

NAVAJO THAW

REGIONAL RECOVERY PLAN

“Remembering Forgotten Promises”



NOVEMBER 2020

WELCOME



MESSAGE FROM PRESIDENT JONATHAN NEZ

These are extraordinary times on the Navajo Nation. The Coronavirus has hit us hard, but we are a resilient people. We will overcome this challenge.

Our challenge is made far greater by decisions and injustices that our people have endured. It is no accident that we suffer from housing overcrowding and the lack of water infrastructure. We have these conditions because of decisions made by the federal government despite the fact that promises were made to address the impacts of the Bennett Freeze and the Forced Relocation.

Now is the time to finally address these problems that have impacted generations of our people. This is the Plan to finally make this difference.

Sincerely,

Jonathan M. Nez

Jonathan M. Nez, President
The Navajo Nation



MESSAGE FROM NAVAJO NATION DELEGATE OTTO TSO

It is about time.

The Bennett Freeze was imposed upon our people by the federal government in 1966. While the Freeze was “lifted” in 2006, none of my friends and neighbors have seen waterlines built to our homes. None of our people have seen the basics of community and economic development that we find in our border towns.

Our people have hopes and dreams. Our people have participated in one planning effort after another. Our people have listened to promises that go unfulfilled.

It is about time. This time. Let’s build our future.

Sincerely,

Otto Tso

Delegate Otto Tso, Chairman
Navajo Hopi Land Commission



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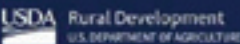
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Navajo Hopi Land
Commission Office



Together, America Prospers

Bodaway Gap Chapter

Raymond Don Yellowman
Leonard Sloan
Bessie Zahne
Lee Yazzie, Jr.
Sydney Tsinigine
Lucille Saganitso Krause
Gevern Begay
Evelyn Yellowhorse
Benny Johnson
Effie Shupla
Rose A Tsosie
Vera Parres
Lewis John
Susie Begay
Corveir Thomas Begay
Larry Hanks
Judy Yazzie
Joyce Dalle
Robert Yazzie
Harley Johnson
Thomas B Begay
Stella Begay
Franklin Martin
Letitia Jackson
Travis Tso
Duane S. Tsinigine
Allen Nockideneh

Cameron Chapter

Milton Tso
Emmett Kerley
Mable Franklin
James Beard
Chris Benally
Billie Baldwin
Byron Huskon
Teddy Bedonie
Louise Bedonie
Jacques Seronde
Shawn Newell
Guy Horsen
Rona Williams
Alfred Littleboy
Alfreida Littleboy
Stanley Robbins
Roselin Yazzi
Rae Robbins
Amelia Hanson
MarieAnn Mark
Wilson Hardy
Kelsey Lee
Donald Maloney
Lorraine Maloney
Virginia B
Jack and Mary Huskon
Jacqueline Huskie
Dyron Huskie
Paulene Denetsosie
Marilyn Reed
Eileen Tohonnie
Kandi Robbins
Benson Willie

Tolani Lake Chapter

Alfred Thomas
Leland K. Dayzie
Rena M. Edwards
Leslie Williams
Marty Hatathlie
Jonathan Yazzie
Carol W Loom
Alice Goye
Marjorie John
Rose Worker
Mary Delowe
Lloyd McCabe
Priscilla Lane
Margarett Tom

Cheriden Yazzie
Bill Edwards
Sharon Neztosie
Gary Biakeddy
Louva Dahozy
Vincent Yazzie
Dollie W. Kee
George Kee
Rosalie Natoni
Jessica Neztosie
Dallen W. Keo
Wilson Dahozy, Jr.
Carol Dahozy

Tonalea Red Lake Chapter

Sarah Slim
Marie B. Acotthley
Delores J. Claw
Vicki R. Kee
Mary Kee
Alfonda Watson
Aileen Fowler
Kristen Charley
Lauritta Fowler
Darlene Rock
Cindy S Covey
Rina Ellis
Linda Chee
Marisa Mike
Olenda Kerry
Elizabeth Fowler
Joe Dooyzie
Sally W. Fowler
Lm Dayzie

Coalmine Canyon Chapter

Dorothy Dale
Phillip Zahne
Augusta Gillwood
Harry Jackson Goldtooth
Marian Bowman
Lenora Hatathlie
Judy Begay
Cecelia Joe
Charmayne Little
Craig Gillwood
Wanda Begody
Thomas Walker, Jr.
Alicia Chee
Chris Gillwood
Pearl Goldtooth
Nanabah Ball
Sally Tsozie

Coppermine Chapter

Sid Whitehair
Lola A. Smith
Jacqueline Huskie
Valerie Fowler
Calvin G. Begay
Roylentia Begay
Wilford Lane
Floyd Stevens
Linda Long
Russell Williams
Allen Fowler, Jr.
Fern Bigman-Green
Regina Reid
Viola Fowler
Sallie Barber
Conrad Barber
Lucinda DeJolie
Harry R Begay
Jones Tsinijinnie
Betty Reid
Kyra Etsitty
Lindsey Tisi
Harold Begay
Kobe Begay
Cormick Benally
Anna Nez

Tuba City Chapter

Myra Begay
Gerald Keetso
Joetta Goldtooth
Max Goldtooth, Sr
Velma Maloney-Begaye
Steven Arizona
Charlene Manygoats
Durann N Begay
Angelita Williams
Helen Webster
Alisa Begay
Leandrew Sixkiller
Harold Nez
Ida Martin
Patricia Kayanie
Byron Preston
Gene Flatrock
Dennis Bowen
John Hawkins
Lisa Butler
Julius Young II
Kimberlee Williams
Tincer Nes, Sr.
Nelson Cody Jr.
Eileen Tohonnie
Annette Walker
Donald Aally
Michelle Tso
Luke McCabe
Geaellue Bobsse
Justice Beard

Kaibeto Chapter

Franklin Fowler
Tom Franklin, Jr.
Yolanda Ellis-Bileen
Priscilla Mann
Ella Dodson-Slick
Trisha Blacksmith
Darlene Jumbo
Larry Spencer
Stan Patterson
Willie Blacksmith
Larry Spencer
Leta Warner
Leroy Begay
Maxine Patterson
Dennis Young
Lee F. Johnson
John Doe

Leupp Chapter

Valerie Kelly
Angela Horseherder-Cody
Calvin Johnson
Allen Jones
Betty Tso
Merlyna Williams
Nelson Cody
Kenny Welch
Mel Cody
Sheeley Packel
Jeota Jordan
Bertha Begay
Patsey Herrera
Anita Villain

Nahata Dziłi Commission Governance

Wayne Lynch
Margaret Bedonie
Darryl Ahasteen
Nory Ahasteen
Jemez Horseson
Darrell Tso
Eunice Yesslith
Lyndale Curley

Navajo Nation Officials

Jonathan Nez
Myron Lizer
Ernest Franklin

Robert Black, Jr.
Sandra Black
Wilbert Goy
Julia Hardy
Nate Burton
Patsy Yazzie
Carol Pete
Milford Maloney
Paulson Chaco
Milton Bluehouse, Jr.
Leonard Chee
Brenda Yazzie
Christopher T. Bahe
Shaun T. Sells

Navajo Thaw Support Team

Sarah L. Woodie-Jackson
Phelia H. Nez
Harrison Karr
Martha Ellison
Linda Youvella
Hope MacDonald-LoneTree
Rudy Shebala
Dr. Pearl Yellowman
Garrett Silversmith
Jesse Delmar
Oliver Whaley
JT Willie
Dolly Lane
Crystalayne G. Curley

Navajo Nation Council Delegates

Elmer Begay
Kee Allen Begay, Jr.
Paul Begay
Nathaniel Brown
Eugenia Charles-Newton
Amber Kanazbah Crotty
Seth Damon
Herman Daniels, Jr.
Mark Freeland
Pernell Halona
Jamie Henio
Vince R. James
Carl Slater
Rickie Nez
Raymond Smith, Jr.
Wilson Stewart, Jr.
Charlaine Tso
Daniel Tso
Eugene Tso
Otto Tso
Thomas Walker, Jr.
Edison Wauneka
Edmund Yazzie
Jimmy Yellowhair

Higher Education

Levi Esquerre
Gwen Cody

Federal Agencies

Joseph Guzman
Freddie Hatathlie
Clint Kaasa
Calvin Johnson
Jack Smith
Gary Mack
Debra Stewart
Jeff Hays
Richard Berndt
Francis Sakaguchi
Ulaleya Blake
Kevin Black
Pearline Kirk

Congress

Jack Jackson
Luther Lee
Kelsey Gifford
Nick Matiella
Naomi Miguel
Christopher Kaumo
Ariana H. Romeo
Trevor Pearson
Michael Ball

Navajo Nation Housing Authority

Ernest Franklin
Edison Johnson
Seneca House
Ed Johnson
Nolen Nelson
Frank Begaye
Teresita Clashin
Seneca House
Derek Livingston
Prudence Brady
Patrick Dalgai
LaVerne Benally
Jerom Meyers

State Agencies

Charla Glendening
Ermalinda Gene
Crystal Garcia
Don Sneed
Arlando Teller
Samantha Stone
Jamescita Peshlakai
Myron Tsosie

Native Businesses

Gary Singer
Ashley John
Jan Biakeddy
Betty Biakeddy
Katherine Arviso
Marsha Greyyeyes
Bobby Cooley
Arlinda Mailboy
Gilbert Dayzie
Rubianne Dugi
Brett Isaac
Herbert Zahne
Susie Martin
Benny Martin
Lula Neztosie
Chris Vasquez Pasterz
Jim Parks
Lena Fowler
Christopher Curley
Walter B. Hudson
Charlaine Tso
Yala Neztosie
Lorenzo Max
Tony Robbins
Cheryl Curley
Matt Capalby
Arval McCabe
Douglas Capitan
Edward Dee
Mr. John
Mr. Tsosie
Alberto Peshlakai
Jesse Thompson
Jeff Allen
Effie Yazzie
James Adakai
James Zwierlein
Jimmy Jayne
Lionel Bighumb
Shyla Graymountain
Delphine Begay
Brian Lewis
Chuck Howe
Gregory A. Smith
Hunter Cox
Jessica Stago
Jack Pongyesva
Sarana Riggs
Elaine Young
Halbert Goldtooth
Josephine Goldtooth
Candace French
Derrick Watchman
Shaunya Manus
Shanna Yazzie
Jonathan Meyers
Ronson Chee
Marvin Kanuho

