

TÓŁCHÍ'ÍKOOH

LEUPP CHAPTER

NAVAJO NATION

RECOVERY PLAN

JUNE 2020



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. **”**

Leupp 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.”

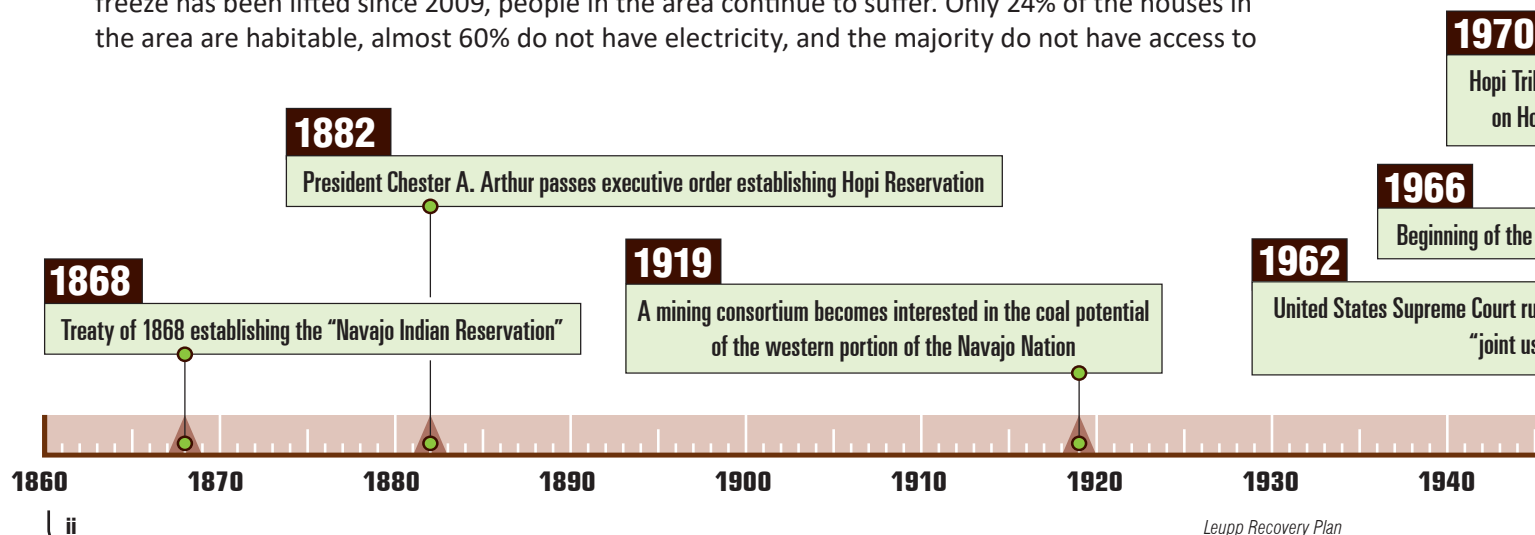
In 2005, Senator John McCain (R-Arizona) introduced Senate Bill 1003: Navajo-Hopi Land Settlements of 2005. The bill passed the Senate and included provisions such as amendments to the “Joint Use Area” established in 1880.

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



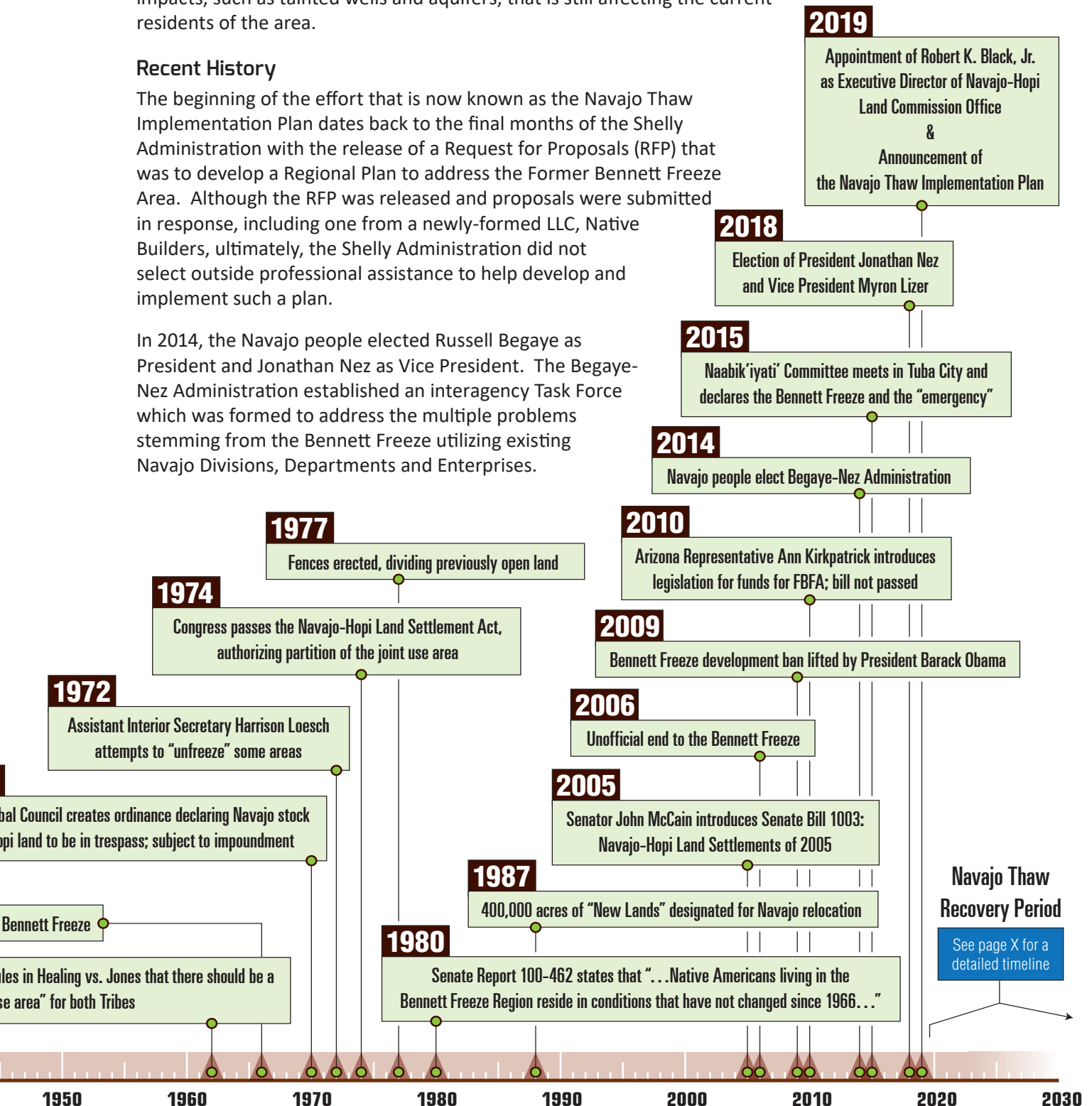
potable running water. The legacy of the Bennett Freeze still looms over the region and deeply affects the day-to-day lives of its residents. In testimony before Congress, Nelson Gorman, Jr., Speaker of the Navajo Nation Council, likened it to “the deplorable conditions approximating those found only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

leupp.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 comittee
35. Develop community-based coalition level task force committee
36. Develop Research and Analysis Committee
37. Develop a fiscal and oversight committee/taskforce
38. Restructure Navajo-Hopi Land Commission

About Native Builders & Building Communities

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

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

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

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

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

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



**Thomas Tso, President
Native Builders LLC**



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

Leupp Chapter Navajo Thaw Implementation Plan Planning Participants

Leupp Chapter Officials

Roberta Gorman
Chapter President

Angela Cody
Vice President

Calvin Johnson
Secretary/Treasurer

Kenny Welch
Grazing Committee Member

Steering Committee Members

Merlyna Williams

Kenny Welch

Nelson Cody

Mel Cody

Chapter Officials 2017-2021

Valerie Kelly
Chapter President

Angela Horseherder-Cody
Vice President

Calvin Johnson
Secretary/Treasurer

Allen Jones
Grazing/Land/Farm Board

Bettie Tso
Chapter Manager

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.



Voice of the Community Session

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

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



ABOUT THE NAVAJO THAW

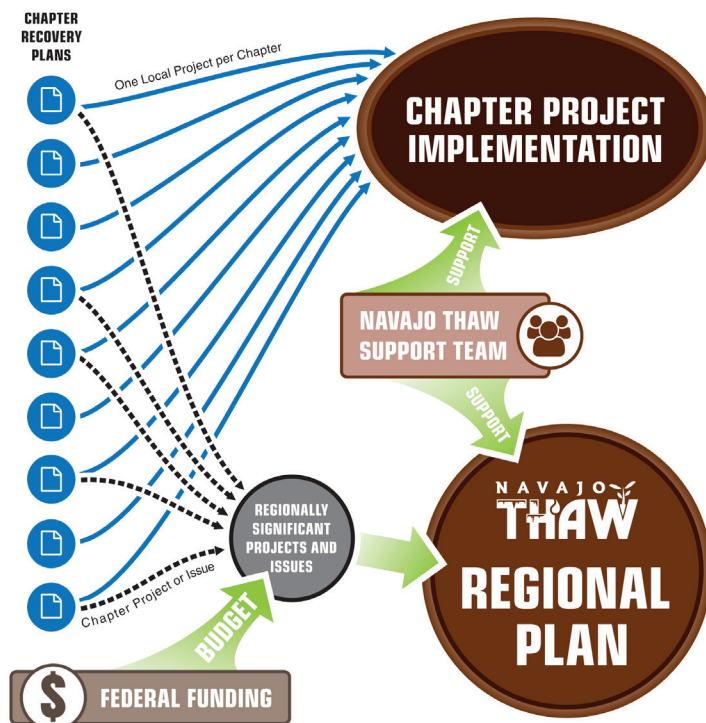
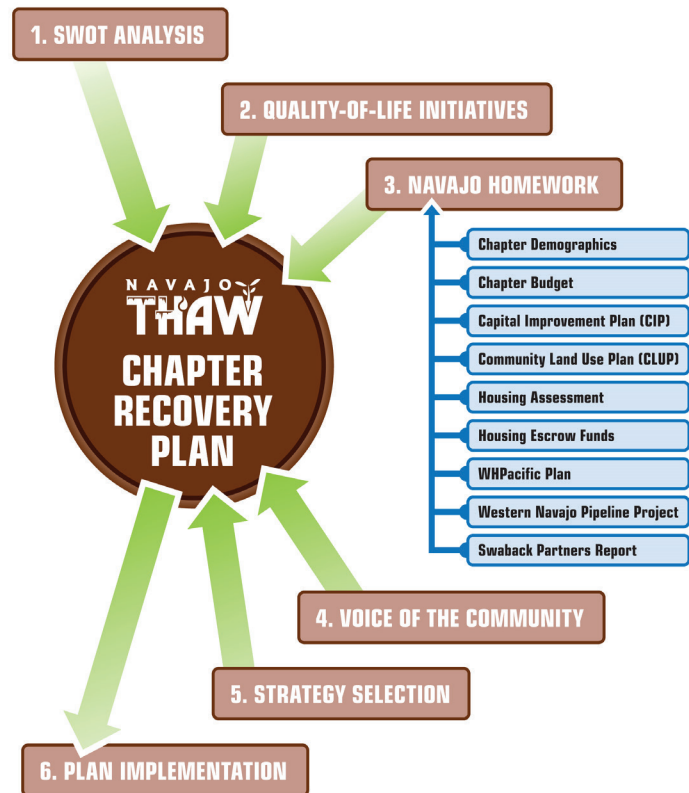
For generations, thousands of people in Western Navajo have felt the impact and injustice of the Bennett Freeze. Housing has been substandard, water infrastructure has been non-existent, public facilities have been insufficient and unemployment is unacceptably high.

