

K'AI BII TO

KAIBETO CHAPTER

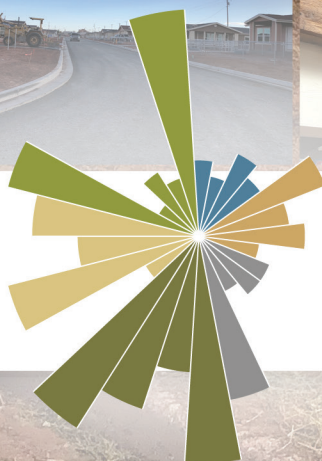
NAVAJO NATION

RECOVERY PLAN

JUNE 2020



Native Builders LLC



Dedication

” 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. **”**

Kaibeto 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.”

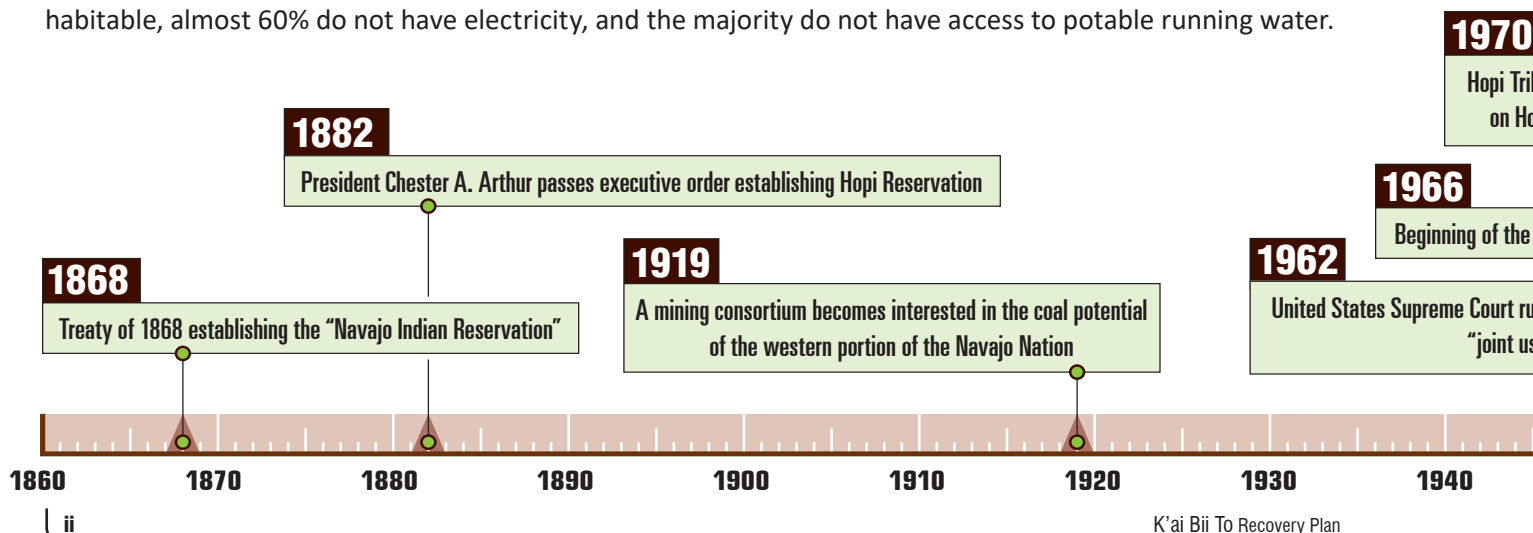
In 2005, Senator John McCain (R-Arizona) introduced Senate Bill 1003: Navajo-Hopi Land Settlements of 2005. The bill passed the Senate and included provisions such as amendments to the “Joint Use Area” established in 1880.

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.



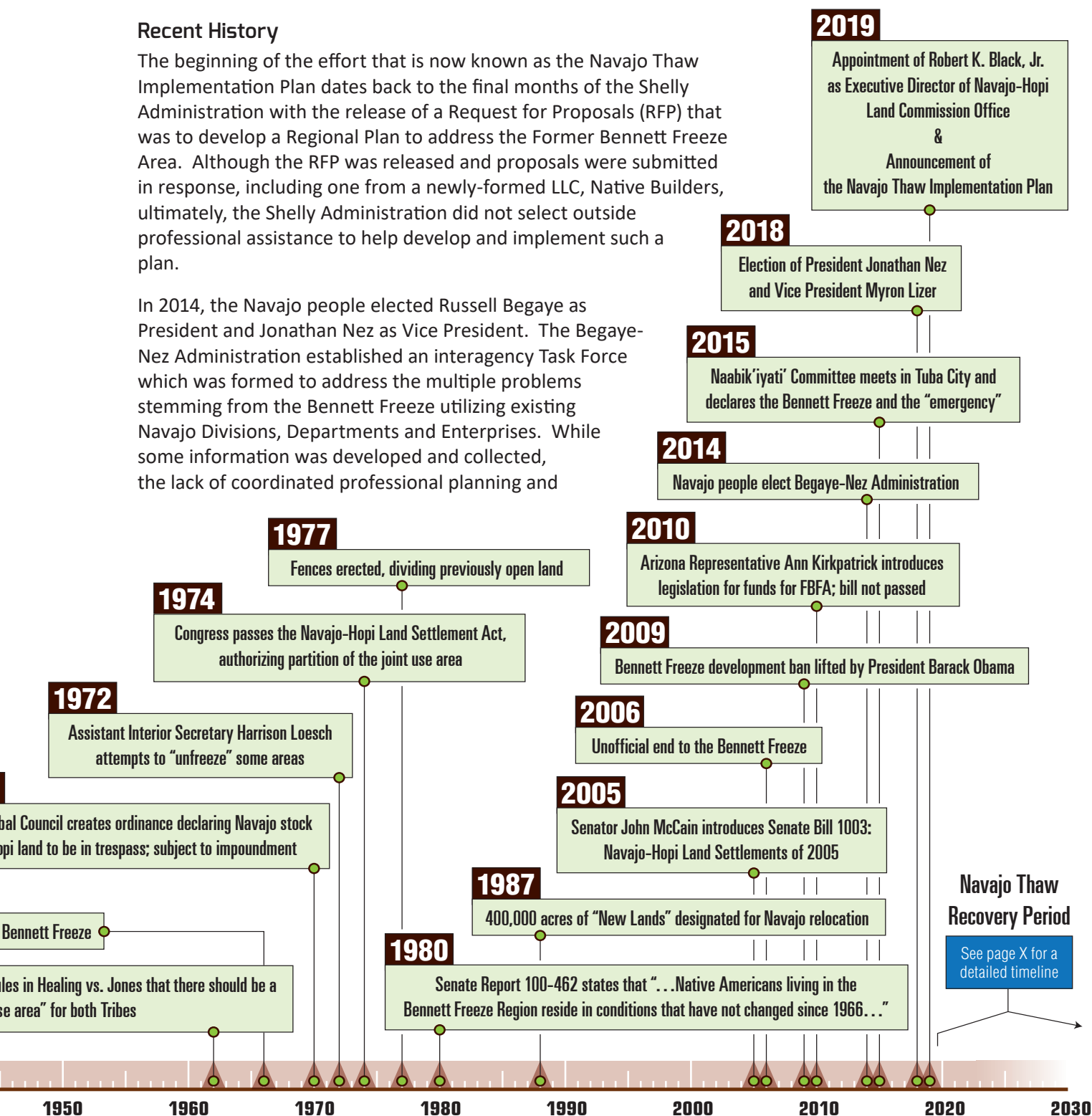
The legacy of the Bennett Freeze still looms over the region and deeply affects the day-to-day lives of its residents. In testimony before Congress, Nelson Gorman, Jr., Speaker of the Navajo Nation Council, likened it to “the deplorable conditions approximating those found only in underdeveloped third 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.

kaibiito.navajochapters.org

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 comimttee
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.**

K'ai Bii To Chapter Navajo Thaw Implementation Plan Planning Participants

K'ai Bii To Chapter Officials

Tom Franklin, Jr.
President

Yolanda Ellis-Bileen
Vice President

Neal B. John, Sr.
Grazing Committee Member

Planning and Zoning Committee Members

Waylon Singer

Burnette Welch

Trisha Blacksmith

Maxine Patterson

Steering Committee Members

Leroy Begay

Victoria June

Susie Begay

Maxine Patterson

Trisha Blacksmith

Stan Patterson

Willie Blacksmith

Cecilia Spencer

Tom Franklin

Larry Spencer

Franklin Fowler

Leta Warner

Darlene Jumbo

Chester Yellowman

Maxine Patterson

Weylon Singer

Tricia Blacksmith

Pricilla Mann

Burnett Welsh

Chapter Officials 2017-2021

Paul Begay
Council Delegate 2015-2019

Franklin Fowler
Chapter President

Tom Franklin, Jr.
Vice President

Yolanda Ellis-Bileen
Secretary/Treasurer

Priscilla Mann
Grazing/Land/Farm Board

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

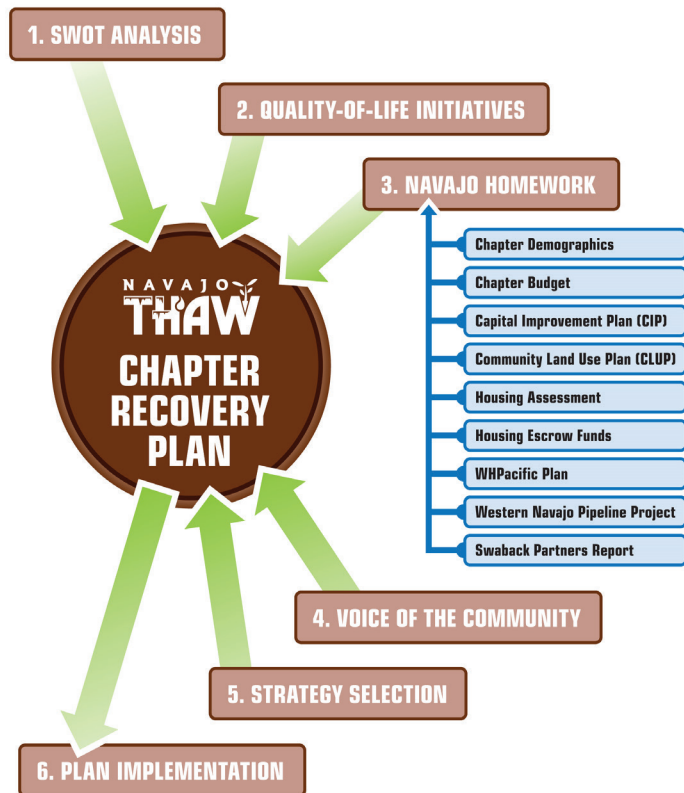
For generations, thousands of people in Western Navajo have felt the impact and injustice of the Bennett Freeze. Housing has been substandard, water infrastructure has been non-existent, public facilities have been insufficient and unemployment is unacceptably high.

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

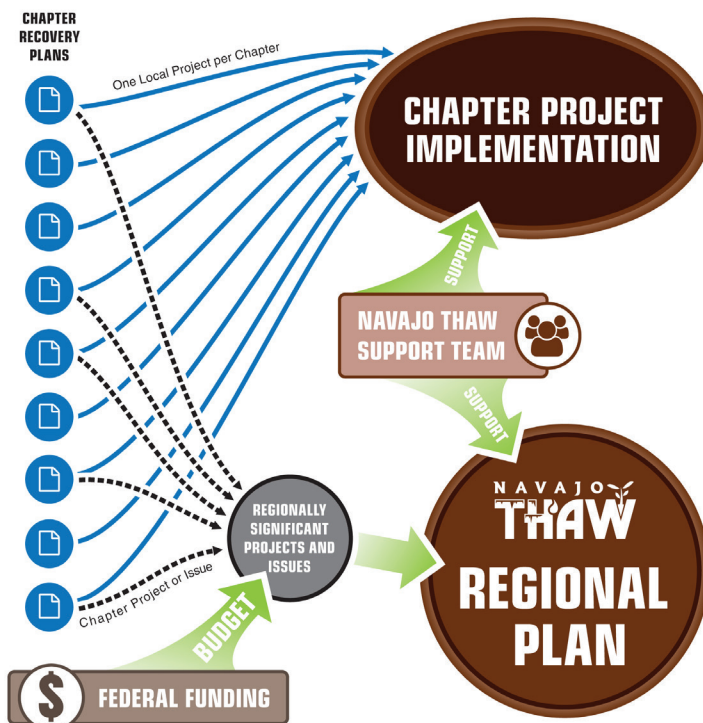


to improve the housing, establish the infrastructure, build the public facilities and create economic conditions necessary to benefit the lives of the impacted Navajo people.

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

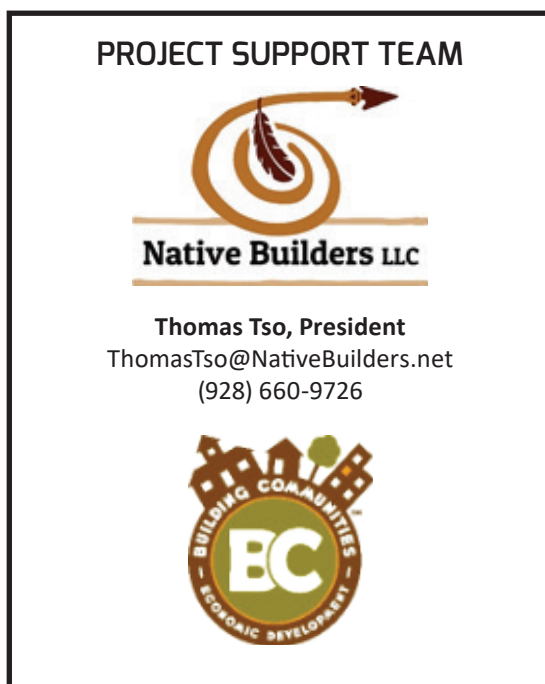
Plan Week is the 1.5 day, 12-hour strategic planning process designed to capture virtually all of the data, information, strategies, initiatives, projects and aspirations of each of the nine Navajo Thaw Region Chapters.



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.