Other

Jonathan M. Kanuho
Susan McCabe
Nellie Monroe
Gary White
Charlotte Honga
Brian Tremko
Larry Hardy
Bartholomew Stevens
Miranda Morales
Catherine Wright
Leo Kayaani
Jerald Scott House
Daniel Smith Sr.
Natalya Robbins Sherman
Andy Yates
Timothy Johnson
Daniel Smith Sr.
Bertha S. Begay
Benny Fatt
Belinda Ayze
Dine Bikeyah
Emma Robbins
John McKoy
George Crist
Robyn Interpreter
Judie Cleary
Krista Allen
Stuart L. Smits
Jack Natonie
Ilene Natonie
JoAnn Yazzie-Pioche
Freida Thompson
Lela Mcstago
Marie Thompson
Alfred Lomahquahu
Rowena Cheromiah
Herman Pioche
Clara Pratte
Kelvin Long
Margaret Begay
Tony Perry
Casey Robinsen
Amgad Nasir
Crystal Alen
Joe Thompson
Teri A. Silversmith
Aaron Slater
Orlando Lou Tso
Michael Andersen
M.C. Baldwin
Roy Begody
Tom Chee
Gemslew K. Bigsts
Ryan Hulgate
Grace C. Riggs
Larrey C. Riggs
Mary Lucy Beck
Martha Tate
Louise McCabe
Vivgil D. Nez
Thomas McCabe
Melinda Clocco
Richard Young Horman
Thom Curleyhair
Bradley Taylor
Brady Shakespear
John Leeper
Ted Treanor
Stan Robbins
Jack Conovaloff
Arlene Edd
Arlene F. Laughter
Vern Hongeva
Racquel Black
Roland Smallcanyon

NAVAJO NATION IN THE NATIONAL MEDIA



'We're vulnerable': On the Navajo Nation, a rush to curb the coronavirus - 5/6/20

Mother Jones

Navajo Nation Is Behind Only New York and New Jersey in Rates of COVID-19 Infection - 5/6/20



'Enough talk': Former Bennett Freeze residents hope new initiative works - 2/28/20

THE HUFFPOST

What It's Like To Not Have Running Water During A Pandemic - 3/26/20



Tribal nations face unique challenge in battle against coronavirus - 4/18/20



What It's Like To Not Have Running Water During A Pandemic - 3/26/20

The Guardian

Native Americans being left out of US coronavirus data and labelled as 'other' - 4/24/20



Coronavirus batters the Navajo Nation, and it's about to get worse - 4/20/20



Surviving the Coronavirus Crisis: Diné Perspectives - 4/9/20



Navajo Nation residents face coronavirus without running water - 5/8/20



Coronavirus hits Indian Country hard, exposing infrastructure disparities - 4/19/20



No running water. No electricity. On Navajo Nation, coronavirus creates worry and confusion as cases surge - 3/29/20



Trying to be rebuild after 40 frozen years - 4/29/20



Navajo Nation has lost more to coronavirus than 13 states - 4/17/20



Navajo opposes U.S. rebo office closure, citing unfulfilled promises - 4/3/20



Navajo hospital mobilizes against 'unpredictable' virus in hard-hit community - 4/16/20



Chris Cuomo with President Jonathan Nez - 4/24/20

"How do you 'socially distance' when you have four generations of Navajo people in one small, dilapidated home?"

"How do you wash your hands with no water?"

EXECUTIVE SUMMARY



NAVAJO THAW REGIONAL RECOVERY PLAN EXECUTIVE SUMMARY

THAWING A TRAGIC FREEZE

This plan has been 12 years in the making. The tragic period of Navajo and United States history known as the Bennett Freeze lasted from 1966-2006. By 2008, a \$1 million study was completed that identified the impact of the Freeze and prescribed federal investments in housing, infrastructure, public facilities, natural resources and economic development which would serve to address the socioeconomic impacts of the Bennett Freeze.

Although great celebration followed the “lifting of the Freeze,” nothing changed. Houses were not built. Infrastructure was not constructed. Planning for new public facilities languished. And, virtually no new businesses have been established in the entire region.

In effect, the development freeze has now lasted 54 years, every day since 1966. Is it any wonder that the Coronavirus has ravaged the Navajo Nation unlike any other place in rural America? What can the people do without running water to wash their hands? How can people “socially distance” when their make-shift home serves four generations of Navajo people?

The *Navajo Thaw Implementation Plan* was underway long before most Americans ever heard the terms Coronavirus and COVID-19. Even before this unforgettable period in world history began, a planning and implementation effort addressing an unforgettable period of Navajo history was underway.

The Navajo Thaw Implementation Plan is the culmination of 12 years of sound planning, the importance of which is now highlighted before the world—more Navajos have tested positive for COVID-19 than all of the other 572 nationally-recognized tribes combined.

REGIONAL PLAN SECTIONS

- ❶ The Investment Needed to Meet the Federal Promise
- ❷ History and Status of the Bennett Freeze and Forced Relocation
- ❸ Places: the Navajo Thaw Region
- ❹ Economic Sectors
- ❺ Organization and Capacity

❶ INVESTMENT NEEDED TO MEET THE FEDERAL PROMISE

Well over \$1 million of impact studies have concluded that \$4 billion will be required in order to address the impacts of the Bennett Freeze and Forced Relocation. The historical record is very clear on what was intended for the Navajo people to offset the emotional and economic impacts of the Bennett Freeze and Forced Relocation. The projects identified in this Navajo Thaw Implementation Plan address the socioeconomic impacts and allow the United States to meet its original Promise to the Navajo people.

❷ HISTORY AND STATUS OF THE BENNETT FREEZE AND FORCED RELOCATION

This section details 19 historical events in Navajo-U.S. History that bring us to today. While Indian Country tragedy and injustices are not unique to the Navajo people, the impacts are irrefutable: no Indian Nation is more impacted by the pandemic than the Navajo Nation. It is time to create the resiliency needed to ensure that this never happens in America again.

❸ PLACES: THE NAVAJO THAW REGION

The Navajo Thaw Implementation Plan addresses nine chapters in Western Navajo which impacted 20,000 people on 1.5 million acres of land. The development Freeze officially lasted from 1966 to 2006, but the effects of the development moratorium are still impacting the people and the Chapters today.

❹ ECONOMIC SECTORS

The Navajo Thaw Implementation Plan is not a hand out. It is a hand up. That is, it is not intended for federal funds to be utilized as remuneration for past injustices. Rather, it is intended as an investment in projects, strategies and initiatives that place Navajo on a sustainable economic path. Every dollar identified in the budget for plan implementation goes to specific projects related to housing, infrastructure, public facilities and community and economic development. The projects are intended to be self-sustaining. For the first time ever, the largest Native American tribe in the United States will have a strong economic foundation for the future.

❺ ORGANIZATION AND CAPACITY

For the Navajo Thaw Implementation Plan to be truly sustainable, the appropriate organizational structure and human development must take place. People must receive training. Chapters must become certified as administratively competent. Organizations must be effective and accountable. The goal is to create organizational structures and administrative performance that serves as a prototype for all of Navajo Nation.

AN EMERGENCY PLAN FOR NAVAJO

THIS IS A TIME OF EMERGENCY

Since March 14, 2020, over 71.6 million Americans filed initial claims for unemployment. U.S. employers were down 20.5 million jobs in April 2020 alone. Since March 2020, America has lost a net of 8.6 million jobs. America is in crisis.

For the Navajo Nation, sadly, this is virtually business as usual. Here, unemployment has hovered around 40% for decades. When the federal government oversaw the resolution of the land dispute between the Navajo Nation and the Hopi Tribe, the decision was to freeze all development activity for 40 years. No infrastructure was built. No water systems were constructed. No houses were fixed. No fences were mended. On very rare occasions some development occurred, but only after years of painstaking negotiations with the Hopi Tribe.

When the federal government was seeking a place for the 10,000 Navajo people who were forced to relocate, land was bought in the watershed downstream of the largest release of radioactive material in U.S. history—bigger than Three Mile Island.

When the Coronavirus struck in March 2020, 60% of all Native Americans in the United States testing positive were Navajo. They could not wash their hands because they have no water systems. They could not socially distance because there were already four generations of Navajo people living in their dilapidated homes. Compounding matters, the last time that America had a pandemic, 102 years ago, the death rate for Native Americans was four times greater than any other ethnicity.

Navajo Nation is in crisis.

BUT...NAVAJO NATION HAS A PLAN

The Nez-Lizer Administration, combined with the 24th Navajo Nation Council, has made a strong commitment to the plight of those impacted by the Bennett Freeze and the Forced Relocation. Known today as the Navajo Thaw Implementation Plan, Navajo is leading a regional planning approach designed to establish, for the first time, a diversified economy on the Nation's largest Indian Reservation.

Already, 10 Chapters impacted by the Bennett Freeze and Forced Relocation have a Chapter Recovery Plan. Twelve years of research has been compiled, best practices have been combined, and Navajo Nation is ready to realize an economic renaissance. Only funding is needed.

ALL BOATS MUST BE LIFTED

As severe as the social and economic impact is, the planning described above only benefits 10 of Navajo's 110 Chapters. The remaining 100 Chapters are also in need of an economic revival. Although the level of specific planning for the remainder of Navajo is not in place, such planning can be replicated, and projects can be advanced.

ACTION NEEDED RIGHT NOW

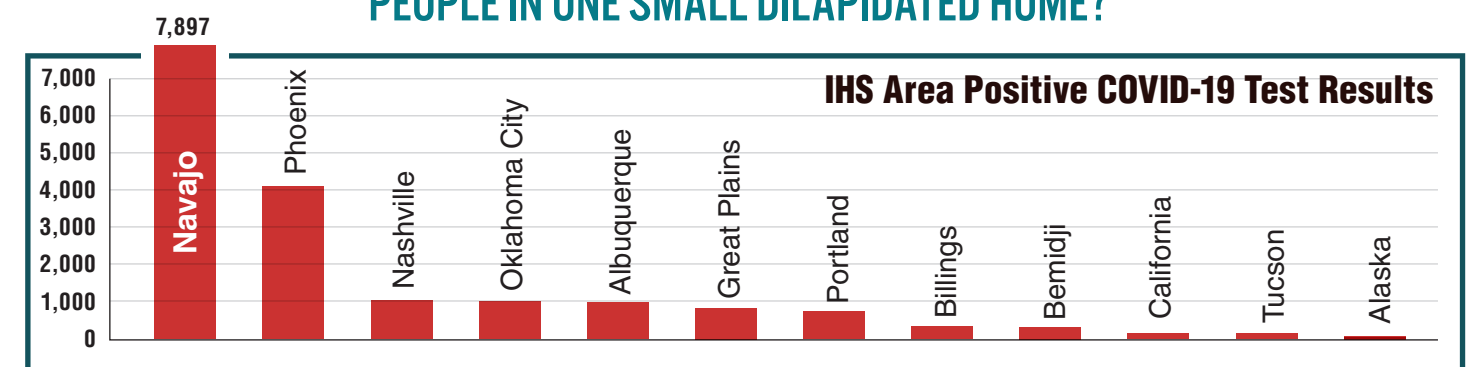
It is widely anticipated that a future Economic Stimulus Bill will be seriously considered by the Trump Administration and the United States Congress. One of the priorities of such a bill is likely to be the economy and investment in infrastructure. This is a perfect fit for the Navajo Thaw Implementation Plan and the needs of the expansive Navajo Reservation, covering 27,000 square miles in portions of three states.