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

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

A Commitment to Implement

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



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

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

It Begins with Plan Week

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

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

Navajo Thaw Regional Plan

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

PROJECT SUPPORT TEAM



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FUNDING AGENCIES



Navajo Hopi Land Commission Office

USDA Rural Development
U.S. DEPARTMENT OF AGRICULTURE

Together, America Prospers

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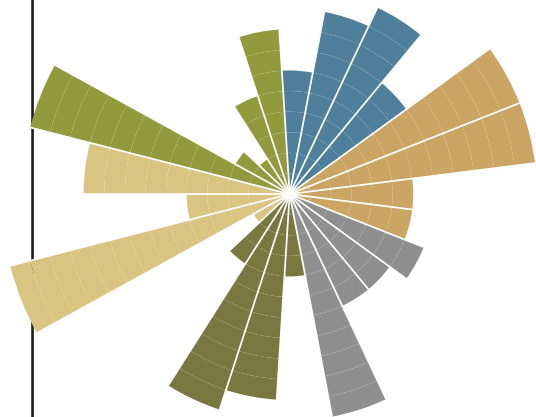
Not “Cookie Cutter” Planning

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*.



Leupp 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 Leupp Chapter Recovery Plan only makes mention of the name/word Bennett as a point of history and geography. The northern portion of the Leupp 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 Leupp Chapter.

Scope and Timeframe of the Plan

The geographic scope for this plan is the Leupp Chapter, and especially the portion of the Leupp 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 Leupp Chapter, it is also recognized that some of the resources that the plan may attract to benefit Leupp 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 Leupp Chapter is a part of the Navajo Thaw Implementation Plan, the human and technical resources available to implement the plan through the Native Builders Team will extend through December 2022. The Native Builders Team is committed to assisting each of the nine Navajo Thaw Region Chapters to implement a priority local project and then to assist to secure large-scale funding.

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

Feedback and Update on Chapter Recovery Plan

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.

April 29, 2022 – Update

Housing Escrow Fund Utilization. The Leupp Chapter has made a priority to access the Housing Escrow Funds (HEF) for home improvements. In March 2022, Mel Cody reported that there were 13 homes in the Bennett Freeze portion of the Leupp Chapter with Home Site Leases. 11 of those homes were constructed and two were not. One of the homes that is in the area is vacant. As such, there are a total of 10 homes that need to be assessed. As of March, seven of those 10 homes were assessed. As of April 2022 all of the homes have been assessed (one of the assessments is based upon a two-year old assessment procedure).

All of the homes have been assessed based upon a rating of good/fair/poor. A specific itemization of home improvements has been done for the homes.

The information has been forwarded to CHOICE Humanitarian. The Leupp Chapter is hopeful that CHOICE Humanitarian can provide the expertise with cost estimating in order that the Chapter can help make the best allocation of HEF funding to benefit the people. In general, the Chapter wishes to advance a policy that those that need the greatest help and have the greatest overall economic need should benefit the most.

The Chapter would like to clarify the policy that would allow HEF funding for house wiring projects. The house wiring is a requirement of the Navajo Tribal Utility Authority (NTUA) for the Powerline Extension Project. The Navajo Thaw sent a letter to NHLCO supporting a policy that would allow the use of HEF funding for house wiring projects.

In addition, the Chapter is advocating that its existing agreement between the Leupp Chapter and NHLCO be honored so that the expenditure of HEF funding can be kept on an optimal timetable. The Chapter has asked the Navajo Thaw to communicate this to the NHLCO which has been done.

North Grand Falls Powerline Project. NTUA has established a September 30, 2022 deadline for the project. While it is anticipated that an extension will be needed, the Leupp Chapter is doing everything it can in the spring of 2022 to “do its part” to position the project for success. The Leupp Chapter passed a resolution on April 28, 2022 supporting the project. This allows the Chapter to issue an award letter to an electrician to proceed with the house wiring project. It is understood that the professional services agreement would start on May 23, 2022 with an August 14, 2022 completion date. The Chapter hopes to have the project completed earlier than that – a July completion date would be ideal giving ample time for NTUA to begin their portion of the project.

The Chapter continues to communicate its progress to all relevant parties.

Section 1:

Plan Week Results

Plan Week Results

Overview

To gather the information from which to begin formulating Leupp'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 Leupp'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 Leupp:

Leupp Plan Week

October 10

November 22

December 17

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

- Attracting Funding
- Attracting Government Jobs
- Business Recruitment
- Business Retention and Expansion
- Destination Tourism
- Downtown Development
- Education Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Agriculture

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

- Auction Yard and Livestock Corrals
- Budgeting Latitude
- Chapter Housing Policy
- Community Center
- Demand for New Cemetery
- Development Constraints
- Drought Planning and USDA EQIP Program
- Land Adjacent to School
- Leupp Trading Post Reconstruction
- Library
- Youth Activities

Strategy Selection Process

The Leupp 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 Leupp’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 Leupp 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 Leupp, it was given a score of ‘E’. Intermediate scores from ‘B’ to ‘D’ were given for factors in the middle of the range.

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

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

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Education Development	70	Community Development
Infrastructure Development	63	Other
Environmental Restoration	60	Sector-specific
Energy Development	58	Sector-specific
Local/Regional Tourism	55	Tourism
Value-added Mining	53	Value-added
Bedroom Community Development	50	Community Development
Business Cultivation	49	General Business
Business Retention and Expansion	47	General Business
Cultural Tourism	47	Tourism
Attracting Funding	39	Other
Value-added Agriculture	34	Value-added
Entrepreneurial Development	33	General Business
Business Recruitment	32	General Business
Logistics Centers	30	Sector-specific
Leading-edge Development	30	Sector-specific
Value-added Fisheries	29	Value-added
Value-added Forest Products	28	Value-added
Attracting Government Jobs	26	Other
Health Care Expansion	23	Community Development
Pass-through Visitor Services	20	Tourism
Destination Tourism	18	Tourism
Attracting Retirees	16	Other
Attracting Lone Eagles	10	Other
Downtown Development	8	Community Development

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

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

SWOT Analysis

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

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

Enhanced Strategy Report

STRATEGY	SCORE WANT	STRATEGY GROUP
✓ Business Recruitment		General Business
✓ Business Retention and Expansion		General Business
Business Cultivation		General Business
✓ Entrepreneurial Development		General Business
✓ Energy Development		Sector-specific
✓ Environmental Restoration		Sector-specific
Logistics Centers		Sector-specific
Leading-edge Development		Sector-specific
✓ Value-added Agriculture		Value-added
Value-added Forest Products		Value-added
Value-added Fisheries		Value-added
Value-added Mining		Value-added
✓ Destination Tourism		Tourism
Cultural Tourism		Tourism
✓ Local/Regional Tourism		Tourism
✓ Pass-through Visitor Services		Tourism
✓ Downtown Development		Community
✓ Education Development		Community
Health Care Expansion		Community
Bedroom Community Development		Community
✓ Infrastructure Development		Other
Attracting Retirees		Other
Attracting Lone Eagles		Other
✓ Attracting Government Jobs		Other

Key

✓ = Selected Strategy

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

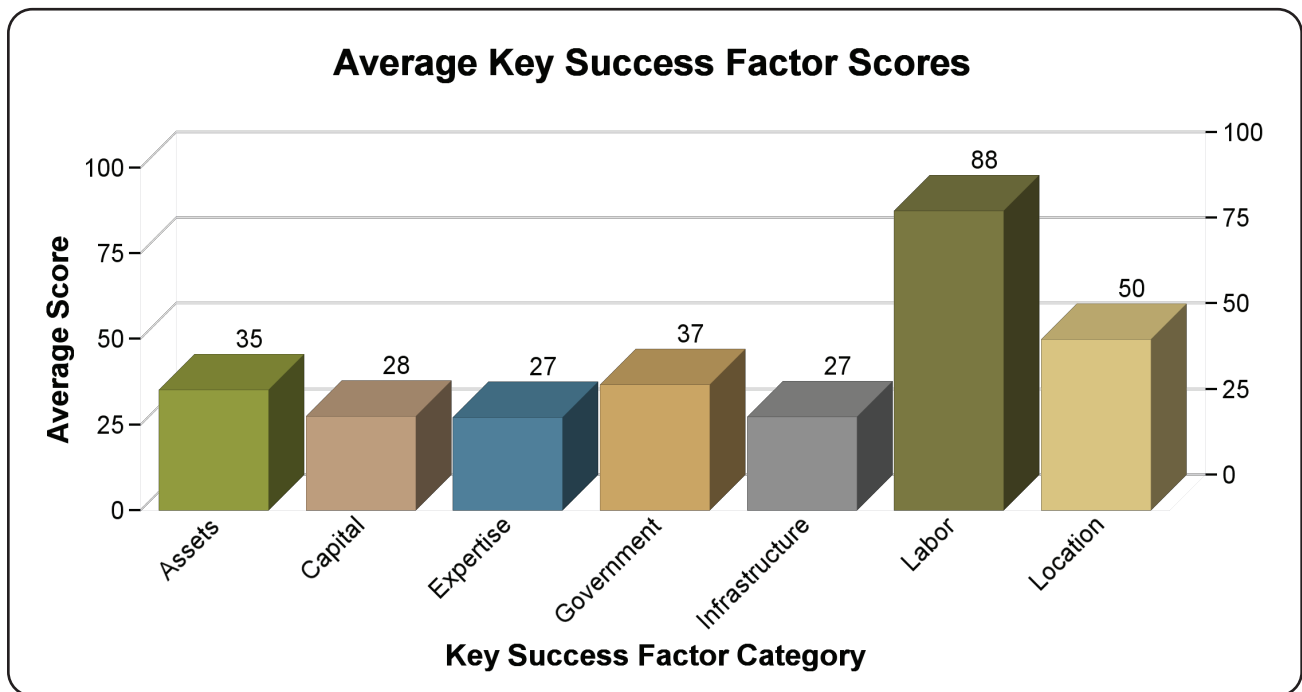
Want = The percentage of the Voice of the Community attendees desiring to implement the strategy

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

Strategy Group = One of six types of strategies

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	35
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	28
Expertise	The skills, connections and abilities of local professionals.	27
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.	27
Labor	The labor force of a community.	88
Location	The relative proximity of the community to the marketplace.	50
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.



With the exception of the Labor category, all of the Key Success Factor categories score exceptionally low. “Steady scores” between 27-37 for five of the categories indicate that the Steering Committee generally recognizes that Leupp has a comparative disadvantage with respect to Assets, Capital, Expertise, Government and Infrastructure. The Location category scored average while the Labor category scored quite high (similar to other Chapters in the Navajo Thaw Region).

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

Assets represent a broad array of factors that are highly important to one or more of the strategies.

Seven of the 22 factors in the Asset category score above average for Leupp, with the three top categories relating to energy, education and visitor recreation/attractions. It is also important to point out that the fourth highest-scoring Key Success Factor for the chapter (Environmental Restoration) also relates to the top three as Leupp can profit from border-towns like Holbrook, Winslow and Flagstaff.

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	4
Availability of appropriated funds	3
Ability to secure power-purchase agreements	2
Access to large-scale capital	2
Ability to secure long-term contracts for forest materials	0
Access to small business financing	0
Competitive recruitment incentives	0
Dedicated local financial resources for staffing recruiters	0
Local funding for downtown development	0
Sufficient marketing, promotion, or public relations budget	0

Not surprisingly, only two of the Key Success Factors that relate to money score above average. However, with the addition of two more categories at “*average*,” Capital falls just below the “*middle*” of the list of ranked categories as the 5th highest rated Key Success Factor category out of seven total.

These two higher scoring factors both relate to funding for infrastructure.

All the remaining Capital Key Success Factors scored in the very bottom range. These indicators reveal that there is both a lack of dedicated funding as well as the ability to access new funding that could promote business expansion and community development projects in Leupp.