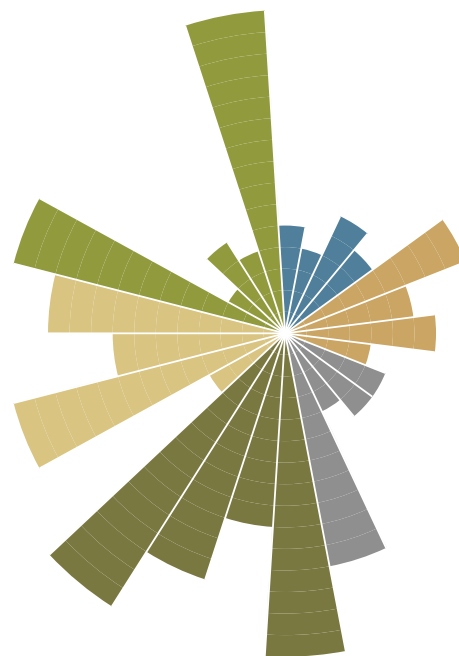
Not “Cookie Cutter” Planning

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*.



Kaibeto 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 Kaibeto Chapter Recovery Plan only makes mention of the name/word Bennett as a point of history and geography. The southern portion of the Kaibeto Chapter is within the geographic boundary of the Bennett Freeze, and this plan is to give voice for those impacted by this period of time while presenting a plan for the benefit of the entire Chapter.

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 Kaibeto Chapter.

K'ai Bii To and the Bennett Freeze

An estimated 30 families (including kids and grandchildren) reside in the Bennett Freeze portion of the K'ai Bii To Chapter.

The homes that were originally constructed in this area were built by people that lacked carpentry skills. Many of the roofs are falling off—or have fallen off. Water is available, but only when the wind blows. The wind will power the windmills that draw the untreated water which serves both people and livestock. Many of the windmills need fixing, as blowing sand has accumulated and has diminished or eliminated their functionality. The only other source of water is a 20-mile round trip.

Most of the homes do not have electricity. Compounding matters, it is rare that a sufficient cell signal exists to provide telecommunications services—even reaching out for emergency services can be hit-and-miss.

There is no form of public transportation and most of the elderlies live alone. Some are supported by family members who tend to sheep during the days. Only some of the elderlies can count on family members for travel to town and the senior center.

The earthen dams that have provided water storage are now filling with sand, and are over 30 years old. Although the Bureau of Indian Affairs made a major investment in the 1940s – 1950s to build this infrastructure, it has gone largely unmaintained.

For the 30 families that do reside in the K'ai Bii To Chapter of the Former Bennett Freeze, this has become their way of life. This was not the Promise that was made. Life on the Bennett Freeze is in stark contrast to the Promise that was made by the federal government to resolve the land dispute in a way that would not disrupt the lives of the people.

Scope and Timeframe of the Plan

The geographic scope for this plan is the Kaibeto Chapter, and especially the portion of the Kaibeto Chapter that is in the Former Bennett Freeze Area (now known as the Navajo Thaw Region). While this plan is designed to represent and benefit all of the Kaibeto Chapter, it is also recognized that some of the resources that the plan may attract to benefit Kaibeto will be applied only to the portion of the Chapter within the FBFA. The geographic limitation of such potential resources will be defined by the provider of such funding and assistance.

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 Kaibeto 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.

Looking to the Future

Participation in the Navajo Thaw Implementation Plan effort serves to extend the progress that is being made at Kaibeto in terms of investment in transportation and water infrastructure. This extension is both geographic and from a time perspective. Geographically, Kaibeto desires to see investment in the southern portion of its Chapter that is included in the Navajo Thaw Region. From the perspective of time, Kaibeto looks to the 20-year time horizon for the implementation of the investment in infrastructure, public facilities, housing and economic development as envisioned by all participants in the Navajo Thaw Implementation Plan effort.

Feedback and Update on Chapter Recovery Plan

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.

May 22, 2020 - Update

In addition to the Projects and Priorities already identified in the Kaibeto Chapter Recovery Plan, Chapter President Franklin Fowler identified the following Priorities on May 22, 2020.

First, similar to the priority expressed by the Coppermine Chapter, Kaibeto supports paving the road between Gap and Kaibeto (N21).

Second, a Watering Point needs to be developed between Gap and Kaibeto.

Finally, housing improvements are needed for impacted residents within the Bennett Freeze portion of the Chapter. Kaibeto has already received some materials from the housing escrow fund, but there is no labor to complete the work. There is also some question about the current condition and availability of the materials that were purchased.

Kaibeto would like support in coordinating with NHA to determine if NHA does have any housing improvement projects identified for the Kaibeto Chapter and the Bennett Freeze portion of the Chapter in particular. Coordination on home site leases and the Office of Environmental Health is also necessary to expedite such projects.

June 5, 2020 - Update

Chapter President Franklin Fowler indicated that the top priority project for the Kaibeto Chapter at this time is the development of the Public Safety building.

Section 1:

Plan Week Results



Plan Week Results

Overview

To gather the information from which to begin formulating K'ai Bii To'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 K'ai Bii To'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 K'ai Bii To:

Kaibeto Plan Week

October 17-18, 2019

<p>At the conclusion of Plan Week, the Steering Committee selected the following strategies for implementation in K'ai Bii To:</p> <ul style="list-style-type: none"> • Attracting Funding • Attracting Government Jobs • Attracting Lone Eagles • Bedroom Community Development • Business Recruitment • Business Retention and Expansion • Cultural Tourism • Destination Tourism • Downtown Development • Education Development • Energy Development • Environmental Restoration • Health Care Expansion • Infrastructure Development • Local/Regional Tourism • Pass-through Visitor Services 	<p>In addition, these <i>Quality-of-Life Initiatives</i> were selected for advancement:</p> <ul style="list-style-type: none"> • Civic Volunteerism • Community Governance • Drugs and Methamphetamine Issues • Housing and Homes • Jobs and Economic Development • Mental Health Center • Public Safety Building • Road Improvements • Rural Addressing • Trails Project • Water for Livestock • Water Infrastructure • Youth Sports Facility
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Strategy Selection Process

The K'ai Bii To 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 K'ai Bii To'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 K'ai Bii To 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 K'ai Bii To, 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.

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.

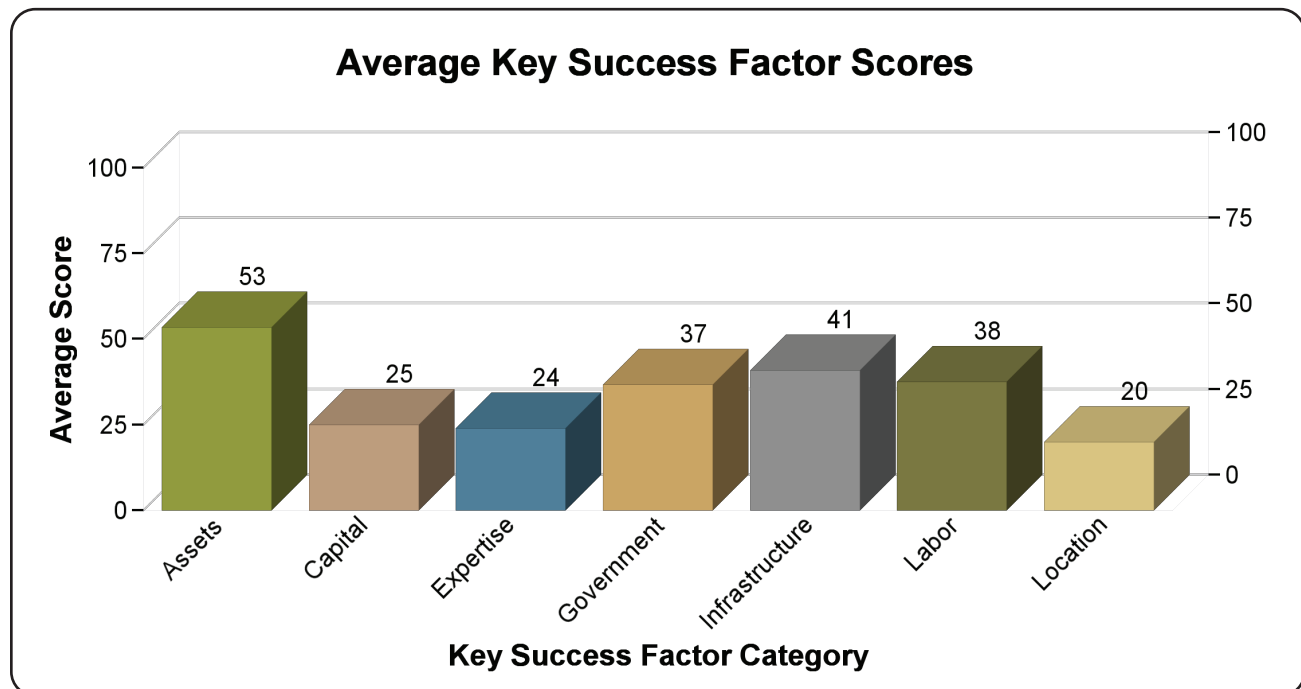
The table below presents a brief description of each category and the average score of the community (on a scale of '0' as low and '100' as high) in each of those categories.

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Attracting Funding	75	Other
Pass-through Visitor Services	74	Tourism
Destination Tourism	72	Tourism
Education Development	63	Community Development
Infrastructure Development	63	Other
Local/Regional Tourism	58	Tourism
Value-added Mining	55	Value-added
Bedroom Community Development	53	Community Development
Energy Development	45	Sector-specific
Cultural Tourism	43	Tourism
Health Care Expansion	42	Community Development
Logistics Centers	36	Sector-specific
Environmental Restoration	31	Sector-specific
Business Cultivation	30	General Business
Business Recruitment	25	General Business
Entrepreneurial Development	25	General Business
Value-added Agriculture	25	Value-added
Attracting Lone Eagles	25	Other
Value-added Forest Products	24	Value-added
Leading-edge Development	22	Sector-specific
Value-added Fisheries	22	Value-added
Business Retention and Expansion	20	General Business
Attracting Government Jobs	19	Other
Downtown Development	18	Community Development
Attracting Retirees	16	Other

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	53
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	25
Expertise	The skills, connections and abilities of local professionals.	24
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	37
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	41
Labor	The labor force of a community.	38
Location	The relative proximity of the community to the marketplace.	20
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.



Only one of the seven Key Success Factor Categories scores at or above average (50%). This is the Assets Category which represents a far-ranging set of conditions or abilities that the Kaibeto Chapter can draw upon for successful plan implementation. The higher scoring Assets Category factors provide insight into the most viable economic development strategies for the Chapter.

Both the Capital Category and the Expertise Category score in the bottom quartile with only 25 points. This underscores the lack of resources available to Kaibeto and throughout the Navajo Thaw Region to reverse the longstanding impacts of the Bennett Freeze. This underscores the need for human, financial and technical assistance to help the Chapters and the region help themselves.

The Government Category, Infrastructure Category and Labor Category all score below average, once again underscoring the challenges that the Chapter has to implement community and economic development priorities without outside assistance.

Finally, the Location Category underscores the generally remote nature of the Kaibeto Chapter.

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

Of the seven Key Success Factor categories, the Assets category scores the highest. “Assets” represent a broad array of factors that are highly important to one or more of the strategies.

Fully 12 of the 22 Asset categories score above average, with three of the categories relating to the visitor industry. The fourth high-scoring Key Success Factor relates to the number of entrepreneurial individuals in Kaibeto.

Other factors scoring above average include items that relate to quality-of-life-related strategies. In general, the high-scoring factors pinpoint the direction that Kaibeto may wish to go in terms of focusing its economic development strategy.

Notably, the low-scoring factors generally relate to value-added Economic Development Strategies. In fact, Kaibeto did not select any of the four value-added 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	
Access to long-term infrastructure loans and grants	3
Availability of appropriated funds	3
Ability to secure power-purchase agreements	1
Access to small business financing	1
Access to large-scale capital	1
Competitive recruitment incentives	1
Ability to secure long-term contracts for forest materials	0
Dedicated local financial resources for staffing recruiters	0
Local funding for downtown development	0
Sufficient marketing, promotion, or public relations budget	0

Not surprisingly, only two of the Key Success Factors that relate to money score above average. These two higher scoring factors both relate to funding for infrastructure.

All the remaining Capital Key Success Factors score either below average or in the very bottom range. Perhaps most significant is the lack of funding to promote business development and community development projects.

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 identify product and service gaps	3
Ability to successfully market materials	3
Ability to understand industry trends and opportunities	3
Local ability to identify and advance a funding proposal	3
Team approach to infrastructure finance	3
Ability to compete in a global market	2
Cooperation of economic development staff and educational community	2
Ability to network and attend relevant trade shows	1
Competent, strategic-minded hospital and health-care executives	1
Sophisticated tourism development & promotion	1
Ability to build a team comprised of energy-development experts	0
Capable, experienced economic development professionals	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

Like the challenge for most of Indian Country, the lack of expertise and human capital is a significant challenge for Kaibeto. Only five of the 23 Expertise Key Success Factors score above average, and none of the factors scored a perfect score. Relevant expertise factors that scored high include the ability to identify and advance a funding proposal and the ability to take a team approach to infrastructure finance. Both strengths will be made stronger through the staff support of the Native Builders Team.

Unfortunately, 18 of the 23 Expertise Key Success Factors score average or below. Kaibeto will be well served to generate increased expertise by participating in the regional approach offered by the Navajo Thaw.

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

Six of the 15 Government Key Success Factors score above average. Most of the high-scoring factors relate to the attitude within Kaibeto to work together to make a difference. Notably, the higher scoring Government KSFs are all generally “controllable,” while the lower scoring KSFs are outside of Kaibeto’s control. Lower scoring factors generally relate to policy set at the Navajo Nation or Arizona government levels.

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 industrial-zoned land for industrial park development	4
Availability of land for business prospects	4
Adequate housing for labor force	3
Land/Buildings/Campus for education development	3
Proximity to transmission lines with excess capacity	3
High-speed internet	1
Adequate telecommunications infrastructure	0
Availability of brownfield sites	0
Availability of local buildings	0
Availability of local infrastructure	0
Excess water and sewer infrastructure capacity	0

The availability of land for business development is a comparative strength for Kaibeto.

Other infrastructure strengths include the available housing for the local labor force and the proximity to transmission lines with excess capacity.

The lack of infrastructure, buildings and telecommunications, however, is a serious constraint for Kaibeto.

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	3
Local, available, high-skill labor pool	0

Like much of the Navajo Nation and Indian Country, Kaibeto has the availability of a low-skill labor force but lacks a skilled labor force. The Navajo Nation indicates that it has a 42% unemployment rate. The closure of the Navajo Generating Station and the Peabody Mine only exacerbates the unemployment issue.

