro-business climate	3
Sufficient local entrepreneurial base	2
Access to small business financing	0
Dedicated business coaching staff	0
Supportive post-secondary education training program	0
High-speed internet	0

## Key Success Factor Report - Entrepreneurial Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> No Entries	<b>Slight Comparative Advantages</b> Local pro-business climate
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> No Entries	<b>Major Comparative Disadvantages</b> Access to small business financing Dedicated business coaching staff Supportive post-secondary education training program High-speed internet







# Environmental Restoration

<b>CATEGORY:</b> Sector-specific	<b>RANK:</b> 3	<b>SCORE:</b> 55
<b>JOB:</b> 4	<b>LIVABILITY:</b> 3	<b>COMPLEXITY:</b> 4

## Objectives of Strategy Implementation

Like much of the Navajo Thaw region, the Bodaway Gap Chapter is impacted by locations and former business sites that have environmental contamination. Similar to Cameron, Tuba City and Coalmine Canyon, the Chapter has several former uranium mine sites that will be subject to environmental cleanup.

In addition to uranium sites at Bodaway Gap, there are a number of other locations that could benefit from environmental restoration activities including, but not limited to, Trading Posts at Cedar Ridge, Bitter Springs and Navajo Springs, the Navajo Springs Jail site, the Transfer Station (approximately 1.5 miles north of Gap), the old landfill at Cedar Ridge and the sewer facilities south of Gap.

Another aspect of environmental restoration activity could be at the home level. That is, many of the homes at Bodaway Gap are impacted by asbestos or mold. One thought would be that many of the former employees at the Navajo Generating Station are certified in asbestos and mold discovery/cleanup. This could be an opportunity to “repurpose” worker training and skills.

Historically, many of the veteran’s homes were constructed with membrane materials that would trap radon gas and uranium for the safety of the veterans. That practice has not been a part of the construction activity. Proactively addressing this radon gas/uranium concern should be a part of future housing improvements.

One specific opportunity expressed by the Bodaway Gap Steering Committee relates to the decommissioning of the Navajo Generating Station. Bodaway Gap residents believe that the Navajo Nation should take a more aggressive posture with respect to accessing and acquiring specific infrastructure related to NGS. Water reservoirs and pumps could be repurposed for benefit to the Bodaway Gap Chapter and other Chapters. One Bodaway Gap Steering Committee member even envisions some creative repurposing of the three 750-foot towers at NGS.

## Strategy Summary

Communities have the opportunity to “turn lemons into lemonade” by focusing on derelict industrial buildings and sites for redevelopment.

Frequently, communities may have industrial sites from a bygone era that are not currently in use. These sites relate to natural resource-based extraction industries that may have utilized chemicals or compounds that have left the industrial land unusable for future use without first completing clean-up activities.

The benefits of this strategy are twofold: 1) jobs can be created initially by clean-up activities; and 2) the residual industrial site becomes available for promotion and development thus creating jobs in the long-term.

First and foremost, communities must have an eligible site for an environmental restoration strategy. One or more former industrial sites that have environmental contamination preventing future redevelopment are essential to advance this strategy. These sites are frequently referred to as brownfield sites.

A community must then mobilize itself by first assessing the condition of the property, and then developing a specific action plan to remediate the environmental problem.

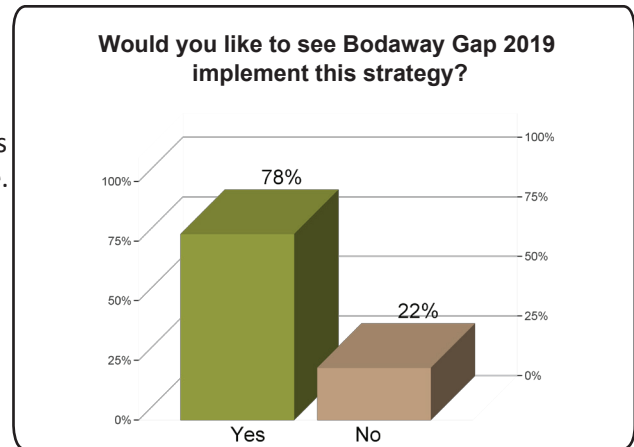
Of critical importance is the formation of a local team that can network with state and/or federal contacts to attract the funding necessary to assess and address the environmental problem.

Finally, communities must have the local sophistication to redevelop and market the restored site for future use.



## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.



## Findings from the Key Success Factor Analysis

The Bodaway Gap Steering Committee knows that there are ample brownfield sites that could be redeveloped in order to implement this strategy. In addition, the Chapter is supportive of strategy implementation.

The challenges for successful implementation relate to funding and human resources in order to “connect the dots” between the brownfield sites that need to be restored and the resources that are available for such restoration.

### KEY SUCCESS FACTOR

### SCORE

Availability of brownfield sites	4
Local government support	3
Capable, experienced economic development professionals	0
Strong state and/or federal legislative delegation	0
Access to large-scale capital	0

## Key Success Factor Report - Environmental Restoration

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> Availability of brownfield sites	<b>Slight Comparative Advantages</b> Local government support
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> No Entries	<b>Major Comparative Disadvantages</b> Capable, experienced economic development professionals Strong state and/or federal legislative delegation Access to large-scale capital

## The Promise Kept

Bodaway Gap will successfully implement a wide variety of activities in order to implement the Environmental Restoration strategy – ranging from repurposing the Navajo Generating Station to utilizing an old land fill.



# Health Care Expansion

<b>CATEGORY:</b> Community Development	<b>RANK:</b> 2	<b>SCORE:</b> 60
<b>JOB:</b> 5	<b>LIVABILITY:</b> 7	<b>COMPLEXITY:</b> 6

## Objectives of Strategy Implementation

Bodaway Gap selected the Health Care Expansion strategy with two primary outcomes in mind. First, the Chapter has successfully developed a small clinic facility immediately south of the Chapter House grounds. Unfortunately, that facility is currently closed. The primary problem to overcome in order to reopen that facility is the recruitment of medical professionals who would work at the facilities. Doctors, nurses and others simply will not make the commute from Page and, especially, Flagstaff. As such, the doors have been locked for many months.

The second reason for the selection of the strategy is the continued pursuit for developing the Bodaway Gap Health Clinic. (The name of the clinic may become the Echo Cliff Health Clinic when it opens.)

Planning has been underway for many years to secure the funding and permissions to develop and operate the new facility.

One of the greatest challenges for Bodaway Gap is to successfully attract and retain doctors and nurses to staff the health clinic.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.

## Strategy Summary

Communities that have established notable centers of excellence for broad-based health care or specific health care specialties benefit from an unusually large cadre of well-paid professionals.

Communities such as Rochester, Minnesota, home of the Mayo Clinic, for example, benefit substantially from having a high health care location factor. ("Location factors" are an economic term referring to a high density of employment in an industry within a specific region.)

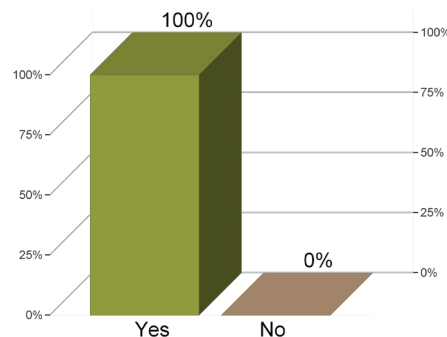
National trends have a significant impact on health care, especially in rural communities. Mergers and acquisitions create a dynamic where there are fewer health care conglomerates controlling hospitals dispersed throughout the country.

Additionally, federal policies on Medicaid and Medicare reimbursements have created a significant financial challenge for rural hospitals.

Communities desiring to pursue a health-care-based business development strategy should begin with a very objective analysis of the true competitive position of their local hospital and medical community. While every community likes to boast that they have competitive superiority with respect to health care professionals and facilities, a realistic assessment may prove otherwise.

It may be more realistic to target a specialty area of health care. For example, many rural hospitals have targeted orthopedic care based upon the superiority of one or more orthopedic surgeons and the investment in state-of-the-art orthopedic assessment and surgery equipment.

**Would you like to see Bodaway Gap 2019 implement this strategy?**



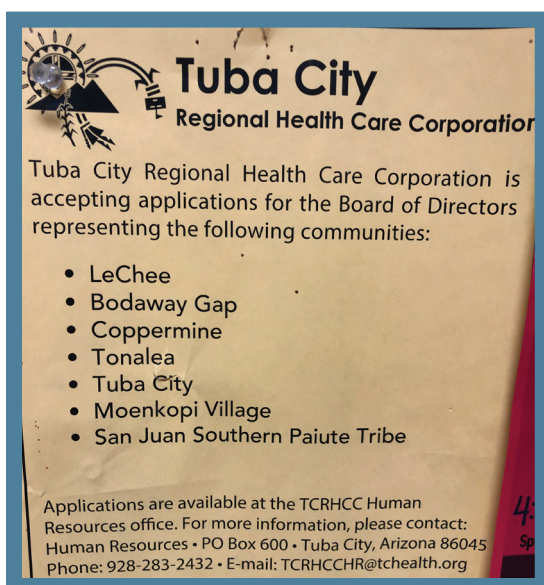
## Findings from the Key Success Factor Analysis

Five of the eight factors for successful implementation of the strategy are positive, led by the perceived ability to work with an existing health care provider for facilities and services expansion. The Bodaway Gap Steering Committee believes they will be successful based upon the gains that have been made with the proposed Echo Cliffs health care facility being developed. The low-scoring Key Success Factors can be overcome given the long-term commitment the Chapter has made for successful strategy implementation.

KEY SUCCESS FACTOR	SCORE
Prospect of an expanded geographic market for health care	4
Strong community support	4
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	4
Financially sound existing health care facility	3
Sufficient marketing, promotion, or public relations budget	0
Competent, strategic-minded hospital and health-care executives	0
Existing excellence in local health care	0

### Key Success Factor Report - Health Care Expansion

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Prospect of an expanded geographic market for health care</li> <li>Strong community support</li> <li>Local, available, low-skill labor pool</li> <li>Local, available, high-skill labor pool</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>Financially sound existing health care facility</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>No Entries</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Sufficient marketing, promotion, or public relations budget</li> <li>Competent, strategic-minded hospital and health-care executives</li> <li>Existing excellence in local health care</li> </ul>



### The Promise Kept

The development and operations of the Echo Cliff Health Clinic will be expedited, improving health care services throughout the region.



# Infrastructure Development

CATEGORY: Other	RANK: 25	SCORE: 0
JOB: 2	LIVABILITY: 4	COMPLEXITY: 3

## Objectives of Strategy Implementation

Although the Steering Committee readily identified the significant comparative disadvantages with respect to the Expertise Key Success Factor category and the Capital Key Success Factor category, there was enthusiastic and practical support for the selection of this strategy in order to develop the infrastructure necessary for the successful implementation of the Chapter Recovery Plan and to address the impacts of the Bennett Freeze.

The Chapter recognizes that funding could be targeted both at the Chapter and the Navajo Thaw Region levels. Three specific priority infrastructure projects include:

- Most members of the Bodaway Gap Steering Committee look favorably upon the development of the new roundabout at Cameron which connects US-89 to State Route 64. The Steering Committee would like to see the development of a roundabout at the intersection of US-89 and N20 and have it analyzed.
- Although Bodaway Gap and other Chapters in the Western Navajo Region have towers for telecommunications equipment, in many cases, according to the Navajo Nation Division of Community Development, the telecommunications equipment is not directed for optimal benefit by potential users.

One priority project is the coordination with the Navajo Tribal Utility Authority to support their wastewater treatment center project.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.

### Strategy Summary

The term infrastructure describes all of the basic utilities and public services needed by communities and businesses. Infrastructure includes, but is not limited to, power, water, sewer, storm sewer, street/roads, and telecommunications.

Although “infrastructure development” is an economic development strategy, it is typically viewed of a means-to-an-end in terms of providing the necessary input for other strategies to be successful.

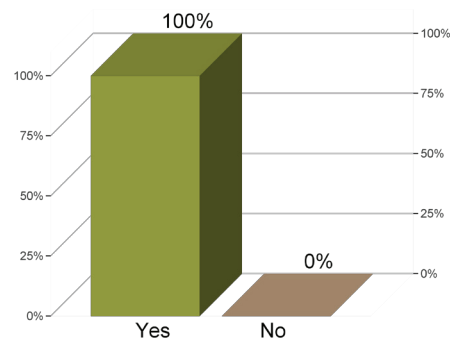
Infrastructure development is considered an economic development strategy in-and-of-itself in that it is a long-term commitment toward the betterment of communities and the businesses that they support.

Communities need to examine the infrastructure requirements both of their current residents, as well as their projection of future residential, commercial, and industrial demands.

The federal government, and most state governments, provide long-term, low-interest debt financing to advance eligible infrastructure projects. At times, particularly when immediate job creation opportunities arise, grant funding is available for infrastructure development.

Communities pursuing an infrastructure development strategy should strategically assess their needs, and engineer solutions consistent with long-term projections.

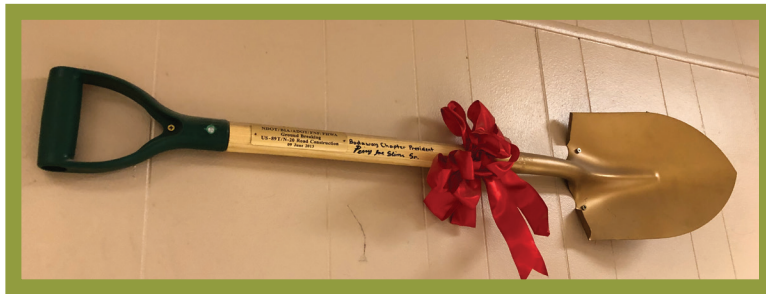
**Would you like to see Bodaway Gap 2019 implement this strategy?**



## Findings from the Key Success Factor Analysis

All four of the Key Success Factors related to Infrastructure Development score as a significant comparative disadvantage. Perhaps as much as any strategy, the ability to successfully implement the strategy will be based upon support from the Navajo Thaw Support Team.

KEY SUCCESS FACTOR	SCORE
Accurate, long-term analysis of infrastructure needs and costs	0
Access to long-term infrastructure loans and grants	0
Team approach to infrastructure finance	0
Community support for needed infrastructure rate increases	0



## Key Success Factor Report - Infrastructure Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
No Entries	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Accurate, long-term analysis of infrastructure needs and costs Access to long-term infrastructure loans and grants Team approach to infrastructure finance Community support for needed infrastructure rate increases

### The Promise Kept

Bodaway Gap will reverse the effects of the Bennett Freeze by building modern infrastructure that serves the need of area residents and businesses.