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	4
Ability to successfully market materials	4
Support from local education professionals at all levels	3
Supportive post-secondary education training program	3
Team approach to infrastructure finance	3
Cooperation of economic development staff and educational community	2
Existing excellence in local health care	2
Ability to compete in a global market	1
Competent, strategic-minded hospital and health-care executives	1
Local ability to identify and advance a funding proposal	1
Sophisticated use of the internet for marketing	1
Ability to build a team comprised of energy-development experts	0
Ability to network and attend relevant trade shows	0
Ability to understand industry trends and opportunities	0
Capable, experienced economic development professionals	0
Cultural development and advocacy organization	0
Dedicated business coaching staff	0
Downtown organization and staff	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 tourism development & promotion	0
Staff focused on attracting retirees and/or lone eagles	0

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 product and service gaps and the ability to successfully market materials. Unfortunately, 18 of the 23 Expertise Key Success Factors score average or below and overall received the lowest score, '27', for the Key Success Factor categories. For this reason, it is imperative that Leupp looks forward to generating increased expertise and to build upon their current strengths through the Navajo Thaw Implementation Plan efforts.

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

14 of the 15 Government Key Success Factors category score below average. The high-scoring factor, Support from Local Businesses, emphasizes the great community spirit to support the already thriving and famous local Leupp economy. This is evidenced by the established local “flea market” as supported by the Sunrise Market Organization. Notably, the higher scoring Government KSFs are all generally “controllable,” while the lower scoring KSFs are outside of the community’s control. When considering Governance Key Success Factors, 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 brownfield sites	4
Availability of land for business prospects	4
Land/Buildings/Campus for education development	2
Proximity to transmission lines with excess capacity	2
Adequate housing for labor force	0
Adequate telecommunications infrastructure	0
Availability of industrial-zoned land for industrial park development	0
Availability of local buildings	0
Availability of local infrastructure	0
Excess water and sewer infrastructure capacity	0
High-speed internet	0

The availability of land for business development is a comparative advantage for Leupp despite the community being limited by several boundaries. To the east and west they have natural gas line right of ways from two separate companies to consider. To the south there is the Diablo Canyon that is protected from development and/or use due to several conservation restrictions. There is the highway that bisects the community, several brownfield sites (which have historically been viewed as a limit to land use expansion but can now be turned into economic opportunities through NTIP efforts) and, of course, the FBFA which prohibited any infrastructure development to a portion of this community for over 40 years. One infrastructure factor to consider is the availability for local housing. While there is currently housing in Leupp, it is at capacity and therefore unrealistic to consider as an option for housing additional labor force if needed unless available housing expansion occurs.

Labor

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

Labor	
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	3

Of the seven Key Success Factor categories, the Labor category scores the highest. Like much of the Navajo Nation, Leupp has the availability of a low-skill labor force. Unlike most areas, Leupp identifies a high-skill labor force as well. The Navajo Nation indicates that it has a 42% unemployment rate. The recent 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 and access to markets	3
Advantageous location for government or education expansion	2
Proximity to scheduled air service	2
Strategic location for distribution centers	2
Prospect of an expanded geographic market for health care	1

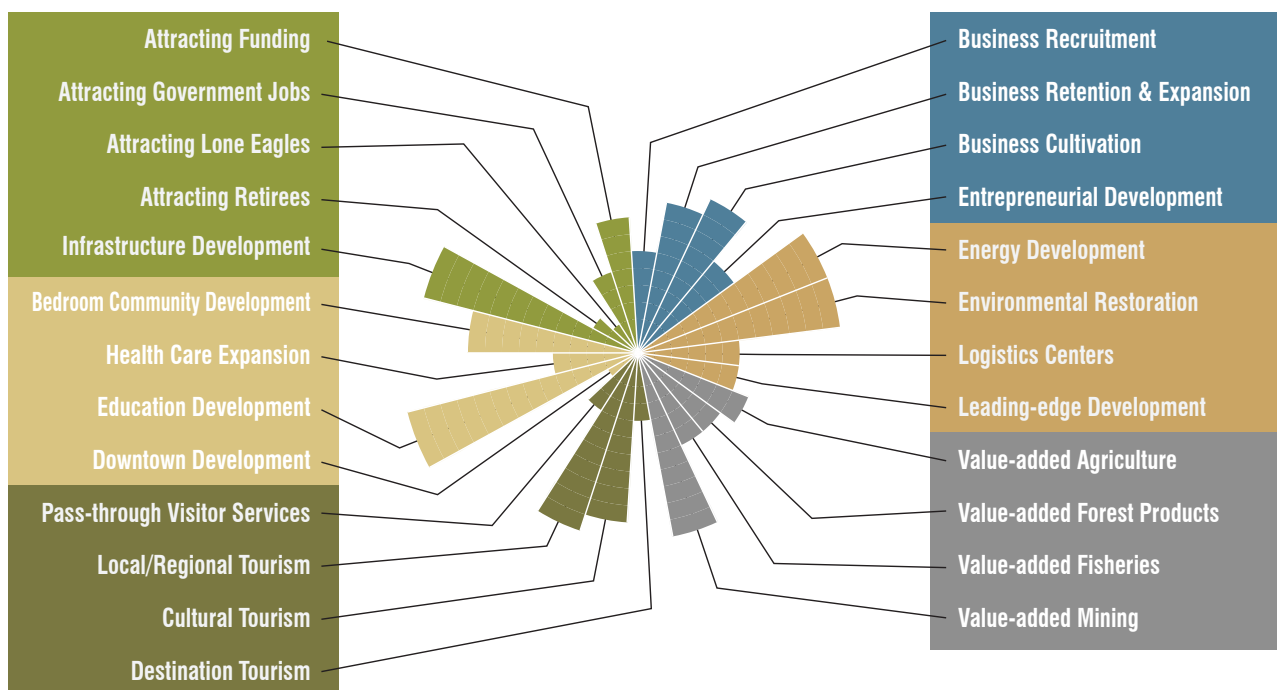
With three Key Success Factors only scoring average ('2'), and one below average, only one of the five factors for location was favorable. Proximity to local markets scores above average ('3'). Leupp's score for the Location Key Success Factors category is their second highest score. The challenge of accessing markets limits many business development opportunities for most communities on the Navajo Nation. However, for Leupp there is an advantage here due to their relative proximity to the Interstate 40 corridor which lends access to markets in and around the cities of Winslow and Flagstaff.

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. By contrast with other Navajo Thaw Chapters, the Leupp Chapter Thumbprint shows a relative strength in all six of the Strategy categories. Relatively high performing Strategies such as Energy Development, Environmental Restoration, Education Development and Infrastructure Development create a relatively balanced Chapter Thumbprint.



Section 2:

Selected Strategies

Attracting Funding
Attracting Government Jobs
Business Recruitment
Business Retention and Expansion
Destination Tourism
Downtown Development
Education Development
Energy Development
Entrepreneurial Development
Environmental Restoration
Infrastructure Development
Local/Regional Tourism
Pass-through Visitor Services
Value-added Agriculture

Selected Strategies

Leupp's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of 14 strategies to enhance the economic condition and overall quality of life for Leupp.

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

CATEGORY: Other	RANK: 24	SCORE: 28
JOBS: 6	LIVABILITY: 4	COMPLEXITY: 5

Objectives of Strategy Implementation

It is perceived by the Leupp Chapter Steering Committee that the end game for seeking federal funding regarding the Former Bennet Freeze Area will be to have a regional coordinated effort that clearly outlines that the different chapters involved in the Thaw efforts are equal participants, and that all those participants support and will benefit from these efforts rather than these efforts being just pieced together as needs come up. There were talks about Congressman O'Halleran and his visits to Leupp and the surrounding area and how his office is interested in the general economy of the area and the impacts that result from policies like the Bennet Freeze. Getting a Regional Plan that includes all the areas impacted to Congress is a focus here for the Leupp Steering Committee.

Strategy Summary

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

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

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

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

Findings from the Key Success Factor Analysis

The highest scoring Key Success Factor for this strategy, Availability of Appropriated Funds, scored a '3', indicating Leupp believes they have a slight comparative advantage. Only one factor scored a '2', strong community support and the remaining two Key Success Factors only scored a '1' and are considered comparative disadvantages for the community. This strategy is ranked 11th of 25 possible strategies for Leupp Chapter and there is no major comparative advantage for implementing this strategy. There is one slight advantage with the availability of appropriated funding as Leupp is a certified chapter.

KEY SUCCESS FACTOR	SCORE
Strong state and/or federal legislative delegation	2
Availability of appropriated funds	1
Local ability to identify and advance a funding proposal	1
Strong community support	0

The Leupp Chapter realizes that while there may be the availability of appropriated funds, there is only moderate community support with limited local ability to produce funding proposals as well as limited partnerships at state and/or federal levels to assist in this regard. By joining the Navajo Thaw Implementation Plan efforts Leupp hopes to address these challenges and increase the likelihood of successfully implementing this strategy.

Key Success Factor Report - Attracting Funding

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

The Promise Kept

Direct visits by congressional staff will be translated from conversation to “implementation funding” as a result of participation in the Navajo Thaw Implementation Plan.





Attracting Government Jobs

CATEGORY: Other	RANK: 19	SCORE: 26
JOB: 6	LIVABILITY: 7	COMPLEXITY: 5

Objectives of Strategy Implementation

Providing “desk space” for various departments and branches of government has been ongoing at the chapter. However, the Steering Committee believes that Leupp could do better at extending their partnership to these service providers and government officials if they could provide for a designated office space and one staff member to manage the scheduling and assisting the visitors. This space could offer as a point of contact for outside services from State Congressmen to the Navajo Nation Council Delegates.

Leupp has Livestock Corrals that are generally well kept and accessible to the community where livestock inspections and auctions could take place, as they have in the past. To promote the use of the livestock facility and the local ranching activities, the community would also like to host a USDA satellite office.

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.

Findings from the Key Success Factor Analysis

Only one of eight Key Success Factors for this strategy scored a ‘4’, availability of land for business prospects. This factor is a major comparative advantage for implementing this strategy successfully as Leupp Chapter feels that they have usable land available should a new business wish to open in Leupp. However, the remaining seven factors scored at or below average with three at ‘0’ representing a significant comparative disadvantage for the implementation of this strategy.

KEY SUCCESS FACTOR	SCORE
Availability of land for business prospects	4
Advantageous location for government or education expansion	2
Favorable state policies with respect to office locations	2
Local government support	2
Strong community support	2
Capable, experienced economic development professionals	0
Projected growth in government budgets	0
Availability of local buildings	0

Despite this, Leupp Chapter officials believe this is a very doable strategy as they are currently being approached by various services requesting office space for satellite offices.

Key Success Factor Report - Attracting Government Jobs

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



The Promise Kept

Leupp will offer shared office space and capitalize upon its livestock corrals by focusing on the Government Jobs sector.



Business Recruitment

CATEGORY: General Business	RANK: 14	SCORE: 32
JOB: 10	LIVABILITY: 2	COMPLEXITY: 10

Objectives of Strategy Implementation

There is strong support both from the general community members and from chapter officials to pursue the development of a shopping center within Leupp Chapter. The shopping center should include a laundromat, some type of restaurant, a post office and a local grocery store and/or market that features healthy locally sourced food items rather prepackaged snack type foods. An interesting concept would be to include an adult day care center where seniors could be dropped off for the day by their family caretakers, rather than moving off the reservation all together. This would allow many seniors to stay “at-home” while family members go to work and school and unable to accompany them during regular business hours. There is a potential here as well that this business center could have a program where the seniors who are able could volunteer at the various businesses within the shopping center like the post office or the laundromat.

The community would also like to recruit high-tech business operations such as a Navajo Call Center and/or a Navajo Data Center should there be high speed fiber optic internet service made available to the community. There have been several ongoing local efforts to expand reliable high-speed internet services to the community.

The Steering Committee also expressed interest in utilizing the nearby railway when discussing business recruitment. The thought being that local operations could utilize this regional resource for the development of a new business plan. This strategy could be a potential setting for a regional project. Without any survey work or professional analysis, the rail line is known to be within 10 miles, as the crow flies, south-west from the community.