The investment needed for the Navajo Thaw Implementation Plan is \$4 billion. An additional \$1 billion would serve to plan for the remainder of the Navajo Nation, and to implement additional Priority Projects throughout Navajo.

COVID-19

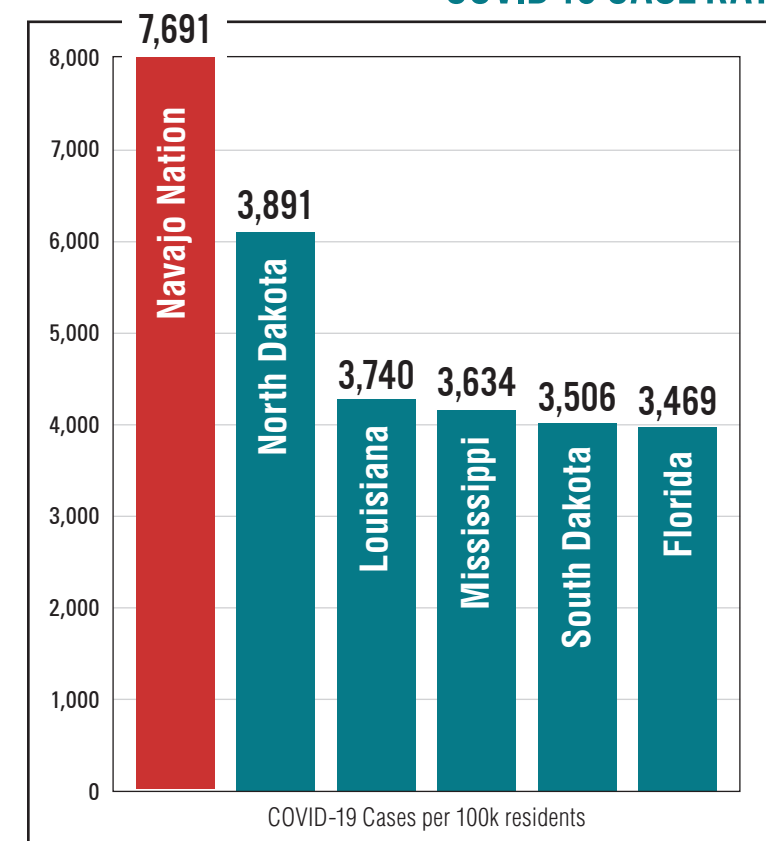
"HOW DO YOU WASH YOUR HANDS WITH NO WATER?"

"HOW DO YOU 'SOCIALLY DISTANCE' WHEN YOU HAVE FOUR GENERATIONS OF NAVAJO PEOPLE IN ONE SMALL DILAPIDATED HOME?"



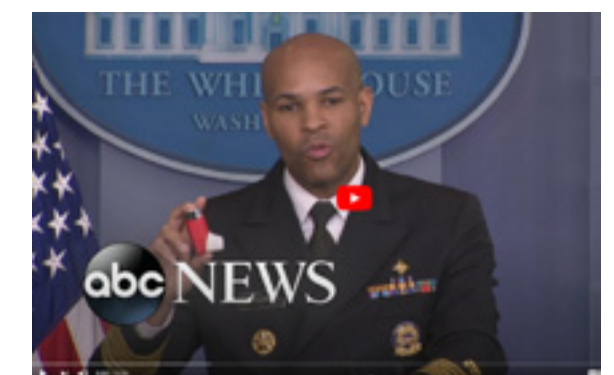
These statistics are updated routinely by IHS. The information above is as of June 24, 2020.

COVID-19 CASE RATE



Updated 12/1/2020 - Source: Indian Health Service & Johns Hopkins University Center for Systems Science and Engineering

4/10/20 - US SURGEON GENERAL

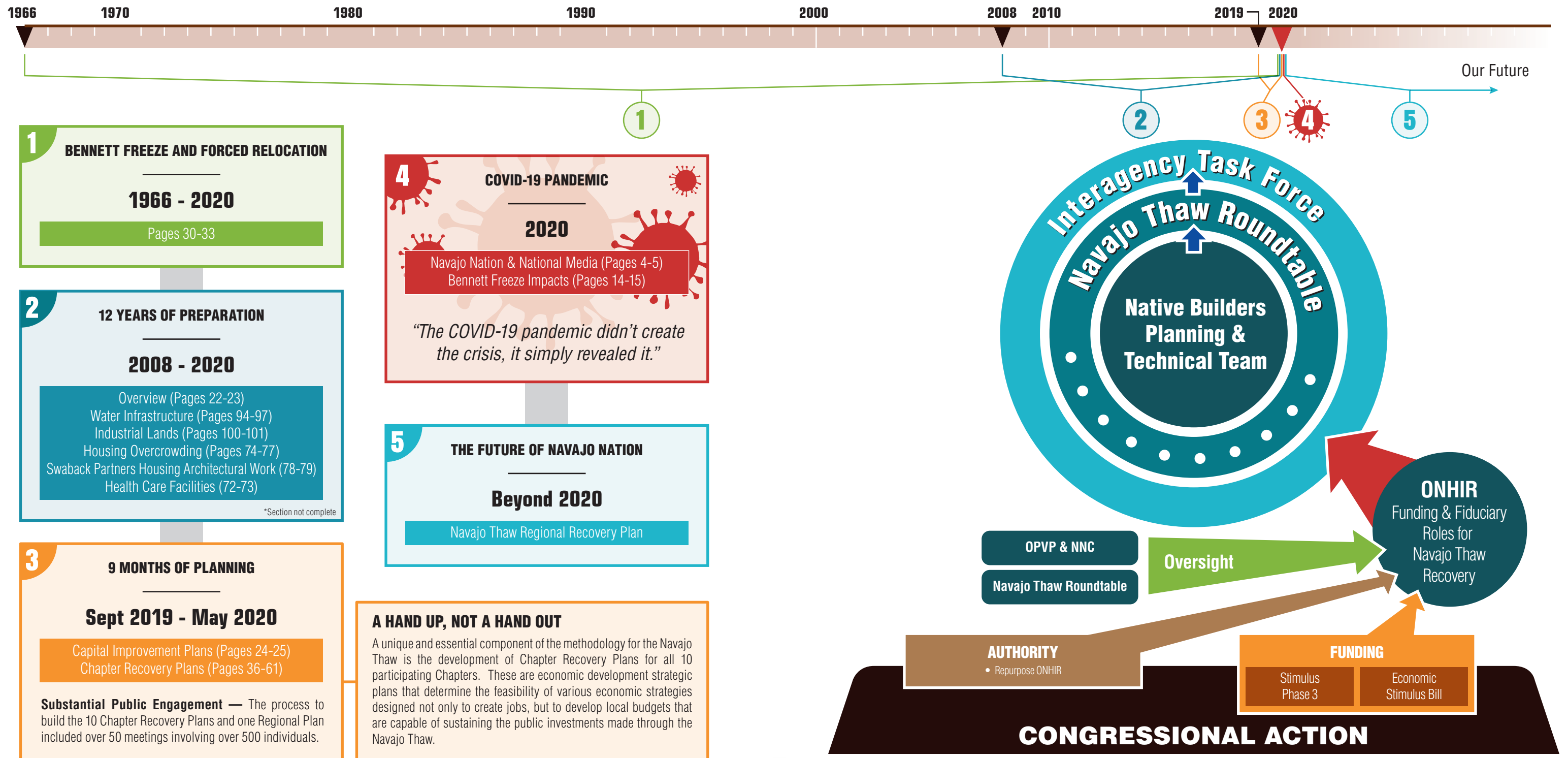


"We tell people to wash their hands, but a study showed 30% of the homes on Navajo Nation don't have running water, so how are they going to do that?"

"In summary, people of color experience both more likely exposure to COVID-19 and increased complications from it."

— Vice Admiral Jerome M. Adams, M.D., M.P.H.

NAVAJO THAW REGIONAL RECOVERY PLAN TIMELINE & METHODOLOGY



MEASURING 40 YEARS OF “FREEZING CONDITIONS”

THE COST OF AN INVOLUNTARY DEVELOPMENT MORATORIUM

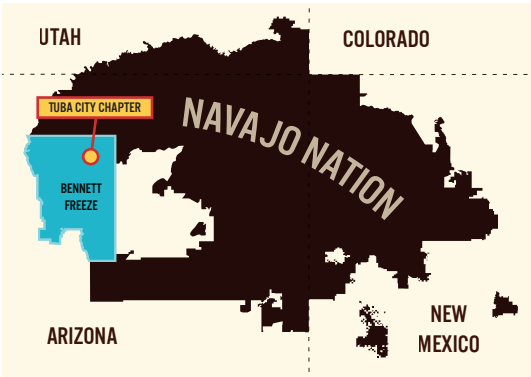
How do you describe the economic effects of a 40-year moratorium on development and maintenance? What is the impact of forcing 10,000 people to give up the land and the neighbors that they love simply to resolve a land dispute?

It is relatively easy to have a general understanding of this. Houses go unrepaired. Infrastructure does not get built. Drinking water must be hauled hundreds of miles multiple times per week. Businesses do not get started. Shopping activity happens 100 miles away. And, pandemics ravage the people. The strategic planning process utilized to generate each of the Chapter Recovery Plans/Transition Plans provides for a more objective explanation.

Communities, whether they are the smallest of Native American Chapters or the largest of metropolitan areas, have 25 strategies for economic diversification (for more on this economic development strategic planning approach, visit www.buildingcommunities.us). In order to successfully advance one or more of the economic development strategies, communities must have comparative advantages with respect to many “Key Success Factors.” Key Success Factors are conditions and/or abilities necessary for the successful implementation of economic development strategies.

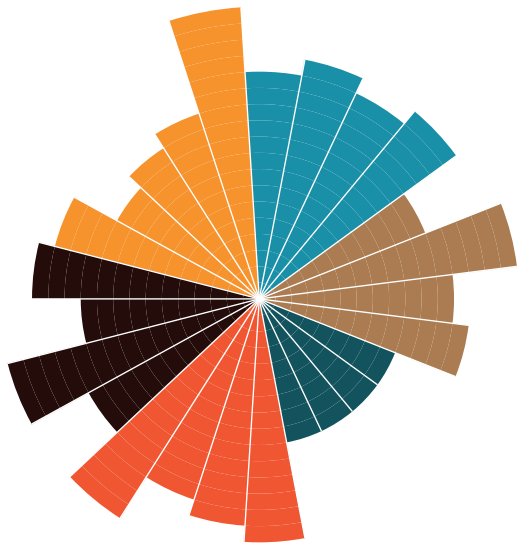
All nine Chapters conducted a Key Success Factor Analysis (KSFA). With only one exception, the Chapters had some of the lowest KSFA scores recorded by any community in the United States. **In short, the Navajo Thaw Region lacks the assets, capital, expertise, governing authority, infrastructure and access to land in order to have an economy.**

The exception is the Administrative Area of the Tuba City Chapter. Why is this? Because this area is basically *federal-government-administrated refugee camp*. With oversight and assistance from the Federal Government, Tuba City has enjoyed some semblance of a locally-generated economy. The following two “community thumbprints” illustrate this effect. The narrative on the next page provides more detail.