# Leading-edge Development

<b>CATEGORY:</b> Sector-specific	<b>RANK:</b> 16	<b>SCORE:</b> 19
<b>JOB:</b> 6	<b>LIVABILITY:</b> 4	<b>COMPLEXITY:</b> 7

## Objectives of Strategy Implementation

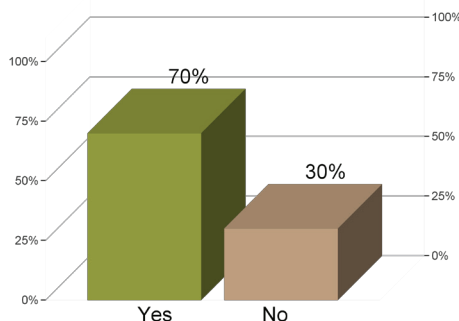
Recognizing that a Leading-edge Development strategy requires many assets that are in limited supply at Bodaway Gap, the Steering Committee nonetheless selected the strategy based upon the belief that the Chapter has talent that is engaged with business off the reservation that still has a desire to “come home.”

Combined with the Education Development strategy, the Chapter seeks to identify a “high tech niche” that could successfully be established and grown as a leading-edge company.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart below shows the community response.

**Would you like to see Bodaway Gap 2019 implement this strategy?**



## Strategy Summary

Since the invention of the wheel, mankind has developed business applications of new inventions. From the cotton gin to the automobile to the telephone to the steam engine, leading edge thinking has transformed America and established the nation as a world leader in business and economics.

For communities, this creates an opportunity for economic development. Fostering and harnessing the creative and intellectual capacity of its citizenry can generate new and expanded businesses, creating high-wage jobs.

Of the 25 strategies, however, Leading-edge Development is the most complex strategy to implement. Communities must have extraordinary competitive advantages with respect to the intellectual and creative capacity of its citizenry, and structures such as higher education institutions must be available and focused in order to cultivate such opportunities.

Leading-edge Development comes with many different titles, depending upon the regions and institutions advancing similar efforts. This strategy is often referred to as technology-led development, entrepreneurial development, and high tech, among other monikers. Building Communities coins the name Leading-edge Development to describe efforts that typically:

- Focus on the application of technology (although not exclusively)
- Require sophisticated management teams
- Need the transfer of technology from educational institutions
- Need angel investors or venture capital
- Have national and/or international markets

Leading-edge Development is distinguished from Entrepreneurial Development and Business Cultivation generally by the level of sophistication of the product or service, and distinguished from Business Recruitment by the specificity of focus on one application.



## Findings from the Key Success Factor Analysis

Five of the Key Success Factors for the strategy score positive, primarily related to land, location and labor. Factors that relate to infrastructure and capital are the factors to overcome.

### The Promise Kept

Bodaway Gap will identify and implement a creative approach in partnership with higher education in order to facilitate new “high tech” jobs.

KEY SUCCESS FACTOR	SCORE
Availability of land for business prospects	4
Local, available, low-skill labor pool	4
Proximity to scheduled air service	4
Proximity and access to markets	4
Local, available, high-skill labor pool	4
Local government support	3
Sufficient local entrepreneurial base	2
Ability to compete in a global market	2
High availability of urban services	0
Access to large-scale capital	0
Competitive recruitment incentives	0
Dedicated local financial resources for staffing recruiters	0
Capable, experienced economic development professionals	0
Supportive post-secondary education training program	0
Cooperation of economic development staff and educational community	0
Adequate telecommunications infrastructure	0
Availability of local buildings	0
Availability of local infrastructure	0

## Key Success Factor Report - Leading-edge Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Availability of land for business prospects Local, available, low-skill labor pool Proximity to scheduled air service Proximity and access to markets Local, available, high-skill labor pool	Local government support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	High availability of urban services Access to large-scale capital Competitive recruitment incentives Dedicated local financial resources for staffing recruiters Capable, experienced economic development professionals Supportive post-secondary education training program Cooperation of economic development staff and educational community Adequate telecommunications infrastructure Availability of local buildings Availability of local infrastructure



# Local/Regional Tourism

<b>CATEGORY:</b> Tourism	<b>RANK:</b> 22	<b>SCORE:</b> 10
<b>JOB:</b> 3	<b>LIVABILITY:</b> 8	<b>COMPLEXITY:</b> 3

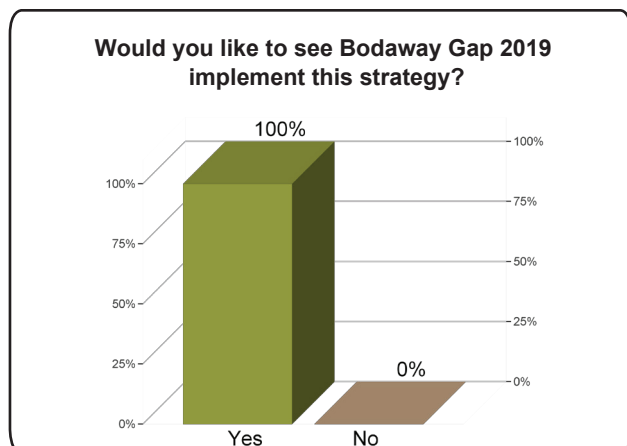
## Objectives of Strategy Implementation

Although the Bodaway Gap Chapter does not have a tourism-related event per se, the Annual Trail Ride to commemorate the commitment by the Chapter's veterans is a significant undertaking and could be expanded in the future. This event is sponsored on Veteran's Day by Jadihabitiin Enterprises. Regular meetings of the Echo Cliffs Veterans Organization and the Farm Board serve to bring people together and advance Chapter priorities. In addition, the monthly gathering of Jadihabitiin Enterprises creates an event-like feel.

The Echo Cliffs Veteran Organization is particularly active with monthly meetings. ECVO does coordinate an annual Memorial Trail Ride which brings riders from Cedar Ridge to Gap. Jadihabitiin Enterprises sponsors the Veterans Day event.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.



## Findings from the Key Success Factor Analysis

Although there is strong community support for the implementation of the strategy, the Key Success Factor Analysis shows that Bodaway Gap will have to be creative with the attractions and the needed funding in order to successfully implement the strategy.

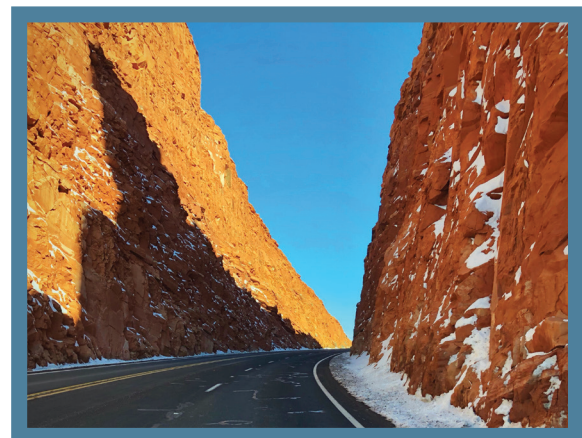
KEY SUCCESS FACTOR	SCORE
Strong community support	4
Local recreational and visitor attractions	0
Sufficient marketing, promotion, or public relations budget	0
Relative sophistication in coordinating and marketing local events	0

## Key Success Factor Report - Local/Regional Tourism

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> Strong community support	<b>Slight Comparative Advantages</b> <hr/> No Entries
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> No Entries	<b>Major Comparative Disadvantages</b> <hr/> Local recreational and visitor attractions Sufficient marketing, promotion, or public relations budget Relative sophistication in coordinating and marketing local events

### The Promise Kept

The annual Memorial Trail Ride coordinated by the Echo Cliffs Veterans Organization will be bigger and better than ever, paying tribute to veterans each Veteran's Day.





# Logistics Centers

<b>CATEGORY:</b> Sector-specific	<b>RANK:</b> 5	<b>SCORE:</b> 50
<b>JOB:</b> 9	<b>LIVABILITY:</b> 1	<b>COMPLEXITY:</b> 8

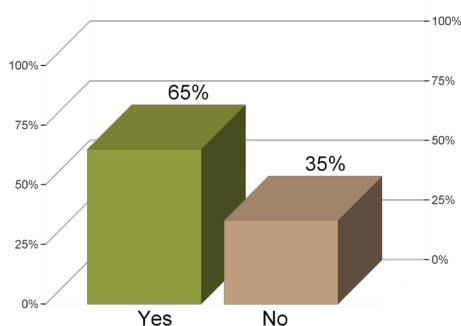
## Objectives of Strategy Implementation

The Bodaway Gap Steering Committee believes that its location on US-89 provides an opportunity for the development and operations of a transportation distribution center. The “100-Acre Site” may provide an optimal location for such a development.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.

**Would you like to see Bodaway Gap 2019 implement this strategy?**



## Strategy Summary

As American business continues to be increasingly dominated by large corporations, such corporations need to locate large-scale distribution centers in strategic locations throughout the nation.

These companies take a very calculated, strategic approach to siting such facilities. Factors such as proximity to their network of stores/outlets, proximity to the Interstate system, and sometimes proximity to rail and ports factor greatly in their siting decisions.

For communities located along these strategic transportation corridors, recruiting distribution centers can have very large payoffs.

Communities must be prepared with large tracts of industrial land with superior access to freeways/highways, and available infrastructure (power, water, sewer, etc.).

Communities pursuing a distribution center recruitment strategy should be well connected with appropriate industry trade associations, and consider regularly attending annual trade shows.

Large-scale corporate investments in distribution centers are frequently advised by business development site selectors. Fostering business relationships with such site selectors is therefore a competitive advantage in pursuing distribution centers.

## The Promise Kept

Transportation distribution center activity will take place at the 100-Acre Site.

## Findings from the Key Success Factor Analysis

The Bodaway Gap Steering Committee identified five factors that are positive contributors to strategy implementation. The community leaders do believe that the Chapter is well positioned geographically and has land available for this type of project. The Chapter will have to be resourceful in respect to advancing infrastructure and create a more sophisticated human resources approach in order to successfully implement the strategy.

KEY SUCCESS FACTOR	SCORE
Strategic location for distribution centers	4
Availability of land for business prospects	4
Availability of industrial-zoned land for industrial park development	4
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	4
Local government support	3
Capable, experienced economic development professionals	0
Ability to network and attend relevant trade shows	0
Relationship with site selectors	0
Competitive recruitment incentives	0
Availability of local buildings	0
Availability of local infrastructure	0

### Key Success Factor Report - Logistics Centers

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Strategic location for distribution centers Availability of land for business prospects Availability of industrial-zoned land for industrial park development Local, available, low-skill labor pool Local, available, high-skill labor pool	Local government support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Capable, experienced economic development professionals Ability to network and attend relevant trade shows Relationship with site selectors Competitive recruitment incentives Availability of local buildings Availability of local infrastructure





# Pass-through Visitor Services

CATEGORY: Tourism	RANK: 1	SCORE: 85
JOBS: 2	LIVABILITY: 7	COMPLEXITY: 1

## Objectives of Strategy Implementation

It can be argued that the Bodaway Gap Chapter has been successfully implementing a Pass-through Visitor Services Strategy for decades. The ongoing operations of Jadihabitii Enterprises, formerly known as the Antelope Trails Vending Organization, has successfully organized Navajo vendors along Highway 89 and other locations in and out of the Chapter for decades. Previous efforts and plans to improve vending facilities to include public restrooms, better information and even Wi-Fi services could serve to help implement the Strategy.

The implementation of this Strategy could be done in concert with the other Chapters of the Navajo Thaw Region, creating a prototype for vending activity throughout the Navajo Nation.

## Strategy Summary

Depending on a community's proximity to major interstates, highways, scenic byways, and other significant travel routes, communities can enjoy the benefits of non-destination visitor expenditures.

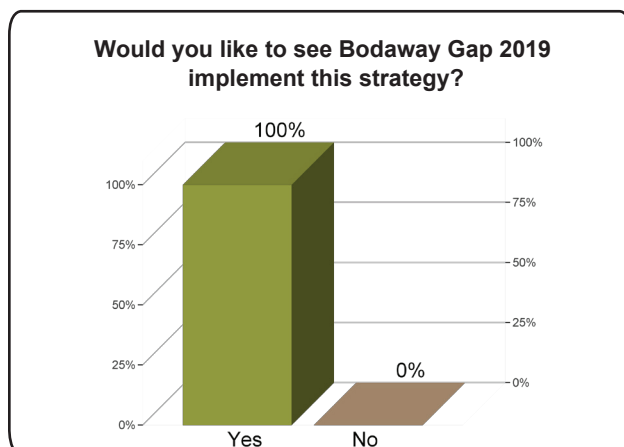
Travel expenditures can be categorized as destination travel expenditures or pass-through travel expenditures. Unlike destination travel, pass-through travel simply represents the activity that a traveler conducts on the way to their destination. These expenditures are typically fuel, meals, and sometimes lodging.

Generally, these expenditures happen regardless of efforts made by local communities. Certain targeted efforts, however, can have a modest impact on pass-through visitor expenditure patterns:

- Signage on travel routes (freeways, highways, etc.)
- Community entrance beautification efforts
- Low-frequency AM Radio transmitters
- Hospitality training educating front-line workers about local visitor destinations

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.



## The Promise Kept

Jadihabitii Enterprises will expand its outreach, increasing sales and revenues for area artisans.



## Findings from the Key Success Factor Analysis

The highest scoring strategy, Pass-through Visitor Services, has three of its four Key Success Factors scoring as substantial comparative advantages, with the Chapter's location on Highway 89 being the most significant factor. Building upon the long-term success of the local vending organization could create success with this strategy.

KEY SUCCESS FACTOR	SCORE
Proximity to travel routes	4
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	4
Local focus on revenues from visitors	1

### Key Success Factor Report - Pass-through Visitor Services

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Proximity to travel routes</li> <li>Local, available, low-skill labor pool</li> <li>Local, available, high-skill labor pool</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>No Entries</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Local focus on revenues from visitors</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>No Entries</li> </ul>





# Value-added Agriculture

CATEGORY: Value-added	RANK: 12	SCORE: 25
JOB: 9	LIVABILITY: 2	COMPLEXITY: 9

## Objectives of Strategy Implementation

The Bodaway Gap Chapter is interested in building upon the Navajo heritage of agriculture to generate jobs for the local people.