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.



Findings from the Key Success Factor Analysis

There are 18 Key Success Factors to implement this strategy successfully. Of those 18, Leupp scores average to above average in half (nine). The top three relate to land availability, local business support and the availability to hire local community members.

Significant challenges include a lack of dedicated funding for staffing, a deficiency of local economic development professionals, the inability to offer recruitment incentives, limited ability to network due to remote location, as well as a limited availability for local buildings and infrastructure

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

Key Success Factor Report - Business Recruitment

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Proximity and access to markets	Dedicated local financial resources for staffing recruiters
Proximity to scheduled air service	Ability to compete in a global market
Availability of land for business prospects	Competitive recruitment incentives
Availability of local infrastructure	Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Sophisticated use of the internet for marketing	Strong community support
Capable, experienced economic development professionals	
Availability of local buildings	

The Promise Kept

A variety of new business enterprises will create a new economy for the future in Leupp.



Business Retention & Expansion

CATEGORY: General Business	RANK: 9	SCORE: 47
JOB: 10	LIVABILITY: 4	COMPLEXITY: 3

Objectives of Strategy Implementation

The Leupp Steering Committee envisions expanding the regular flea market vendors into local brick and mortar store fronts to feature the local food, goods, souvenirs and jewelry that are being produced in Leupp today. These stores would be small shops set in a market plaza setting and located around the current Sunrise Trading Post property, which is a known location that has a regular customer base and is currently utilized by the Sunrise Market Association several times per month for events such as the Leupp Flea Market.

There is a need for a grocery store and another gas station within the community. Currently, Leupp is served by just one gas station that also offers convenience store. This is generally the only grocery made available for purchase in Leupp. Operations of that business, however, seem very separate from the community's interests. Out-of-town ownership gives the community little latitude in shaping the services and products of the store for community benefit.

Currently, Leupp Chapter does not have a laundromat. The relatively new laundromat located at Tuba City behind the Sonic restaurant would be the desired floor plan and capacity for the Leupp laundromat. It has been determined that if properly planned that there is enough water supply for a laundromat in this region. Future water disposal assessments need to consider the community need for a local laundromat.

Strategy Summary

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

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

Benefits of the BR&E approach include:

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

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

The Promise Kept

The Leupp Flea Market will become bigger and better than ever through organized efforts to support entrepreneurs.

Findings from the Key Success Factor Analysis

Five of the 12 Key Success Factors for successfully implementing a Business Retention and Expansion strategy score above average. The top scoring factors include the availability of land for business prospects and the availability of a local low-skilled labor pool.

Challenges to this strategy relate to the lack of access to small business financing, the lack of local economic development professionals and the lack of buildings and local infrastructure. This means that if this strategy were to be selected, the community would need to overcome challenges within capital, expertise and infrastructure.

KEY SUCCESS FACTOR

SCORE

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

Key Success Factor Report - Business Retention and Expansion

STRENGTHS TO BUILD UPON

Major Comparative Advantages

Availability of land for business prospects
Availability of local infrastructure

Slight Comparative Advantages

Sufficient base of local businesses
Ability to compete in a global market
Strong relations between economic development organization and local businesses
Local pro-business climate
Local, available, high-skill labor pool

CHALLENGES TO OVERCOME

Slight Comparative Disadvantages

Capable, experienced economic development professionals
Support from local education professionals at all levels
Availability of local buildings

Major Comparative Disadvantages

Access to small business financing





Destination Tourism

CATEGORY: Tourism	RANK: 22	SCORE: 18
JOBS: 9	LIVABILITY: 4	COMPLEXITY: 9

Objectives of Strategy Implementation

After the bombing of Pearl Harbor in 1941, President Franklin D. Roosevelt signed Executive Order 9066. This Order started the internment of American citizens of Italian, German or Japanese descent on the west coast. Many interned Japanese Americans protested or rebelled within the internment camps and were sent to a facility in Leupp, Arizona specifically for the “troublemakers.” The facility at Leupp was an old, abandoned Bureau of Indian Affairs boarding school. It was opened for housing the “problem” Japanese Americans in April of 1943. There were 150 military policeman that staffed that facility and a maximum of 80 prisoners, mostly from the Flagstaff area. In just a few short months, the internment camp was closed by Camp Administrator Ray Best. By December of 1943, the camp was closed completely, and prisoners were relocated to a new isolation center. Only the remains of the school building can be seen today. Fences and guard towers are no longer standing.

Leupp looks to take advantage of several local landmarks as they outline and plan a park area that includes a World War II Navajo Code Talker Monument with a small Japanese Internment Camp Museum. This could be the showcase of a local visitor center featuring a gateway to “Navajo History Trail” concept. All in all, this would be an interpretive center that educates visitors of the local events that impacted the Navajo Nation and that happened in the Leupp area. Then information would be provided that would direct visitors to a subsequent “Navajo History Trail” interpretive center in a nearby community to learn about specific history in that region with hopes of capturing more tourist revenues as the tourists have greater reason to travel further and stay a little longer.

Another area of interest is the Canyon Diablo area, less than 10 miles southeast of Leupp Chapter House. Founded in 1880, Canyon Diablo was said to be one of the wildest towns in the western United States. The town popped up just outside the Navajo Nation/Leupp Chapter boundary where the railroad construction had been halted until a bridge could be built over the canyon. Being 100 miles from the nearest law enforcement, the people of Canyon

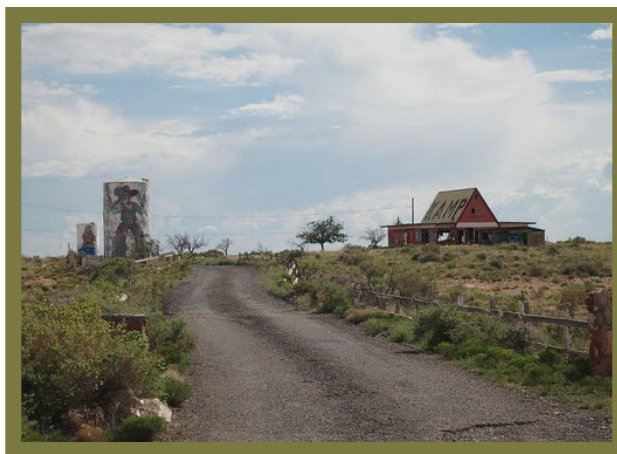
Strategy Summary

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.



Diablo had their way. The saloons and gambling houses ran 24-hours per day. Drifters typically moved on very quickly or ended up in the local cemetery. When the construction of the railroad finished over the canyon, the town quickly died. It is now a ghost town located north of Interstate 40 between Meteor City and Flagstaff. Today the canyon lies within Leupp's jurisdiction and the community of Leupp looks to welcome travelers to stay and enjoy this rich history, as well as outdoor nature preserves and outdoor activities such as the potential to develop world class rock climbing.

Findings from the Key Success Factor Analysis

Only two of the nine Key Success Factors for the successful implementation of this strategy score above average.

Leupp believes that their community is too remote from nationally recognized attractions such as Meteor Crater, (which is the closest at about 40 miles away). Other challenges include inadequate housing for labor force and most notably the lack of community acceptance of the visitor industry as there is a general attitude in Leupp that the community would like to benefit from tourism revenues but does not want to have the liability and responsibilities that accompany destination tourism.

KEY SUCCESS FACTOR

SCORE

Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	3
Proximity to scheduled air service	2
Local government support	2
Proximity to nationally recognized attractions	0
Sufficient marketing, promotion, or public relations budget	0
Sophisticated tourism development & promotion	0
Adequate housing for labor force	0
Community acceptance of the visitor industry	0



Key Success Factor Report - Destination Tourism

STRENGTHS TO BUILD UPON	
Major Comparative Advantages Sophisticated tourism development & promotion Proximity to scheduled air service	Slight Comparative Advantages Adequate housing for labor force Local, available, high-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages No Entries	Major Comparative Disadvantages Sufficient marketing, promotion, or public relations budget

The Promise Kept

Leupp's history as an internment camp and its proximity to Canyon Diablo will form the basis for the establishment of Leupp as a visitor destination.





Downtown Development

CATEGORY: Community Development	RANK: 25	SCORE: 8
JOB: 4	LIVABILITY: 6	COMPLEXITY: 6

Objectives of Strategy Implementation

Leupp chapter officials encourage the creation of a downtown development committee to guide the current activity and projected growth in and around the perceived Downtown area. While not planned, Leupp has what is somewhat of a downtown setting that they would like to improve on. This area is around the current gas station. Identified needed improvements to better define the downtown area include landscaping efforts and uniform signage for visitors.

While Leupp believes that it lacks the assets, capital and expertise to implement this strategy successfully, this effort has already begun without proper structure or guidance. Therefore, Leupp Chapter would benefit greatly from identifying and pursuing downtown development funding as well as providing for a dedicated downtown organization and staff.

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.

Findings from the Key Success Factor Analysis

Only two of the six Key Success Factors for the successful implementation of this strategy score above zero. There is moderate support from chapter officials to implement this strategy as this seems to be developing organically in and around the Chapter House already. The area is along the Indian Route 15 corridor is already central to current businesses, housing, schools, post office, park area and even local service providers. Chapter Officials envision the downtown area development to be focused east of the Shell gas station.

KEY SUCCESS FACTOR	SCORE
Local government support	2
Active engagement of downtown building and business owners	1
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

Key Success Factor Report - Downtown Development

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

The Promise Kept

Leupp will organize its business development activity along the highway corridor to create the look and feel of a local downtown.





Education Development

CATEGORY: Community Development	RANK: 1	SCORE: 70
JOB: 4	LIVABILITY: 7	COMPLEXITY: 5

Objectives of Strategy Implementation

Most notably, the Leupp Chapter believes that it's best opportunity lies in providing for satellite classrooms and possibly even a campus with the nearby Northland Pioneer College for community college level programming and that there is also an opportunity to successfully engage Northern Arizona University to foster a Solid Waste Mentor program. Leupp desires to offer multi-use hands on learning centers to facilitate these programs as well and making the properties better used and more efficient. Leupp Chapter is already home to Head Start, a kindergarten and an elementary school as a result of the community's attitude toward Education Development and the community's convenient location on Indian Route 15.

The Steering Committee was proud to point out that Leupp currently serves as home for three schools but was dissatisfied that Leupp does not yet have a facility for postsecondary learning.

Chapter officials support this strategy and see the value for education development – not just from Head Start to university level programming but also vocational training as well.

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

As Leupp's top scoring strategy for successful implementation, all five factors for the successful implementation of this strategy are positive. The steering committee believes their community is an asset for expanding local and regional programs based upon their location, land availability, and local infrastructure.

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

Key Success Factor Report - Education Development

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



The Promise Kept

Leupp will establish itself as a satellite campus for one or more post-secondary educational institutions.





Energy Development

CATEGORY: Sector-specific	RANK: 4	SCORE: 58
JOB: 6	LIVABILITY: 3	COMPLEXITY: 9

Objectives of Strategy Implementation

There are current operations in and around the Leupp Chapter area that pertain to natural gas energy development. The Chapter looks to continue their growth in the Energy Development sector through solar and wind energy development projects. While there is growing demand for green energy in areas like Flagstaff there is potential for a partnership for technical assistance here. Generally, Leupp would like to locate a “wind farm” in the northern part of the community where there are gradual elevation slopes and with solar in the southern region where the land is more open, and the wind is not as consistent.

Findings from the Key Success Factor Analysis

This sector specific strategy ranked 4th out of 25 for successful implementation in Leupp Chapter.

The Steering Committee asserts that Leupp has access to energy resources and considers this a great asset.

The two most acknowledged challenges to implementing this strategy successfully include engaging capable experienced economic development professionals and the lack of local ability to build a team of energy-development experts.