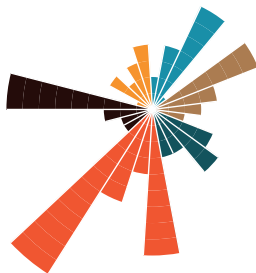
TUBA CITY ADMINISTRATIVE AREA

- No development moratorium
- Federal oversight & assistance



TUBA CITY BENNETT FREEZE AREA

- Decades-long development moratorium
- No federal oversight or assistance



Each spoke of the thumbprints on the bottom of the previous page represents the “likelihood of successful implementation” of its respective economic development strategy, on a scale of 0 to 100.

Longer-length spokes indicate that implementation of the respective strategy has a higher likelihood of success for that area. Shorter spokes indicate that successful implementation of the strategy will be challenging, potentially even unrealistic.

The length of the spokes of the Administrative Area of Tuba City, as compared to those of the Bennett Freeze portion of Tuba City, punctuate how destructive the combined effects of development moratorium and no federal support have been for the Chapters in the Bennett Freeze Area.

The table at right shows how these areas scored for each of the 25 development strategies. Based on current prevailing conditions, strategies with high likelihood of success are highlighted in green; strategies with low or diminished likelihood of success are highlighted in red.

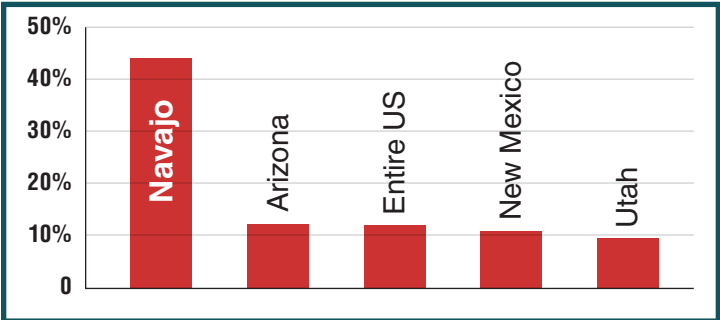
The data show that the effects of the Freeze are far more than just an anecdotal story.

Rather, they establish as fact that federal policy has diminished the capacity of the Navajo people to live lives even remotely close to the remainder of their American counterparts.

Strategy	Tuba City Administrative Area	Tuba City Bennett Freeze Area
Attracting Funding	68	11
Attracting Government Jobs	73	19
Attracting Lone Eagles	72	33
Attracting Retirees	73	5
Bedroom Community Development	54	35
Business Cultivation	80	20
Business Recruitment	60	14
Business Retention and Expansion	64	9
Cultural Tourism	44	19
Destination Tourism	47	24
Downtown Development	46	16
Education Development	46	16
Energy Development	75	47
Entrepreneurial Development	72	19
Environmental Restoration	65	30
Health Care Expansion	80	59
Infrastructure Development	60	8
Leading-edge Development	78	10
Local Regional Tourism	56	16
Logistics Centers	70	46
Pass-through Visitor Services	63	6
Value-added Agriculture	49	13
Value-added Fisheries	54	10
Value-added Forest Products	62	15
Value-added Mining	89	20

UNEMPLOYMENT*

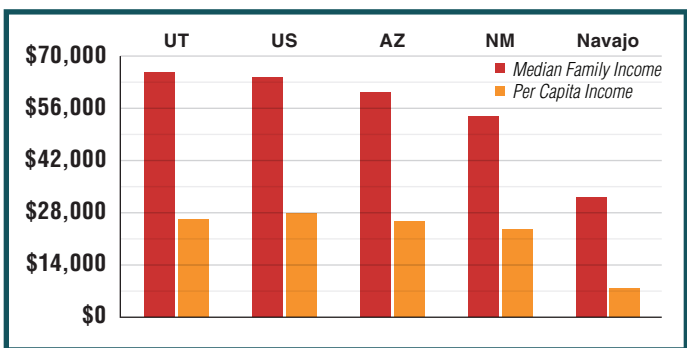
The 44.25% unemployment for the Navajo Nation is approximately five times that of each of the three states (Arizona, New Mexico, Utah).



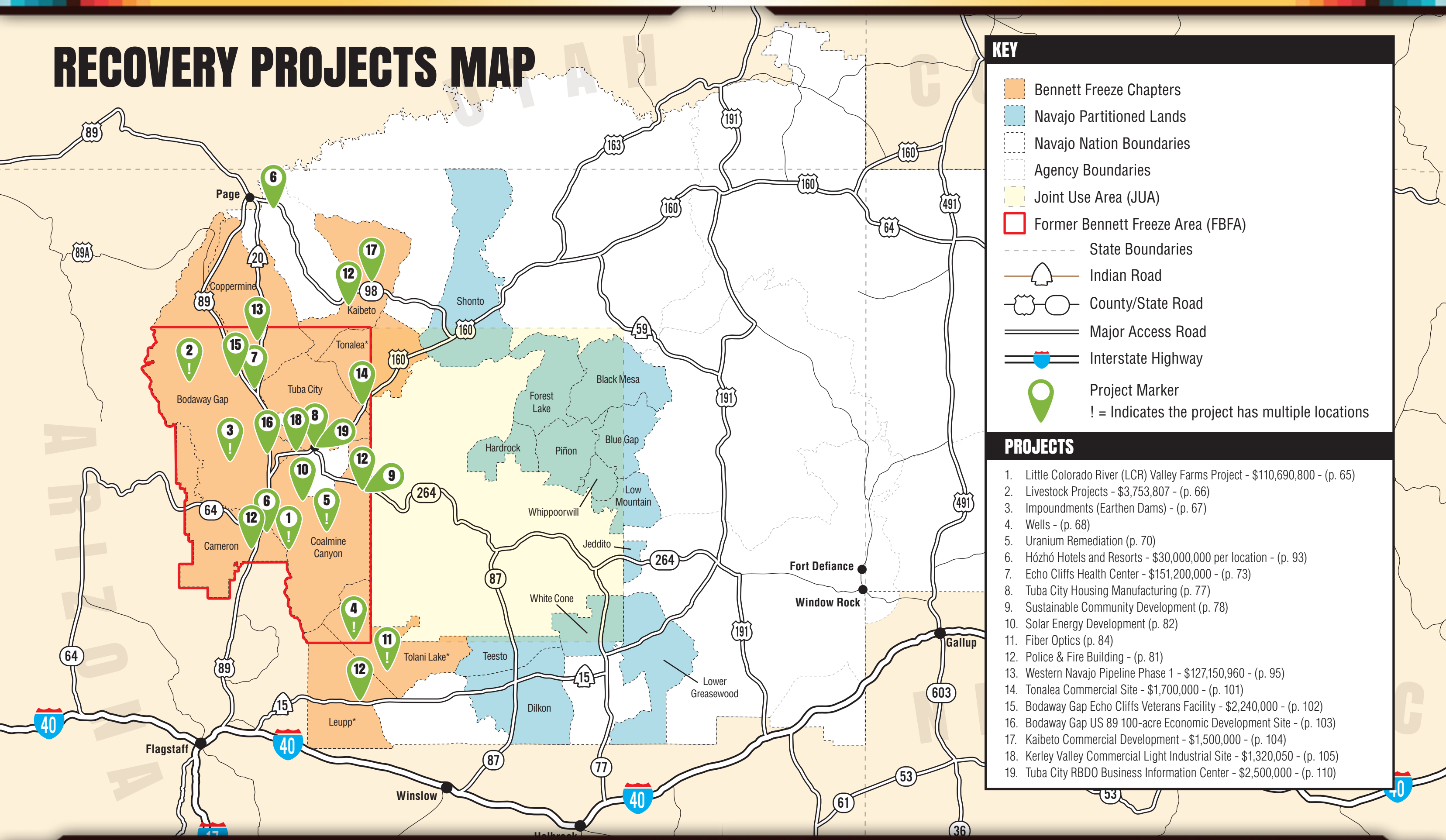
*These statistics have been dramatically impacted by the COVID-19 pandemic.

\$ INCOME DISPARITY

The median family income and the per capita income of Navajo Nation are roughly 50% of those of surrounding states and the US average.



RECOVERY PROJECTS MAP



KEY

Bennett Freeze Chapters

Navajo Partitioned Lands

Navajo Nation Boundaries

Agency Boundaries

Joint Use Area (JUA)

Former Bennett Freeze Area (FBFA)

State Boundaries

Indian Road

County/State Road

Major Access Road

Interstate Highway

Project Marker

! = Indicates the project has multiple locations

- PROJECTS**
1. Little Colorado River (LCR) Valley Farms Project - \$110,690,800 - (p. 65)

2. Livestock Projects - \$3,753,807 - (p. 66)

3. Impoundments (Earthen Dams) - (p. 67)

4. Wells - (p. 68)

5. Uranium Remediation (p. 70)

6. Hózhó Hotels and Resorts - \$30,000,000 per location - (p. 93)

7. Echo Cliffs Health Center - \$151,200,000 - (p. 73)

8. Tuba City Housing Manufacturing (p. 77)

9. Sustainable Community Development (p. 78)

10. Solar Energy Development (p. 82)

11. Fiber Optics (p. 84)

12. Police & Fire Building - (p. 81)

13. Western Navajo Pipeline Phase 1 - \$127,150,960 - (p. 95)

14. Tonalea Commercial Site - \$1,700,000 - (p. 101)

15. Bodaway Gap Echo Cliffs Veterans Facility - \$2,240,000 - (p. 102)

16. Bodaway Gap US 89 100-acre Economic Development Site - (p. 103)

17. Kaibeto Commercial Development - \$1,500,000 - (p. 104)

18. Kerley Valley Commercial Light Industrial Site - \$1,320,050 - (p. 105)

19. Tuba City RBDO Business Information Center - \$2,500,000 - (p. 110)

ACKNOWLEDGEMENTS

TIME TO THAW THE FREEZE - TIME TO SERVE THE RELOCATEES



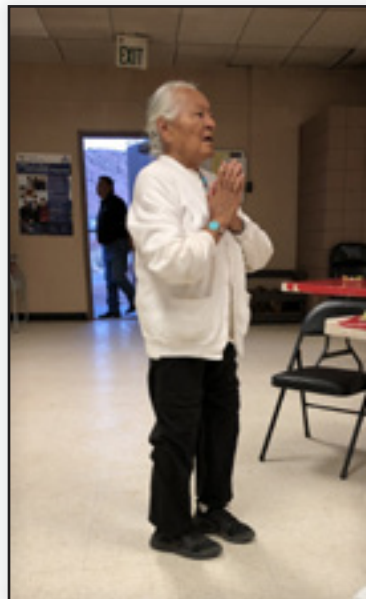
This is not the first time that an effort has been made to address the injustices done to the people impacted by the Bennett Freeze and the Forced Relocation. Many Navajo and non-Navajo people have worked to describe the problem, define a solution and to seek resources to help.