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	
Proximity to scheduled air service	3
Advantageous location for government or education expansion	1
Prospect of an expanded geographic market for health care	0
Proximity and access to markets	0
Strategic location for distribution centers	0

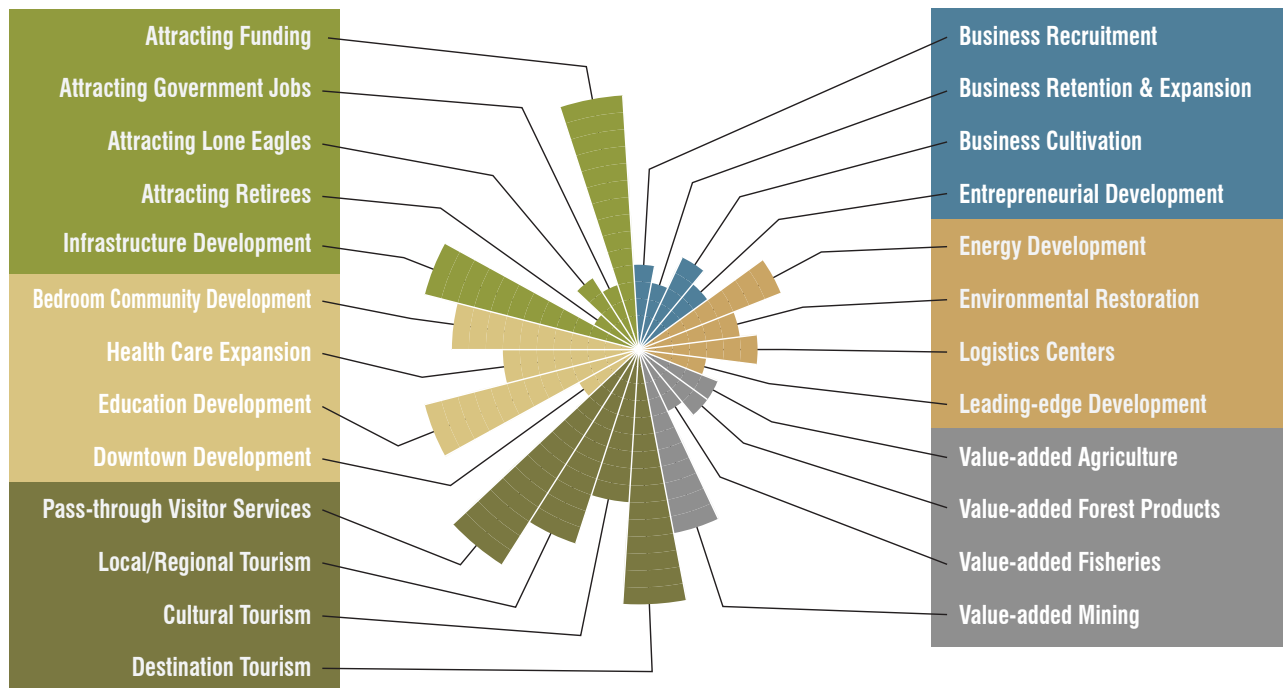
Not surprisingly, Kaibeto scores low on four of the five Location Key Success Factors. The only factor scoring above average relates to the proximity of Kaibeto to scheduled air service at Page. The challenge of accessing markets limits many business development opportunities.

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 below shows how strong the Tourism Development, Community Development and other Strategies score. The Business Development and Value-Added Business Strategies, by contrast, score very poorly. All four of the Tourism Strategies have high scores and three of the four Community Development Strategies score well. The Attracting Funding and Infrastructure Development spokes are very notable as well.



Section 2:

Selected Strategies

Attracting Funding
Attracting Government Jobs
Attracting Lone Eagles
Bedroom Community Development
Business Recruitment
Business Retention and Expansion
Cultural Tourism
Destination Tourism
Downtown Development
Education Development
Energy Development
Environmental Restoration
Health Care Expansion
Infrastructure Development
Local/Regional Tourism
Pass-through Visitor Services



Selected Strategies

K'ai Bii To's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of 16 strategies to enhance the economic condition and overall quality of life for K'ai Bii To.

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 K'ai Bii To Steering Committee are:</p> <ul style="list-style-type: none"> • Attracting Funding • Attracting Government Jobs • Attracting Lone Eagles • Bedroom Community Development • Business Recruitment • Business Retention and Expansion • Cultural Tourism • Destination Tourism • Downtown Development • Education Development • Energy Development • Environmental Restoration • Health Care Expansion • Infrastructure Development • Local/Regional Tourism • Pass-through Visitor Services 	<p>Strategies not selected include:</p> <ul style="list-style-type: none"> • Attracting Retirees • Business Cultivation • Entrepreneurial Development • Leading-edge Development • Logistics Centers • Value-added Agriculture • Value-added Fisheries • Value-added Forest Products • Value-added Mining
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Attracting Funding

CATEGORY: Other	RANK: 1	SCORE: 75
JOB: 6	LIVABILITY: 4	COMPLEXITY: 5

Objectives of Strategy Implementation

The strategies and Quality-of-Life Initiatives selected by the Kaibeto Steering Committee will require substantial funding for implementation—this is especially true in order to address the lack of housing improvements and infrastructure imposed by the Bennett Freeze.

Kaibeto has shown some expertise and success in terms of securing funding for road and infrastructure improvements outside of the Bennett Freeze portion of the Chapter.

The volume of construction activity underway during the summer and fall of 2019 shows how Kaibeto has been able to successfully advocate for funding for priority road and water infrastructure projects. Extending this type of construction investment to the housing, infrastructure and transportation needs of the Bennett Freeze area is imperative. Kaibeto can benefit from the regional approach offered through the Navajo Thaw Implementation Plan in order to secure funding to address all the needs of the Navajo Thaw Region.

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.

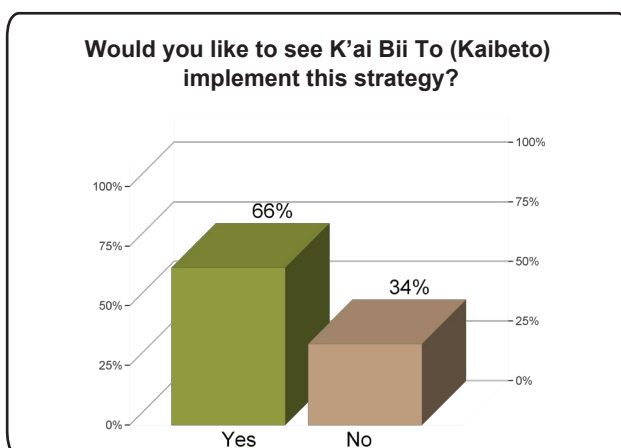
Hundreds of state and federal agencies manage grant programming and/or legislative earmarks (funding directives) which can be utilized to complete projects for a wide variety of purposes. States or localities with congressman/legislators participating on powerful appropriations committees are particularly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

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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



The Promise Kept

For projects and initiatives that have been well vetted, sufficient funding will be in place to develop, operate and maintain needed improvements throughout the Chapter.

Findings from the Key Success Factor Analysis

All four of the Key Success Factors for this strategy scored a '3.' That is, all of the relevant factors for the successful implementation of this strategy are in place, thus yielding the highest-ranking strategy(s) of the 25.

The Kaibeto Steering Committee is optimistic that if funding is available, then they will receive support from policy makers, and that they already do have the capacity to successfully advance a funding proposal. This may be in large part because of the support provided by the Navajo Thaw consulting team.

KEY SUCCESS FACTOR

SCORE

Availability of appropriated funds	3
Local ability to identify and advance a funding proposal	3
Strong community support	3
Strong state and/or federal legislative delegation	3

Key Success Factor Report - Attracting Funding

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



Attracting Government Jobs

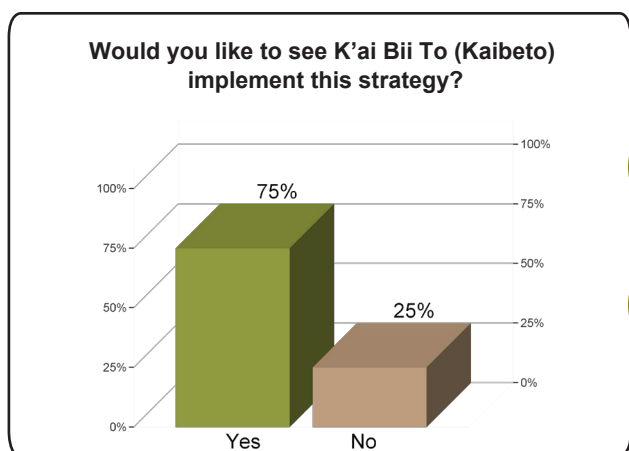
CATEGORY: Other	RANK: 23	SCORE: 19
JOBS: 6	LIVABILITY: 7	COMPLEXITY: 5

Objectives of Strategy Implementation

Kaibeto is open to many forms of business development, including the pursuit of government offices and jobs. Outreach to the Navajo Nation and the State of Arizona would be a priority in order to create jobs. Currently, virtually everyone with a job leaves Kaibeto during the day, generally headed west to Page. Although overcoming the constraints of declining government budgets will be a challenge, Kaibeto is open to welcoming the government sector.

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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



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

As a part of the Navajo Thaw Implementation Plan, state, federal and Navajo government offices will be established and operated at Kaibeto to meet the needs of the Recovery effort.

Findings from the Key Success Factor Analysis

Three of the eight Key Success Factors to successfully attract government jobs score above average. However, the remaining scores show a substantial comparative disadvantage for the successful implementation of this strategy.

The Kaibeto Steering Committee believes that there is strong local support for the implementation of this strategy, and that land is available for this type of development. This support comes both from the people as well as the Chapter officials.

The most significant challenging factors include the constraints to the Navajo Nation budget and the lack of existing buildings for this type of development.

KEY SUCCESS FACTOR

SCORE

Availability of land for business prospects	4
Local government support	4
Strong community support	3
Advantageous location for government or education expansion	1
Capable, experienced economic development professionals	0
Projected growth in government budgets	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	
Major Comparative Advantages Availability of land for business prospects Local government support	Slight Comparative Advantages Strong community support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages Advantageous location for government or education expansion	Major Comparative Disadvantages Capable, experienced economic development professionals Projected growth in government budgets Favorable state policies with respect to office locations Availability of local buildings



Attracting Lone Eagles

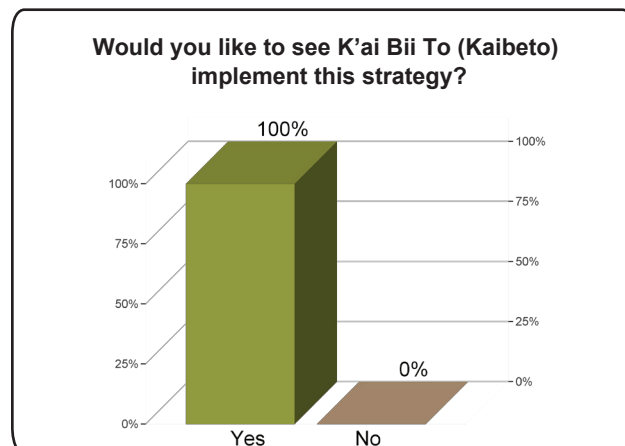
CATEGORY: Other	RANK: 18	SCORE: 25
JOBS: 3	LIVABILITY: 6	COMPLEXITY: 7

Objectives of Strategy Implementation

Perhaps a surprising strategy selection by the Kaibeto Steering Committee is Attracting Lone Eagles. In the spirit of the above information, the Kaibeto Steering Committee believes that the quality of life offered in the area combined with telecommunications infrastructure improvements that they seek through the efforts of the Navajo Thaw Implementation Plan will create a welcoming environment for small business owners that can base their operations from anywhere.

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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



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.

The Promise Kept

The large-scale improvements throughout the Navajo Thaw Region will inspire the establishment and relocation of small business activity at Kaibeto.

Findings from the Key Success Factor Analysis

Of the eight factors for success, only two score above average (desirable climate and proximity to scheduled air service).

The lower scoring Key Success Factors relate to a lack of recreational amenities and internet services as well as the lack of urban services and desirable housing. Finally, there is a lack of human and financial resources available to successfully implement this strategy. However, there has been a

recent proposal from NTUA for a 5G internet service to the area. This project would require additional cell phone towers nearby to get a line-of-sight signal to Kaibeto to facilitate 5G service. The Community has also expressed their desire to have telecommunications infrastructure and equipment installed on FBFA land in Kaibeto.

KEY SUCCESS FACTOR

SCORE

Desirable climate	3
Proximity to scheduled air service	3
Existence of recreational amenities	1
High-speed internet	1
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

Key Success Factor Report - Attracting Lone Eagles

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



Bedroom Community Development

CATEGORY: Community Development	RANK: 8	SCORE: 53
JOBS: 1	LIVABILITY: 10	COMPLEXITY: 4

Objectives of Strategy Implementation

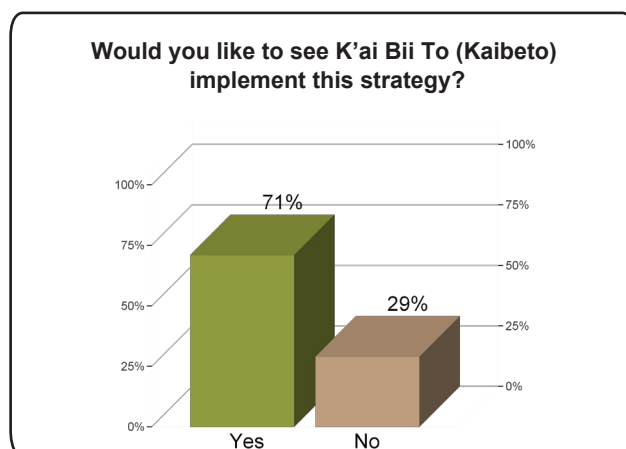
Currently, Kaibeto is basically operating as a “bedroom community.” The only business in the entire Chapter is the Kaibeto Market. Almost everyone with a job travels out of the Chapter in order to find gainful employment. So, in effect, Kaibeto is simply a “bedroom.”

Although Kaibeto does hope to generate business activity, the plan is to maintain a high quality of life in the community with such business development in order that the town has the look and feel of a bedroom community.

Currently, Kaibeto does not have any policies in place to maintain the standard of living necessary to achieve this strategy. Such policies will need to be established through the Community Land Use Plan (CLUP) process.

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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



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

Kaibeto will retain its “small-town charm,” and serve as a quality location for people looking to commute to work at Page, Tuba City and other locations.

Findings from the Key Success Factor Analysis

The recent development in housing and neighborhood development positions Kaibeto to begin to implement this strategy. In addition, proximity to Page, under 40 minutes away, allows for a comfortable commute for Kaibeto residents to get to and from work. Currently the residents of Kaibeto chapter already rely on the employment, shopping and amenities Page has to offer.