Strategy Summary

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

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

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

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

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

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

KEY SUCCESS FACTOR

SCORE

Availability of energy resources	4
Access to large-scale capital	2
Ability to secure power-purchase agreements	2
Proximity to transmission lines with excess capacity	2
Supportive state energy policies and incentives	2
Local government support	2
Ability to build a team comprised of energy-development experts	0
Capable, experienced economic development professionals	0

Key Success Factor Report - Energy Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages <hr/> No Entries	Slight Comparative Advantages <hr/> Ability to build a team comprised of energy-development experts Supportive state energy policies and incentives
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages <hr/> Availability of energy resources Ability to secure power-purchase agreements Capable, experienced economic development professionals	Major Comparative Disadvantages <hr/> No Entries

The Promise Kept

Leupp will capitalize upon its natural gas, wind and solar resources to create jobs for the area.

Navajo Nation Renewable Energy Policy

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

The Navajo Sunrise Proclamation is based upon four principles:

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

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



Entrepreneurial Development

CATEGORY: General Business	RANK: 13	SCORE: 33
JOB: 6	LIVABILITY: 5	COMPLEXITY: 2

Objectives of Strategy Implementation

The Leupp Chapter is fortunate to have a disproportionate number of entrepreneurs that are selling their goods and services to the traveling public. The Sunrise Market Association, for example, offers a Farmers Market operation that has become a mainstay along Indian Route 15. Expanding the Farmers Market activity would be one of the top goals of the Chapter. The people would like to promote an increase in the availability of healthy food and contribute to an increasingly sustainable economy.

Offering a coordinated business planning course would be beneficial to the community. The Chapter may wish to take advantage of the Indianpreneurship curriculum in order to fulfill this opportunity.



Strategy Summary

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

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

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

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

Findings from the Key Success Factor Analysis

Only two of the six Key Success Factors score above average and offer a slight comparative advantage. This strategy is ranked 13th out of 25. Leupp is found to have an abundant local entrepreneurial base and supports post-secondary education training programs in the community.

KEY SUCCESS FACTOR

SCORE

Sufficient local entrepreneurial base	3
Supportive post-secondary education training program	3
Local pro-business climate	1
Access to small business financing	0
Dedicated business coaching staff	0
High-speed internet	0

However, the remaining four factors fall below average with the greatest challenges identified as inadequate access to small business financing, non-existent business coaching staff for entrepreneurial development and no high-speed internet access for many areas in Leupp Chapter.

Key Success Factor Report - Entrepreneurial Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages <hr/> Dedicated business coaching staff Supportive post-secondary education training program	Slight Comparative Advantages <hr/> High-speed internet Local pro-business climate
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages <hr/> Sufficient local entrepreneurial base	Major Comparative Disadvantages <hr/> Access to small business financing



The Promise Kept

Coordinated business planning will assist the entrepreneurs associated with the Sunrise Market Association in order to create new jobs and improve wealth for the community.



Environmental Restoration

CATEGORY: Sector-specific	RANK: 3	SCORE: 60
JOB: 4	LIVABILITY: 3	COMPLEXITY: 4

Objectives of Strategy Implementation

The implementation of the Environmental Restoration strategy could be addressed through a number of activities.

First, the Leupp Chapter is not alone in wishing to eradicate Tamarisk as an invasive species. Focusing on such environmental remediation activities, especially in the wash areas, would be particularly beneficial. Tamarisk is an invasive species that is native to Eurasia and has spread to every tributary in the Western Agency. The shrub, known as salt cedar, was introduced locally by the Bureau of Indian Affairs for its rapid growth and potential for flash flood control. Unfortunately, however, the plant has grown at a rate too rapid for the local environment and is impacting other native species.



One opportunity might be the utilization of Tamarisk for pressed wood products which would not only address environmental concerns, but also create economic opportunities.

Yet another opportunity for Environmental Restoration activities would be the restoration of the old Sunrise Trading Post. Early estimates show that the efforts to stabilize and restore the entire building would cost \$1.7 million. To bring complete functionality to the building might cost as much as \$3 million.

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.

Findings from the Key Success Factor Analysis

This sector specific strategy scored as the third highest opportunity for successful implementation with the Steering Committee having recognized several local brownfield sites.

Limited partnerships at state and/or federal levels adversely impact Leupp's ability to implement this strategy. The major comparative disadvantage is the lack of capable, experienced economic development professionals in Leupp Chapter.

KEY SUCCESS FACTOR

SCORE

Availability of brownfield sites	4
Local government support	2
Access to large-scale capital	2
Strong state and/or federal legislative delegation	1
Capable, experienced economic development professionals	0

Key Success Factor Report - Environmental Restoration

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
No Entries	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Capable, experienced economic development professionals Availability of brownfield sites	No Entries

The Promise Kept

Both the built and the natural environment will be improved through the implementation of the Environmental Restoration strategy.



Infrastructure Development

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

Objectives of Strategy Implementation

One of the highest priorities for the Leupp Chapter is Infrastructure Development. Such activity relates to water improvement, power extension, and the provision of sewer throughout the community. In addition, there is a high need for housing development and improvement throughout the Chapter.

Clearly, the highest priority project is known as the Grand Falls Powerline Project. This project, estimated to cost \$3.5 million, is already supported by the Sihasin Fund, with a contribution of \$733,333. Leupp Chapter is currently looking for the remainder of the funding to advance the project. One source of potential funding could be through the Navajo Nation Gaming Enterprise. The Leupp Chapter has already received \$75,000 from NNGE. While these funds are beneficial, they are not meeting the satisfaction of the Chapter leaders.

One of the challenges for Leupp is that the Powerline Project only benefits a portion of the geographic area of the Chapter. Because the Grand Falls powerline project only benefits the Bennett Freeze portion of the project, some funding sources do not work for the Chapter.



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.

A point of contention for the Leupp Chapter is the utilization of a local sewage lagoon by NTUA to serve the Twin Arrows Casino. Currently, a sewage truck comes to the lagoons two or three times each week to dump the waste into the system. The Leupp Chapter views the capacity of its existing infrastructure as being compromised by the practice of dumping waste into the system.

The Chapter seeks to coordinate with the Navajo Tribal Utility Authority for the continued utilization of the lagoon which appears to the Chapter to be at capacity and in a state of some disrepair. If the lagoon is going to continue to serve the needs of the casino, then the Chapter must realize more benefit.

The Leupp Chapter would like to have the Navajo Thaw Implementation Plan endorse a policy that infrastructure built by Indian Health Services (IHS) builds water pipelines of sufficient capacity to handle long term growth. The Leupp Chapter believes that many of the infrastructure projects are only scaled to meet existing needs and will result in capacity concerns in the future. With the growth along Indian Route 15, this problem is particularly acute for the Leupp Chapter. The Chapter would also like to benefit from the Western Navajo Pipeline project to address these concerns.

Findings from the Key Success Factor Analysis

Two of the four factors to implement an Infrastructure Development strategy in Leupp are positive, including the ability to access long-term funding and the ability to “team up” with Navajo Nation and federal officials to successfully implement this strategy. This strategy is ranked 2nd out of 25 possible strategies for successful implementation.

The only challenging factor for the strategy is the need for an accurate, long term analysis of infrastructure needs and costs. However, the chapter has current and ongoing efforts to conduct the needed assessments and these assessments will be updated and documented with their Navajo Thaw Implementation Plan endeavors.

KEY SUCCESS FACTOR

SCORE

Access to long-term infrastructure loans and grants	4
Team approach to infrastructure finance	3
Community support for needed infrastructure rate increases	2
Accurate, long-term analysis of infrastructure needs and costs	1

Key Success Factor Report - Infrastructure Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages <hr/> Access to long-term infrastructure loans and grants	Slight Comparative Advantages <hr/> Community support for needed infrastructure rate increases
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages <hr/> No Entries	Major Comparative Disadvantages <hr/> No Entries

The Promise Kept

A positive, productive relationship between Navajo Nation Gaming Enterprise and the Leupp Chapter will result in improved infrastructure capacity.



Local/Regional Tourism

CATEGORY: Tourism	RANK: 5	SCORE: 55
JOBBS: 3	LIVABILITY: 8	COMPLEXITY: 3

Objectives of Strategy Implementation

Of all of the strategies in this Chapter Recovery Plan, it may be the Local and Regional Tourism strategy that is already being implemented. The magnificent Grand Falls is a visitor destination during the mon-soon (and other rainy) portions of the year. The “chocolate falls” are well known, and worth the drive from Flagstaff and other areas along Interstate 40. The area has recently had improvements with public restrooms and picnic areas, and the stage is set for an increase in visitor activity. Promoting the area as more of a destination would increase economic activity in Leupp.

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.

Another attraction is the Leupp Flea Market. Organized under the Sunset Market Association, the Flea Market is an impressive activity that captures the traveling public during the busier times of the year.

Leupp believes that the development of a bed and breakfast or motel would help to support the implementation of the strategy. Travelers frequently will come from 100 miles away in order to enjoy all that Leupp has to offer. Finally, improving the road from the Twin Arrows Casino to Leupp would also assist with the implementation of this strategy.

Findings from the Key Success Factor Analysis

The Leupp Chapter believes there is potential for regional and visitor attractions in and around Indian Route 15 that bisects Leupp Chapter. If capitalized upon, this traffic could be what is needed to set the stage for the successful implementation of this strategy. In addition, there is strong

community support for local and regional tourism. This strategy ranks as the fifth highest scoring out of twenty-five strategies for successful implementation. Currently, the Leupp Flea Market is a popular local and regional destination for weekend travelers from as far as 100 miles every weekend.

Challenges to the successful implementation of this strategy include funding for promotional and public relations efforts as well as the lack of current sophistication in coordinating and marketing local events. The Leupp Flea Market operates under the Sunset Market Association, which is a volunteer-based organization without a budget for marketing.

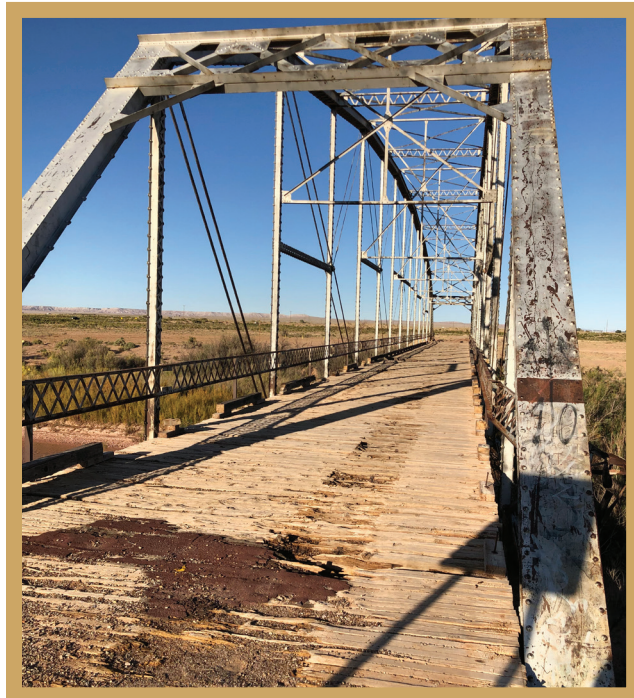
KEY SUCCESS FACTOR

SCORE

Local recreational and visitor attractions	4
Strong community support	2
Sufficient marketing, promotion, or public relations budget	0
Relative sophistication in coordinating and marketing local events	0

Key Success Factor Report - Local/Regional Tourism

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
No Entries	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
No Entries	Sufficient marketing, promotion, or public relations budget Strong community support



The Promise Kept

Motel and/or Bed and Breakfast development will allow Leupp to benefit from motorists traveling along Indian Route 15.



Pass-through Visitor Services

CATEGORY: Tourism	RANK: 21	SCORE: 20
JOB: 2	LIVABILITY: 7	COMPLEXITY: 1

Objectives of Strategy Implementation

There is a growing need for a second gas station in the Leupp Community. Due to the high level of traffic, there are often vehicles that break down with no local available help. This facility should be combined with an auto repair and tire repair shop to meet the needs of travelers who visit the area. There was once a similar business that offered this type of service but due to mismanagement the shop closed and currently sits empty. Furthermore, local and regional tourism could be enhanced when an expected improved road to the Twin Arrows Casino area is completed.