The Steering Committee recognizes the success of Navajo Beef and understands that there is an interest by Navajo Beef in increasing Navajo cattle herds to serve the growing business and industry. It is estimated that there are 8,000 cattle on the Bodaway Gap Chapter, although this estimate might be on the low side.

The Steering Committee recognizes the work of Navajo Agricultural Products Industry (NAPI) and could model some of the agricultural practices and marketing techniques of NAPI.

An opportunity exists to collaborate with the Western Navajo Agency Farm Board to implement the Value-added Agriculture strategy for many of the Navajo Thaw Chapters.

## Strategy Summary

Counties—and frequently clusters of counties—may produce an inordinate amount of one or more agricultural products based upon competitive advantages such as soil types, climate, and elevation.

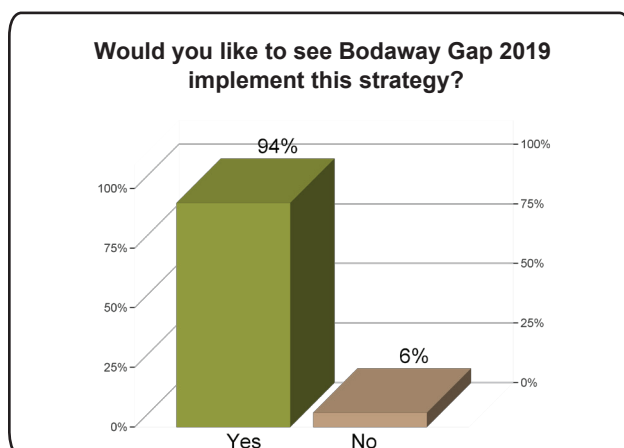
If sufficient volumes of individual raw materials are produced, communities may have an opportunity to “add value” to the raw commodities through processing. Examples include producing french fries from potatoes, sugar from sugar beets/sugar cane, steaks from cattle, and wine from grapes.

Advantages from value-added agricultural business include retaining profits and job-creation opportunities locally, providing jobs consistent with skill levels of the local labor force, and reinforcing the culture and economy of local communities.

Drawbacks from a value-added agriculture strategy typically include a high demand on local utilities (typically water, sewer, and power), frequently below-to-average wage levels, and sometimes undesirable wastewater and air emissions.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.



## The Promise Kept

A new, creative collaboration with NAPI will improve and increase cattle herds at Bodaway Gap.

## Findings from the Key Success Factor Analysis

The four Key Success Factors that score positively for this factor relate to land and location as well as the available labor force. Like other strategies, Bodaway Gap will have to be successful in strengthening its expertise, capital and infrastructure in order to succeed.

KEY SUCCESS FACTOR	SCORE
Proximity and access to markets	4
Availability of land for business prospects	4
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	4
Ability to successfully market materials	1
Proximity to large volumes of agricultural commodities	0
Access to large-scale capital	0
Ability to understand industry trends and opportunities	0
Excess water and sewer infrastructure capacity	0
Availability of local buildings	0
Availability of local infrastructure	0

### Key Success Factor Report - Value-added Agriculture

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Proximity and access to markets</li> <li>Availability of land for business prospects</li> <li>Local, available, low-skill labor pool</li> <li>Local, available, high-skill labor pool</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>No Entries</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Ability to successfully market materials</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Proximity to large volumes of agricultural commodities</li> <li>Access to large-scale capital</li> <li>Ability to understand industry trends and opportunities</li> <li>Excess water and sewer infrastructure capacity</li> <li>Availability of local buildings</li> <li>Availability of local infrastructure</li> </ul>





# Value-added Forest Products

<b>CATEGORY:</b> Value-added	<b>RANK:</b> 15	<b>SCORE:</b> 21
<b>JOB:</b> 8	<b>LIVABILITY:</b> 3	<b>COMPLEXITY:</b> 9

## Objectives of Strategy Implementation

Although the Chapter does not have a “local forest,” there is a belief that the forest raw materials could be transported to the Bodaway Gap Chapter for processing. This concept would follow a similar model that has been underway for many years at the Cameron Chapter with its own sawmill operation.

## Strategy Summary

A variety of products can be produced from our federal, state, and private forests. Most commonly, lumber is produced from timber. Additionally, forests produce other potential products including fuel for biomass energy, hardwood for furniture manufacturing and flooring, and miscellaneous forest products such as mushrooms.

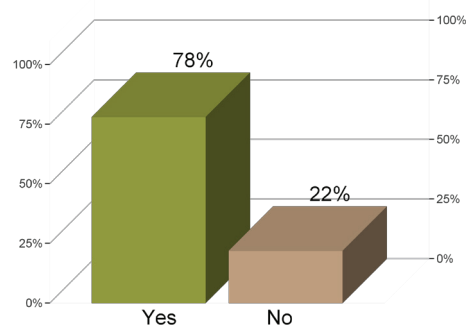
Policy changes on federal forests over the past 20 years have reduced the availability of the timber supply, causing the lumber production industry to be more centralized amongst fewer large-scale companies. Replacing these mill jobs with new jobs in a related industry can be an attractive strategy for communities.

In addition, the nation's increasing demand for renewable energy is increasingly making biomass-to-energy plants economically viable.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.

**Would you like to see Bodaway Gap 2019 implement this strategy?**



## Findings from the Key Success Factor Analysis

The Bodaway Gap Steering Committee believes that it could be successful bringing forest materials to Bodaway Gap for processing. Added to the Steering Committee's belief that it has land and proximity to markets, the Chapter will simply have to overcome the lack of buildings, capital and infrastructure in order to succeed.

KEY SUCCESS FACTOR	SCORE
Proximity and access to markets	4
Availability of land for business prospects	4
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	4
Ability to successfully market materials	1
Proximity and access to forests and forest products	0
Access to large-scale capital	0
Ability to secure long-term contracts for forest materials	0
Ability to understand industry trends and opportunities	0
Availability of local buildings	0
Availability of local infrastructure	0

## Key Success Factor Report - Value-added Forest Products

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Proximity and access to markets</li> <li>Availability of land for business prospects</li> <li>Local, available, low-skill labor pool</li> <li>Local, available, high-skill labor pool</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>No Entries</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Ability to successfully market materials</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Proximity and access to forests and forest products</li> <li>Access to large-scale capital</li> <li>Ability to secure long-term contracts for forest materials</li> <li>Ability to understand industry trends and opportunities</li> <li>Availability of local buildings</li> <li>Availability of local infrastructure</li> </ul>

### The Promise Kept

Bodaway Gap will find a creative way to utilize forest products from area national forests to create jobs and improve forest cleanup.



# Value-added Mining

<b>CATEGORY:</b> Value-added	<b>RANK:</b> 6	<b>SCORE:</b> 49
<b>JOBS:</b> 6	<b>LIVABILITY:</b> 1	<b>COMPLEXITY:</b> 9

## Objectives of Strategy Implementation

The Steering Committee selected the Value-added Mining strategy based upon the desire to utilize the local gravel/aggregate resource. Currently, such mining activity is not happening, but the Chapter believes that the resource could be accessed and beneficial for the local construction, transportation and infrastructure industries.

## Strategy Summary

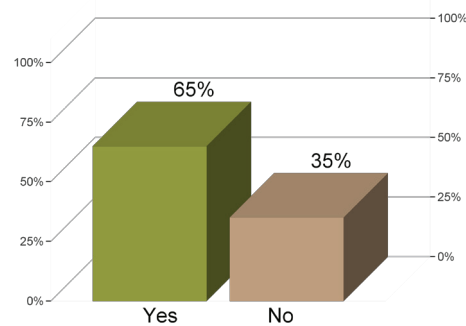
A variety of materials and minerals are extracted from the Earth. Generally, these raw products become the basis for commercial products through a variety of procedures such as crushing, heating, pressure, and other procedures.

Value-added mineral processing such as steel and aluminum smelting and refining operations are very capital-intensive operations. A sampling of products includes: 1) rolled, cast, forged, and extruded products, 2) wire and wire products, 3) nonmetallic mineral products, 4) motor vehicle parts, 5) fabricated metal products, and 6) cable for energy and communications firms.

## Voice of the Community Survey Results

During the Voice of the Community Meeting, the community at large was asked to weigh in on whether or not they wanted to see Bodaway Gap implement this strategy. The bar chart shows the community response.

**Would you like to see Bodaway Gap 2019 implement this strategy?**



## Findings from the Key Success Factor Analysis

The most important Key Success Factor for this strategy, "proximity to raw materials and minerals," scored as "average." The Bodaway Gap Chapter will have to utilize the availability of such materials in a creative way to overcome some of the low-scoring Key Success Factors. The Chapter does believe that it has proximity to markets and can use existing land for this purpose.

### KEY SUCCESS FACTOR

### SCORE

Proximity and access to markets	4
Availability of land for business prospects	4
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	4
Proximity to raw materials and minerals	2
Access to large-scale capital	0
Ability to understand industry trends and opportunities	0
Availability of local buildings	0
Availability of local infrastructure	0



### Key Success Factor Report - Value-added Mining

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Proximity and access to markets</li> <li>Availability of land for business prospects</li> <li>Local, available, low-skill labor pool</li> <li>Local, available, high-skill labor pool</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>No Entries</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>No Entries</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Access to large-scale capital</li> <li>Ability to understand industry trends and opportunities</li> <li>Availability of local buildings</li> <li>Availability of local infrastructure</li> </ul>

#### The Promise Kept

A local gravel/aggregate resource will be acquired, assisting the large-scale improvements that soon will be underway in the Navajo Thaw Region.

## Section 3:

# Quality-of-Life Initiatives

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### Quality-of-Life Initiatives

- General Housing, Running Water and Electricity Issues
- NHA Housing at Bitter Springs
- Navajo Springs Housing
- Transfer Station and Trash Disposal
- Drinking Water
- Improvements to Earthen Dams
- Youth Engagement

## Quality-of-Life Initiatives

### Background

For most communities, economic development is not just about creating jobs. Many communities are recognizing that they must take proactive measures to sustain and improve the quality of life for their residents and future generations.

Building Communities approaches this by asking Steering Committee members and *Voice of the Community Meeting* attendees the following question: “What is impacting the quality of life in your community?”

Invariably, a thoughtful discussion ensues. Typically, between 10-40 issues are identified. Where logical and convenient, many of the issues/projects are then combined into manageable efforts that could be handled by the community in order to improve its quality of life.

Ultimately, the Steering Committee discusses all of the potential *Quality-of-life Initiatives* and selects a subset of such initiatives for implementation.

### Initiatives Selected by Bodaway Gap

Ultimately, Bodaway Gap selected seven Quality-of-Life Initiatives for implementation. Below is a brief description of each of these selected initiatives.

#### General Housing, Running Water and Electricity Issues

Perhaps the greatest quality-of-life concern at Bodaway Gap relates to the combination of poor and inadequate housing, lack of running water and lack of electricity to many home sites. These conditions were brought on by the impacts of the Bennett Freeze, and need to be fully addressed through the Navajo Thaw Implementation Plan. The era of people hauling water for domestic and livestock use needs to end. These housing and living condition issues are throughout the Bodaway Gap Chapter, including Navajo Springs, Bitter Springs, Cedar Ridge, Gap and Hidden Springs. These issues are particularly acute on the western most portions of the Chapter, nearing the Confluence Area.

The housing overcrowding issue is also of great concern. Many of the Navajo people desire to return to their roots, and yet there simply is not housing available for them.

Finally, due to the overcrowding of housing throughout Bodaway Gap, a new zoned area for land needs to be developed. For many years, Hidden Springs has been envisioned for the likely location for new housing development. One reason for the selection of Hidden Springs is the abundance of spring water that is currently going unused.

#### NHA Housing at Bitter Springs

There are 75 Navajo Housing Authority (NHA) homes at Bitter Springs, all in need of some level of repair and refurbishing. In addition, a fence is needed along the highway to reduce noise levels.

The home occupants at Bitter Springs understand that NHA indicates that they will not make such renovations because of the ownership status of the homes. Virtually all of the residents of the homes are below the poverty level, and many do not have the capability to improve the homes themselves. As such, the Bitter Springs community requests an overall project to make such home improvements.



### Navajo Springs Housing

The home occupants at Navajo Springs indicate that there are many issues associated with the quality of their housing. As such, the housing residents request improvements throughout their community. In addition, the livestock water needs to be tested.

### Transfer Station and Trash Disposal

The entire Chapter is impacted with a trash disposal situation, largely stemming from the closure of their transfer station which has been shuttered due to ground contamination. The closure has been forced by the Environmental Protection Agency. Unfortunately, however, dumping is still taking place at the transfer location.

The Bodaway Gap Chapter officials have passed a resolution related to the improvements and reopening of the transfer station, but no activity appears to be taking place. One option would be to develop a temporary transfer station at Cedar Ridge.

A particularly acute trash disposal problem is occurring at Bitter Springs. The Bodaway Gap Chapter requests that the State of Arizona and Coconino County get involved in addressing the problem.

### Drinking Water

People that live in the portions of the Chapter away from US-89 do not have drinking water, and must haul the water from the service station. Prior to two years ago, their source of drinking water was the water system managed and operated by the Chapter itself. Unfortunately, that system has not been functioning due to problems with system electronics. Not only is this preventing the people from getting water from the Chapter, but the Chapter is losing water sale revenues. The volume and quality of the water is “good and plentiful,” it is just the system/mechanics that are broken. In addition, it is thought that the valve may be leaking. A cost estimate of \$28,000 was provided to fix the leak.

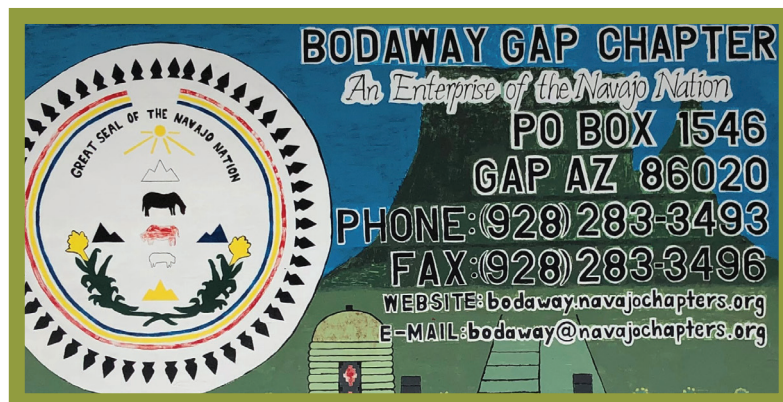
### Improvements to Earthen Dams

There are approximately 100 earthen dams at the Bodaway Gap Chapter. These dam structures were built in the 1950s and 1960s, and area ranchers still rely on this infrastructure for livestock.