It is tempting to find villains that have created this situation. And to be sure, there have been people with selfish or nefarious intent that have worked to capitalize upon the region's natural resources for personal or corporate gain. There has been the clash between two Indian Nations that each have their own unique traditions and beliefs, never mind the need for survival. And there has been the United States government that, in its quest for manifest destiny, has unwittingly (and wittingly) created this battle for power and wealth.



But the Navajo Thaw is not about defining past evils. Nor is the Navajo Thaw about restitution for injury or loss. At its core, the Navajo Thaw is about people inheriting the land and the Promise that was made to them since time immemorial.

We pay respect to past Navajo Chairmen and Presidents that have worked to remedy this problem. Chairman Peter MacDonald. President Peterson Zah. President Albert Hale. President Thomas Atcitty. President Milton Bluehouse, Sr. President Kelsey Begaye. President Joe Shirley, Jr. President Ben Shelly. President Russell Begaye. We also pay tribute to the Navajo Nation Council, and the leaders that have served on the Navajo-Hopi Land Commission.



More recently, the Navajo Thaw has been made possible by the visionary leadership of Navajo Nation President Jonathan Nez and Vice President Myron Lizer. Furthermore, the nine members of the Navajo-Hopi Land Commission have provided valuable interest in this effort. These Navajo Nation Delegates include Hon. Chairman Otto Tso, Hon. Vice Chairman Raymond Smith, Jr., Hon. Delegate Elmer Begay, Hon. Delegate Kee Allen Begay, Jr., Hon. Delegate Paul Begay, Hon. Delegate Herman Daniels, Hon. Delegate Vince R. James, Hon. Delegate Thomas Walker and Hon. Delegate Jimmy Yellowhair.

For the Navajo Thaw to reach its full potential, one Navajo leader needed to step up and "own it." This is Navajo-Hopi Land Commission Office Executive Director Robert K. Black, Jr. Executive Director Black is served by his able team including Carol Pete, Wilbert Goy, Patsy Yazzie and Julia Hardy.

It is our hope and our prayer that this Navajo Thaw Recovery Plan will finally bring the Promise of a lifestyle that has been envisioned by so many people that have lived without proper shelter, electricity, water and other basics that are taken as a given by most of their fellow Americans.

HOW WE THAW THE FREEZE AND SERVE THE RELOCATEES

When the efforts of the Navajo Thaw succeed in securing sufficient funding to address the problem, that will only be the beginning. It cannot be assumed that the appropriation of funding will generate the results that are so desperately needed. It is a long way from the signature of the President of the United States to the waterline in the remote stretches of the Bennett Freeze.



True success will require new thinking in terms of the utilization of federal offices, non-profit and non-governmental organizations and existing Navajo Chapters and local organizations. In far too many cases, the combination of good intent with traditional organization and capacity has only led to unutilized fiscal accounts sitting in the Nations' two capitols—Window Rock and Washington D.C. Meanwhile, the underserved suffer. For the Freeze to be Thawed and the Relocatees to be Served, new constructs will have to be built and utilized.

All of this must occur while still respecting the intent of Congress in appropriating funds, executing the basics of sound accountability and efficient deployment of money, and building a new and better connection between those responsible for serving and those who are being served. Only through perseverance will this seemingly intractable problem be resolved.



America purports to be a great nation. Great nations honor and lift those with the greatest need. Nowhere in the United States, especially in this time of pandemic, has greater need than the people of the Navajo Nation. It is time to Thaw the Freeze. It is time to Serve the Relocatees.

Finally, it should be recognized that this entire initiative now known as the Navajo Thaw would not have happened if it were not for a core group that worked on this effort every week—and it seemed every day—since the middle of 2014. Thomas Tso, Raymond Maxx, Bobby Robbins, Colbert Dayzie, Kimberly Janeway and Waylon Honga attended every call, participated in every meeting, drove thousands of miles back and forth to Window Rock and made a commitment of purpose to help the people of the Bennett Freeze and of the Forced Relocation. If good things happen for those who wait, the Navajo Thaw will prove to be one of the most vital initiatives to ever benefit Indian Country.



— Brian Cole

FUNDING TO MEET THE PROMISE



TWELVE YEARS OF PREPARATION



WHPACIFIC, INC. REGIONAL RECOVERY PLAN

In 2008, Navajo Nation’s Design and Engineering Services (DES) hired WHPacific, Inc. 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.

The recovery 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.

METHODS

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.

DELIVERABLES

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.

Breakdown of the 2008 WHPacific Regional Recovery Plan

The 2008 Regional Recovery Plan produced by WHPacific, Inc. includes planning for both **Regional Projects** and **Chapter-specific Projects**. The regional projects were so classified on the basis that each chapter in the region needed those same improvement projects. The budget and timetable for each regional project was therefore the same for each chapter; the value presented below represents the regional cumulative for each project.

REGIONAL PROJECT TOTALS

911 Addressing	\$500,000
Communications Improvement Study	\$200,000
FBFA Regional Health	\$338,164,800
Historic/Archaeological Preservation	\$200,000
Regional Solid Waste	\$200,000
Road Transportation	\$107,216,000
Uranium Contamination Remediation	\$500,000
Vegetation/Wildlife Study	\$500,000
TOTAL	\$447,480,800

CHAPTER-SPECIFIC PROJECT TOTALS

Bodaway Gap	\$449,184,113
Cameron	\$411,018,168
Coalmine Canyon	\$213,742,686
Coppermine	\$155,001,506
Kaibeto	\$350,201,232
Leupp	\$401,722,029
Tolani Lake	\$187,111,140
Tonalea Red Lake	\$396,325,650
Tuba City	\$1,731,001,236
TOTAL	\$4,295,307,760

Total of Regional and Chapter-specific project budgets = **\$4,742,788,560**

BODAWAY GAP

Project Type	Amount
Community Facilities	\$28,072,000
Education	\$70,011,750
Health	\$45,569,797
Housing	\$321,748,816
Public Safety	\$11,452,650
Recreation	\$401,100
TOTAL	\$449,184,113

CAMERON

Project Type	Amount
Community Facilities	\$28,896,500
Education	\$63,750,300
Health	\$52,880,000
Housing	\$253,566,168
Public Safety	\$11,749,650
Recreation	\$175,550
TOTAL	\$411,018,168

COALMINE CANYON

Project Type	Amount
Community Facilities	\$22,113,000
Education	\$25,996,400
Health	\$5,845,000
Housing	\$140,121,336
Public Safety	\$16,966,950
Recreation	\$2,700,000
TOTAL	\$213,742,686

COPPERMINE

Project Type	Amount
Community Facilities	\$7,092,000
Education	\$15,874,500
Health	\$5,844,800
Housing	\$107,329,856
Public Safety	\$18,610,350
Recreation	\$250,000
TOTAL	\$155,001,506

KAIBETO

Project Type	Amount
Community Facilities	\$20,531,500
Education	\$63,750,300
Health	\$8,066,240
Housing	\$253,696,992
Public Safety	\$4,006,200
Recreation	\$150,000
TOTAL	\$350,201,232

LEUPP

Project Type	Amount
Community Facilities	\$22,398,900
Education	\$25,368,660
Health	\$32,782,461
Housing	\$317,015,808
Public Safety	\$4,006,200
Recreation	\$150,000
TOTAL	\$401,722,029

TOLANI LAKE

Project Type	Amount
Community Facilities	\$23,872,500
Education	\$22,870,828
Health	\$6,267,840
Housing	\$122,169,272
Public Safety	\$11,452,650
Recreation	\$478,050
TOTAL	\$187,111,140

TONALEA (RED LAKE)

Project Type	Amount
Community Facilities	\$20,374,700
Education	\$28,338,000
Health	\$7,643,200
Housing	\$330,323,700
Public Safety	\$9,520,500
Recreation	\$125,550
TOTAL	\$396,325,650

TUBA CITY

Project Type	Amount
Community Facilities	\$46,206,500
Education	\$10,944,450
Health	\$0*
Housing	\$1,650,462,336
Public Safety	\$22,862,400
Recreation	\$525,550
TOTAL	\$1,731,001,236

*\$0 (See Regional Projects)

INFRASTRUCTURE CAPITAL IMPROVEMENT PLANS

By Navajo Nation mandate, every Chapter must maintain and update its Infrastructure Capital Improvement Plan (CIP) listing. Chapter-level CIP summaries are presented in this two-page spread.



BODAWAY GAP

Year/ Rank	Project Title	Category	Total Project Cost	Amount Not Yet Funded
2020-1	Power Line-Ext East/West Chapter	Single Phase	\$900,000	\$900,000
2020-2	Water Line Ext East & West Chapter	Water System	\$900,000	\$900,000
2020-3	Bodaway/Gap Bathroom Addition Project	Bathroom Additions	\$840,000	\$840,000
2021-1	Echo Cliff Veterans Facility	Veterans Center	\$2,500,000	\$2,500,000
2022-1	Bodaway Chapter House/Senior Center	Senior Citizens	\$2,425,000	\$2,425,000
2022-2	Multi-purpose Building	Multi-purpose Building	\$2,500,000	\$2,500,000
2023-1	Plan/Design/Construct Junction 89/160 Truck Stop	Convenience Store/Gas Station	\$8,800,000	\$8,800,000
Total			\$18,865,000	\$18,865,000

CAMERON

2020-1	Upgrade Headstart w/ Cooling and Heating, Roof	Head Start	\$42,000	\$42,000
2020-2	Upgrade Cameron Chapter Tract Sewerline	Water System	\$136,000	\$100,000
2020-3	North Cameron Powerline Extension	Single Phase	\$1,125,000	\$1,125,000
2020-4	E911 Rural Addressing System	Rural Addressing System	\$40,000	\$40,000
2020-5	New Demonstration Farm	Farm	\$500,000	\$250,000
2020-6	New Cameron Cultural Center	Visitor Center	\$633,333	\$383,333
2022-1	Upgrade Cameron Solid Waste Transfer Station	Solid Waste Transfer Station	\$2,500,000	\$2,500,000
2022-2	New Chapter House	Chapter House	\$2,620,000	\$2,620,000
2023-1	South Power Line Extension Project	Senior Citizens	\$1,125,000	\$1,125,000
Total			\$8,721,333	\$8,185,333