Leupp Chapter has long been a significant location for vending activities, of which many vendors travel as far as 50 miles to sell their goods. Leupp offers travelers a regular and dependable stop for local food at mealtime but also arts and crafts as well. Additionally, a regional reputation has emerged for what has become known as the Leupp Flee Market. Recently, the vending site for all this was relocated further to the east on Indian Route 15. The current vending location is referred to as the Sunrise Trading Post (STP) site, and such vending activity has been allowed.

The vendors of the Leupp area are organized under the Sunrise Marketplace Association. The vendors have routine activity throughout the week, and activity on the weekends is typically very brisk. It is believed that many of the vendors would be interested and could benefit from an Indianpreneurship business planning service.

Findings from the Key Success Factor Analysis

Leupp Chapter identifies both low and high skilled labor as their comparative advantage when considering Pass-through Visitor Services as an economic strategy. However, Leupp Chapter believes that there is a lack of focus on revenues from visitors and that this may pose a major challenge here.

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

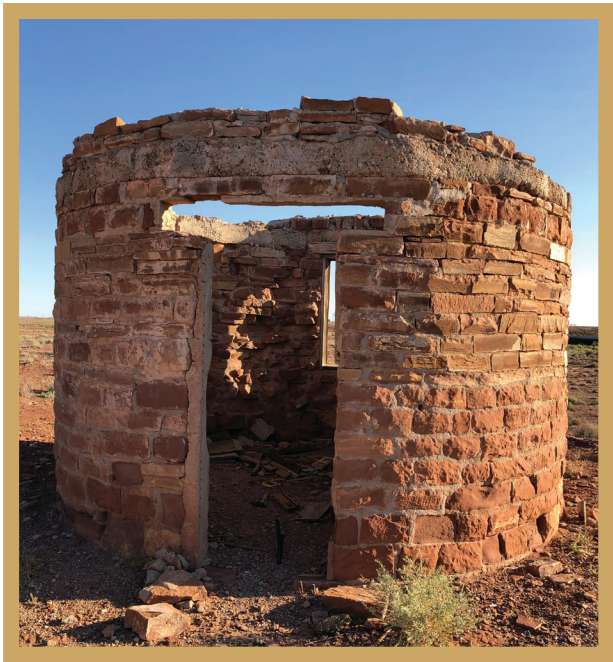
KEY SUCCESS FACTOR

SCORE

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

Key Success Factor Report - Pass-through Visitor Services

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



The Promise Kept

Enhanced vending activities and a second gas station will allow Leupp to better capitalize upon the potential of visitor expenditures in the region.



Value-added Agriculture

CATEGORY: Value-added	RANK: 12	SCORE: 34
JOB: 9	LIVABILITY: 2	COMPLEXITY: 9

Objectives of Strategy Implementation

The goal is for local community members to create higher agricultural yields, leading to larger quantities of healthy food to be made available throughout the community. This will allow the participants to lower their overhead costs and increase their profit ability.

Findings from the Key Success Factor Analysis

Five of the 11 Key Success Factors are positive for this strategy. Leupp appreciates three major comparative advantages with respect to this strategy, including the ability to successfully market materials, availability of land for business prospects and local, available low skilled labor.

Despite having five positive factors, the overall rank for this strategy is only 12th of 25 due to five major disadvantages. Challenges Leupp faces with this strategy include the community's remoteness to large volumes of agriculture commodities, local ability to properly understand industry trends and opportunities, and the community's current inability to provide water, sewage service and the general nonexistence for other local infrastructure including the absence of available usable agriculture buildings.

Strategy Summary

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

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

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

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

KEY SUCCESS FACTOR

SCORE

Ability to successfully market materials	4
Availability of land for business prospects	4
Local, available, low-skill labor pool	4
Proximity and access to markets	3
Local, available, high-skill labor pool	3
Access to large-scale capital	2
Proximity to large volumes of agricultural commodities	0
Ability to understand industry trends and opportunities	0
Excess water and sewer infrastructure capacity	0
Availability of local buildings	0
Availability of local infrastructure	0

Key Success Factor Report - Value-added Agriculture

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

The Promise Kept

Leupp's efforts to establish and operate farming activities will serve to implement the Value-Added Agriculture strategy.



Section 3:

Quality-of-Life Initiatives

Quality-of-Life Initiatives

- Auction Yard and Livestock Corrals
- Budgeting Latitude
- Chapter Housing Policy
- Community Center
- Demand for New Cemetery
- Development Constraints
- Drought Planning and USDA EQIP Program
- Land Adjacent to School
- Leupp Trading Post Reconstruction
- Library
- Youth Activities

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 Leupp

Ultimately, Leupp selected 11 *Quality-of-Life Initiatives* for implementation. Below is a brief description of each of these selected initiatives.

Auction Yard and Livestock Corrals

For decades there has been a location within the Little Colorado River wash, just north of the I.R. 15 bridge, that offered livestock facilities and often harbored trade and commerce as a result. Still in use today, though with limited lighting and water availability, these livestock corrals are used by the community ranchers and there is still one local entrepreneur whose horse shoeing trade is still in high enough demand that he is considered the last area hold out. There is also an identified need and a community desire to improve these facilities to focus on safety trainings, livestock auctions, inspections as well as possible slaughterhouse and butchery. There is already an identified group that represents the interests of the Auction Corral that could be engaged.

Budgeting Latitude

Leupp is a certified Chapter, and with this status, certain authorities and powers are granted by the Navajo Nation. Yet, even with the certified status, the budgetary resources managed by the chapter are largely dictated by the Navajo Nation.

Chapter Housing Policy

The Chapter would like to establish a housing policy that meets federal guidelines. Such a policy would enable the Chapter to benefit from incentives such as the Low-Income Housing Tax Credit (LIHTC).

Ultimately, the Chapter would like to develop its own housing.

Community Center

The Leupp Community Center needed to be shut by the local governance. A structural analysis is needed to determine if the building should be rehabilitated or demolished and replaced. The Community Center’s elevation is lower than the high school resulting in water run-off issues. The foundation of the structure has now been compromised and there are health and safety concerns to the community such as mold.

It is the desire of the Chapter to replace the current community center building with a structure that is not a metal building. It is the community's opinion that a framed built structure would better suit the chapter's needs.

Demand for New Cemetery

Although Leupp was formerly served by two existing cemeteries, the existing cemeteries are at capacity without the possibility of expansion. To meet the community needs, there are several un-approved cemeteries, including non-permitted burial sites on various church properties. The Leupp Chapter has already developed a local policy by developing and implementing its own burial site approval process for individuals, however a suitable location still needs to be identified. A geographical challenge is local monsoon conditions, which have in the past washed out one of the historic cemeteries in 2012. After complying with appropriate rules and regulations, the cemetery was restored. These are the primary reasons a new cemetery needs to be developed.

Development of a new properly permitted cemetery would require that a survey be completed, and land be withdrawn. Any activity, such as but not limited to digging at any of the existing cemeteries, leads to the possibility of violating federal laws such as NAGPRA regulations.

Development Constraints

With land availability already limited on the north side of the highway that bisects this community, there is a need to identify and develop another site for a sewage lagoon on the south side of Indian Route 15 where land is more readily available and viable for retail opportunities on or near the highway. The possibility of running sewage pumps and waste lines from the south side of the highway to the current sewage lagoon site north of the highway is challenging due to the policies of ADOT.

Drought Planning and USDA EQIP Program

Leupp is participating in the drought contingency planning. One of the top priorities would be to develop and improve earthen dams through the EQIP program. In addition, water storage tanks would be developed, and current windmills and water tanks would be inspected for needed repairs and upgrades.

Land Adjacent to School

Land on the north side of Indian Route 15 and south of the school would be ideal for development. The School Board desires to retain the future use of that land for a sports facility/stadium. Community input and consensus needs to be developed for the future use/development of the land. It is likely that this would be the only area of opportunity for further development on the north side of Indian Route 15.

Leupp Trading Post Reconstruction

The Leupp Trading Post is in a significant state of disrepair, and perhaps not salvageable. A construction cost estimate ranging from \$1.5 million to \$3.0 million has been received by the Chapter.

Library

The community would like to see the development and operation of a library which offers internet capacity to the local population.

Youth Activities

Currently, the Chapter does have a park which has a basketball court, volleyball court and softball field. There is currently no lighting at the sports facility, therefore activity must cease at twilight. The Chapter would like solar-based lighting for the basketball court and volleyball court. More high-powered lighting would be necessary for the softball field.

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.

Leupp Chapter

Tribal Subdivision in: [United States](#)

1,905

Population

371.1 square miles

5.1 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.

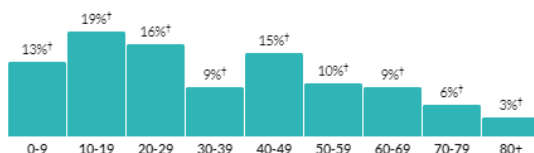
Age

31.7

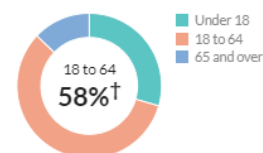
Median age

about 80 percent of the figure in United States: 37.9

Population by age range

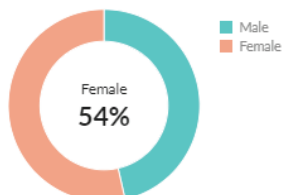

[Show data / Embed](#)

Population by age category

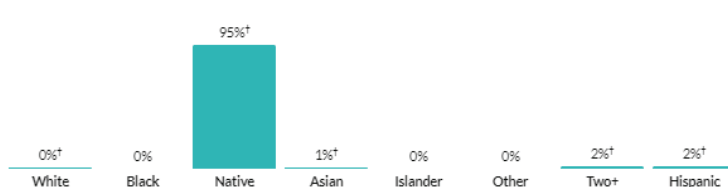

[Show data / Embed](#)

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

Sex


[Show data / Embed](#)

Race & 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

\$14,912

Per capita income

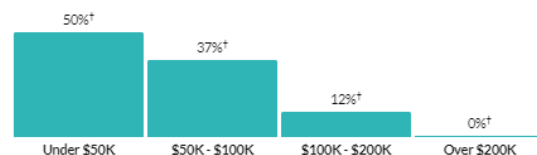
about half the amount in United States: \$32,621

\$49,792

Median household income

about 80 percent 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.