Unfortunately, soil and silt from wind erosion has blown into the earthen dams, rendering many of them unfunctional. A wholesale earthen dam recovery project needs to benefit the Bodaway Gap Chapter and the other Chapters of the Navajo Thaw Region. There is a strong desire by the Navajo Nation Division of Natural Resources to conduct this work.

### Youth Engagement

The Bodaway Gap Steering Committee would like to see greater engagement from the area youth. One idea was to conduct the Key Success Factor Analysis and other portions of Plan Week with area youth.



# Chapter Demographics

---

<b>Bodaway Chapter</b>	
Tribal Subdivision in: <a href="#">United States</a>	
<b>1,885</b>	<b>938.2</b> square miles
Population	2 people per square mile
Census data: ACS 2018 5-year unless noted	

## Demographics

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

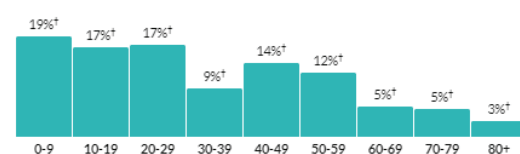
## Age

# 28.1

## Median age

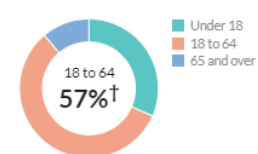
about three-quarters of the figure in United States: 37.9

## Population by age range



[Show data / Embed](#)

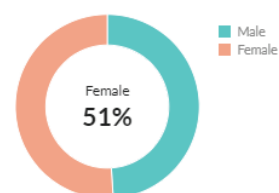
## Population by age category



[Show data / Embed](#)

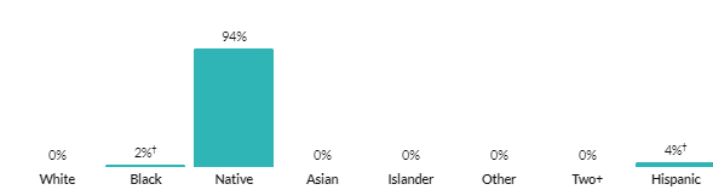
† Margin of error is at least 10 percent of the total value. Take care with this statistic.

## Sex



[Show data / Embed](#)

## Race &amp; Ethnicity



\* Hispanic includes respondents of any race. Other categories are non-Hispanic.

[Show data / Embed](#)

## Economics

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

## Income

# \$10,679

## Per capita income

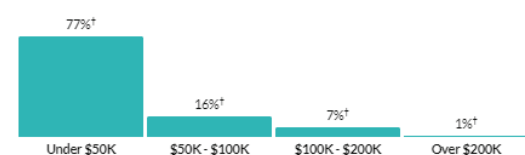
about one-third of the amount in United States: \$32,621

# \$25,893

## Median household income

about two-fifths of the amount in United States: \$60,293

## Household income



[Show data / Embed](#)

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

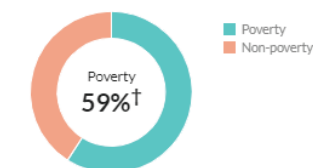
## Poverty

# 43.9%

## Persons below poverty line

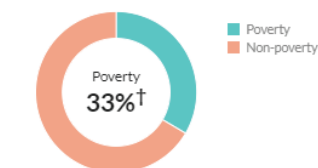
more than double the rate in United States: 14.1%

## Children (Under 18)



[Show data / Embed](#)

## Seniors (65 and over)



[Show data / Embed](#)

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

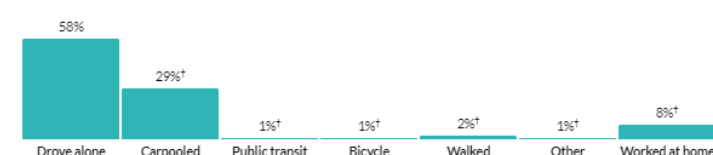
## Transportation to work

# 36.9 minutes

## Mean travel time to work

about 1.4 times the figure in United States: 26.6

## Means of transportation to work



\* Universe: Workers 16 years and over

[Show data / Embed](#)



## Families

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

## Households

# 496

Number of households

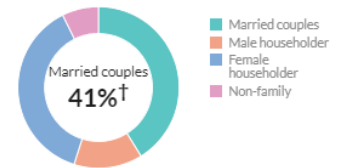
United States: 119,730,128

# 3.8

Persons per household

about 1.4 times the figure in United States: 2.6

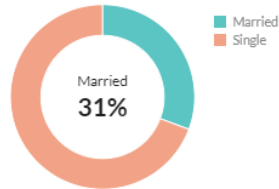
Population by household type



[Show data](#) / [Embed](#)

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

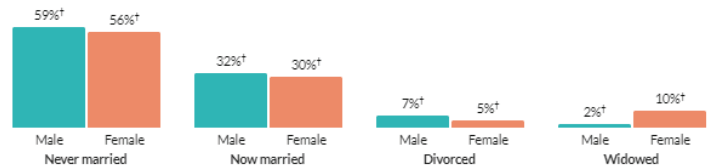
## Marital status



\* Universe: Population 15 years and over

[Show data](#) / [Embed](#)

## Marital status, by sex



[Show data](#) / [Embed](#)

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

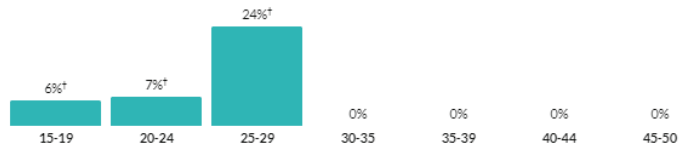
## Fertility

# 5.8%

Women 15-50 who gave birth during past year

about 10 percent higher than the rate in United States: 5.2%

Women who gave birth during past year, by age group



\* Universe: Women 15 to 50 years

[Show data](#) / [Embed](#)

## Housing

## Units &amp; Occupancy

**496**

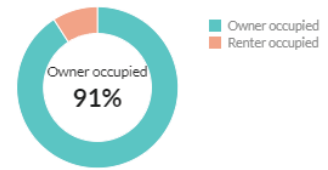
Number of housing units

United States: 136,384,292

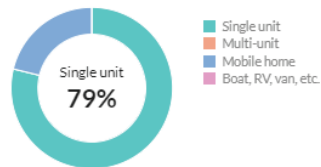
## Occupied vs. Vacant

[Show data / Embed](#)

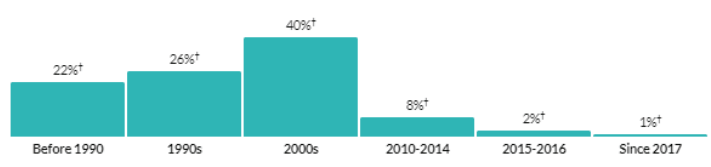
## Ownership of occupied units

[Show data / Embed](#)

## Types of structure

[Show data / Embed](#)

## Year moved in, by percentage of population

[Show data / Embed](#)

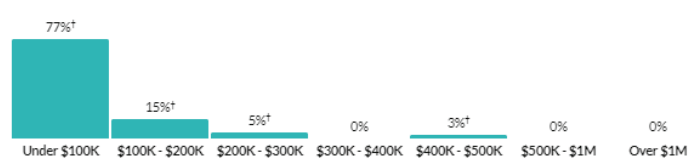
## Value

**\$44,800**

Median value of owner-occupied housing units

about one-fifth of the amount in United States: \$204,900

## Value of owner-occupied housing units

[Show data / Embed](#)

## Geographical mobility

**2%**

Moved since previous year

less than a fifth of the rate in United States: 14.5%

## Population migration since previous year

[Show data / Embed](#)

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

## Social

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

## Educational attainment

**63.2%**

High school grad or higher

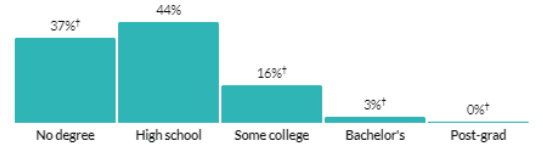
about three-quarters of the rate in United States: 87.7%

**3%**

Bachelor's degree or higher

about 10 percent of the rate in United States: 31.5%

Population by minimum level of education



\* Universe: Population 25 years and over

[Show data](#) / [Embed](#)

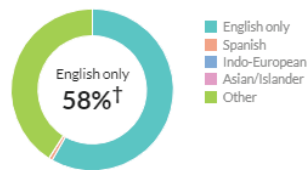
## Language

**N/A**

Persons with language other than English spoken at home

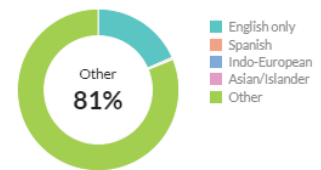
† Margin of error is at least 10 percent of the total value. Take care with this statistic.

Language at home, children 5-17



[Show data](#) / [Embed](#)

Language at home, adults 18+



[Show data](#) / [Embed](#)

## Place of birth

**0.7%**

Foreign-born population

less than 10 percent of the rate in United States: 13.5%

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

Place of birth for foreign-born population



[Show data](#) / [Embed](#)

## Veteran status

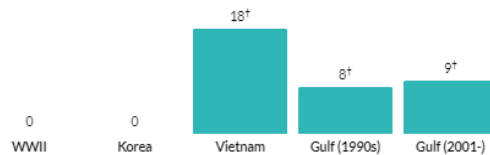
**4.4%**

Population with veteran status

about three-fifths of the rate in United States: 7.5%

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

Veterans by wartime service



\* Civilian veterans who served during wartime only

[Show data](#) / [Embed](#)

57 Total veterans

57 Male

N/A Female

Interact with charts and statistics for margins of error and additional information.

Section 5:

# Chapter Budget

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## Chapter Budget

### Program Budget Summary Information

Each of Navajo Nation's 110 Chapters provide Program Budget Summary Information to the Navajo Nation Division of Community Development. The table below provides information for Fiscal Year 2020.

Funding Source	Amount	% of Total
Chapter Non-Administrative Costs	\$109,395	36.4%
Company Stipends	\$27,991	9.3%
General Liability	\$343	0.1%
Personnel	\$114,455	38.0%
Special Revenue	\$47,676	15.8%
Workers Compensation	\$689	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
<b>TOTAL:</b>	<b>\$300,885</b>	<b>100%</b>

Section 6:

# Capital Improvement Plan (CIP)

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## Capital Improvement Plan (CIP)

### Overview

The information that is available on the Navajo Nation Division of Community Development website reflecting the Bodaway Gap Capital Improvement Program is accurate and current. There are, however, plans to update the documentation. Such documentation can be updated at any time.



Navajo Nation Chapters as well as other entities (Divisions, Departments, Programs and even Non-profit Entities) can participate in the Navajo Nation Infrastructure Capital Improvement Plan (CIP) process.

These plans relate to the needed infrastructure for Navajo Nation communities and entities to support the Navajo people.

The CIP is a six-year plan which is updated every year. Projects that are identified in the CIP process typically have a high-dollar value, and are not a part of the annual operating budget for Navajo governmental units. As such, the projects identified within the CIP plans are not annual expenses and not the responsibility of local governments and their provision of services to the people.

The type of infrastructure projects that are typically identified include roads, bridges, water infrastructure, wastewater infrastructure, power and telecommunications.

The Navajo Thaw Implementation Plan seeks to integrate the priorities identified by each of the nine Navajo Thaw Region Chapters in order that such projects compete more effectively for Navajo Nation and federal funding.

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Bodaway-Gap

Capital Project Description

Year Rank:

2020 - 1

Project Title:

Power Line-Ext East/West chapter

Contact Name:

Pearl Johnson

Project description:

Statement of Need:

Project Location:

East Of Gap & West of Gap of the Chapter House

2021 - 2026

Project ID:

PLEEWC51101-001298

Contact Phone:

928-283-3493

Contact Email:

Pjohnson@navajochapters.org

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	Sihasin	\$0	No	\$0	\$0

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$200,000		\$0	\$0	\$0	\$0	\$200,000
Planning / Predesign	No		\$0		\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0		\$0	\$0	\$0	\$0	\$0
Construction	No		\$700,000		\$0	\$0	\$0	\$0	\$700,000
Other	No		\$0		\$0	\$0	\$0	\$0	\$0
Total			\$900,000		\$0	\$0	\$0	\$0	\$900,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Bodaway-Gap

Capital Project Description

Year Rank:

2020 - 2

2021 - 2026

Project ID:

WLEEWCS1101-001771

Project Title:

Water Line Ext East & West chapter

Contact Name:

Pearl Johnson

Contact Phone:

928-283-3493

Contact Email:

pjohnson@navajochapters.org

Project description:

Statement of Need:

Project Location:

East and West of Chapter

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Federal	IHS	\$900,000	No	\$0	\$0

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$200,000		\$0	\$0		\$0	\$200,000
Planning / Pre design	No		\$0		\$0	\$0		\$0	\$0
Architecture / Engineering	No		\$0		\$0	\$0		\$0	\$0
Construction	No		\$700,000		\$0	\$0		\$0	\$700,000
Other	No		\$0		\$0	\$0		\$0	\$0
Total			\$900,000		\$0	\$0		\$0	\$900,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Bodaway-Gap

Capital Project Description

Year Rank:2020 - 3

Project Title:Bodaway/Gap Bathroom Addition Project

Contact Name:Raymond D. Yellowman, President

Project description:

Statement of Need:

Project Location:Scattered

2021 - 2026

Project ID:BGBAP51101-002432

Contact Phone:(928) 283-3493

Contact Email:bodaway@navajochapters.org

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Chapter	Chapter Local Government Improvement Funds	\$0	No	\$0	
Navajo Nation	Sihasin	\$840,000	No	\$0	

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0		\$0		\$0	\$0	\$0
Planning / Pre-design	No		\$0		\$0		\$0	\$0	\$0
Architecture / Engineering	No		\$0		\$0		\$0	\$0	\$0
Construction	No		\$840,000		\$0		\$0	\$0	\$840,000
Other	No		\$0		\$0		\$0	\$0	\$0
Total			\$840,000		\$0		\$0	\$0	\$840,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance							\$0
Operating Revenues							\$0
Total							\$0

## INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

### Bodaway-Gap

#### Capital Project Description

<b>Year Rank:</b>	2021 - 1	2021 - 2026	Project ID:	ECVF51101-000306
<b>Project Title:</b>	Echo Cliff Veterans Facility			
<b>Contact Name:</b>	Dorothy Lee	<b>Contact Phone:</b>	928-283-3494	<b>Contact Email:</b> dlee@navajochapters.org
<b>Project description:</b>	Seeking funding for a new facility that will include 3 offices, one reception area, one conference room, bathroom for men and women, table and chairs, parking lot, fencing property			
<b>Statement of Need:</b>	To assist Bodaway/Gap Veterans with assistance. A place for Veterans and families to meet and plan on behalf of the veterans in the community			
<b>Project Location:</b>	Chapter Tract			

#### Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	NN CIP General Funds		No		

#### Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre design	No		\$0	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Architecture / Engineering	No		\$0	\$0	\$80,000	\$0	\$0	\$0	\$80,000
Construction	No		\$0	\$0	\$2,345,000	\$0	\$0	\$0	\$2,345,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>			\$0	\$0	\$2,500,000	\$0	\$0	\$0	\$2,500,000

#### Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Bodaway-Gap

Capital Project Description

Year Rank:	2022 - 1	2021 - 2026	Project ID:	BCHSC51101-000064	Contact Email:	bkensley@navajochapters.org
Project Title:	Bodaway Chapter House / Senior Center					
Contact Name:	Brian Kensley	Contact Phone:	928-283-3494			

Project description:

I. SUMMARY:

a. Executive Summary: As part of its efforts to enhance the provision and delivery of services to older individuals, the Bodaway/Gap Chapter realizes that the development of a stand-alone senior center facility will enhance to community's ability to support and maintain older individuals in their own homes and communities, thereby minimizing the enormous costs of short or long-term institutionalization. The proposed Bodaway/Gap Chapter facility will foster continued enhancement of a home and community-based service system that reflects the Bodaway/Gap Chapter's mission to care for its constituents. Moreover, the Bodaway/Gap Chapter has completed all necessary preliminary requirements and this project should be considered construction-ready.

II. INTRODUCTION:

a. Bodaway/Gap Chapter Profile: Bodaway/Gap Chapter is located in Coconino County in Northwestern Arizona and lies approximately 76 miles North of Flagstaff, Arizona, along Highway 89. The Colorado and Little Colorado Rivers form the western and southern borders, respectively, of the 589,991 acre chapter. Bodaway/Gap Chapter includes five (05) communities, including Hidden Springs, The Gap, Cedar Ridge, Bittersprings, and Navajo Springs. Historically, Bodaway/Gap Chapter has been faced with challenges due to the Navajo-Hopi Land Dispute, and subsequent Bennett Freeze, which has caused tremendous challenges in the development of basic community services. Services are limited to community members and residents are required to travel to Tuba City, Arizona, Page, Arizona, or Flagstaff, Arizona to purchase goods and/or receive services. Consequently, in tandem with services provided by the Bodaway/Gap Chapter, the development of the Bodaway/Gap Senior Center facility falls directly in line with both infrastructure and community development. Above all else, the Bodaway/Chapter lends itself to the caring and maintenance for its members and aims to assure that our family member should and must have the opportunity to choose to remain in their own home and in their own community for as long as practicably possible.

b. History and Background of the Planned Project: The Bodaway/Gap Senior Center began services in 1994 through direct funding from the Navajo Area Agency on Aging, a department within the Division of Health, Executive Branch. At its inception, three positions were created (Senior Center Supervisor, Cook, and Driver), a Navajo Nation assigned vehicle was secured, and the Bodaway/Gap Chapter was instrumental in making improvements and minor renovations to the chapter kitchen area to facilitate the provision of meals and the assignment of office space to address administrative supportive services. To date, services provided by the Bodaway/Gap Senior Center have been consistent through difficult times as a result of occupying the aged and deteriorating chapter building. The Navajo Area Agency on Aging continues to manage the provision of services for the Bodaway/Gap Senior Center and continues to support the maintenance of services in the community. Specifically, the Navajo Area Agency on Aging has budgeted and provided payments for personnel, utilities, operating, janitorial, equipment, repair and maintenance, and related costs to assure that continued services are maintained in the community. In forecasting future management of services, the Navajo Area Agency on Aging is confident that the funding of these service components will continue through the next two (02) fiscal years.

c. Intent and Outcome of the Project: The Bodaway/Gap Chapter and the Bodaway/Gap Senior Center, under the auspices of the Navajo Area Agency on Aging, aim to impact positively the lives of older persons by developing a comprehensive, coordinated and cost-effective system of long-term care that helps individuals to maintain their dignity and remain in their homes and communities. The outcomes of constructing the new senior center will allow for direct focal attention to services to older individuals in an environment that is age-appropriate, culturally sensitive, responsive, and comfortable to develop enhance services.

This is supported through the provision of services by the Bodaway/Gap Senior Center and the Navajo Area Agency on Aging that include:

- ? Supportive services, which may include transportation, recreation, education, shopping assistance, chore, personal care services, and information and assistance.
- ? Nutrition services, which include the provision of congregate and home delivered meals, as well as providing nutrition education, health screenings, and physical fitness activities.
- ? Preventive health services, which include education to enable older persons to make healthy lifestyle choices to prevent, minimize, or delay chronic diseases. This incorporates healthy lifestyle, physical activity, appropriate diet and health promotion.
- ? Family Caregiver Support, aims to provide non-paid caregivers of older individuals and grandparents raising grandchildren with support that includes information about resources, respite care, gaining access to services, training and support groups, and supplemental services.
- ? Foster Grandparent Program, which aims to include tradition teaching and mentoring to children in host institutions that include pre-school, day-schools, and elementary broad-based education.
- ? Evidence-Based Health Resource Development, which will provide instruction in the management of chronic diseases, and provide opportunities to assist individuals to receive education in managing chronic illnesses.

In meeting these objectives, the construction of a stand-alone senior center facility will afford the community with many positive benefits by constructing a facility specifically designed for elders' utilization, encourage and enhance community partnerships between service professionals, inter-generational opportunities, health improvement, and long-term presence in the community.

d. Administrative Capacity of the Chapter



## INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

### Capital Project Description

While the Bodaway/Gap Chapter has not achieved local governance certification, it continues to exert effort to achieve certification. Nonetheless, the Community Services Coordinator has managed and supervised several community projects, in addition to addressing local management functions. Consequently, the Bodaway/Gap Chapter has necessary and experienced personnel to address the administrative capacity requirements for this project.

#### e. Previous Project Management Experience

The Bodaway/Gap Chapter has managed many projects to address community needs, including:

- ? Waterline Project Management
- ? Power line Project Management
- ? Bathroom Additions Project Management
- ? House Wiring Project Management
- ? Housing Construction
- ? Chapter Parking Lot Pavement Project
- ? Road Construction Project
- ? Bridge Construction
- ? Head start Building Project

As can be surmised, these community-based projects involve direct coordination with numerous governmental agencies, including utility companies, chapter officials, health officials, and tribal entities. Certainly, the success of the Bodaway/Gap Chapter in initiating, managing, and concluding these projects speaks to the experience and ability to coordinate this proposed project.

#### f. Chapter's Management

The administrative and day-to-day functions of the Bodaway/Gap Chapter are supported by two full-time employees funded by the Local Governance Support Center, Division of Community Development. These employees, the Community Services Coordinator and Office Specialist have been instrumental in coordinating necessary community-based planning. In addition, the Bodaway/Gap Chapter Officials, Grazing Officers, and Council Delegates have been and are available to assist in the planning, organization and management of all aspects of the chapter's activities through its conclusion.

The commitment shared by the Navajo Nation Council Delegate in meeting timelines has been a driving force in assuring that all partners are able to deliver necessary reports, manifestations, timelines, and records.

An imperative component in managing the delivery of services proposed in this project also includes the delivery of services that include congregate meals, home delivered meals, and social supportive services. These services are mandated by the Older Americans Act of 1965, as amended, and are currently provided by the Navajo Area Agency on Agency, Division of Health.

#### g. Land Use Plan

The Bodaway/Gap Chapter has completed its Land Use Plan. At present, it is 100% complete, and demonstrates the commitment by the Bodaway/Gap Chapter to ensure that older individuals receive the services that they are assured by the Older American's Act of 1965, as amended. Further, the Environmental Assessment of the Proposed Infrastructure Improvement of +/- Bodaway/Gap Chapter Facility Compound (dated February 03, 2003), underscores the Chapter's and the community's commitment in the development of the Bodaway/Gap Senior Center Facility.

The Chapter has acknowledged the necessity to establish a stand-alone facility for the delivery of services to their constituents, and by resolution, has adopted a plan to assure that a parcel of the community's land use has been reserved for this project.

#### h. Capital Plan

This project has been determined to be the community's highest priority. Notwithstanding issues related to the Bennett Freeze issue, community partnerships to establish a stand-alone facility to address the delivery of a multi-purpose facility is paramount to the community and its membership.

#### i. Chapter Resolutions

The Bodaway/Gap Chapter submits the attached resolution of the Bodaway/Gap Chapter from the Capital Improvement Office in the amount of \$945,900.00 from the Capital Improvement Office to Fund Construction Costs of a Senior Citizen Center to Serve 204 Elders.

# INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

## Capital Project Description

### Statement of Need:

#### III. NEEDS AND GOALS OF THE PROJECT

##### a. Need and Extent of the Project

The present Bodaway/Gap Chapter facility was constructed in 1962. As can be expected, the age of the facility has resulted in conditions which are less than ideal for the provision of exceptional services to older individuals or community members. Additionally, as the lone community building, the facility is utilized for chapter meetings, holiday celebrations, elections, and related activities, which very often interrupts or negates services to elders on a daily basis.

In addition, the Office of Environmental Health, Tuba City Regional Health Care Corporation, has continually cited deficiencies relating to bathroom fixtures, roofing issues, electrical wiring concerns, kitchen walls and fixtures, and the general building structure. Despite these numerous issues, the Office of Environmental Health realizes the positive impact of the senior center's operation and has continued to approve the provision of a Sanitation Permit for the facility. This leads to the continued provision of services in an environment not conducive to the provision of the highest level of services.

In light of these concerns, the Bodaway/Gap Chapter recognizes the enormous impact and benefit of the construction of a stand alone facility for the senior center. Generally, senior centers are modeled to reflect the necessity to provide congregate meals, home delivered meals, recreation opportunities, education, nutrition education, health education, transportation services, and related activities. The planned facility will allow for the following:

- ? Administration and Staff Offices, to provide adequate room for staff to address necessary administrative functions in the operation and management of the facility.
- ? Assembly Area, to allow for leisure, meeting and living room style activities for elders.
- ? Bistro Area, to allow for an informal and leisure area to dine or conduct small crafts and/or activities.
- ? Computer Center, to allow for the establishment of a computer center for elders to utilize to access internet or computer usage.
- ? Lounge Area, to allow for an informal and leisure area to dine or conduct small crafts and/or activities.
- ? Faculty/Staff Bathroom, a separate and distinct bathroom facility for staff utilization.
- ? Dining Area, to allow for congregate meals for up to 40 individuals in a comfortable setting.
- ? Pantry, to allow for the safe and sanitary storage of dry food items for meals preparation.
- ? Men's and Women's Bathroom Facilities with Showers, which include compliance with ADA requirements and the inclusion of shower facilities.
- ? Commercial Kitchen, to include adequate spacing and design, including space for necessary commercial stove, refrigerator, freezer, and work tables for the preparation of meals.
- ? Storage, allow for the storage of items for the senior center.
- ? Hobby/Exercise Room, to allow for the provision of recreation, crafts, and educational activities.
- ? Janitor's Closet, to allow for storage of cleaning devices and janitorial supplies.
- ? Covered Patio, to allow for outdoor activities or meals services.
- ? loading Area, to allow for delivery of food items.

The proposal includes expected costs associated with the construction of the facility for Phase 2 & 3 construction.

##### b. Number of people to be served

The Navajo Area Agency on Aging, as mandated by its funding source, is able to provide services to the following individuals:

- ? An individual sixty (60) years of age or older; and
- ? A spouse of an individual sixty (60) years of age or older; and
- ? A disabled individual aged 18 and over who resides with an individual sixty (60) years of age and older.

Based upon information from the United States Census 2000, there were a total of 196 individuals aged sixty (60) and older residing in the Bodaway/Gap Chapter. The Bodaway/Gap Senior Center, based upon its registration of individuals for services authorization, presently serves two-hundred and five (205) individuals. This number represents individuals that are sixty (60) years of age and older and their spouses...

In addition, as noted on the attached Recipient Data and Income Report, 100% of all individuals enrolled by the senior center are low income. (Form B).

##### c. How People Were Identified and/or Selected.

# INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

## Capital Project Description

The individuals that will benefit from the construction of the senior center facility are determined by the eligibility standards outlined in the Older American Act, as amended, which details legislative requirements. The Older Americans Act, as amended, establishes qualification requirements and the Administration on Aging is the designated federal agency to acquire and distribute funds. Consequently, in determining the number of individuals, the Bodaway/Gap Senior Center provided its current enrollment figures for inclusion in this proposal for only those individuals who meet Older Americans Act guidelines.

The total number of eligible individuals registered during the most current fiscal year includes 205, so the Navajo Area Agency on Aging has ensured that those most in need and those entitled to services benefit.

### d. Impact and Benefits of the Project

The Bodaway/Gap Chapter community has long faced struggles as a result of the Bennett Freeze issue. The long-standing effects of the Bennett Freeze include the inability to address any new facility construction projects of significance for the entire chapter for a significant number of years. Despite this challenge, the chapter has partnered with the Navajo Area Agency on Aging for over thirteen (13) years to bring needed services to the community by initiating services from the existing chapter facility. The construction of a new senior center building will bring forth the following impacts and benefits:

- ? A stand alone facility specifically designed to address services for elders that will ensure safety and comfort.
- ? A sense of ownership in the realization that the elders in the community have a facility specifically designed to address their needs and wants to continue to develop and expand services.
- ? Additional and expansive rooms dedicated for recreation, hobbies, socialization, dining, and updated bathroom facilities that meet ADA requirements.
- ? Enhanced food service environment, as the planned kitchen will allow for commercial oriented equipment and abeyance of continued Office of Environmental Health issues.
- ? Prevention of disruption of services due to elections, community events, and facility repair issues.
- ? Increased opportunities to partner with local agencies and service providers to effect elder specific clinics, health screenings, information, presentations, and related activities on a regular basis.
- ? The implementation of a Nutrition Education Module that will assist individuals in choosing health foods and make healthy choices while shopping.
- ? Development of a community-based environment that assures intergenerational activities.