COALMINE

2020-1	Plan/Design/Construct Coalmine Canyon Scattered Powerline	Single Phase	\$109,547,300	\$109,547,300
2020-2	Coalmine Canyon Community Water/Sewer Phase II w/Booster Station	Water System	\$960,000	\$960,000
2020-4	Land Line Phone	Chapter House	\$2,000,000	\$2,000,000
2020-5	Chapter Facility Audit and Repairs	Chapter House	\$753,333	\$753,333
2020-6	Kerley Valley Electrical Hookup	Single Phase	\$139,660	\$139,660
2022-7	Plan/Design/Construct Senior Assisted Living Home	Group Home	\$1,000,000	\$1,000,000
2022-9	Pave N Route 6720	Roads/Streets	\$30,630,000	\$30,630,000
2023-10	Plan/Design/Construct Coalmine Canyon Cemetery	Cemetery Tract	\$150,000	\$150,000
2023-11	Home Renovation – Repairs	Housing	\$200,000	\$200,000
2023-12	Install Coalmine Canyon Scattered Solar System	Residential Solar Power	\$300,000	\$300,000
2023-13	Plan/Design/Construct Commercial/Light Industrial Site	Industrial Park	\$100,000	\$100,000
Total			\$145,780,293	\$145,780,293

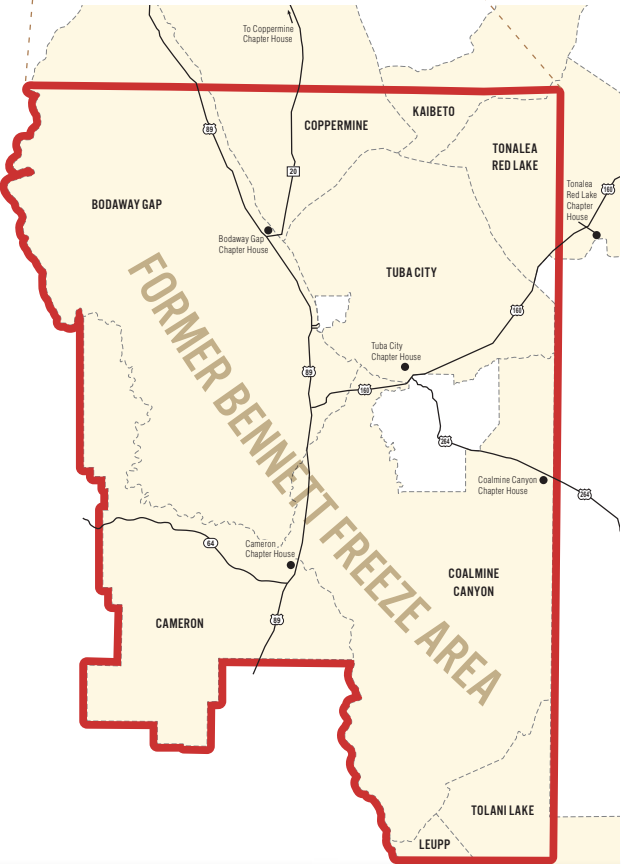
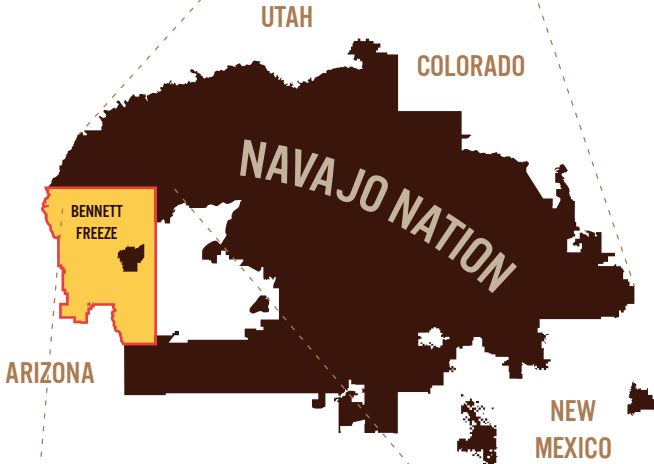
COPPERMINE

2021-1	Coppermine Scattered Powerline Project	Single Phase	\$1,479,071	\$1,079,071
2021-2	KOKO Waterline Project Extension Phase I U54 – 40 Homes	Water System	\$19,625,000	\$19,625,000
2021-3	Scattered Housing Development-FBFA	Housing	\$4,680,000	\$4,680,000
2021-4	Environmental Surveys, Biological Assessments...	Roads/Streets	\$560,000	\$560,000
2021-5	Develop Community and Economic Development Plan	Economic Plan	\$200,000	\$200,000
2021-6	Multi-purpose Building (Community Public Safety Facilities)	Multi-purpose Building	\$2,700,000	\$2,700,000
2021-7	Agricultural Water Development	Water System	\$70,001	\$70,001
2021-9	Purchase and Equip Backhoe	Heavy Equipment	\$0,000	\$50,000
2022-1	Chapter Parking Lot	Parking Lot	\$275,000	\$275,000
2022-2	Coppermine Chapter Telecommunication	Telephone Lines	\$500,000	\$500,000
Total			\$30,139,072	\$29,739,072

KAIBETO

2020-1	Solid Waste Transfer Station	Solid Waste Transfer Station	\$848,000	\$848,000
2021-0	Kaibeto Infrastructure Design	Water Supply	\$370,000	\$370,000
2021-2	Plan/Design/Construct Comm. Powerline & Waterline Connection	Water Supply	\$250,000	\$250,000
2022-3	Multi-Purpose Building	Multi-Purpose Building	\$9,900,000	\$9,900,000
2023-4	Plan/Design/Construct One-Stop Tribal Complex	Multi-Purpose Building	\$3,160,000	\$3,160,000
2024-5	Plan/Design/Construct Kaibeto Safety Complex	Public Safety	\$3,186,000	\$3,186,000
2025-6	Plan/Design/Construct Community Roads & Streets	Roads/Streets	\$5,300,000	\$5,300,000
2025-7	Plan/Design/Construct Community/Veterans Cemetery	Cemetery Tract	\$96,000	\$96,000
Total			\$23,110,000	\$23,110,000

*along with House Wiring



LEUPP

Year/ Rank	Project Title	Category	Total Project Cost	Amount Not Yet Funded
2020-1	Plan/Design/Construct North Grandfalls Powerline Extension	Single Phase	\$3,463,176	\$2,415,456
2021-2	Plan/Design/Construct North Leupp Powerline Extension	Single Phase	\$555,000	\$555,000
2022-3	Plan/Design/Construct East Canyon Diablo Powerline Extension	Single Phase	\$1,295,000	\$1,295,000
2023-4	Plan/Design/Construct South Leupp Powerline Extension	Single Phase	\$1,402,500	\$1,402,500
2023-5	Plan/Design/Construct South Grandfalls Powerline Extension	Single Phase	\$925,000	\$925,000
2024-6	Round Cedar-Grand Falls Powerline Extension	Water Supply	\$1,250,000	\$1,250,000
2025-7	Plan/Design/Construct West Canyon Diablo Powerline Extension	Single Phase	\$2,000,000	\$2,000,000
Total			\$10,890,676	\$9,842,956

TOLANI LAKE

2020-1	Plan/Design/Construct new parking lot for T.L. Senior Center & Preschool	Parking Lot	\$111,000	\$111,000
2020-2	Plan/Design/Construct Water Line 10 Miles N of T.L. Chapter	Water Supply	\$512,000	\$512,000
2020-3	NW Powerline Extension	Single Phase	\$675,000	\$675,000
2020-4	Purchase Motor Grader	Heavy Equipment	\$130,000	\$130,000
2021-1	Plan/Design/Construct Community Recreation Park	Athletic Fields	\$466,000	\$466,000
2021-2	Plan/Design/Construct New Parking Lot for the Tolani Lake Chapter House	Parking Lot	\$195,000	\$195,000
2022-1	Withdrawal of Tolani Lake Gravel Pit Tract	Withdrawal Tract	\$715,000	\$715,000
Total			\$2,804,000	\$2,804,000

TONALEA

2020-1	New Tonalea Chapter House	Chapter House	\$2,690,344	\$1,390,344
2020-2	Wildcat Peak Power Line Extension Project Phase II	Single Phase	\$1,741,685	\$1,567,254
2021-1	Sour Wash Powerline Extension	Multi-Purpose Building	\$1,015,000	\$1,015,000
2022-1	White Mesa Power Line Extension Phase II	Single Phase	\$980,000	\$980,000
Total			\$6,427,029	\$4,952,598

TUBA CITY

2021-1	Headstart Building Renovation	Head Start	\$1,772,000	\$1,772,000
2021-2	Community Cemetery & Veterans Cemetery	Cemetery Tract	\$1,566,000	\$1,566,000
2021-3	New To' Nanees' Dizi' Youth Center	Multi-Purpose Building	\$6,785,000	\$6,785,000
2021-4	Community/Convention Center	Multi-Purpose Building	\$12,000,000	\$12,000,000
2021-7	New To' Nanees' Dizi' Equestrian Center	Rodeo Grounds	\$24,800,000	\$24,800,000
2021-8	New To' Nanees' Dizi' Chapter House	Chapter House	\$1,050,000	\$1,050,000
2021-13	New Fire Department	Fire Station	\$16,500,000	\$16,500,000
2021-14	New To' Nanees' Dizi' Sports Complex	Recreational	\$39,400,000	\$39,400,000
2021-15	New To' Nanees' Dizi' Senior Citizen Center Building	Senior Citizens	\$4,758,666	\$222,000
2022-9	N609 (2) 2, 4, Kerley Valley Road Improvement	Roads/Streets	\$2,800,000	\$2,800,000
2022-10	N1012, Moenave Road Improvement	Roads/Streets	\$6,680,500	\$6,680,500
2022-11	N6222, Old Airport Loop Road	Roads/Streets	\$1,105,000	\$1,105,000
2022-12	N6221, Chee Willie Road Improvements	Roads/Streets	\$1,658,900	\$1,658,900
Total			\$120,876,066	\$116,339,400

JUSTIFYING THE REQUEST FOR \$4 BILLION

IMPLEMENTATION PLAN

www.NavajoThaw.com



2008 Regional Recovery Plan

\$4.7 BILLION
- **\$1.9 BILLION (40%)**

\$2.8 BILLION
+ **\$0.7 BILLION (25%)**

\$3.5 BILLION ←

2008 REGIONAL RECOVERY PLAN

The original work completed by WHPacific in 2008 called for a total expenditure of slightly more than \$4.7 billion to address the impacts of the Bennett Freeze. Although an extensive effort was made to address all of the impacts and relative costs, it is also understood that the total of \$4.7 billion was before an effort was made to fully vet projects for their desirability and feasibility. Furthermore, given that 12 years have passed, many of the projects that were identified in 2008 are no longer relevant or desired in 2020. To factor for all of this, a 40% reduction in the 2008 budget is factored into this plan.