KEY SUCCESS FACTOR

SCORE

Insulation from industrial business annoyances	4
Quality residential neighborhoods	3
Proximity to urban population and workforce centers	2
Sufficient marketing, promotion, or public relations budget	0
Local policies and ordinances supporting quality neighborhood development	0

Another favorable factor for this strategy is the lack of any industrial activity which might be viewed as negative by residents. Furthermore, developing residential living opportunities within the community would not only address health and safety issues within this community but it would also help fulfill an un-met need created by government policy as it would be reasonable to assume that additional usable housing, which would be utilized by Kaibeto's daily commuters, would still be available for them today had these policies not been implemented in 1966.

The challenging factors for this strategy include the lack of policies and ordinances to support quality neighborhood development as well as the lack of a marketing and promotion budget.

Key Success Factor Report - Bedroom Community Development

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



Business Recruitment

CATEGORY: General Business	RANK: 15	SCORE: 25
JOB: 10	LIVABILITY: 2	COMPLEXITY: 10

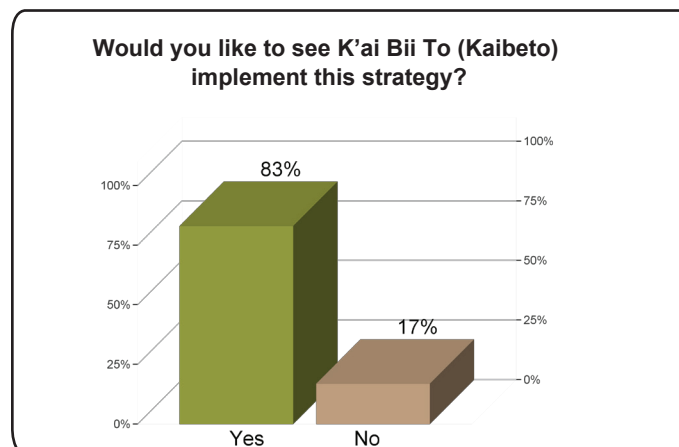
Objectives of Strategy Implementation

Many of the Kaibeto Steering Committee members were focused upon the creation of jobs at Kaibeto. Although the Steering Committee wishes to maintain the “small community environment,” there is a desire to provide employment options locally. The Steering Committee listed several specific business recruitment opportunities including comparison shopping, a trading post, a hardware store, a western wear store, a convenience store, laundromat, barber shop, tire shop, and auto repair.

Kaibeto would be well served to coordinate with the Regional Business Development Officer at the Navajo Nation Division of Economic Development to advance these pursuits.

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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



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

Targeted business recruitment efforts will create a local economy where people can live and work at Kaibeto.

Findings from the Key Success Factor Analysis

Six of the 18 Key Success Factors for the successful implementation of a business recruitment strategy are positive. The most positive factors relate to support from Chapter officials and the availability of land for various business prospects.

Factors also scoring above average relate to the proximity to scheduled air service, support from the local community, and the availability of a low-skilled labor pool.

The remainder of the factors score below average. Significant challenges include the lack of local economic development professionals, the lack of local buildings, the lack of local infrastructure and the distance to services and goods.

KEY SUCCESS FACTOR	SCORE
Availability of land for business prospects	4
Local government support	4
Proximity to scheduled air service	3
Strong community support	3
Local, available, low-skill labor pool	3
Ability to compete in a global market	2
Access to large-scale capital	1
Competitive recruitment incentives	1
Support from local businesses	1
Ability to network and attend relevant trade shows	1
Dedicated local financial resources for staffing recruiters	0
Proximity and access to markets	0
Sophisticated use of the internet for marketing	0
Capable, experienced economic development professionals	0
Relationship with site selectors	0
Availability of local buildings	0
Availability of local infrastructure	0
Local, available, high-skill labor pool	0

Key Success Factor Report - Business Recruitment

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Availability of land for business prospects Local government support	Proximity to scheduled air service Strong community support Local, available, low-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Access to large-scale capital Competitive recruitment incentives Support from local businesses Ability to network and attend relevant trade shows	Dedicated local financial resources for staffing recruiters Proximity and access to markets Sophisticated use of the internet for marketing Capable, experienced economic development professionals Relationship with site selectors Availability of local buildings Availability of local infrastructure Local, available, high-skill labor pool



Business Retention & Expansion

CATEGORY: General Business

JOB: 10

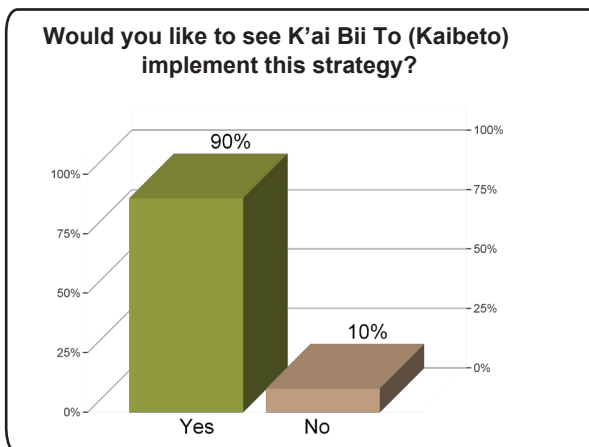
Objectives of Strategy Implementation

Universally, the people of the Kaibeto Chapter are very pleased with the Kaibeto Market. The community understands the benefit of having a store that offers many goods and services and provides an option to the 80-mile round trip to Page.

The Steering Committee was made aware of the Indianpreneurship business planning course being offered on the Navajo Nation. There is interest in extending this type of programming to the Kaibeto Chapter.

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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



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

Through local support and advocacy, the Kaibeto Market will expand to meet an ever-increasing need for goods and services to be purchased locally.

Findings from the Key Success Factor Analysis

Four of the 12 factors for success in business retention and expansion activities score above average. The top scoring factors include the availability of land for business prospects and the strong relationship between the community and the local business community.

Challenges to this strategy relate to the lack of local business activity and the lack of infrastructure and buildings.

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

Key Success Factor Report - Business Retention and Expansion

STRENGTHS TO BUILD UPON	
Major Comparative Advantages Availability of land for business prospects Strong relations between economic development organization and local businesses	Slight Comparative Advantages Local, available, low-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages Access to small business financing	Major Comparative Disadvantages Sufficient base of local businesses Capable, experienced economic development professionals Support from local education professionals at all levels Local pro-business climate Availability of local buildings Availability of local infrastructure Local, available, high-skill labor pool



Cultural Tourism

CATEGORY: Tourism	RANK: 10	SCORE: 43
JOBS: 3	LIVABILITY: 9	COMPLEXITY: 7

Objectives of Strategy Implementation

Of all of the 25 strategies, Cultural Tourism is frequently the best fit with a Native American community. It is natural for such communities to desire to express their history, culture, food, dance and other elements of this unique lifestyle.

For Kaibeto, tourism is a natural fit. Three of the top scoring strategies were tourism related.

For this strategy to be successful, Kaibeto will need to determine its niche.

Strategy Summary

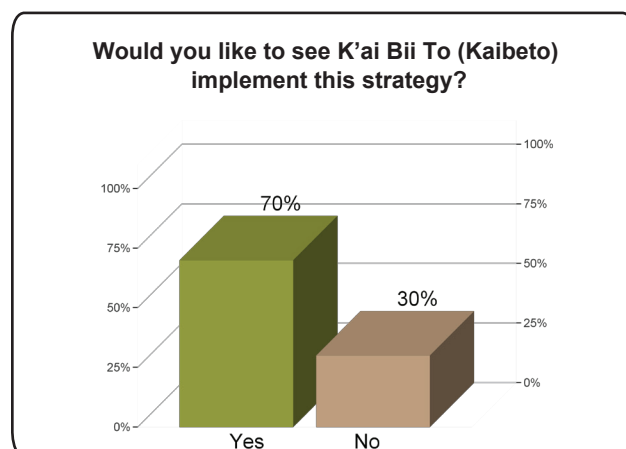
Many communities have capitalized on local culture to create jobs. Cultural opportunities based on dance, theater, music, food or other human interests can stimulate the local economy.

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.

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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



The Promise Kept

After a thorough examination of the demand for additional cultural tourism offerings on the Navajo Nation, Kaibeto will develop and support a cultural tourism attraction helping to put the community on the map.

Findings from the Key Success Factor Analysis

The Kaibeto Steering Committee members believe that they have an opportunity to develop a cultural attraction and they have the availability of a low-skilled labor pool to support the operations of such potential attraction(s).

Challenges for this strategy include the lack of funding for marketing and promotion, the lack of a local organization and, to the extent necessary, the lack of a high-skill labor pool.

KEY SUCCESS FACTOR

SCORE

Existing or prospective cultural attraction	3
Local, available, low-skill labor pool	3
Sufficient marketing, promotion, or public relations budget	0
Cultural development and advocacy organization	0
Local, available, high-skill labor pool	0

Key Success Factor Report - Cultural Tourism

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



Destination Tourism

CATEGORY: Tourism	RANK: 3	SCORE: 72
JOBS: 9	LIVABILITY: 4	COMPLEXITY: 9

Objectives of Strategy Implementation

With Antelope Canyon, the “eighth wonder of the world,” only 30 miles to the west, Kaibeto can capture international travelers that may want to find out more about the Navajo Nation. With the Navajo Mountain looming in the background, the intrigue of Indian Country could bring people to and through Kaibeto.

Kaibeto also boasts slot canyons, many of which could compete with the wildly popular slot canyon tours at LeChee as well as multiple geological rock formations including “framed hands” and “the Whitehouse” (described as Presidents Lincoln and Washington facing each other).

The Navajo Tourism Strategic Plan calls for investment in tourism facilities and promotion. Capital improvements and tours at Kaibeto would be consistent with the implementation of the Tourism Strategic Plan.

Strategy Summary

Destination Tourism is simply what its name implies: visitor attractions and destinations that have established a favorable and widespread reputation. Such destinations can exist due to unusual geographic beauty or historic significance, or they may be man-made facilities such as resorts, amusement parks, and casinos.

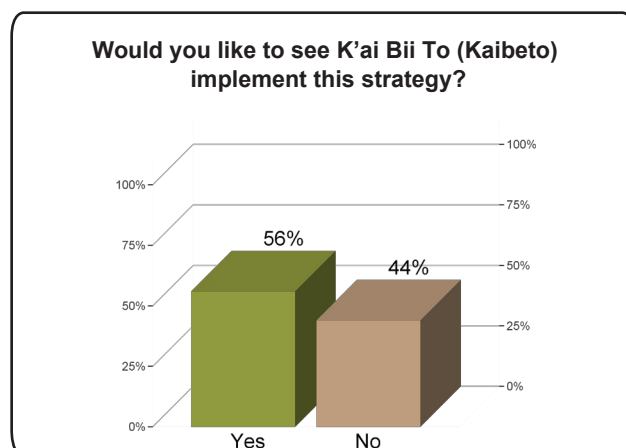
Frequently, community advocates have an inflated perspective on the reputation of their community as a visitor destination. If the community is not blessed with existing natural, cultural, or historic assets, the community may be challenged to establish itself in the mindset of the traveling public.

Still other communities are able to build new facilities and attractions that position the community to attract travelers from hundreds—if not thousands—of miles away.

Destination travelers tend to expend more discretionary income every day than pass-through travelers. As such, destination travel is a more significant contributor to local economies.

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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



The Promise Kept

With the demand for slot canyon tours reaching near-capacity to the west, Kaibeto will offer its own attraction, thus spreading the benefit of tourism spending throughout the Navajo Nation.

Findings from the Key Success Factor Analysis

Fully six of the nine Key Success Factors for the successful implementation of a destination tourism strategy are in place for Kaibeto. Most notably, Kaibeto has an excellent location in northern Arizona, with proximity to nearby slot canyon tours and several regional national parks. In addition, there is strong support from the Chapter for the development of this strategy.

Other high-scoring factors include the availability of housing for the labor force, the general acceptance of tourism as an economic development strategy, proximity to scheduled air service in Page, and the availability of a low-skilled labor force.

Challenging factors relate to funding for staff and the promotion tourism. These factors may well be overcome by partnering with the Navajo Nation and the Arizona Office of Tourism.

KEY SUCCESS FACTOR

SCORE

Proximity to nationally recognized attractions	4
Local government support	4
Adequate housing for labor force	3
Community acceptance of the visitor industry	3
Proximity to scheduled air service	3
Local, available, low-skill labor pool	3
Sophisticated tourism development & promotion	1
Sufficient marketing, promotion, or public relations budget	0
Local, available, high-skill labor pool	0

Key Success Factor Report - Destination Tourism

STRENGTHS TO BUILD UPON	
Major Comparative Advantages <hr/> Proximity to nationally recognized attractions Local government support	Slight Comparative Advantages <hr/> Adequate housing for labor force Community acceptance of the visitor industry Proximity to scheduled air service Local, available, low-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages <hr/> Sophisticated tourism development & promotion	Major Comparative Disadvantages <hr/> Sufficient marketing, promotion, or public relations budget Local, available, high-skill labor pool



Downtown Development

CATEGORY: Community Development	RANK: 24	SCORE: 18
JOB: 4	LIVABILITY: 6	COMPLEXITY: 6

Objectives of Strategy Implementation

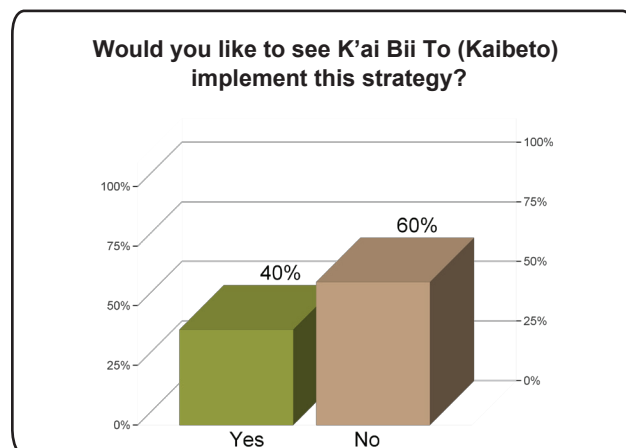
Although Kaibeto does not have a downtown per se, the existence of the Kaibeto Market alongside the new construction and nearby roundabout does provide, in effect, a “city center” for the Chapter. An alternative location for the “downtown” could be along Arizona State Route 98 (Kimberly, please correct that) on acreage highly visible from the State Route.