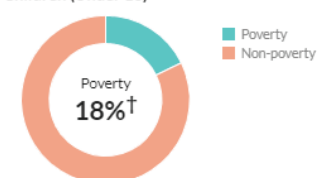
Poverty

15.5%

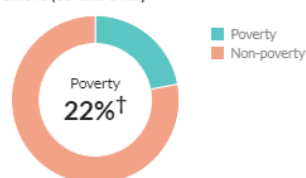
Persons below poverty line

about 10 percent higher than the rate in United States: 14.1%

Children (Under 18)


[Show data / Embed](#)

Seniors (65 and over)


[Show data / Embed](#)

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

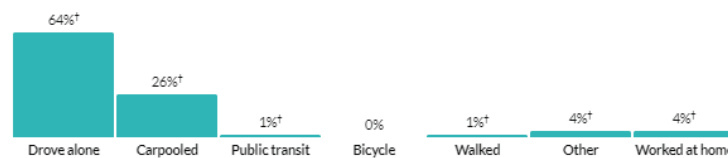
Transportation to work

47.3 minutes

Mean travel time to work

more than 1.5 times the figure in United States: 26.6

Means of transportation to work



* Universe: Workers 16 years and over

[Show data / Embed](#)

Families

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

Households

472

Number of households

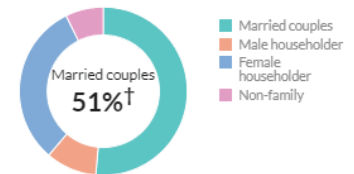
United States: 119,730,128

4

Persons per household

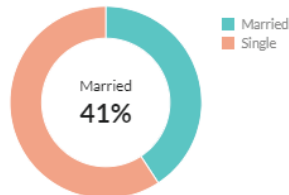
about 1.5 times the figure in United States: 2.6

Population by household type



[Show data / Embed](#)

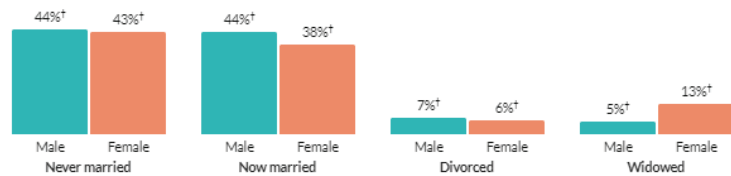
Marital status



* Universe: Population 15 years and over

[Show data / Embed](#)

Marital status, by sex



[Show data / Embed](#)

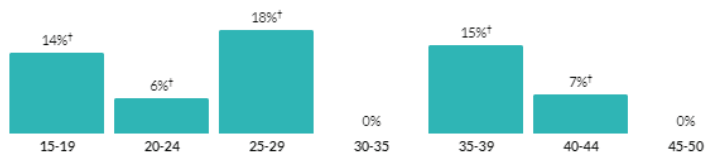
Fertility

8.2%

Women 15-50 who gave birth during past year

about 1.5 times the rate in United States: 5.2%

Women who gave birth during past year, by age group



* Universe: Women 15 to 50 years

[Show data / Embed](#)

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

Housing

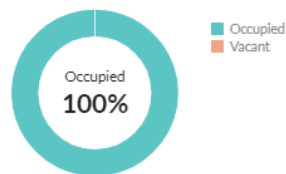
Units & Occupancy

472

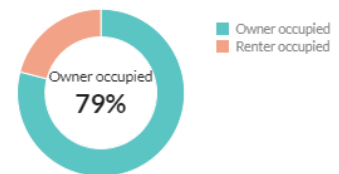
Number of housing units

United States: 136,384,292

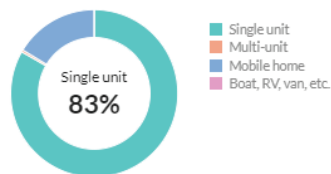
Occupied vs. Vacant

[Show data / Embed](#)

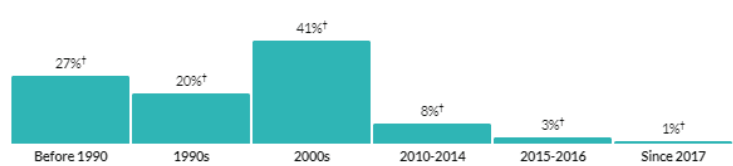
Ownership of occupied units

[Show data / Embed](#)

Types of structure

[Show data / Embed](#)

Year moved in, by percentage of population

[Show data / Embed](#)

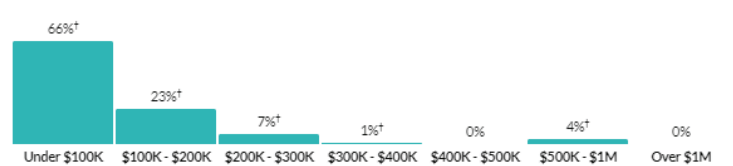
Value

\$73,000

Median value of owner-occupied housing units

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

Value of owner-occupied housing units

[Show data / Embed](#)

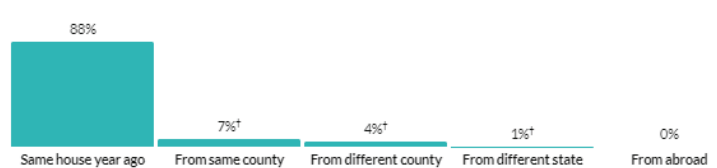
Geographical mobility

12.1%

Moved since previous year

about 80 percent of the rate in United States:
14.5%

Population migration since previous year

[Show data / Embed](#)

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

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

Social

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

Educational attainment

77.7%

High school grad or higher

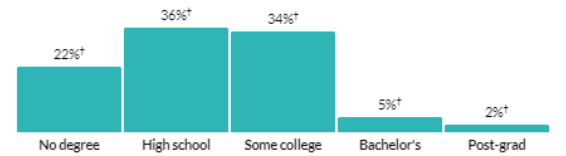
about 90 percent of the rate in United States: 87.7%

7.5%

Bachelor's degree or higher

about one-quarter of the rate in United States: 31.5%

Population by minimum level of education



* Universe: Population 25 years and over

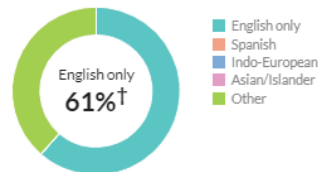
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Language

N/A

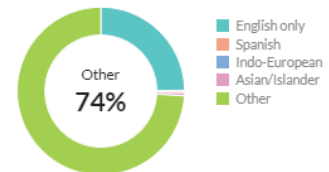
Persons with language other than English spoken at home

Language at home, children 5-17



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

Language at home, adults 18+



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

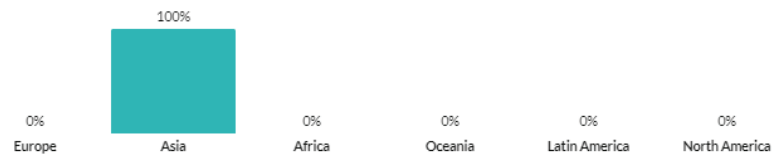
Place of birth

0.6%

Foreign-born population

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

Place of birth for foreign-born population



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

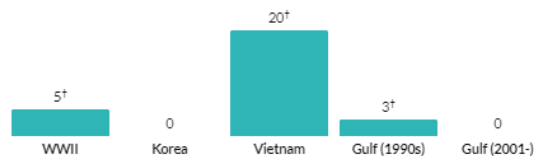
Veteran status

3.1% ±1.4% (42 ±19)

Population with veteran status

about two-fifths of the rate in United States: 7.5% 18,611,432 (±0% / ±41,547)

Veterans by wartime service



* Civilian veterans who served during wartime only

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

42 Total veterans

42 Male

N/A Female

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

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	\$115,514	37.3%
Company Stipends	\$27,991	9.0%
General Liability	\$343	0.1%
Personnel	\$114,455	37.0%
Special Revenue	\$50,342	16.3%
Workers Compensation	\$689	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
TOTAL:	\$309,670	100%

Section 6:

Capital Improvement Plan (CIP)

Capital Improvement Plan (CIP)

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.

Leupp

Secured and Potential Funding Budget

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY

Capital Project Description

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	\$70,000	No	\$314,344	Friday, May 24, 2019
Federal	CDBG	\$2,415,456	Yes	\$0	Friday, March 29, 2019
Other	NTUA		No		
Navajo Nation	Sihasin	\$733,333	No	\$733,333	Monday, December 31, 2018

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No	\$314,387	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Pre-design	No		\$0	\$0	\$0	\$0		\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0		\$0	\$0
Construction	No	\$733,333	\$2,415,456		\$0	\$0		\$0	\$2,415,456
Other	No		\$0		\$0	\$0		\$0	\$0
Total		\$1,047,720	\$2,415,456		\$0	\$0		\$0	\$2,415,456

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

Leupp

Capital Project Description

Year Rank:2021 - 2

Project Title:P/D/C North Leupp PwrIn Extn

Contact Name:Leupp Chapter

Project description:To plan, design and construct 15 miles of powerline for 08 families in North Leupp area.
PHASE 1:
Jennie Buckinghorse, Marlene Granger, Mary Lou Nelson, Arlene Jensen, Christine Yazzie, Lucinda

2021 - 2026

Contact Phone:(928)686-3227

Contact Email:leupp@navajochapters.org

Project ID:PDCNLPE51108-000915

PHASE 2:
Gilbert Chee, North Leupp Farm, Jackie Thompson

Statement of Need:

Thompson/Long Powerline Project: Jesse Granger, Claudine Long, Linda Long, Curtis Long, Justin Long, Julia Thompson, Jerry Long

This project when completed will enhance the livlihood, health and living conditions of residents living in the area.

Phase 1:Jennie Buckinghorse, Marlene Granger, Marylou Nelson, Arlene Jensen, Christine Yazzie, Lucinda Yazzie

Phase 2: Jackie Thompson, Gilbert Chee

North Leupp Area

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	NTUA		No		
Federal	CDBG		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	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Planning / Predesign	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$405,000	\$0	\$0	\$0	\$0	\$405,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$555,000	\$0	\$0	\$0	\$0	\$555,000

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	\$0	\$0
Total		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN FY 2021 - 2026

Leupp

Capital Project Description

Year Rank:2022 - 3

Project Title:PID/C East Canyon Diablo Pwrln Extn

Contact Name:Leupp Chapter

Project description:To construct 35 miles of Powerline to 23 homes in East Canyon Diablo. Phase 1: Thomas Slowtalker, Jeanette Chee, Betty T. Chee, Rickey McCabe, Mary Russell, Thomas Long, Lucretia Black, Billy Y. Billy, Ellen Branch, Lela Zilth, Beverly Foster, Lorenzo McCabe, Kee Hardy, Albert George, Leland George, Lorraine Flood, Lottie Store, John Jones, Francine Foster, Leota Begay, Leroy Nelson, Lucinda Jody, Louise McCabe, Samuel Benally, Alvin Benally, Rosemary Yazzie, Benny McCabe and Carol Jones

Statement of Need:This project when completed will upgrade the living standards and conditions of the residents living in the area.

Project Location:East Canyon Diablo Area

2021 - 2026

Project ID:PDCECDPE51108-000906

Contact Phone:(928)686-3227

Contact Email:leupp@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		
Navajo Nation	NN CIP General Funds		No		
Other	NTUA		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	\$350,000		\$0	\$0	\$350,000
Planning / Pre-design	No		\$0		\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0		\$945,000		\$0	\$0	\$945,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$1,295,000	\$0	\$0	\$0	\$1,295,000

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

Leupp

Capital Project Description

Year Rank:

2023 - 4

2021 - 2026

Project ID:

PDCSLPE51108-000919

Project Title:

P/D/C South Leupp Pwrln Extn

Contact Name:

Leupp Chapter

Contact Phone:

(928)886-3227

Contact Email:

leupp@navajochapters.org

Project description:

To construct 15 miles of Powerline extension to 20 homes.
Pauline Yazzie, Jean Yazzie,Steven Thompson, Allen Todacheenie, Susie Russell, Shirley Begay,Lena Yazzie, Annabelle Smalcanyon, John Willie, Alvina Yazzie, Mr. Harrison, Caroline Thompson, Charlie Long Jr., Melvin Long, Alvina Yazzie, Melinda Williams, Connie Stayne, Lorraine Nelson

Statement of Need:

This project when completed will enhance the living conditions, health and general welfare of residents living in the area.

Project Location:

South Leupp Area

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
Other	NTUA		No		
Navajo Nation	NN CIP General Funds		No		
Federal	CDBG		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	\$157,500	\$0	\$0	\$157,500
Planning / Predesign	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$0	\$0	\$1,245,000	\$0	\$0	\$1,245,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$0	\$1,402,500	\$0	\$0	\$1,402,500

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

Leupp

Capital Project Description

Year Rank:2023 - 5

Project Title:P/D/C South Grandfalls PwrIn exth

Contact Name:Leupp Chapter

Project description:To plan, design and construct 25 miles of Powerline to serve 15 homes in South Grandfalls area.
Phase 1
Cecil Tso
Karen Edison
Arlene Coleman
Henry Cody
Rose Benally
Darlene Roides
Jeffery Ray

2021 - 2026

Contact Phone:(928)686-3227

Contact Email:leuppchp@hotmail.com

Project ID:PDCSGPE51108-000918

Statement of Need:The project when completed will enhance the health, safety and living conditions of residents living in the area.