For the projects that remain, a 25% construction inflation factor has been applied. The net of these two budget modifications result in an identified need of \$3.5 billion.

+

Chapter Capital Improvement Plans

\$400 MILLION
- **\$150 MILLION (37.5%)**

\$250 MILLION ←

CHAPTER CAPITAL IMPROVEMENT PLANS

The total for all 10 of the Chapter Capital Improvement Plans is slightly less than \$400 million. A review of the relevance and feasibility of these projects yields a reduction in the total CIP budget for the 10 Chapters combined of about 37.5%, or \$150 million. As such, the total cost to implement all of the relevant projects in the Chapter CIPs is \$250 million.

+

Immediate Recovery Projects

\$250 MILLION

IMMEDIATE RECOVERY PROJECTS

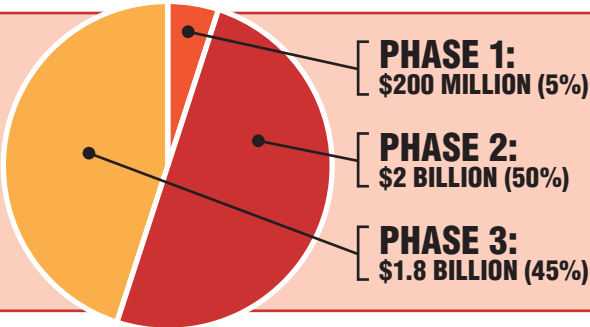
The utilization of the funding dedicated to this project can be invested in three phases. Phase One is from 2021-2022. Phase Two is 2023-2025. Phase Three is 2026-2030.

=

\$4 BILLION

The utilization of the funding dedicated to this project can be invested in three phases. Below is an outline of potential project phasing:

- 2021-2022 (Phase 1)
- 2023-2025 (Phase 2) and
- 2026-2030 (Phase 3)



HISTORY



HISTORY AND STATUS OF THE BENNETT FREEZE AND FORCED RELOCATION



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 2006. 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 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. 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 beneficiaries 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 Barack 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

“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.”

HISTORY OF THE FREEZE AND RELOCATION (CONTINUED)

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.

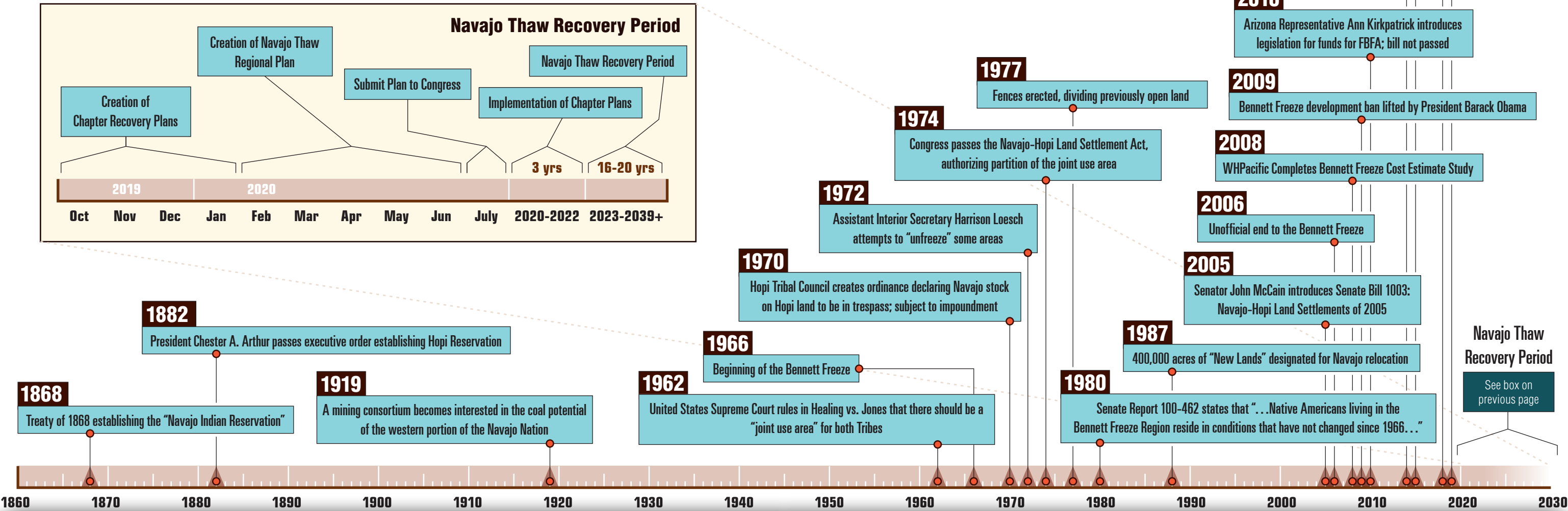
In 2014, the Navajo people elected Russell Begaye as President and Jonathan Nez as Vice President. The Begaye-Nez Administration established an interagency Task Force which was formed to address the multiple problems stemming from the Bennett Freeze utilizing existing Navajo Divisions, Departments and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



PLACES



2020 RECOVERY PLAN

BODAWAY GAP

(TSINAABAAS HABITIIN)

CHAPTER BUDGET

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

RECOMMENDED FUNDING

\$449,184,113
The amount above is the total chapter-based funding recommendation from the "2008 Bodaway Gap Chapter Comprehensive Land Use Plan" developed by WHPacific to assess the infrastructure, housing, public facilities and economic development needs of Navajo Chapters affected by the Bennett Freeze.

CIP BUDGET

\$18,865,000
Every Chapter is required to maintain a prioritized list of infrastructure projects that need funding. The figure above represents the total budget as identified by the Chapter.

CHAPTER PRIORITIES

STRATEGIES	INITIATIVES	PRIORITY PROJECTS	CAPITAL IMPROVEMENT PROJECTS
Attracting Funding Attracting Government Jobs Attracting Lone Eagles Attracting Retirees Bedroom Community Development Business Recruitment Business Retention and Expansion Cultural Tourism Downtown Development Education Development Energy Development Entrepreneurial Development Environmental Restoration Health Care Expansion Infrastructure Development Leading-edge Development Local/Regional Tourism Logistics Centers Pass-through Visitor Services Value-added Agriculture Value-added Forest Products Value-added Mining	General Housing, Running Water and Electricity Issues NHA Housing at Bitter Springs Navajo Springs Housing Transfer Station and Trash Disposal Drinking Water Improvements to Earthen Dams Youth Engagement	Bodaway Gap Health Center and Staff Quarters Develop infrastructure at 100-acre site Highway 89 improvements and roundabout Mold and asbestos removal from existing homes New vending facilities/public restrooms/ internet capacity Reopen small clinic by Chapter House Repurpose NGS water reservoirs and pumps Uranium mining site cleanup	Bodaway Gap Health Center and Staff Quarters Develop infrastructure at 100-acre site Highway 89 improvements and roundabout Mold and asbestos removal from existing homes New vending facilities/public restrooms/ internet capacity Reopen small clinic by Chapter House Repurpose NGS water reservoirs and pumps Uranium mining site cleanup

CHAPTER OFFICIALS

Raymond Don Yellowman, *Chapter President*
Leonard Sloan, *Vice President*
Bessie Zahne, *Secretary/Treasurer*
Lee Yazzie, Jr., *Grazing/Land/Farm Board*

STEERING COMMITTEE MEMBERS

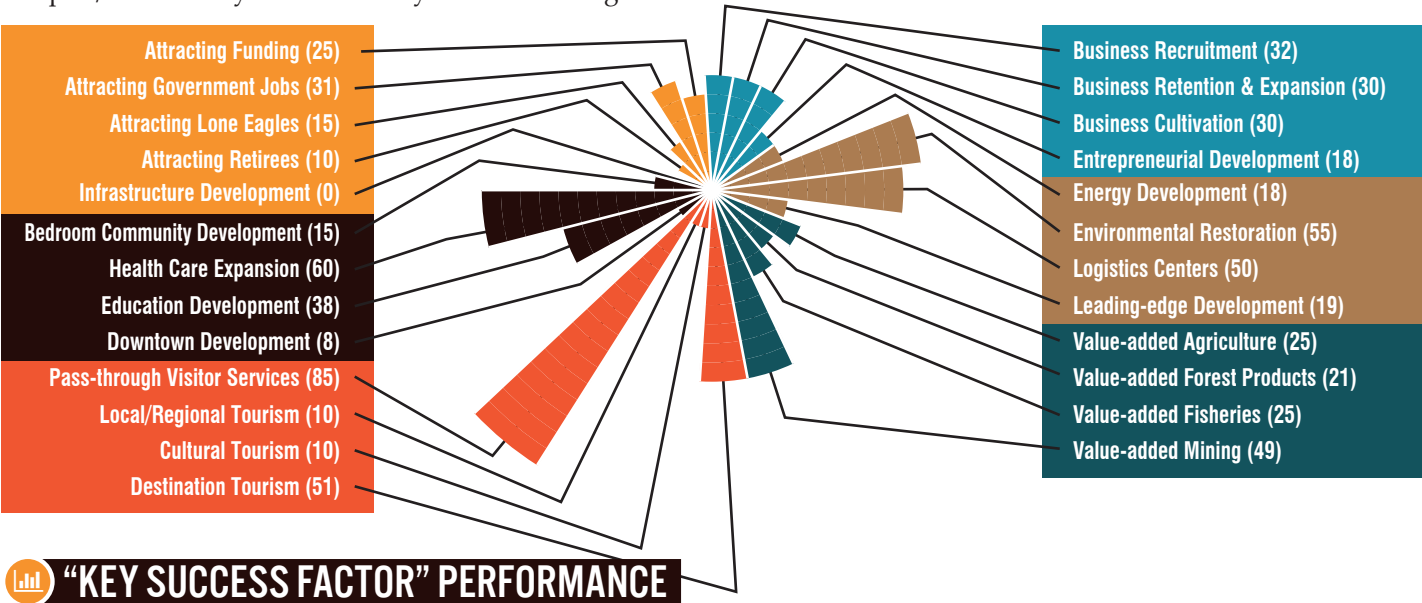
Sydney Tsinigine, <i>Account Maintenance Specialist</i>	Gevern Begay	Robert Yazzo
Franklin Martin	Benny Johnson	Milford Malonay
Evelyn Yellowhorse	Rose A. Tsosie	Stella Begay
Effie Shupla	Larry Hanks	
Vera Parres	Joyce Dalle	
Susie Begay	Harley Johnson	
	Thomas B. Begay	
	Lucille Saganitso Krause	
	Corveir Thomas Begay	
	Judy Yazzie	