It is the desire of the leadership of Kaibeto to create a greater sense of community, and the implementation of a downtown strategy would largely fulfill this vision. Creating a positive place for people to congregate would fulfill a desire to create a sense of place.

The owners of the Kaibeto Market would like to expand facilities and services, thus bolstering the nucleus of the future downtown.

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 K’ai Bii To implement this strategy. The bar chart below shows the community response.



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.

The Promise Kept

As Kaibeto grows in the future, a sense of place will be created through the establishment of a “downtown” that hosts events and celebrations as well as commercial activity.

Findings from the Key Success Factor Analysis

Only two of the six Key Success Factors for the successful implementation of this strategy score above average. The two positive factors include support from Chapter officials and the ability to collaborate with the existing business owner, the Kaibeto Market. It is worth noting that the current layout of Kaibeto Chapter already seems to include an “upper-area” and a “lower-area” that are separated by elevated geography and connected by only one road on the eastern side and Arizona State Route 98 to the western border of Kaibeto.

KEY SUCCESS FACTOR	SCORE
Local government support	4
Active engagement of downtown building and business owners	3
Recognizable central business district/downtown	0
Local funding for downtown development	0
Downtown organization and staff	0
Implementation of national Main Street Four-Point Approach™	0

Challenges to the successful implementation of this strategy relate to the lack of a recognizable central business district/downtown and the lack of funding for staffing and promotion of “downtown” business development activities. The current road improvement project and nearby roundabout could set the stage for planning and building development to create somewhat of a “downtown nucleus.”

Key Success Factor Report - Downtown Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Local government support	Active engagement of downtown building and business owners
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™



Education Development

CATEGORY: Community Development	RANK: 4	SCORE: 63
JOB: 4	LIVABILITY: 7	COMPLEXITY: 5

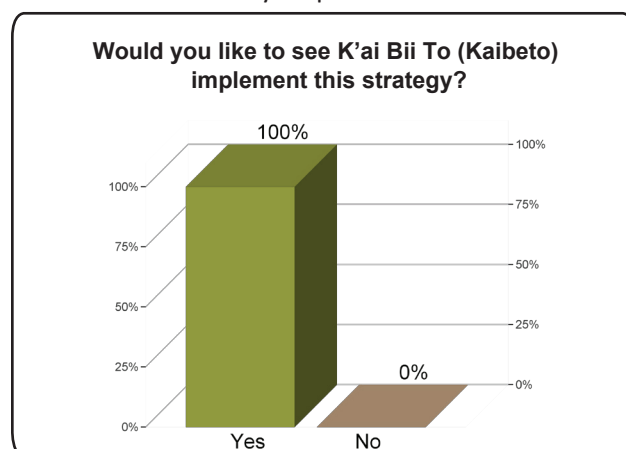
Objectives of Strategy Implementation

The desire by the Kaibeto Steering Committee to seek additional post-secondary educational offerings “came to life” during the discussions of Plan Week. The community was told that previous efforts to reach out to Northern Arizona University (NAU) to seek educational offerings and new facilities had nearly succeeded, but for the lack of internet capacity. Should the infrastructure development strategy succeed in creating internet connectivity for Kaibeto, reaching out once again to NAU might bring success.

Kaibeto has an excellent location on Arizona State Route 98 for such an education facility that could create a high-profile presence for NAU or other education providers.

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 K’ai Bii To 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.

Findings from the Key Success Factor Analysis

Four of the five factors for the successful implementation of this strategy are positive. Most notably, the Kaibeto Steering Committee believes there is an opportunity to successfully engage Northern Arizona University (NAU) to develop programming and perhaps facilities at Kaibeto.

KEY SUCCESS FACTOR	SCORE
Local government support	4
Expandable educational institution	3
Land/Buildings/Campus for education development	3
Cooperation of economic development staff and educational community	2
Advantageous location for government or education expansion	1

Chapter officials support this strategy, and funding could be set aside at their 180-acre business development site for such development.

The only low-scoring factor relates to the general location of Kaibeto on the Navajo Nation and in northern Arizona. The relative isolation may be challenging to overcome.

Key Success Factor Report - Education Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages Local government support	Slight Comparative Advantages Expandable educational institution Land/Buildings/Campus for education development
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages Advantageous location for government or education expansion	Major Comparative Disadvantages No Entries



Energy Development

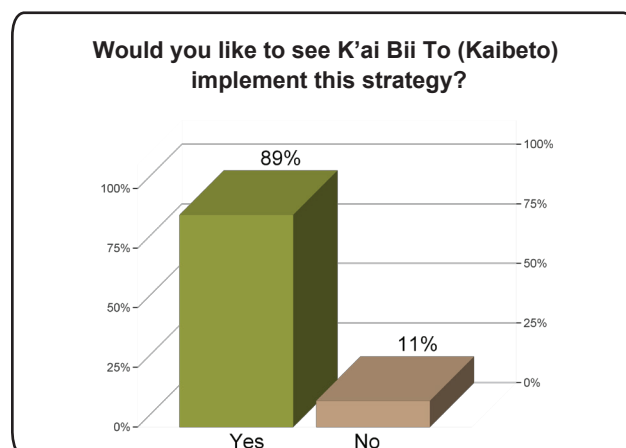
CATEGORY: Sector-specific	RANK: 9	SCORE: 45
JOBS: 6	LIVABILITY: 3	COMPLEXITY: 9

Objectives of Strategy Implementation

Navajo Nation has established a policy to pursue renewable energy projects. This is consistent with a previous attempt by the Kaibeto Chapter to create agriculture-scale solar energy development. The upcoming closure of Navajo Generating Station, only 30 miles to the west, creates excess transmission capacity which yields new opportunities for renewable energy development along the corridor. Kaibeto's availability of 120 acres of land could prove to be the comparative advantage necessary for future energy development 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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



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 through green building practices and retrofitting is becoming a more common element in public policy supporting that development.

The Promise Kept

Land set aside for business and commercial development will facilitate the investment in renewable energy which will support the Chapter budget, create jobs and contribute to sustainability.

Findings from the Key Success Factor Analysis

Three of the eight factors for the successful implementation of an Energy Development strategy are positive. In addition to support from Chapter officials, the Chapter does believe that it has proximity to energy resources as well as transmission lines with excess capacity.

Challenging factors relate to the ability to access large-scale capital, the expertise to secure power-purchase agreements, and a lack of awareness of energy development incentives. As renewable energy is a priority of the Nez-Lizer Administration, coordinating with Navajo Nation expertise could serve to overcome the low-scoring factors.

KEY SUCCESS FACTOR

SCORE

Local government support	4
Availability of energy resources	3
Proximity to transmission lines with excess capacity	3
Access to large-scale capital	1
Ability to secure power-purchase agreements	1
Ability to build a team comprised of energy-development experts	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 Local government support	Slight Comparative Advantages Availability of energy resources Proximity to transmission lines with excess capacity
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages Access to large-scale capital Ability to secure power-purchase agreements	Major Comparative Disadvantages Ability to build a team comprised of energy-development experts 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 Háyoolkááł 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.



Environmental Restoration

CATEGORY: Sector-specific	RANK: 13	SCORE: 31
JOBS: 4	LIVABILITY: 3	COMPLEXITY: 4

Objectives of Strategy Implementation

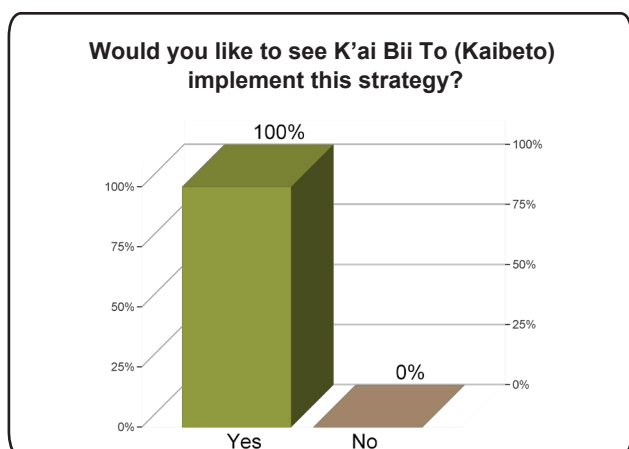
One of the most popular strategies of all was Environmental Restoration. The instinct of the Kaibeto Steering Committee to preserve the natural environment that surrounds them led to the selection of this strategy.

Kaibeto, however, is without a traditional “brownfield.” That is, there is not a singular site in which environmental restoration could be focused upon.

That being said, there is a former BIA housing development site that requires substantial demolition and remediation and there is an opportunity for redevelopment.

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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



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.

The Promise Kept

The former site of the BIA housing development will stand as a strong testimony to how local effort and action can lead to redevelopment.

Findings from the Key Success Factor Analysis

Two of the five factors related to an Environmental Restoration strategy are positive. In addition to support from Chapter officials, Kaibeto believes it can garner support from the Navajo Nation, state and federal officials.

The most significant challenge to this strategy is the “availability of a brownfield site.” The Kaibeto Steering Committee was challenged to identify a specific location or environmental challenge to overcome with the exception of local former BIA buildings and facilities, which have been closed but not removed and remain community safety hazards.

KEY SUCCESS FACTOR

SCORE

Local government support	4
Strong state and/or federal legislative delegation	3
Access to large-scale capital	1
Capable, experienced economic development professionals	0
Availability of brownfield sites	0

“The entire Former Bennett Freeze Area was a brownfield.” —Franklin Fowler, Chapter President

Key Success Factor Report - Environmental Restoration

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Local government support	Strong state and/or federal legislative delegation
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Access to large-scale capital	Capable, experienced economic development professionals Availability of brownfield sites



Health Care Expansion

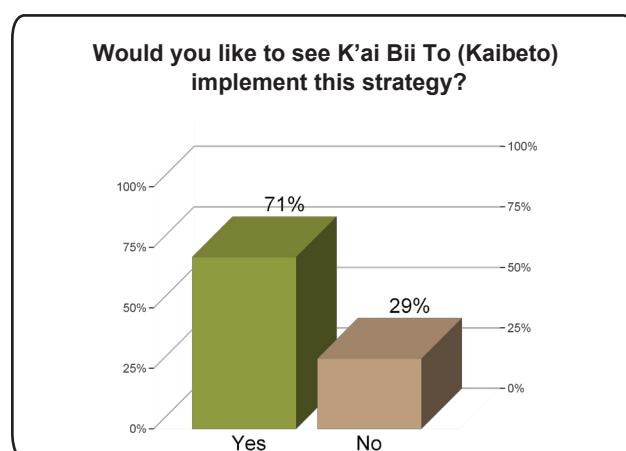
CATEGORY: Community Development	RANK: 11	SCORE: 42
JOB: 5	LIVABILITY: 7	COMPLEXITY: 6

Objectives of Strategy Implementation

Kaibeto used to be served by Tuba City Regional Health Care. Although services to Kaibeto were curtailed, Kaibeto does believe that it is well positioned to once again be served either by Tuba City Regional Health Care or another service provider. Currently, healthcare options are at Inscription House, Tuba City and at Page.

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 K'ai Bii To implement this strategy. The bar chart below 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.

The Promise Kept

Kaibeto residents will once again enjoy locally based healthcare services due to a partnership with a regional healthcare provider.

Findings from the Key Success Factor Analysis

Three of the eight factors for the successful implementation of this strategy are positive including the financial strength of area hospitals and medical clinics, strong community support and the availability of a low-skilled labor pool.

Challenging factors include the lack of current interest in expanding to Kaibeto from local healthcare institutions and the relative isolation of Kaibeto.

KEY SUCCESS FACTOR	SCORE
Financially sound existing health care facility	3
Strong community support	3
Local, available, low-skill labor pool	3
Competent, strategic-minded hospital and health-care executives	1
Sufficient marketing, promotion, or public relations budget	0
Prospect of an expanded geographic market for health care	0
Existing excellence in local health care	0
Local, available, high-skill labor pool	0

Key Success Factor Report - Health Care Expansion

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
No Entries	Financially sound existing health care facility Strong community support Local, available, low-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Competent, strategic-minded hospital and health-care executives	Sufficient marketing, promotion, or public relations budget Prospect of an expanded geographic market for health care Existing excellence in local health care Local, available, high-skill labor pool



Infrastructure Development

CATEGORY: Other	RANK: 5	SCORE: 63
JOBS: 2	LIVABILITY: 4	COMPLEXITY: 3

Objectives of Strategy Implementation

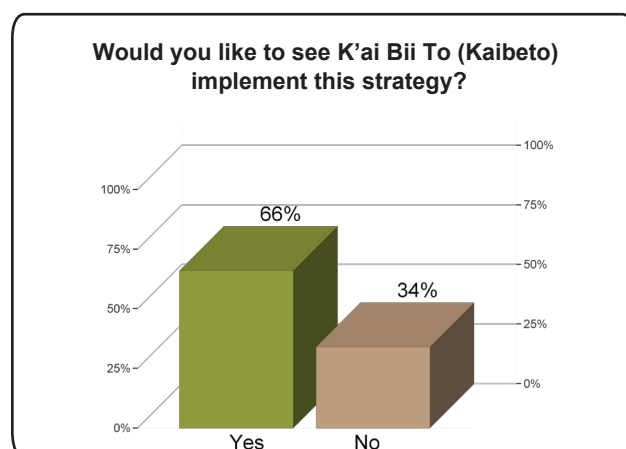
Although the more developed portions of the Kaibeto Chapter are benefitting from substantial transportation and water distribution infrastructure, the people of the Bennett Freeze portion of the Kaibeto Chapter have been without such investment for generations.

Infrastructure development includes the water, wastewater and transportation infrastructure in order to meet the promise that was made to the people of the Former Bennett Freeze when the moratorium on development was lifted.

Included in this project is housing development. A full housing assessment should be completed of all of the Bennett Freeze portions of the Kaibeto Chapter, and the promise made to the people should be kept with housing improvements and new housing construction.

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 K'ai Bii To implement this strategy. The bar chart below 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.

The Promise Kept

The infrastructure that should have been developed over the 40-year moratorium on improvements and development will finally be realized as a result of federal investment stemming from the Navajo Thaw.

Findings from the Key Success Factor Analysis

Three of the four factors to implement an Infrastructure Development strategy are positive, including a general awareness by Kaibeto officials of the specific needs and cost of infrastructure, the ability to access funding and the ability to “team up” with Navajo and federal officials to successfully implement the strategy.

KEY SUCCESS FACTOR	SCORE
Accurate, long-term analysis of infrastructure needs and costs	3
Access to long-term infrastructure loans and grants	3
Team approach to infrastructure finance	3
Community support for needed infrastructure rate increases	1

The only challenging factor to the strategy would be the requirement of some form of “local financial match” to implement the strategy.