- ? Access to evidence-based health models and modules to assure knowledge of healthful practices.

### e. Meeting Community Objectives

The Bodaway/Gap Chapter is cognizant of the need to address issues relating to the entire populace of its membership. However, in this specific endeavor, the Bodaway/Gap Chapter acutely embraces Navajo culture and philosophy in ensuring that the needs, safety, and welfare of our elders are assured. Clearly, in creating an environment to foster continued care for our elders, we can minimize, delay, or prevent long-term care institutionalization. The health care industry realizes that the maintenance of individuals in their own homes translates into a multi-billion investment that does not yet impact the Medicare/Medicaid realm.

In addition, the Baby Boomer Generation phenomenon, which includes those born between 1946 and 1964, demonstrates that there will be a significant increase in the number of individuals who will become eligible for services. According to the United States Census 2000, there were a total of 216 individuals between the ages of 45 to 59 years of age in the Bodaway/Gap Chapter. Certainly, the large number of individuals who will become eligible or have become eligible for services requires that the Bodaway/Gap Chapter becomes acutely aware of the necessity to indulge in the planning and design of a facility that will meet the needs of a growing aging population.

## IV. SCOPE OF WORK

### a. Roles of Key Personnel, Programs, and Entities Involved in the Project.

- ? Bodaway/Gap Chapter: Responsible for the completion of construction activities, bidding, contractor selection, construction monitoring/evaluation, and project close-out.
- ? Design & Engineering Services: Assistance with minimal design and engineering services in assisting with the construction of the facility, final inspection, and related activities.
- ? Office of Environmental Health/Tuba City Regional Health Care Corporation: Assistance with plan review to assure compliance with federal, state, and local laws/ordinances related to building, handicapped-accessibility, food service compliance, and health standards, continued plan/construction advisement, and final inspection activities.
- ? Bodaway/Gap Local Senior Council: Advocacy in development of all stages of construction. Assures that the design and manufacture of the building is conducive to

## INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

### Capital Project Description

their needs, wants, and incorporates their suggestions.

? Urban Rural Design Drafting: Responsible for development of Phase 2 & 3 efforts for the facility to cover sheet, floor plan, exterior elevations, building section, foundation plan/roof plan, architectural wall settings, architectural details, electrical plans/calculations, electrical plan/calculations, mechanical plan/calculations, specifications, hire electrical engineer and mechanical as needed. CHARGED WITH MANAGING PHASE 2 AND 3.

? Navajo Area Agency on Agency: Assurances that upon completion of the facility, management and operation of the facility is maintained.

#### b. Project Description, Summary, and Design

The planned facility is defined for utilization as the Bodaway/Gap Senior Center, which includes a building structure of 4,200 square feet. Attached for review from Urban Rural Design are the architectural designs for the building, including revolutionary visual safety, open spaces, efficient use of natural sunlight, utilization of solar power, local electrical infrastructure, high insulated aerated block, grey water system, electronic internet serviced, and related equipment.

In the development of the facility, the architect has implemented the highest level of "GO-GREEN" mechanics to ensure that that the facility is able to maintain self-efficiency without an exhaustive supplement in energy costs. This is a highly desirable component in the drafting of plans and designs.

#### c. Accessibility Design Features

Angie Maloney, R.S., MPH, District Sanitarian, Office of Environmental Health, Tuba City Regional Health Care Corporation, has completed a preliminary review of the plans provided by Urban Rural Design. Ms. Maloney has provided detailed written notification to Urban Rural Design Drafting to assure compliance with national and local codes and standards to evaluate pre-construction plans for projects on Navajo Nation, which will include:

- ? NFPA 101, Life Safety Code (LSC)
- ? NFPA 70, National Electrical Code (NEC)
- ? Uniform Plumbing Code (UPC)
- ? Uniform Building Code (UBC)
- ? Uniform Federal Accessibility Standards (UFAS) – Required by the Architectural Barriers Act of 1968 and the Rehabilitation Act of 1973 (handicapped accessibility)
- ? 1986 Navajo Nation Food Sanitation Code (NNFSC)

In addition, Ms. Maloney has provided a letter supporting the efforts of the conglomerate in this development.

#### d. Other Alternative Methods Considered (Feasibility Studies)

This is a specific project for older individuals and consumers, so the scope of methods is considered finite.

#### e. Operation and Maintenance upon Completion

The Bodaway/Gap Chapter's role is to secure funds and assure the complete construction of the Bodaway/Gap Senior Center. Upon completion of the structure and the procurement of a Navajo Nation Sanitation Permit, issued by the Navajo Nation Office of Environmental Health, the building will be under the direct management of the Navajo Area Agency on Aging, Western Navajo Agency, Division of Health.

The Navajo Area Agency on Aging presently has necessary operational funds to assure continued personnel and operational costs (Personnel, Travel, Operating Costs, Utilities, and Repairs/Maintenance) are addressed in the letter of commitment from NAAA Program, Tincer Nez, Jr., Director. The Bodaway/Gap Chapter will provide necessary appropriations for unforeseen expenses for utilities, equipment furniture, and labor necessary to address minor repair issues to equipment or the facility that may be deemed necessary in the operation of the facility.

#### f. Archaeological and Environmental Clearances

The planned location of the Bodaway/Gap Senior Center is within the Chapter Administrative Area. Consequently, Archaeological and Environmental Clearances have previously been completed, as noted in the Environmental Assessment.

#### g. Status of Right of Ways, Easements and Land Withdrawal

The planned location of the Bodaway/Gap Senior Center facility is within the Chapter Administrative Area. As indicated in the previous response, Right of Ways, Easements and Land Withdrawal has been completed.

Attached is a resolution of the Advisory Committee of the Navajo Tribal Council, dated November 19, 1964, which authorizes the withdrawal of Land for a Chapter House. The proposed senior center facility falls within tract of land already withdrawn and set aside for community of the Bodaway/Gap Chapter of the Navajo Tribe.

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

Capital Project Description

h. Status of Waterline, Power line, and Sewage Lines

The proposed facility falls within the tract of land occupied by the Bodaway/Gap Chapter, and as a result, Waterline, Power line, and Sewage Lines are immediately available for the project construction. Reference Letter of Utility Clearance from NTUA and Sanitary Clearance from Angela Maloney, MPH-RS, of TCRHCC.

i. Construction Contractor

As required by the Navajo Nation, the project will be subject to necessary bid requirements and selection.

j. Partners Involved

- 1. Bodaway/Gap Chapter
- 2. Urban/Rural Design
- 3. Navajo Area Agency on Aging, Western Agency
- 4. Bodaway/Gap Local Senior Council
- 5. Office of Environmental Health, Tuba City Health Care Corporation
- 6. Local Governance Support Center

k. Supporting Resolutions

- 1. Resolution BA-01-051-09: Bodaway/Gap Chapter Resolution Requesting Funds in the Amount of \$954,900.00 from CIO.
- 2. Resolution BA-01-002-09: Bodaway/Gap Local Advisory Committee for \$954,900.00 from Capital Improvement Office.
- 3. Expenditures of \$5,430 for Phase one (1) Production.

l. Feasibility Studies

Feasibility studies are archived with the Environmental Assessment and the land withdrawal documents.

V. BUDGET INFORMATION

a. Total Project Cost

The anticipated building costs (4,200 Square Feet) for this project are as follows:

CIO Contribution \$ 954,900

TOTAL PROJECT COST \$954,900 954900.00

b. Funding Sources and Contribution Amounts

The Bodaway/Gap Chapter requests that \$954,900.00 from the Capital Improvement Office (CIO) Funds be awarded for this project.

The Bodaway/Gap Chapter has already expended a retainer fee in the amount of \$5,430.00 for planning and design of the facility to complete Phase 1, which encompasses the preliminary issues, see attached letter. Consequently, this project should and must be considered "construction ready".

c. Letters of Commitment, Purchase Orders, etc.

- 1. Commitment Letter from NAAA- Tincer Nez, Jr., Program Director (Attachment)
- 2. See Local Senior Council Advisory Letter from Helen Smith, President, And Bodaway Council Local Senior Council President. (Attachment)
- 3. See prior expenditure notice from Dorothy Lee, Community Services Coordinator, in the amount of \$5,430.00 for Phase 1 services and completion. (Attachment)
- 4. See Chapter Resolution BA-01-056-09, dated January 18th, 2009, requesting \$954,900.00. (Attachment)

d. Project Cost Breakdown

General Requirements \$ 90,000  
Existing Conditions \$ 25,200  
Concrete \$ 58,350  
Masonry \$ 50,300

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

Capital Project Description

Metals \$ 12,300  
Wood, Plastics, & Composites \$ 75,000  
Thermal and Moisture Protection \$ 48,000  
Openings \$ 90,000  
Finishes \$ 58,000  
Specialties \$ 28,000  
Equipment \$ 68,000  
Furnishings \$ 9,800  
Special Construction \$ 0  
Conveying Equipment \$ 0  
Plumbing \$ 42,600  
Heating Ventilation Air Conditioning \$ 32,200  
Electrical \$ 40,000  
Communication \$ 5,000  
Electronic Safety & Security \$ 10,300  
Earthwork \$ 41,000  
Exterior Improvements \$ 23,000  
Utilities \$ 8,250  
Alternative Energy /Solar/Wind System/Solar Hot H2O \$100,000  
Contractual Services – Urban Rural Design Services \$ 39,600  
  
TOTAL \$954,900

See Construction Cost from Urban Rural Design, included as an attachment.

VI. ATTACHMENTS

- a. Resolutions
  - 1. Bodaway/ Gap Resolution BA-01-056-09
- b. Tuba City Regional Health Care Corp. Sanitary Clearance Letter
- c. Support Letters
  - 1. Tuba City Regional Health Care Corporation
  - 2. Evelyn Acothley, Council Delegate
  - 3. Dorothy Lee, Community Service Coordinator of Bodaway/Gap Chapter
  - 4. Tincer Nez, Jr., Program Director of NAAA-WNA
  - 5. Bodaway/Gap Local Advisory Committee
  - d. Prior Expenditure Report for Phase One (1) services and completion
  - e. Commitment Letter.
  - 1. Tincer Nez, Jr., NAAA Program Director

Project Location: Chapter Tract

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	NN CIP General Funds		No		

Proposed Budget



# INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

## Capital Project Description

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre-design	No		\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Architecture / Engineering	No		\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Construction	No		\$0	\$0	\$2,345,000	\$0	\$0	\$0	\$2,345,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$80,000	\$2,345,000	\$0	\$0	\$0	\$2,425,000

## Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Bodaway-Gap

Capital Project Description

Year Rank:

2022 - 2

Project Title:

Multi-purpose Building

Contact Name:

Dorothy Lee

Project description:

Seeking funding for facility that will have a computer room, offices, reception area, bathroom facilities, locker room with showers, tutor room.

Statement of Need:

This facility will get the youth involved with the community as well as provide a safe place for kids to enjoy daily fun activities. It will also provide a place where students can get tutored or be a tutor and provide technology for use toward their future

Project Location:

Chapter Tract

Project ID:

MPB51101-000446

Contact Phone:

928-283-3494

Contact Email:

dlee@navajochapters.org

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Navajo Nation	NN CIP General Funds		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$70,000	\$0	\$0	\$0	\$70,000
Planning / Pre-design	No		\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Architecture / Engineering	No		\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Construction	No		\$0	\$0	\$2,330,000	\$0	\$0	\$0	\$2,330,000
Other	No		\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
Total			\$0	\$0	\$2,500,000	\$0	\$0	\$0	\$2,500,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0		\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Bodaway-Gap

Capital Project Description

Year Rank:2023 - 1

Project Title:Pln, Dsgn, Cnstr Jct 89/160 Truck Stop

Contact Name:Pearl Johnson

Project description:To plan, design, and construct a truck stop at Junction 89/160. One hundred acres of land has been withdrawn to develop a truck stop to bring in revenue to the chapter, so the chapter can se self-reliance and not depend on the Navajo Nation anymore. Parking lot is included with the project.

Statement of Need:

Project Location:Chapter Tract

2021 - 2026

Contact Phone:928-283-3493

Contact Email:pjohnson@navajochapters.org

Project ID:PDCJTS51101-001111

Secured and Potential Funding Budget

Funding Type	Funding Source	Potential Funding Amount applied for; or to be applied for:	Applied For?	Amount Secured	Date Received
Federal	Other		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Predesign	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$0	\$0	\$8,800,000	\$0	\$0	\$8,800,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$0	\$8,800,000	\$0	\$0	\$8,800,000

Annual Operating Budget: (Entity Responsibility)

	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total for next 6 years
Operating / Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Section 7:

# **Community Land Use Plan (CLUP)**

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## Community Land Use Plan

### Overview

In 2019, the Bodaway Gap Chapter disbanded its existing Community Land Use Plan Committee (CLUP-c). During the Bodaway Gap Plan Week session, there was some discussion with the Navajo Nation Division of Community Development about the potential reestablishment of the Committee. NNDCCD is providing training to Chapters for the organization and operations of CLUP Committees.

For Navajo Chapters, the purpose of their Comprehensive Land Use Plan (CLUP) is to guide the future development and preservation of their land while establishing policies for future land use. The CLUP document is intended to help Chapter officials and members to make better decisions regarding budgeting, capital improvements and land use in order to reach the community's vision for its future.

The CLUP document contains information from Navajo Nation, the Chapter, federal, state and local government. The focus of the CLUP is to provide direction for housing, coordinating infrastructure development, protecting open space, designating commercial areas, and identifying and prioritizing community facility improvements.

Ideally, the CLUP is developed and approved based upon community involvement and feedback during the planning process. Ultimately, the CLUP serves to establish a set of policies to guide future land use decisions regarding residential subdivision plans, capital improvement projects, recreation and infrastructure plans, zoning districts and variance appeals.

Section 8:

# Housing Assessment

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## Housing Assessment

For Navajo Chapters, the purpose of their Comprehensive Land Use Plan (CLUP) is to guide the future development and preservation of their land while establishing policies for future land use. The CLUP document is intended to help Chapter officials and members to make better decisions regarding budgeting, capital improvements and land use in order to reach the community's vision for its future.