Project Location:South Grandfalls Area

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
Other	NTUA		No		
Navajo Nation	NN CIP General Funds		No		
Federal	CDBG		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	\$250,000	\$0	\$0	\$250,000
Planning / Pre-design	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0		\$0	\$0	\$0	\$0	\$0
Construction	No		\$0		\$0	\$675,000	\$0	\$0	\$675,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$0	\$925,000	\$0	\$0	\$925,000

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

Leupp

Capital Project Description

Year Rank:

2024 - 6

2021 - 2026

Project ID:

RCGFWE51108-001556

Project Title:

Round Cedar-Grand Falls Waterline Extension

Contact Name:

Leupp Chapter

Contact Phone:

928-686-3227

Contact Email:

leupp@navajochapters.org

Project description:

Provide main line/service lines; septic tank with drainage field to 57 homes and 35 homes needs indoor plumbing.

Statement of Need:

57 homes are without waterline into their homes. 35 homes are without indoor plumbing. Waterline project is on the IHS priority list.

Project Location:

Grand Falls

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		
Federal	AML		No		
Federal	IHS		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	\$375,000	\$0	\$375,000
Planning / Pre-design	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$0	\$0	\$0	\$875,000	\$0	\$875,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$0	\$0	\$1,250,000	\$0	\$1,250,000

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

Leupp

Capital Project Description

Year Rank:2025 - 7

Project Title:P/D/C West Canyon Diablo Pwrln Extn

Contact Name:Leupp Chapter

Project description:To construct 40 miles of powerline to 33 homes in West Canyon Diablo.
Phase 1: Allen McCabe, Woody Smith Sr., Joe Smith, Roberta Gorman, Jim McCabe Jr., Ellen Curley, Perry Riggs, BeAnn Smith, Raymond Long, Woody Smith Jr.
Phase 2: Lillie Cody, Cherilyn Luther, Elliot Luther, Leonard Cody, Jack Cody Jr., Eddie Cody, Lillie Cody, Nellie Cody
Phase 3: Harvey Riggs, Nora Riggs, Norvell Riggs, Elsie Riggs, Mary Lou Riggs, Reba Barbone, Theresa Benale, Jessie Riggs
Phase 4: Kee Smith, Guy Smith, Dennie Scott, Paula Curtis, Tso Y. Smith, Nona Scott, Frankie George, Herman Riggs Jr., Paul Scott
Phase 5: Mary Louise McCabe, Juanita Curtis, Arlene Baldwin, Leroy Cody, Lucille Nez, Betty Scott, Rena Abeyta, John Curley

2021 - 2026

Contact Phone:(928)686-3227

Contact Email:leupp@navajochapters.org

Project ID:PDCWCDPE51108-000925

Statement of Need:Requesting for cost estimate to Navajo Tribal Utility Authority.

Project Location:West Canyon Diablo Area

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		
Federal	CDBG		No		

Proposed Budget

	Completed	Amount Secured	Amount Y1	Amount Y2	Amount Y3	Amount Y4	Amount Y5	Amount Y6	Total Not Yet Funded
Land	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning / Predesign	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture / Engineering	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	No		\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000
Other	No		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000

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)

Status of Leupp CLUP

The Bureau of Indian Affairs (BIA) is finalizing the Integrated Resource Management Plan (IRMP). The Leupp 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. There is still a need for a public hearing to finalize the CLUP. With an updated CLUP document, the information better inform the IRMP.

After working to update the CLUP for six years, the CLUP-C has nearly finished the task with the exception of the need to work with a civil engineer to finish the document so that it is in accordance with the “checkoff list” issued by the Navajo Nation.

In the 1960s, the Navajo Nation assumed responsibility for 100 acres of land at the Leupp Chapter that could be used for economic development purposes. For the Chapter to utilize this land, it would now have to be “leased back” from the Navajo Nation. In October 2019, the Leupp Chapter passed a resolution to revoke the control that the Navajo Nation has over the 100 acres of land, thus giving greater local authority for land development within the 100 acres. The site is not served by infrastructure.

In a second move by the Chapter, a resolution was passed in October 2019 to prohibit the issuance of Home Site Leases within two miles of the Chapter House, thus preserving the land for business development opportunities.

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

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.

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

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
Education Development	70		Community Development
Infrastructure Development	63		Other
Environmental Restoration	60		Sector-specific
Energy Development	58		Sector-specific
Local/Regional Tourism	55		Tourism
Value-added Mining	53		Value-added
Bedroom Community Development	50		Community Development
Business Cultivation	49		General Business
Business Retention and Expansion	47		General Business
Cultural Tourism	47		Tourism
Attracting Funding	39		Other
Value-added Agriculture	34		Value-added
Entrepreneurial Development	33		General Business
Business Recruitment	32		General Business
Logistics Centers	30		Sector-specific
Leading-edge Development	30		Sector-specific
Value-added Fisheries	29		Value-added
Value-added Forest Products	28		Value-added
Attracting Government Jobs	26		Other
Health Care Expansion	23		Community Development
Pass-through Visitor Services	20		Tourism
Destination Tourism	18		Tourism
Attracting Retirees	16		Other
Attracting Lone Eagles	10		Other
Downtown Development	8		Community Development

Appendix B

Planning Methodology

In order to maximize community participation in the planning process, and to quickly transition the community to plan implementation, Leupp 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, Leupp’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 Leupp’s vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Leupp’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 Leupp, these elements emerged as participants were guided through a planning process that had two overarching objectives—improving local economic conditions and enhancing quality of life in the community.

Objectives of Methodology

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

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

Major Components of Planning Approach

The Building Communities planning approach brings together three important components to produce a strategic plan—people, analysis and action. These components were carefully combined and organized for Leupp 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:** Bettie Tso - Serves as the liaison between Building Communities and Leupp; oversees community outreach efforts; assists in creating the Steering Committee; coordinates all planning and implementation efforts over the life of the plan.
- **Plan Facilitator:** John Hawkins - 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 Leupp in the planning process; participates in all Plan Week work sessions; invites community participation in the planning process; weighs all community input; selects strategies and initiatives for implementation; reviews and provides feedback on the draft final plan; leads implementation efforts during the life of the plan.
- **Citizens of Leupp:** 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.

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 Leupp'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 Leupp'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

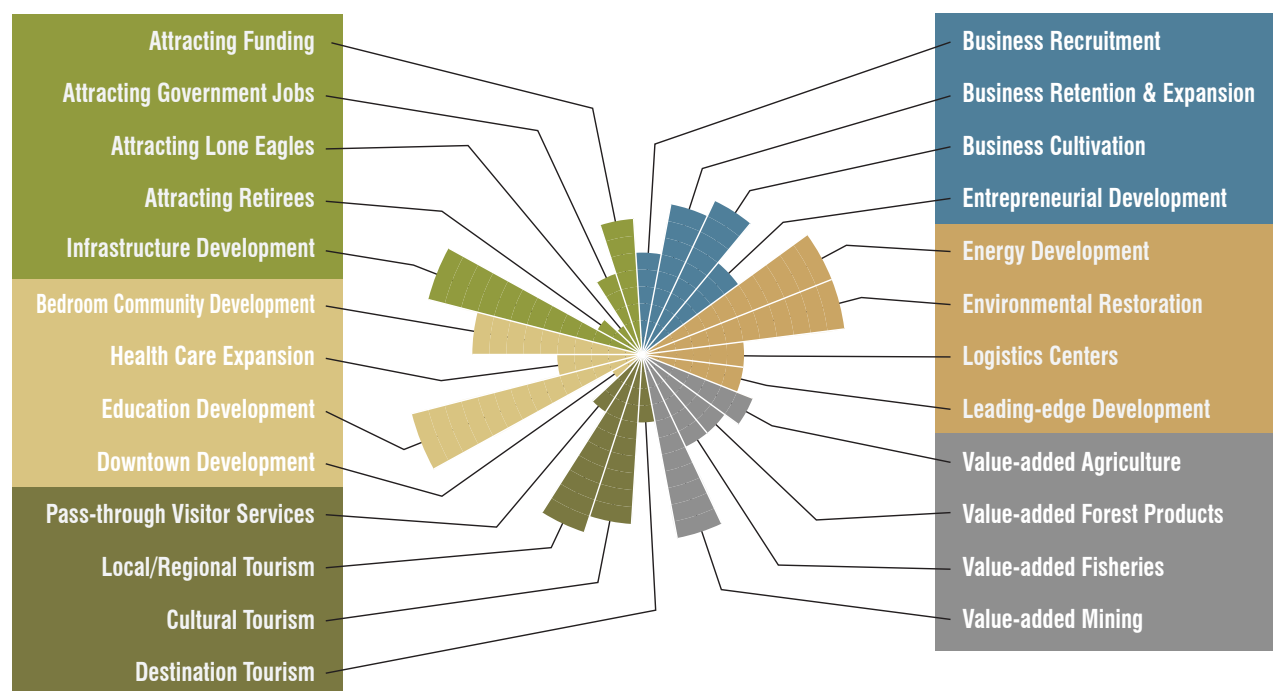
One part of community and economic development strategic planning often ignored is determining the capacity of the community to implement its plan. *Capacity* relates to the human, financial and technical resources needed to generally engage in community and economic development activities, and considers 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 Leupp 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 Leupp’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 Leupp’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 Leupp.

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 Leupp?
- Do you believe that Leupp 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.”

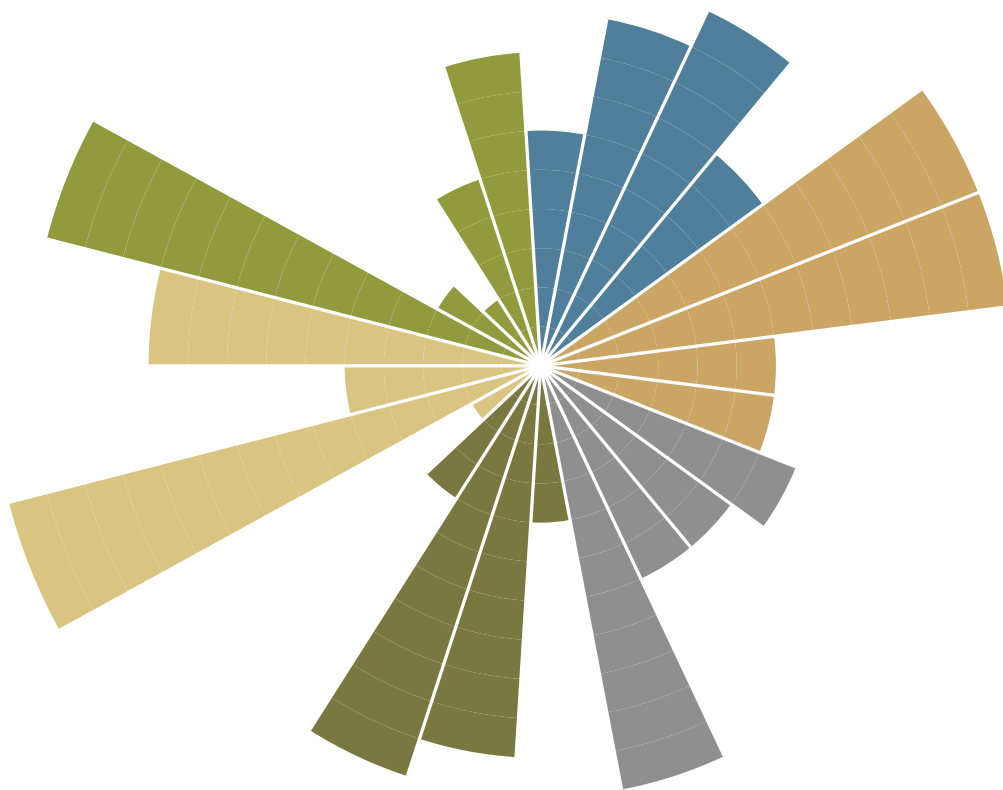
With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as “lead.” Committee members were then introduced to an online tool designed by Building Communities to help them identify *Essential 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 Leupp 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 Leupp 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.



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