Key Success Factor Report - Infrastructure Development

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



Local/Regional Tourism

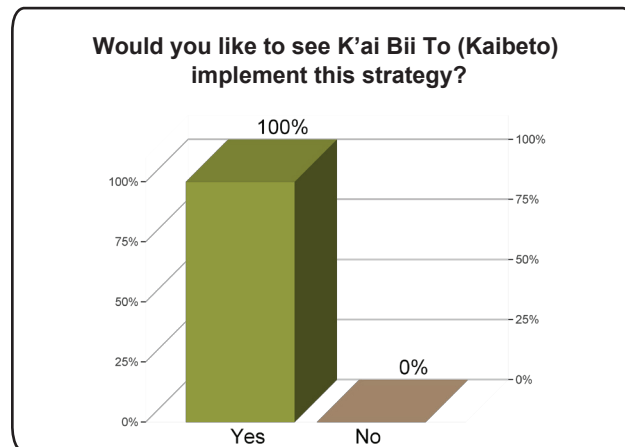
CATEGORY: Tourism	RANK: 6	SCORE: 58
JOBS: 3	LIVABILITY: 8	COMPLEXITY: 3

Objectives of Strategy Implementation

Kaibeto has long wanted to take advantage of Local and Regional Tourism opportunities. Additionally, there have been nearby successful events that have evolved into annual events that the whole area benefits from. These events could serve as a model for a local event ready to be developed into a regional attraction, the Kaibeto Rodeo and Team Roping 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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



Strategy Summary

While most communities do not have a destination attraction in their backyard, they may have sufficient recreational or historical amenities that can draw visitors within a one-day drive and thus stimulate the local economy.

Many communities have successful weekend events designed to celebrate the community's history and/or culture. These events have potential to draw people from a county or two away.

By investing in the local tourism "product" and marketing efforts, tourism expenditures can be maximized.

Communities should understand that employing a local/regional tourism strategy is not an economic panacea. Such a strategy can have a modest economic impact, however, and bolster community pride.

The Promise Kept

Dreams of a local event will materialize, as Kaibeto will support an annual activity drawing thousands of people to the community.

Findings from the Key Success Factor Analysis

The Kaibeto Steering Committee knows that there is an abundance of regional and visitor attractions that could set the stage for the successful implementation of this strategy. In addition, there is strong community support for local and regional tourism as well as a high demand for both local and regional visitor attractions.

KEY SUCCESS FACTOR	SCORE
Local recreational and visitor attractions	4
Strong community support	3
Sufficient marketing, promotion, or public relations budget	0
Relative sophistication in coordinating and marketing local events	0

Challenges to the successful implementation of this strategy include funding for promotion and public relations as well as the lack of current sophistication in coordinating and marketing local events.

Key Success Factor Report - Local/Regional Tourism

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



Pass-through Visitor Services

CATEGORY: Tourism	RANK: 2	SCORE: 74
JOBS: 2	LIVABILITY: 7	COMPLEXITY: 1

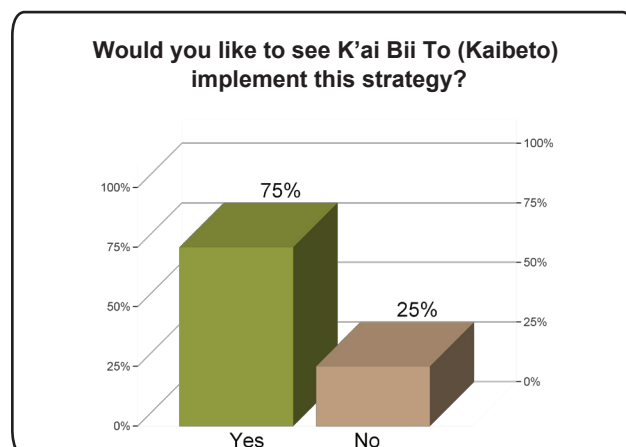
Objectives of Strategy Implementation

Situated on a designated scenic byway, the NaaTsis'Aan Navajo Mountain Scenic Road, motorists pass Kaibeto on Arizona State Route 98 each day, some driving for hundreds of miles to simply get a picture of Navajo Mountain from the overlook at mile post 343.

Although, historically, the Kaibeto Market has not taken a proactive posture to draw business from motorists on Arizona State Route 98, the community would like to benefit more from its proximity to the State Route. Ample land is designated for such commercial development along the highway, and Kaibeto is well positioned to successfully implement this strategy through new 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 K'ai Bii To implement this strategy. The bar chart below shows the community response.



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

The Promise Kept

New development alongside Arizona State Route 98 will create jobs and offer visitor services.

Findings from the Key Success Factor Analysis

Kaibeto's position on Arizona State Route 98 provides a comparative advantage. The location in proximity to the Page-area visitor attractions and national parks creates another comparative advantage. In addition, Arizona State Route 98 is designated as the Nat-ntsis-aan Navajo Mountain Scenic Road. The availability of a low-skill labor pool also supports this strategy.

KEY SUCCESS FACTOR	SCORE
Proximity to travel routes	4
Local, available, low-skill labor pool	3
Local focus on revenues from visitors	0
Local, available, high-skill labor pool	0

In order to be successful with this strategy, an increased emphasis on attracting visitors off Arizona State Route 98 must be made. The operator of the Kaibeto Market has focused their business activities locally and have intentionally not made an effort to draw travelers from the highway to the store.

Key Success Factor Report - Pass-through Visitor Services

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Proximity to travel routes	Local, available, low-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Local focus on revenues from visitors Local, available, high-skill labor pool

Section 3:

Quality-of-Life Initiatives

Quality-of-Life Initiatives

- Civic Volunteerism
- Community Governance
- Drugs and Methamphetamine Issues
- Housing and Homes
- Jobs and Economic Development
- Mental Health Center
- Public Safety Building
- Road Improvements
- Rural Addressing
- Trails Project
- Water for Livestock
- Water Infrastructure
- Youth Sports Facility



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 K'ai Bii To

The Kaibeto Steering Committee identified 13 Quality-of-Life Initiatives to improve the livability of the community. These initiatives are described below.

Civic Volunteerism

With the growth and development at Kaibeto, it is increasingly important to have community members involved with volunteerism. Unfortunately, the level of volunteerism is low at the Chapter. This was evidenced by a small Steering Committee at Kaibeto.

Community Governance

While recognizing that Kaibeto is working to overcome past financial management practice issues, there is a long-term desire to become a certified Chapter. One model that serves as the ideal is the Township operated by Kayenta.

Drugs and Methamphetamine Issues

As with the rest of the Navajo Nation and Indian Country, the use of methamphetamine is on the rise. Other drug use is also increasing as well. Kaibeto seeks to coordinate with the Navajo Nation in order to provide more programming and facilities to address the problem through both education and rehabilitation.

Housing and Homes

Without question, the most important initiative and need expressed by the people in the Bennett Freeze portion of the Kaibeto Chapter is housing improvements. The people feel as if promises have been made and not kept relating to housing improvements. In fact, in one instance, a Bennett Freeze-based family tore down their existing home on the promise that materials for a new home were on the way. When no materials were provided, the family had to sort through old construction materials to “slap together” a structure that would provide some warmth and safety for the family. Other families have used their own money to improve homes when they have had the un-met promise of government-issued and supported housing. Another family wants to relocate, but no expertise has been offered to identify an alternative site, meanwhile the family has grown to three generations—all living in one insufficient home.

Jobs and Economic Development

The Steering Committee focused upon the economy during their discussions at Plan Week. Although the identification and implementation of Economic Development Strategies is primarily designed to focus on the job creation needs, the emphasis on economic development places this in the Quality-of-Life Initiatives section as well.

With respect to the specific types of businesses, the group made a statement about preferring local ownership. There was an appreciation for the Kaibeto Market owners. Other types of desired business enterprises would be comparison shopping, a trading post, a hardware store, a western wear store, a convenience store, laundromat, barber shop, tire shop, and auto repair.

Mental Health Center

Kaibeto looks to the Bodaway Gap Chapter as a model of how to plan for a new mental health center. Kaibeto is looking for an increase in mental health services.

Public Safety Building

Kaibeto ranks #2 throughout Navajo Nation for the development of a public safety building modeled after the new facility at the Twin Arrows Casino. Kaibeto is coordinating with Jesse Delmar, Executive Director of the Division of Public Safety. Notably, the only community ranked higher than Kaibeto does not have site control. This positions the Chapter even higher for potential immediate funding. Currently, an engineering team is working to address the infrastructure needs of the facility. Sihasin funding is currently in place for utility infrastructure.

Road Improvements

The road between the Bennett Freeze area of Kaibeto and the portion of the Chapter that has services is in serious need of repair. The residents seek paved roads between their homes and the Kaibeto “city center.” Developing this road out to the first-windmill area would also serve as a bus route for the children in this area of Kaibeto. These children have never had a road suitable to accommodate a school bus nor a bus stop to wait for the bus in inclement weather due to the past restrictions on development in the area.

Rural Addressing

The lack of a modern addressing system, utilizing a physical address, is creating a dramatic hardship for Kaibeto (and throughout the Navajo Nation). Without physical address, the people in the Bennett Freeze area are unable to provide required information to receive deliveries (packages and/or even propane) or even set up cell phone accounts. They are told that they must prove evidence of an address, but it simply does not exist. This dramatically exacerbates problems for a range of services from census count to emergency first responders.

Adding to the challenge, many of the Navajo elderlies are born at their home and have no birth certificate. This complicates all matters of living in the 21st century, including voting, and getting a passport. There is also a growing concern of increasingly more strict travel requirements that will impact this population.

Trails Project

Kaibeto is coordinating with the Trails Alliance out of Page which meets monthly and coordinates with Tom Riggerbach of Navajo Yes. The goal is to develop a series of trails throughout Navajo Nation, including in Kaibeto, to improve health and wellness of the Navajo people.

Water for Livestock

Most of the stock ponds and windmills need repair. The windmills generate the power in order to pump the water into the ponds for use by the livestock. Sadly, the livestock ponds tanks are often used for human water consumption and hygienic needs as well due to the tanks being open and uncovered. Also, BIA built cistern and hand pump systems have become inoperable due to decades of neglect.

Water Infrastructure

The Kaibeto Chapter is working with an engineering firm, Brown & Caldwell, to coordinate water infrastructure improvements with the Western Navajo Pipeline project.

Youth Sports Facility

The group focused on the need for healthy recreational activities for youth in the community. Currently, there are very few options for the youth. Such a sports facility has been previously planned and designed. The community, unfortunately, is currently unable to locate the previous plans. In addition, a local church has offered to make its gymnasium available. One of the greatest challenges to operate a youth sports program is the lack of volunteer base to supervise the activities.

Additional Projects

Progress Underway With Land Withdrawal

One of the top priorities for the Kaibeto Chapter is to control land for future development. Toward this end, the Kaibeto Chapter has been successful in gaining the approval of legislation that sets aside a 2-mile by 3-mile area within the chapter. Most recently, this area is being expanded to 3-miles by 3-miles. The next step will be to get the land surveyed.

In addition, there are three areas of land targeted for future development – a 5-acre site, a 10-acre site, and a 120-acre site. The Chapter is coordinating with the NNDED Regional Business Development Office to identify and develop utilities adjacent to Hwy 98. Conceptual planning and infrastructure analysis for water, waste water and electricity is underway.

Skate Park

Chapter Leaders are acutely aware of the need for positive recreational activities for the youth of the Chapter. For this reason, the development of a skate park is a priority. The Chapter looks to the design and development of the Louise Yellowman Park in Tuba City as an example.

Public Service Building and Training Center

One of the top priorities of the Kaibeto Chapter is the development of a public safety building similar to the design and development at the Twin Arrows Navajo Casino Resort. For Kaibeto, they would expand the footprint and functionality of the public safety building to also double as a training center.

Large-Scale Water Supply/Use for Agriculture

The Kaibeto Leadership believes it has an opportunity for large-scale agriculture if the area's groundwater supply could be harnessed. Agricultural activity would relate to food crops as well as livestock use. Kaibeto looks to coordinate with the Bureau of Reclamation to identify and develop such water supply.

Business Plaza and RV Park

The Kaibeto Chapter looks to the area immediately surrounding the Kaibeto Market as a significant development opportunity. Two of the specific development opportunities relate to a business plaza and an RV Park. The area could also support a "one-stop shop" building that could provide a variety of governmental and retail services.

Rodeo Grounds

Kaibeto would like to develop a rodeo grounds that could coordinate with the FFA program and the 4H program. A series of corrals and other rodeo facilities would be developed.

Administration Building at Kaibeto Creek Senior Living Campus

The administration building, landscaping and amphitheatre are needed to complete the intended plans.

Section 4:

Chapter Demographics

Chapter Demographics

Census Data

Article One of the United States Constitution directs the population be enumerated at least once every 10 years and the resulting counts used to set the number of members from each state and the House of Representatives, and, by extension, the Electoral College. The Census Bureau conducts a full population count every 10 years (in years ending with a 0) and uses the term 'decennial' to describe the operation. Between censuses, the Census Bureau makes population estimates and projections.

American FactFinder is a service of the United States Census Bureau and provides access to the Census Bureau Data. The information below is summarized from the American FactFinder.

Kaibeto Chapter

Tribal Subdivision in: [United States](#)

1,992

Population

355.5 square miles

5.6 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.

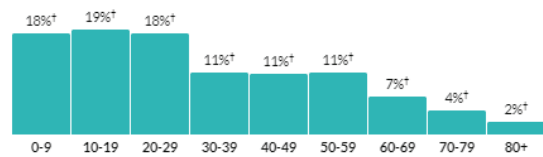
Age

25.7

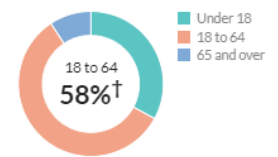
Median age

about two-thirds of the figure in United States: 37.9

Population by age range

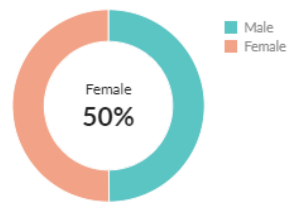

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Population by age category


[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 & 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

\$13,039

Per capita income

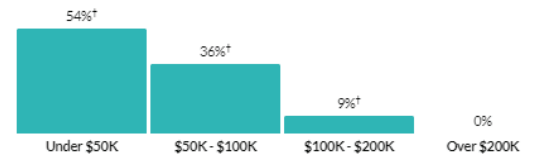
about two-fifths of the amount in United States: \$32,621

\$43,750

Median household income

about three-quarters 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.