The CLUP document contains information from Navajo Nation, the Chapter, federal, state and local government. The focus of the CLUP is to provide direction for housing, coordinating infrastructure development, protecting open space, designating commercial areas, and identifying and prioritizing community facility improvements.

Ideally, the CLUP is developed and approved based upon community involvement and feedback during the planning process. Ultimately, the CLUP serves to establish a set of policies to guide future land use decisions regarding residential subdivision plans, capital improvement projects, recreation and infrastructure plans, zoning districts and variance appeals.



Section 9:

# Housing Escrow Funds

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## Housing Escrow Funds

### Housing Escrow Funds

On July 25, 2013, the Navajo-Hopi Land Commission unanimously passed resolution NHLCJY-27-13, approving a NHLCO Proposal to Distribute the Escrow Funds Earmarked for FBFA Housing to FBFA Chapters Based on Percentage of Chapter Population in the FBFA Formula and Directing the NHLCO and the Division of Finance to Implement the Distribution.

#### HEF Policy

Recognizing the challenge that chapters are having in expending Housing Escrow Fund moneys, the NHLC and NHLCO have amended the policy to allow for the expenditure of HEF funding on personnel/labor.

The Navajo-Hopi Land Commission approved an Escrow Funds Use Plan in June 2011. The plan allocated funds for several projects, including a housing allocation of \$4.0 million for housing. Subsequently, NHLC approved a drawdown of \$1.073 million to acquire 17 manufactured homes for the benefit of 17 recipients needing replacement homes on an emergency basis.

The available funding as of July 2013 was \$3,606,808. The NHLCO met on July 23, 2013 with representatives from four of the nine FBFA Chapters after proper notification and proposed to them a plan to distribute the funds to each Chapter based on their Chapter population in the FBFA. The representatives were in consensus to the proposal.

The July 27, 2013 resolution approved the distribution plan and authorized NHLCO to proceed to distribute the funding.

The resolution also stipulated that the Navajo-Hopi Land Commission Escrow Fund Policy would limit the available funding to \$30,000 per family.

The table below shows the available funding that is to be distributed to each of the Chapters.

Distribution of Escrow Funds Based on Chapter Population in the FBFA					
Chapter	Chapter Percentage Population in FBFA	Chapter Voter Registration	Voters in FBFA	Weighted Unit	Chapter Population in FBFA Share of Total Fund Available
<b>Bodaway Gap</b>	<b>0.91</b>	<b>1356</b>	<b>1233.96</b>	<b>0.24</b>	<b>\$865,633.92</b>
Kaibeto	0.09	1145	103.05	0.04	\$144,272.32
Coppermine	0.47	694	326.18	0.06	\$216,408.48
Tuba City	0.20	3490	698.00	0.14	\$504,953.12
Cameron	1.00	915	915.00	0.18	\$649,225.44
Coalmine	1.00	866	866.00	0.17	\$613,157.16
Leupp	0.03	1472	44.16	0.03	\$108,204.24
Tolani Lake	0.49	694	340.06	0.06	\$216,408.48
Tonalea	0.28	1536	430.08	0.08	\$288,544.64
<b>TOTAL</b>			<b>4,956.49</b>		<b>\$3,606,808.00</b>

Section 10:

# WHPacific Plan

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# WHPacific Plan

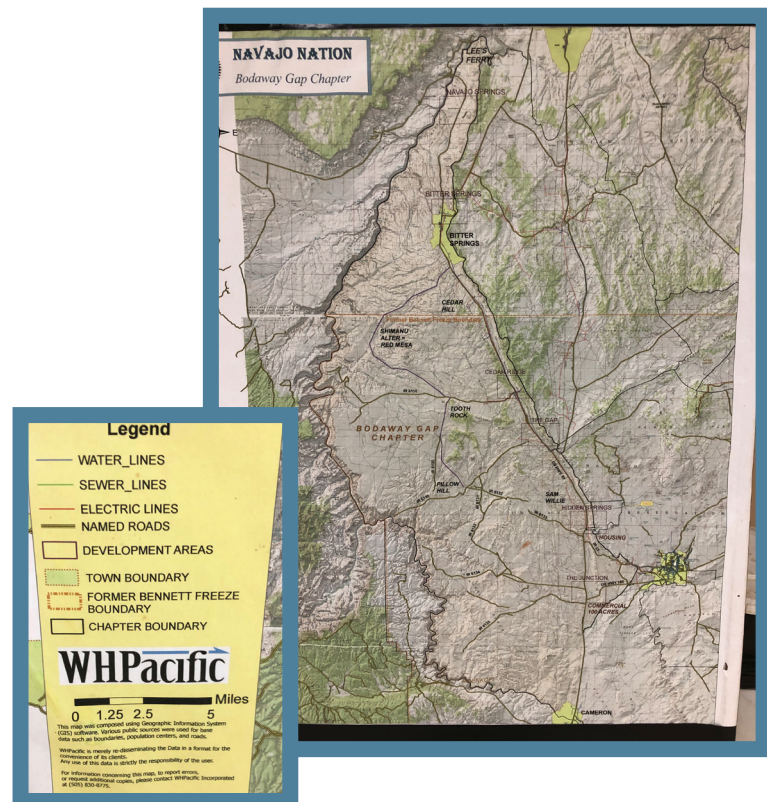
## Overview

Between May and September of 2008, WHPacific, Inc. was contracted by the Navajo Nation's Design and Engineering Services (DES) to develop a Regional Recovery Plan for the Former Bennett Freeze Area (FBFA).

This effort included information-gathering within the FBFA, but also throughout the rest of nine Chapters affected by the freeze, for purposes of comparison in terms of the impact and resulting needs of residents. This plan consolidated the priority capital projects of nine Chapters affected by the former Bennett Freeze – Bodaway/Gap, Cameron, Coalmine Canyon, Coppermine, Kaibeto, Leupp, Tolani Lake, Tonalea, and Tuba City – to create a strategic implementation plan, which could have been reshaped for eventual submittal as a special appropriation request from Congress.

WHPacific Inc., gathered information using three main methods over the four and a half month planning process: 1) from residents, officials, and Chapter staff at two community workshops in each Chapter; 2) from research and analysis of existing plans and ongoing project efforts at Chapter, Tribal, and Federal agencies and departments; and 3) from field teams using a Global Positioning System (GPS) to take data points at houses, roads, and other man-made features, and assess each feature's condition, whether very good, good, fair, poor, or very poor based on particular criteria.

WHPacific, Inc., produced three deliverables: 1) a recovery plan identifying top priority capital projects, including estimated costs and recommendations for implementation, 2) updated land-use plans for each Chapter to proceed with certification, and 3) all gathered GPS data and maps in the form of a Geographic Information System (GIS) database.



Section 11:

# **Western Navajo Pipeline Project**

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# Western Navajo Pipeline Project

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## Overview

The Bodaway Gap Chapter officials and Steering Committee understand that the Western Navajo Pipeline project is intended to draw water from Lake Powell in Page to pipe the water south to many Navajo Chapters. There was some discussion at the Bodaway Gap Steering Committee that there is a desire to run the waterline to Coppermine and then to First Windmill and then over to Cedar Ridge before it comes down to Gap. This would provide water for people and livestock at Cedar Ridge. Water to Cedar Ridge could then gravity flow to the fields below the community.

## Brown and Caldwell Report

In September 2013, Brown and Caldwell was authorized by the Navajo Nation to prepare the Tuba City Regional Water Plan (Plan). This plan was developed for the “Tuba City Nine Chapters (now known as the Navajo Thaw Region),” and included water planning for the Bodaway-Gap, Cameron, Coalmine Canyon, Coppermine, Inscription House, Kaibeto, LeChee, Red Lake #1/Tonalea, and Tuba City Chapters. (Note: The region is slightly different from the Navajo Thaw Region).

The plan summarized existing and anticipated water needs within that region, reviewed water resources available to serve those demands, evaluated alternatives to address supply deficiencies, and recommended a preferred alternative for implementation to address short- and long-term water supply deficiencies.

Brown and Caldwell is a part of the Navajo Thaw Support Team, working to develop and implement the Navajo Thaw Implementation Plan.

Section 12:

# Swaback Partners

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## Swaback Partners

### Planning and Design Manual

In 2012, the Navajo Housing Authority (NHA) engaged the services of Swaback Partners to develop a Planning and Design Manual which would serve as a roadmap to assist Chapters with the best practices of planning and community development. While not intended to be a substitute for Chapter Plans, the documentation was intended to provide better choices for housing types and needs.

The master planning effort introduced a new form of scattered housing focusing on rural settings with an emphasis on conservation resources. Workshops and open houses were utilized to receive public input.

Ultimately, the planning activities involved in this “Sustainable Community journey” were intended to guide the potential development of 34,000 new dwellings across the Navajo Nation.

Three stages of analysis work were completed:

- Stage One—Site Reconnaissance and Evaluation
- Stage Two—Programming Confirmation and Refinement
- Stage Three—Prototypical Plans and Sustainable Community Master Plans

# Appendices

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- A. Prioritized Strategy Report**
- B. Planning Methodology**

## Appendix A

## Prioritized Strategy Report

STRATEGY	SCORE	WANT	STRATEGY GROUP
Pass-through Visitor Services	85	100%	Tourism
Health Care Expansion	60	100%	Community Development
Environmental Restoration	55	78%	Sector-specific
Destination Tourism	51	88%	Tourism
Logistics Centers	50	65%	Sector-specific
Value-added Mining	49	65%	Value-added
Education Development	38	100%	Community Development
Business Recruitment	32	86%	General Business
Attracting Government Jobs	31	100%	Other
Business Retention and Expansion	30	90%	General Business
Business Cultivation	30	50%	General Business
Value-added Agriculture	25	94%	Value-added
Value-added Fisheries	25	58%	Value-added
Attracting Funding	25	100%	Other
Value-added Forest Products	21	78%	Value-added
Leading-edge Development	19	70%	Sector-specific
Entrepreneurial Development	18	95%	General Business
Energy Development	18	83%	Sector-specific
Bedroom Community Development	15	94%	Community Development
Attracting Lone Eagles	15	75%	Other
Cultural Tourism	10	80%	Tourism
Local/Regional Tourism	10	100%	Tourism
Attracting Retirees	10	100%	Other
Downtown Development	8	100%	Community Development
Infrastructure Development	0	100%	Other

## Appendix B

### Planning Methodology

In order to maximize community participation in the planning process, and to quickly transition the community to plan implementation, Bodaway Gap engaged Building Communities to employ its unique strategic planning methodology in the development of this plan. The Building Communities approach to strategic planning bypasses traditionally used planning and research components—such as lengthy demographic studies, which often add little to a plan in terms of usefulness over time and focuses instead on the development of action-oriented projects and initiatives. The Building Communities planning approach is objective, comprehensive and expeditious.

- **Objective:** Communities select community and economic development strategies and initiatives based on a logical analysis of the factors most relevant to community advancement
- **Comprehensive:** Communities consider a host of possible strategies and initiatives to improve local economic conditions, and to sustain and advance overall quality of life
- **Expeditious:** The process is fast-paced (typically 12 hours total) and excludes discussion unrelated to the development and implementation of the strategic plan

### Vision and Mission

The development of vision and mission statements has long been “standard procedure” in traditional community and economic development strategic planning processes. These statements are crafted to inspire, convey core values, and to indicate the direction communities desire to head as they implement their plans. These are all important ingredients in any strategic plan. In the Building Communities planning methodology, vision and mission statements assume a different form. In fact, vision and mission statements *appear* to be absent in the planning process and final plan, at least as traditionally seen. But they are anything *but* missing.

The Building Communities methodology recognizes that communities embrace similar values, missions, objectives and visions for the future—leadership, integrity, health, quality services, safe environments, responsible use of resources, economic growth and quality living, to name a few. Fully recognizing that these values and ideals are both common to, and important in, nearly all communities (if not all!), the Building Communities methodology integrates vision and mission statements seamlessly into the strategic plan, both expanding their content and application, and making them unique to the community.

As part of the Building Communities planning approach, Bodaway Gap’s vision—“*what we aim to become based on who and where we are*”—is presented in a lengthier format than just a sentence or two. It is found under the header “Our Community and Vision” in the *Executive Summary*. The plan itself can also be considered an extension of Bodaway Gap’s vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Bodaway Gap’s mission—“*what we want to do to enact our vision*.”

Defining a community’s vision and mission is at the core of the Building Communities planning approach.



For Bodaway Gap, these elements emerged as participants were guided through a planning process that had two overarching objectives—improving local economic conditions and enhancing quality of life in the community.

## Objectives of Methodology

The Building Communities approach is firmly grounded in the belief that the objectives of community and economic development strategic planning (like the values and aims of visions and missions) are also common among communities—*improving economic condition* and *enhancing quality of life*. These two high-level objectives can be directly related, indirectly related, or almost completely insulated from one another, depending on the development projects being pursued by the community. For example, development of value-added projects offers the potential for significant improvement to a community's economic condition, but may only indirectly improve the quality of life enjoyed by its citizens. In like manner, strategic positioning as a bedroom community can dramatically improve general community conditions for residents in the form of residential amenities and aesthetic elements, but may only indirectly contribute to the economy. And some initiatives, such as well-developed tourism campaigns, may result in enhancements to both quality of life and the local economy.

The relationship between these two objectives works in both directions. That is, while improvements in one category may have a positive effect on the other, neglect in one—or overemphasis on it—may have a drag-down effect on the other. In order to maximize the benefit of community projects and initiatives, the Building Communities methodology emphasized analysis and planning in both of these categories during the planning process.

## Major Components of Planning Approach

The Building Communities planning approach brings together three important components to produce a strategic plan—people, analysis and action. These components were carefully combined and organized for Bodaway Gap in order to minimize time spent on relatively fruitless planning activities, while maximizing the power that each of the components brings to the process:

- **People:** The Plan Director, Plan Facilitator, Building Communities Support Staff, Steering Committee—and the Community at large
- **Analysis and Action:** Plan Week, which included these analyses and action-assignment sessions:
  - Key Success Factor Analysis
  - Quality-of-Life Initiatives (QOLIs) Session
  - Civic Condition Assessment
  - Voice of the Community Meeting
  - Strategy & QOLIs Selection Session
  - Assigning Essential Action Steps
  - Elevator Speech Session

## The People

This strategic plan is a road map to better the individual and collective lives of its people. As such, the Building Communities methodology places high value on involvement of the people. In fact, perhaps more than any other strategic planning process currently in use, the Building Communities approach invites—*no, requires!*—community members themselves to do the analyses and evaluations, determine the strategic projects and initiatives to be pursued, develop the content which constitutes the “meat” of the completed strategic plan and conduct follow-up activities to ensure that it is implemented, with Building Communities guiding the process.