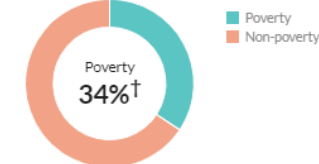
Poverty

30.1%

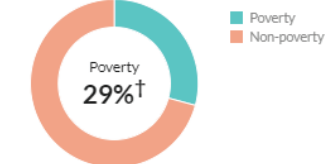
Persons below poverty line

more than double the rate in United States: 14.1%

Children (Under 18)


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Seniors (65 and over)


[Show data / Embed](#)

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

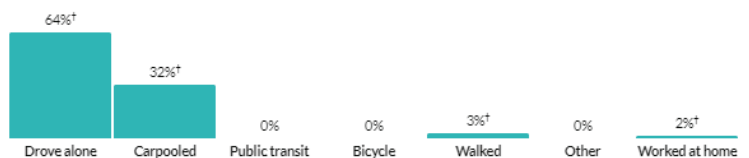
Transportation to work

35.3 minutes

Mean travel time to work

about 1.3 times the figure in United States: 26.6

Means of transportation to work



* Universe: Workers 16 years and over

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Families

† 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.

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

Households

470

Number of households

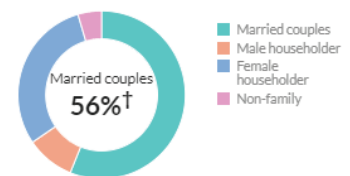
United States: 119,730,128

4.2

Persons per household

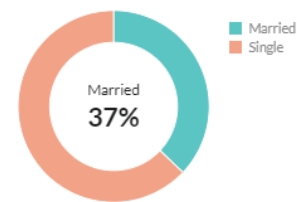
more than 1.5 times the figure in United States: 2.6

Population by household type



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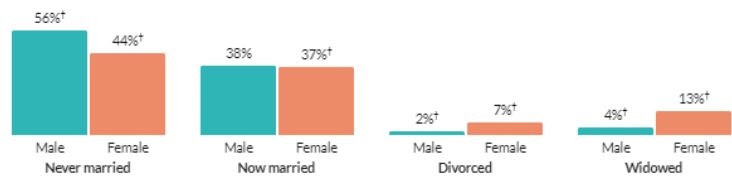
Marital status



* Universe: Population 15 years and over

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Marital status, by sex



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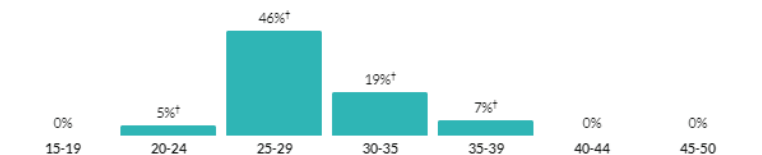
Fertility

10.1%

Women 15-50 who gave birth during past year

nearly double the rate in United States: 5.2%

Women who gave birth during past year, by age group



* Universe: Women 15 to 50 years

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Housing

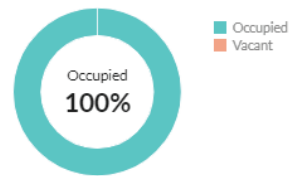
Units & Occupancy

470

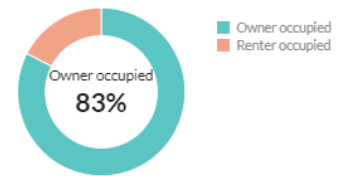
Number of housing units

United States: 136,384,292

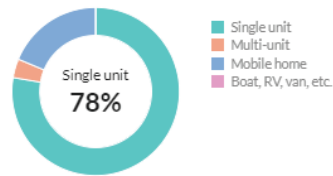
Occupied vs. Vacant

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

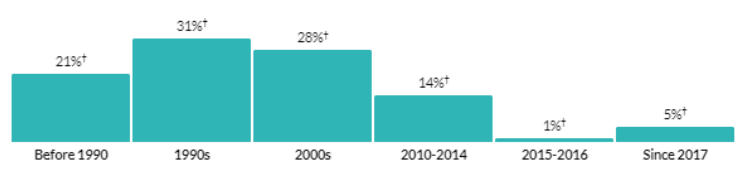
Ownership of occupied units

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Types of structure

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

Year moved in, by percentage of population

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

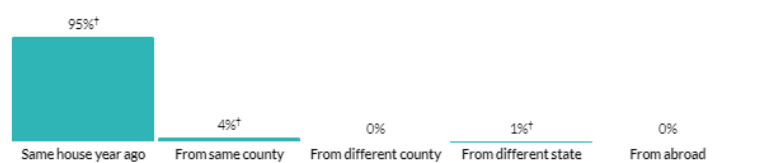
Geographical mobility

4.9%

Moved since previous year

about one-third 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.

Social

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

Educational attainment

66.3%

High school grad or higher

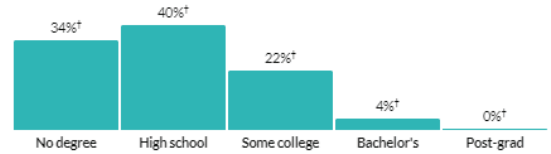
about three-quarters of the rate in United States: 87.7%

4.3%

Bachelor's degree or higher

less than a fifth of the rate in United States: 31.5%

Population by minimum level of education



* Universe: Population 25 years and over

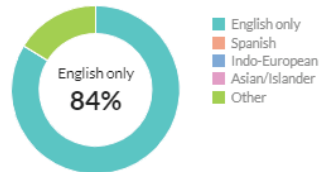
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Language

N/A

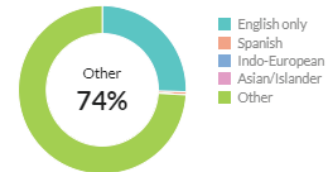
Persons with language other than English spoken at home

Language at home, children 5-17



[Show data / Embed](#)

Language at home, adults 18+



[Show data / Embed](#)

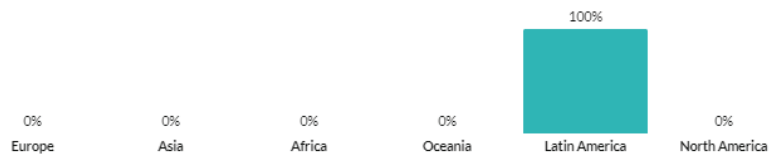
Place of birth

0.2%

Foreign-born population

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

Place of birth for foreign-born population



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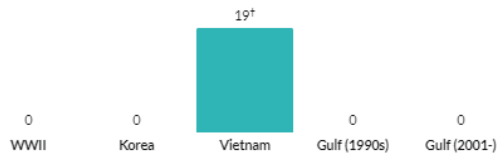
Veteran status

1.7%

Population with veteran status

about one-quarter of the rate in United States: 7.5%

Veterans by wartime service



* Civilian veterans who served during wartime only

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23 Total veterans

23 Male

N/A Female

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

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

Section 5:

Chapter Budget

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	\$110,376	39.7%
Company Stipends	\$27,991	10.1%
General Liability	\$271	0.1%
Personnel	\$90,369	32.5%
Special Revenue	\$48,104	17.3%
Workers Compensation	\$544	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
TOTAL:	\$277,991	100%

Section 6:

Capital Improvement Plan (CIP)

Capital Improvement Plan (CIP)

Overview

The information that is available on the Navajo Nation Division of Community Development website reflecting the Kaibeto 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

Kai' Bii To (Kaibeto)

Capital Project Description

Year Rank:2020 - 1

Project Title:Solid Waste Transfer Station

Contact Name:Joann Secody, CSC

Project description:To plan, design, and construct a solid waste transfer and recycle station to collect waste and dispose of properly. Additionally bins will be provided for recycling glass, newspaper, aluminum, etc. A compactor will be included as part of the transfer station.

Statement of Need:The JOA with Coconino County to operate & maintain our waste mgmt. has expired October, 2011. Since, Chapter has a convenient center and the illegal dumping has increased. According to the Navajo Nation Waste Mgmt. Dept. the maintenance and operations will be the responsibility of the chapter; if the chapter loses its station, illegal dumping will re-occur that will jeopardize the safety, health, and welfare of the people and environment; the need to provide a healthy, safe environment for Kaibeto community is our mission and responsibility.

Project Location:Between AZ Route 98 M.P. 332 & 333

2021 - 2026

Project ID:SWTS51106-001624

Contact Phone:928.673.5852

Contact Email:kaibeto@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 Other		No		
Other	Private Funds		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	NA		\$27,000	\$0	\$0	\$0	\$0	\$0	\$27,000
Planning / Predesign	No		\$81,000	\$0	\$0	\$0	\$0	\$0	\$81,000
Architecture / Engineering	No		\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
Construction	No		\$540,000	\$0	\$0	\$0	\$0	\$0	\$540,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$848,000	\$0	\$0	\$0	\$0	\$0	\$848,000

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

Kai' Bii To (Kaibeto)

Capital Project Description

Year Rank:

2021 - 0

Project Title:

Kaibeto Infrastructure Design

Contact Name:

Joann Secody

Project description:

Statement of Need:

Project Location:

Kai Bii to Chapter

2021 - 2026

Project ID:

KID51106-002486

Contact Phone:

(928) 673-5850

Contact Email:

Kaibeto@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	Silhasin	\$370,000	Yes	\$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	\$370,000	\$0	\$0	\$0	\$0	\$370,000
Planning / Pre design	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	No	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$0	\$0	\$370,000	\$0	\$0	\$0	\$0	\$370,000

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

Kai' Bii To (Kaibeto)

Capital Project Description

Year Rank:

2021 - 2

Project Title:

Pln/Dsgn/Cnstr Community Powerline & Waterline Conne

Contact Name:

Joann Secody, CSC

Project description:

The utility infrastructure, some families residing within the community area do not have water & powerline connections. Some are on septic tanks and a sewer lines need to be installed to serve all of the residents.

Statement of Need:

In providing electrical and water infrastructure to these homes, the residents will have improved health, lighting, and use of electrical tools and appliances, especially refrigeration for keeping food and medicine cold. There is a compelling need for the proposed infrastructure that does not exist in this area for many years. This power source and waterline will make a great impact on out people and a positive contribution in education, economic, social and health conditions of the families. Many residents are poor to very-poor and cannot afford sewer tank maintenance and are experience unhealthy and unsafe conditions with overflowing and stoppage of sewer septic tanks and there is a need for a sanitary and safe healthy sewer system line to be build for these residents; and many families still do not have water available for a safe and healthy environment for children and elders of the community; there is a link to quality of living with safe water and sewer available to community members in their household dwelling.

2021 - 2026

Project ID:

PDCCWPC51106-001284

Contact Phone:

9286735852

Contact Email:

kaibeto@navajochapter.org

Project Location:

Scattered

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		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	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Architecture / Engineering	No		\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Construction	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$250,000	\$0	\$0	\$0	\$0	\$250,000

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

Kai' Bii To (Kaibeto)

Capital Project Description

Year Rank:2022 - 3

Project Title:Multipurpose building

Contact Name:Joann Secody, CSC

Project description:To plan, design and construct a 30,000 sq ft. two (2) story Community multi-purpose building for the purpose of housing the chapter administration with conference center; veterans administration office; Certified CLUP office; head start; diabetes office; youth administration office; and senior citizens center with a shared kitchen/concession area and shared conference center with breakout conference rooms to meet the administrative demands of other departments. The first floor will contain the common shared kitchen and lobby area for head start and senior citizens and provide an eatery for the other department employees and have a auditorium for community members to conduct monthly chapter meetings, as well as accomodate other department's large meeting demands. The second floor will house the chapter administration; CLUP; Veterans; diabetes; behavioral health and youth.

2021 - 2026

Project ID:MB51106-000449

Contact Phone:928.673.5852__

Contact Email:kaibeto@navajochapters.org

Statement of Need: K'ai'bi'to Chapter was built around 1958 and is obsolete and under capacity to safely meet the building code requirements of its community occupancy; it has no central air or heating; bathrooms unable to meet the new building code requirements with handicap accessibility; the senior citizen building is attached to the north end of the chapter and is under capacity to safely meet the building code requirements of safe occupancy and unable to assist the large number of elderly clients; the Head Start building is also under-capacity with the growth rate of children entering the pre-school educational initiative of the head start program; Veterans organization has no office facility to administer any medical or data recording keeping of its veterans; the new certified CLUP has no office facility to administer community land use planning for pre-development and development initiatives; the youth of K'ai'Bi'To' community has no administrative office to provide for suicide, drug and alcohol addition prevention, which is on the increase for our youth community members; diabetes office is housed in temporary obsolete and unsafe trailer to administer its programs and assist the community members for a better quality of life. These needs can be met with one multi-purpose building that is cost effective and can efficiently assist all of its community members. The alternative is to continue to wait for independent funding through the various government departments and have major cost increases due to the construction of several offices.

Project Location: Upper K'ai'bi'i'to landsite near the market

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		
Other	Debt Services (Loans)		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	\$350,000	\$0	\$0	\$0	\$350,000
Architecture / Engineering	No		\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
Construction	No		\$0	\$0	\$9,000,000	\$0	\$0	\$0	\$9,000,000
Other	No		\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Total			\$0	\$0	\$9,900,000	\$0	\$0	\$0	\$9,900,000

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

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

	Capital Project Description									
	Operating Revenues		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Kai' Bii To (Kaibeto)

Capital Project Description

Year Rank:

2023 - 4

Project Title:

P/D/C One-Stop Tribal Complex

Contact Name:

Joann Secody, CSC

Project description:

To plan, design, and construct a one stop Tribal Complex Building.

Statement of Need:

This building will serve as a Central Location for Kaibeto Community to receive information and application from the Navajo Nation. Benefits will also go to the organizations who will have new, tailored offices to work out of.

Project Location:

TBD

2021 - 2026

Project ID:

PDCOSTC51106-000916

Contact Phone:

928-673-5852__

Contact Email:

kaibetochapter@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
Federal	CDBG		No		
Other	Private Funds		No		
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	\$0	\$40,000	\$0	\$0	\$40,000
Architecture / Engineering	No		\$0	\$0	\$0	\$80,000	\$0	\$0	\$80,000
Construction	No		\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$3,000,000
Other	No		\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Total			\$0	\$0	\$0	\$3,160,000	\$0	\$0	\$3,160,000

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	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Operating Revenues	\$0	\$6,000	\$0	\$0	\$0	\$0	\$6,000
Total	\$0	\$66,000	\$0	\$0	\$0	\$0	\$66,000

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Kai' Bii To (Kaibeto)

Capital Project Description

Year Rank:

2024 - 5

2021 - 2026

Project ID:

PDCKSC51106-000908

Project Title:

P/D/C Kaibeto Safety Complex

Contact Name:

Joann Secody, CSC

Contact Phone:

928-673-5850

Contact Email:

kaibeto@navajochapters.org

Project description:

To plan, design and construct a public safety building on the multipurpose building land site: approved by resolution.

Statement of Need:

It can hold offices for a police station, including holding cells. Also it can garage emergency vehicles. Two large rooms will serve as conference rooms, and one will be exclusively for emergency rescue teams should the need arise. This will benefit Kaibeto Community exponentially by making the entire community a safer place to live.

Project Location:

TBD

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	CDBG		No		
Other	Private Funds	\$0	No	\$0	Saturday, January 4, 2020

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	NA		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre design	No		\$0	\$0	\$0	\$0	\$66,000	\$0	\$66,000
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$80,000	\$0	\$80,000
Construction	No		\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$3,000,000
Other	No		\$0	\$0	\$0	\$0	\$40,000	\$0	\$40,000
Total			\$0	\$0	\$0	\$0	\$3,186,000	\$0	\$3,186,000

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

Kai' Bii To (Kaibeto)

Capital Project Description

Year Rank:2025 - 6

Project Title:P/D/C Community Roads & Streets

Contact Name:Joann Secody, CSC

2021 - 2026

Project ID:PDCCRS51106-000903

Contact Phone:9286735852

Contact Email:kaibeto@navajochapters.org

Project description: The utility infrastructure and streets in question has to do with the 3 by 3 miles square planning area. All dirt roads need to be assessed to determine how the streets will be aligned to serve the residential homes. Examples: Roads by and behind the rodeo grounds. Road going by the LDS Church and other churches. Road behind the housing projects across from the Kaibeto Market. Roads north of the Kaibeto Market where all those trailers are located at. Road going north from the junction going by the commercial tracts and industrial tract. Road going by Yazzie Monroe's residence and going west over the hill connecting to State Route 98. The same goes for the utilities. Some families residing within the planning area do not have power and water connections. Some are on septic tanks and sewer lines need to be installed to serve all of the residents in the planning area.

Statement of Need:

Project Location: ??

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	DOT		No		
Navajo Nation	NN Fuel Excise Tax Funds		No		
Federal	BIA		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	\$80,000	\$80,000
Planning / Predesign	No		\$0	\$0	\$0	\$0	\$0	\$40,000	\$40,000
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$160,000	\$160,000
Construction	No		\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000
Total			\$0	\$0	\$0	\$0	\$0	\$5,300,000	\$5,300,000

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

Kai' Bii To (Kaibeto)

Capital Project Description

Year Rank:2025 - 7

Project Title:P/D/C Community/Veterans Cemetery

Contact Name:Joann Secody, CSC

Project description:Kaibeto currently has no public cemetery and the respected deceased are being buried near family homes. However, in the future, this may cause some interference

Statement of Need:

Project Location:TBD

2021 - 2026

Contact Phone:928-673-5852__

Project ID:PDCCVC51106-000904

Contact Email:Kaibeto@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 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	\$12,000	\$12,000
Planning / Predesign	No		\$0		\$0		\$0	\$10,000	\$10,000
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000
Construction	No		\$0	\$0	\$0	\$0	\$0	\$40,000	\$40,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$4,000	\$4,000
Total			\$0	\$0	\$0	\$0	\$0	\$96,000	\$96,000

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)

Community Land Use Plan (CLUP)

CLUP Priorities

The Kaibeto CLUP-C is currently working to update the CLUP document. All the information is Google Earth-based. Information is being transferred to the WIND system, then the manual will be updated. There is still a need for a public hearing to finalize the CLUP.

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

Housing Assessment

Overview

Over the past five years, the Navajo Nation has taken a coordinated, but somewhat decentralized, approach to assessing the housing conditions and needs. For the Navajo Thaw Region, this resulted in differing reports and analyses for each of the nine Chapters. Some of the Chapters completed a comprehensive and organized analysis of housing needs, while other Chapters did not have the capacity to conduct such an analysis. Ideally, the result of the Housing Assessment would: 1) allow for the release and utilization of Housing Escrow Funds for local Chapter housing priorities, and 2) position the Chapter for additional financial resources for housing improvements.

Section 9:

Housing Escrow Funds

Housing Escrow Funds

Housing Escrow Funds

On July 25, 2013, the Navajo-Hopi Land Commission unanimously passed resolution NHL CJY-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.

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
Bodaway Gap	0.91	1356	1233.96	0.24	\$865,633.92
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
TOTAL			4,956.49		\$3,606,808.00

Kaibeto has been able to drawdown their Housing Escrow Fund (HEF) and expend a portion of the \$144,272.32 allocation to benefit 11 homes.

Although a plan was made to drawdown and expend the funds, ultimately there was no qualified labor to make repairs and to construct homes. As such, the housing materials were delivered to the site but not utilized. The materials that have not been stolen have deteriorated.

In some cases, the wrong size windows were delivered to the site. In other cases, a left-side hinged door was delivered where a right-side hinge door was needed. In still other cases, siding for only half of the home was delivered. Finally, there is one case where only half of the shingling for a home was delivered.

In yet another example, housing materials were delivered to a vacant house.

Kaibeto believes that it is only one of two Chapters that have expended any of the Housing Escrow Funds.

Although previous housing assessments have been conducted for Kaibeto, the information collected during the Kelsey Begaye Administration ultimately cannot be found.

Kaibeto has passed a resolution which directs the use of HEF funding to specific potential beneficiaries.

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.

Section 10:

WHPacific Plan

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

Western Navajo Pipeline Project

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 Report

Swaback Partners Report

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

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

Appendix A

Prioritized Strategy Report

STRATEGY	SCORE	WANT	STRATEGY GROUP
Attracting Funding	75	66%	Other
Pass-through Visitor Services	74	75%	Tourism
Destination Tourism	72	56%	Tourism
Education Development	63	100%	Community Development
Infrastructure Development	63	66%	Other
Local/Regional Tourism	58	100%	Tourism
Value-added Mining	55	22%	Value-added
Bedroom Community Development	53	71%	Community Development
Energy Development	45	89%	Sector-specific
Cultural Tourism	43	70%	Tourism
Health Care Expansion	42	71%	Community Development
Logistics Centers	36	36%	Sector-specific
Environmental Restoration	31	100%	Sector-specific
Business Cultivation	30	100%	General Business
Business Recruitment	25	83%	General Business
Entrepreneurial Development	25	90%	General Business
Value-added Agriculture	25	0%	Value-added
Attracting Lone Eagles	25	100%	Other
Value-added Forest Products	24	0%	Value-added
Leading-edge Development	22	70%	Sector-specific
Value-added Fisheries	22	0%	Value-added
Business Retention and Expansion	20	90%	General Business
Attracting Government Jobs	19	75%	Other
Downtown Development	18	40%	Community Development
Attracting Retirees	16	50%	Other

Appendix B

Planning Methodology

In order to maximize community participation in the planning process, and to quickly transition the community to plan implementation, K'ai Bii To 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, K'ai Bii To'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 K'ai Bii To's vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define K'ai Bii To'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 K'ai Bii To, these elements emerged as participants were guided through a planning process that had two over arching 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 K'ai Bii To 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:** Ella Dodson-Slick - Serves as the liaison between Building Communities and K'ai Bii To; 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 K'ai Bii To 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. K'ai Bii To Steering Committee members:
 - Leroy Begay
 - Susie Begay
 - Trisha Blacksmith
 - Willie Blacksmith
 - Tom Franklin
 - Franklin Fowler
 - Darlene Jumbo
 - Victoria June
 - Maxine Patterson
 - Stan Patterson
 - Cecilia Spencer
 - Larry Spencer
 - Leta Warner
 - Chester Yellowman
- **Citizens of K'ai Bii To:** 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 K'ai Bii To, Plan Week consisted of the seven sessions listed previously and was conducted October 17-18, 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 K'ai Bii To'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 K'ai Bii To'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 K’ai Bii To 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 K’ai Bii To’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 K’ai Bii To’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 K’ai Bii To.

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 K'ai Bii To?
- Do you believe that K'ai Bii To 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

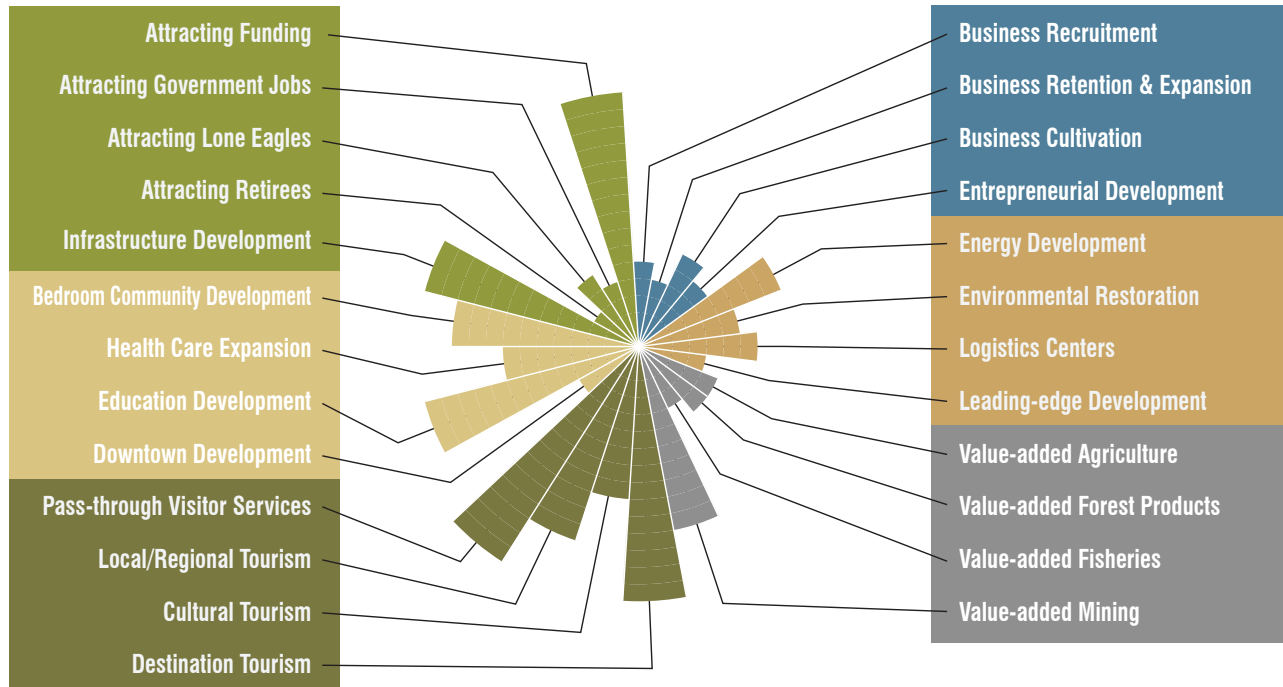


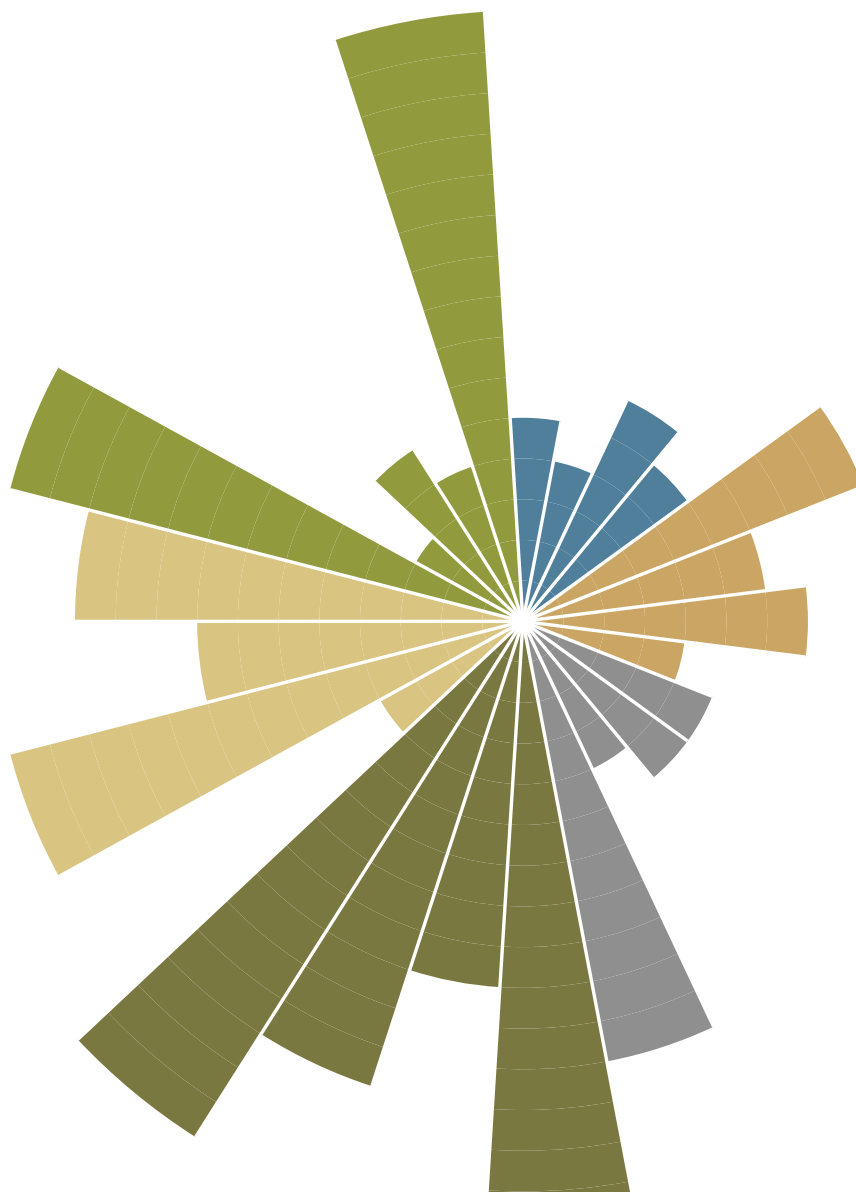
The final session returned to the heart of the matter: why are we doing strategic planning in the first place? Steering Committee members were asked to reflect on why they care about their community and what they desire for the future.

During this time, the group explored and discussed what is unique about K’ai Bii To 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 K’ai Bii To 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.





K'ai Bii To Chapter

Community Thumbprint™ by Building Communities, Inc.