Contrast this to traditional approaches in which often “detached” hired consultants do most or all of the analyses, interpret local conditions, write the plan, and community members accept the resulting plan as “their own.” Though this is the common formula, it in many cases leads to strategic plans being little more than expensive dust collectors. This is no future, and the Building Communities methodology does not use this model.

The Building Communities methodology employed the services of the following people:

- **Plan Director:** Serves as the liaison between Building Communities and Bodaway Gap; oversees community outreach efforts; assists in creating the Steering Committee; coordinates all planning and implementation efforts over the life of the plan.
- **Plan Facilitator:** Brian Cole, President, Building Communities Inc. - Deploys the Building Communities Strategic Planning methodology, tools and software; provides guidance and assistance to the Plan Director; conducts planning, analysis and content-development sessions; delivers the plan in its various drafts and forms.
- **Building Communities Support Staff:** Though rarely visible to the community, Building Communities’ support staff works behind the scenes to provide communities with effective and efficient planning tools, and to deliver a polished plan they can be proud of and use effectively.
- **Steering Committee:** Includes the Plan Director and represents the interests of Bodaway Gap in the planning process; participates in all Plan Week work sessions; invites community participation in the planning process; weighs all community input; selects strategies and initiatives for implementation; reviews and provides feedback on the draft final plan; leads implementation efforts during the life of the plan.
- **Citizens of Bodaway Gap:** Includes all citizens and elected officials; provides crucial input during the Voice of Community Meeting and during plan review and adoption proceedings; assists and supports the Steering Committee during planning and implementation.

## Overview of Plan Week

The bulk of the analysis and data gathering needed to build the strategic plan were accomplished during Plan Week—a term actually coined by a Building Communities client to describe the series of rapid-fire Building Communities planning sessions. For Bodaway Gap, Plan Week consisted of the seven sessions listed previously and was conducted December 11-12, 2019.

Data-gathering and analysis sessions were first in the process. Evaluation sessions followed, in which collected data and information were assessed and weighed. Next were decision-making sessions during which Steering Committee members determined the strategies and initiatives which would define Bodaway Gap’s mission during the life of the plan. Initial plan implementation steps were also determined by the Steering Committee in the later sessions, and finalization of these “*Essential Action Steps*” is underway. In the final session of Plan Week, Steering Committee members were invited to reflect on the results of the preceding sessions, and to merge these with Bodaway Gap’s identity and aspirations to create an expanded statement of its vision and direction.

The seven sessions of Plan Week are designed to capture the “full body” of community and economic development considerations:

- A logical assessment of what the community **should do** based on the likelihood of success (the “mind”)
- The passion the community has to advance in a desired direction, or what it **wants to do** (the “heart”)
- The capacity of the community to advance based on its human, financial and technical resources, or what it **can do** (the “muscle”)

## Prior to Plan Week: Community Organizer Assessment

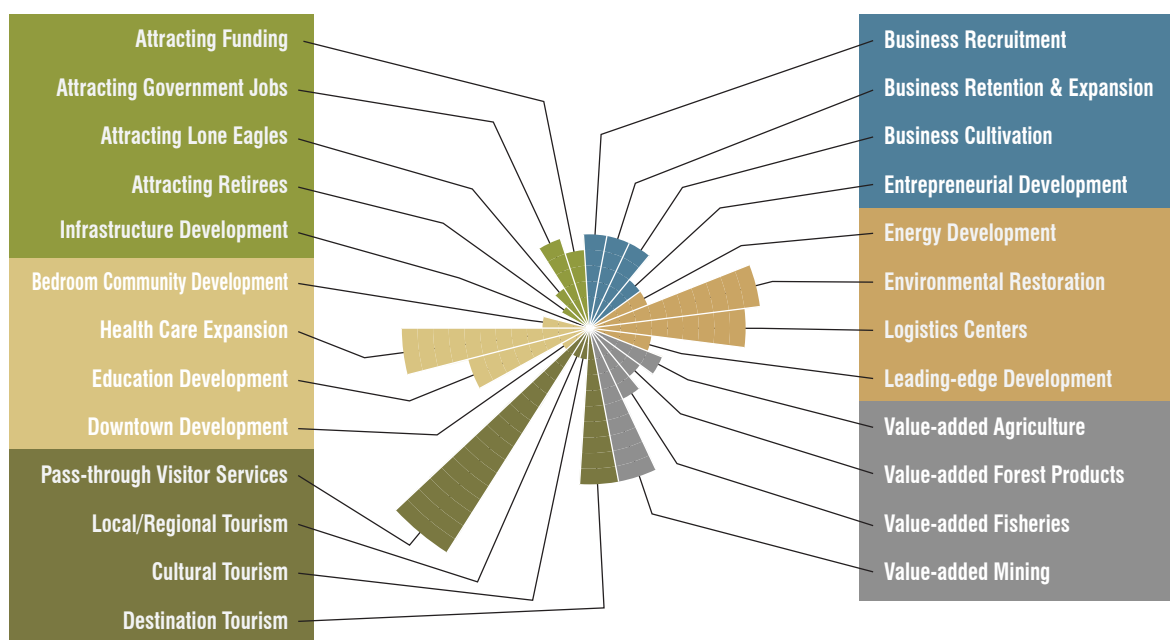
One part of community and economic development strategic planning often ignored is determining the capacity of the community to implement its plan. *Capacity* relates to the human, financial and technical resources needed to generally engage in community and economic development activities, and considers such things as unity of vision, land-use policy, community attitude and organizational stability.

The Building Communities planning approach addressed this critical element in Session 3—the *Community Organizer Assessment*—in which were presented a series of questions specific to the community and business development development aspirations of the community. This yielded a report detailing specific recommendations about how Bodaway Gap can increase its capacity in order to successfully implement its strategic plan. The results of the *Community Organizer Assessment* can be found in Section 5 of this plan.

## Session 1: Key Success Factor Analysis

Plan Week began with a fast-paced analysis of Bodaway Gap’s comparative advantage for a host of *Key Success Factors*—conditions, assets, abilities, etc. possessed by the community—related to 25 community and economic development strategies the community could pursue to improve economic condition and enhance quality of life.

The graphic below shows in “thumbprint” showing all the strategies the Steering Committee considered in this first session, and that the broader community also considered in a later session. Strategies ultimately selected appear as dark spokes, with the length of the spoke indicating the strategy’s potential for successful implementation.



The input from this session yielded Bodaway Gap’s *Prioritized Strategy Report*—a ranking of the 25 strategies on a scale of 0 to 100 based on the likelihood of successful implementation. This report, along with a more detailed explanation of its content, can be found in Section 1 of this plan.



## Session 2: Quality-of-Life Initiatives

Unlike the 25 strategies, which are presented as a finite list, *Quality-of-life Initiatives* are an “open book” whose main purpose is to address quality-of-life issues of concern to the community. In Session 2 members of the Steering Committee were asked the question, “What would improve the quality of life in your community?” and invited to consider major issues or concerns they have about the livability in Bodaway Gap.

These initiatives were presented to the broader community in a later session for their consideration and input, before the final selection of initiatives to pursue was completed by the Steering Committee. A more detailed treatment of the *Quality-of-life Initiatives* follows in Section 4 of this plan.

## Session 3: Navajo Homework

Each of the Chapter Recovery Plans serves to assemble a lot of the data and existing planning that already exists for the chapter. The intention is to create a “one stop shop” for most of the high-level information needed by the chapter in order to successfully implement its plan.

The Navajo Homework includes Chapter Demographics, Chapter Budget, Capital Improvement Plan, Community Land Use Plan, Housing Assessment, Housing Escrow Funds, WHPacific Plan, Western Navajo Pipeline Project and Swaback Partners Report.

## Session 4: Voice of the Community Meeting

The entire community was invited to Session 4, a town-hall-style meeting carefully designed to receive broader input about the same strategies and initiatives being considered by the Steering Committee. During this meeting, two overall objectives were met.

First, the community was asked to consider the 25 strategies earlier presented to the Steering Committee and answer the following questions in relation to each:

- Would you like to see this strategy implemented in Bodaway Gap?
- Do you believe that Bodaway Gap can successfully implement this strategy?

The second objective was to present the results of the Steering Committee’s work on Quality-of-life Initiatives (from Session 2) and to receive feedback and other input on these topics. The results of the Voice of the Community Meeting were added to those of the Key Success Factor Session and presented to the Steering Committee in a later session as the *Enhanced Strategy Report*. This report can be found in Section 2 in this plan.

## Session 5: Strategy and Quality-of-Life Initiatives Selection

After the Steering Committee considered the “full body” of community and economic development considerations it made a final selection of strategies and *Quality-of-life Initiatives* in Session 5. For the strategies, this was accomplished during a detailed review of all strategy-related information from previous sessions. Where consensus could not immediately be reached about how to treat specific strategies, they were “held” and reviewed again later. This pattern continued until an acceptable subset of “selected” strategies was complete.

Additionally, the Steering Committee reviewed all previously considered *Quality-of-life Initiatives*, along with all related information collected in previous sessions. From the original list of topics, the Committee chose to “act on,” “write about” or “ignore” the concern or issue. Topics selected for action became full-fledged initiatives and were slated, along with the selected strategies, for further development in Session 6.

## Session 6: Assigning Essential Action Steps

Deciding *what* to do is almost always easier than determining *how* to get things done. Making decisions about how to begin implementation of selected strategies and initiatives, about who will lead these efforts for each strategy/initiative and determining exactly what steps need to be taken along the way is challenging work in the Building Communities methodology. And, equally important (perhaps even more so) is community members assuming ownership of making these implementation decisions. The “Achilles heel” of many strategic plans is the disconnect between community members and their plan when implementation consists of little more than “the consultant says this is what we should do.”

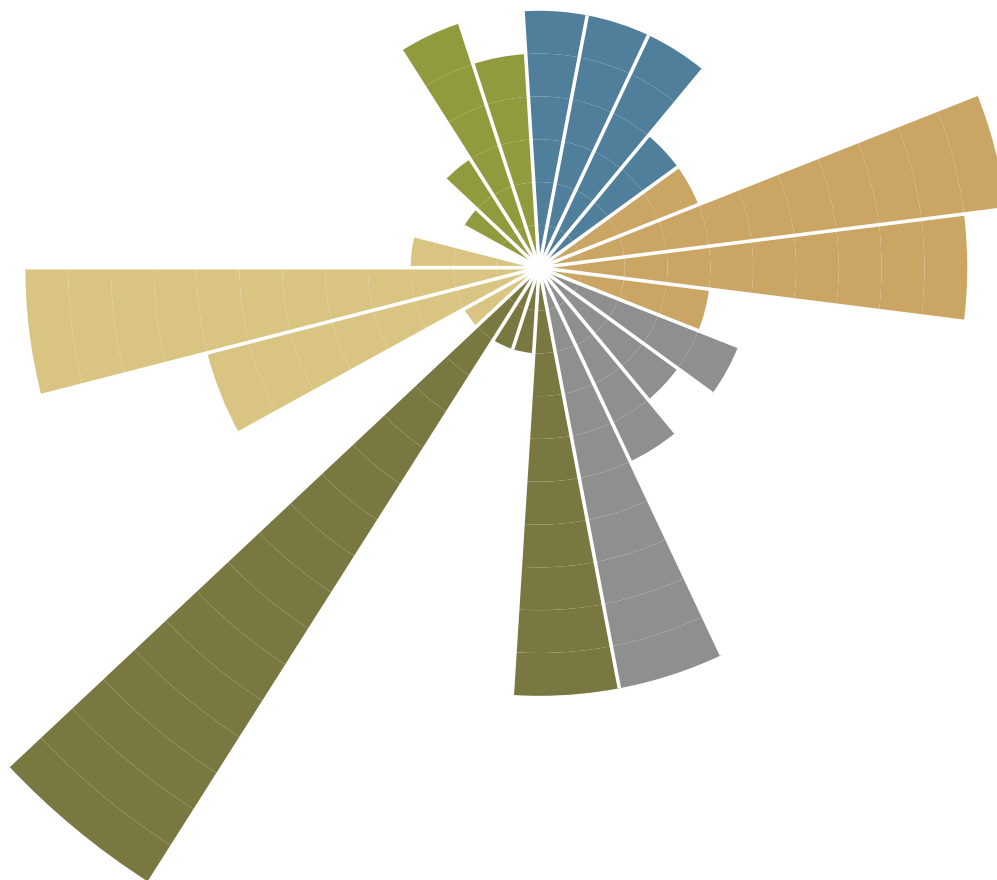
With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as “lead.” Committee members were then introduced to an online tool designed by Building Communities to help them identify *Essential Action Steps* (EASs) for each strategy/initiative and “Tasks” for each EAS. Essentially, designated Steering Committee members were assigned to detail “who will do what by when, and with what resources” for each strategy and initiative.

## Session 7: Elevator Speech

The final session returned to the heart of the matter: why are we doing strategic planning in the first place? Steering Committee members were asked to reflect on why they care about their community and what they desire for the future. During this time, the group explored and discussed what is unique about Bodaway Gap and what they expect as a result of conducting the strategic planning process. The result of this last session became the opening message in the plan and makes a unique statement about the heart of the community and what to expect in the plan—and during the years to come.

## Objectivity of Planning Methodology

Great care was taken during Plan Week to avoid traditional strategic planning pitfalls. One of the most common of these pitfalls is the tendency in communities for the “loudest voice” or “most important person in the community” to dominate discussions and to silence (intentionally or otherwise) those who might disagree or, quite frankly, have better ideas. The Building Communities methodology used by Bodaway Gap employed a system which collected participants’ public responses to important questions anonymously in real-time. Because initial responses were given privately and silently, results were very likely genuine and representative of participants’ true positions. This ensured that discussions were fruitful, and that the issues, initiatives and concerns discussed were representative of the group rather than reflective of the opinion of one or two people. In other words, this provision for anonymity made what is, by its nature, very subjective work as objective as possible.



## Bodaway Gap

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