DEMOGRAPHICS

Square Miles	938.2	Median Household Income	\$25,893
Population	1,885	Persons below the Poverty Line	43.9%
Median Age	28.1	Number of Households	496
Marital Status (Married)	31%	Persons per Household	3.8
High school grad or higher	63.2%	Number of Housing Units	496
Bachelor's degree or higher	3%	Median value of owner-occupied housing units	\$44,800
Per Capita Income	\$10,679	Mean travel time to work	36.9 min

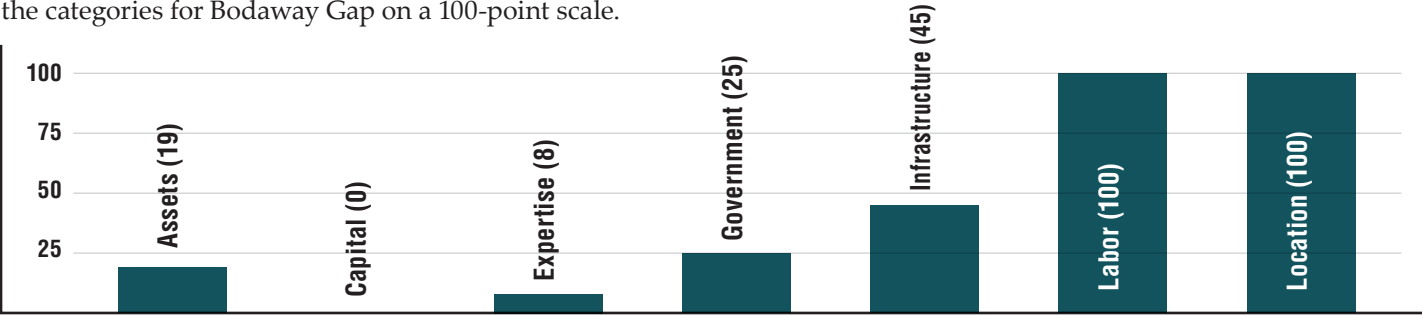
STRATEGY "THUMBPRINT"

Every Chapter (and every Community) has its own "economic DNA." The Community Thumbprint™ below shows the relative strength of each of the 25 strategies in terms of its "likelihood of successful implementation" based upon 88 Key Success Factors. Key Success Factors are "conditions or abilities that enable or impede the ability of the Chapter/Community to successfully advance strategies."



"KEY SUCCESS FACTOR" PERFORMANCE

There are seven categories of Key Success Factors for every community. The table shows the relative strength for each of the categories for Bodaway Gap on a 100-point scale.



2020 RECOVERY PLAN

CAMERON

(NA' NI' Á HASÁNÍ)

CHAPTER BUDGET

Funding Source	Amount	% of Total
Chapter Non-Administrative Costs	\$98,369	37.7%
Company Stipends	\$27,991	10.7%
General Liability	\$271	0.1%
Personnel	\$90,369	34.7%
Special Revenue	\$42,871	16.4%
Workers Compensation	\$544	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
Total	\$260,751	100%

RECOMMENDED FUNDING

\$411,018,168

The amount above is the total chapter-based funding recommendation from the "2008 Cameron Community Land Use Plan" developed by WHPacific to assess the infrastructure, housing, public facilities and economic development needs of Navajo Chapters affected by the Bennett Freeze.

CIP BUDGET

\$8,721,333

Every Chapter is required to maintain a prioritized list of infrastructure projects that need funding. The figure above represents the total budget as identified by the Chapter.

CHAPTER PRIORITIES

STRATEGIES	PRIORITY PROJECTS	CAPITAL IMPROVEMENT PROJECTS
Attracting Funding Attracting Government Jobs Attracting Lone Eagles Attracting Retirees Bedroom Community Development Business Recruitment Business Retention and Expansion Cultural Tourism Destination Tourism Downtown Development Education Development Energy Development Entrepreneurial Development Environmental Restoration Health Care Expansion Infrastructure Development Leading-edge Development Local/Regional Tourism Pass-through Visitor Services Value-added Agriculture Value-added Forest Products Value-added Mining	Construct senior citizen nursing home Creation of Cameron central business district (building and street scape improvements) Develop uranium cleanup research center Development of new vendor facilities Development of operation of Cultural Tourism Facility Development of public safety and emergency services facility Expand Cameron dental facility for additional medical uses Implementation of Cameron Farm Enterprise Project Redevelopment of Black Mesa to Cameron Waterline Remediate former uranium mine locations Reuse/remodel/demolish old Chapter House Support for new motel and restaurant development Support for solar energy farm Turn brownfield sites into redevelopment opportunities Upgrade Cameron Visitors Center	Upgrade Headstart w/ Cooling and Heating Roof Upgrade Cameron Chapter Tract Sewerline North Cameron Powerline Extension E911 Rural Addressing System New Demonstration Farm New Cameron Cultural Center Upgrade Cameron Solid Waste Transfer Station New Chapter House South Power Line Extension Project
		INITIATIVES
		Chapter Certification Gardening Activities Recreational Activity Building Rural Addressing

CHAPTER OFFICIALS

Milton Tso, *Chapter President*
Emmett Kerley, *Vice President*
Lula Nez Tsosie, *Grazing/Land/Farm Board*

STEERING COMMITTEE MEMBERS

Chris Benally	Shawn Newell	Rae Robbins	Donald Maloney
Billie Baldwin	Guy Horsen	Amelia Hanson	Lorraine Maloney
Byron Huskson	Rona Williams	MarieAnn Mark	Virginia B
Teddy Bedonie	Alfreida Littleboy	Wilson Hardy	
Jacques Seronde	Roselin Yazzi	Kelsey Lee	

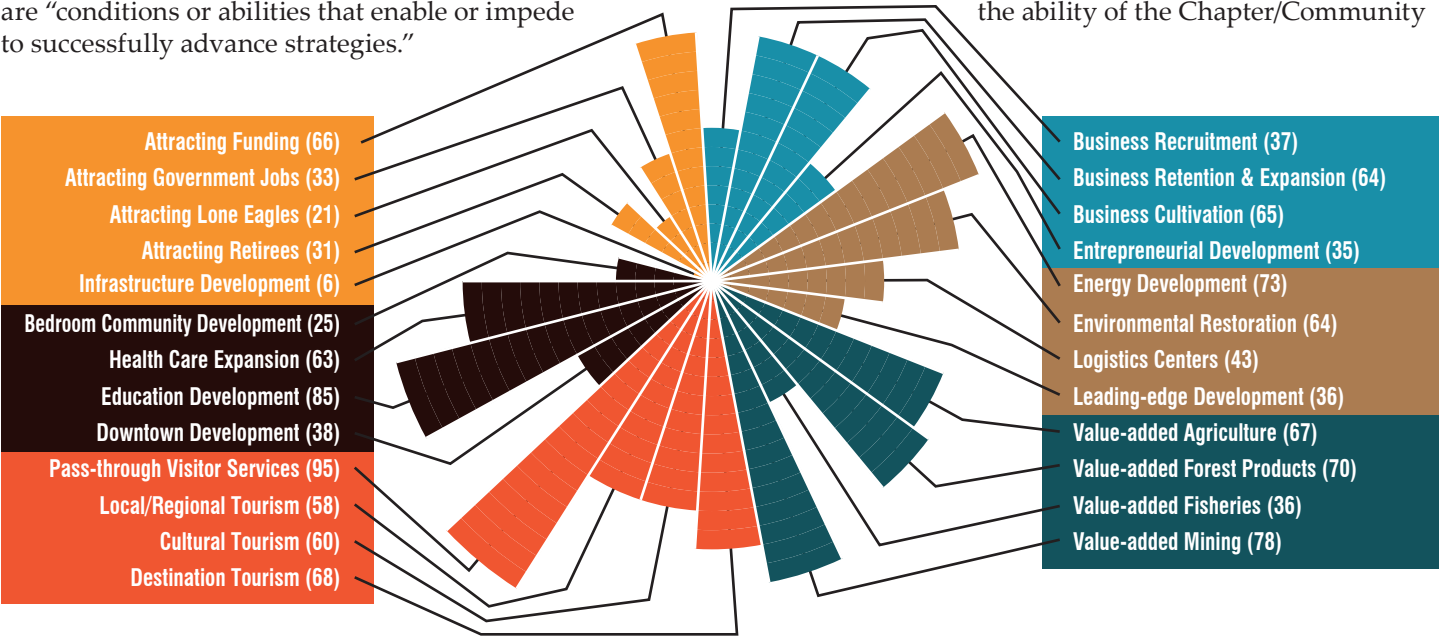
DEMOGRAPHICS

Square Miles	363.3	Median Household Income	\$34,318
Population	1,192	Persons below the Poverty Line	36.1%
Median Age	33.2	Number of Households	340
Marital Status (Married)	29%	Persons per Household	3.5
High school grad or higher	71.1%	Number of Housing Units	340
Bachelor's degree or higher	3.7%	Median value of owner-occupied housing units	\$54,500
Per Capita Income	\$12,023	Mean travel time to work	31.5 min



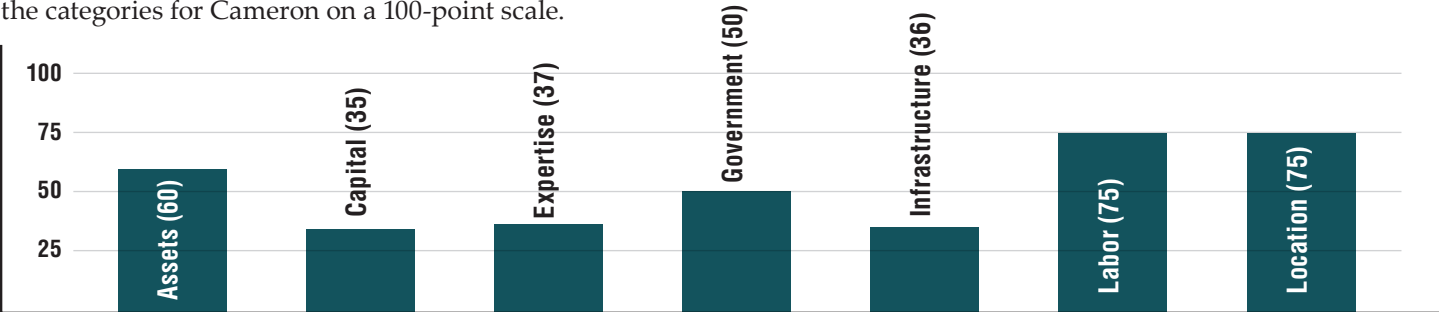
STRATEGY "THUMBPRINT"

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"KEY SUCCESS FACTOR" PERFORMANCE

There are seven categories of Key Success Factors for every community. The table shows the relative strength for each of the categories for Cameron on a 100-point scale.



2020 RECOVERY PLAN

COALMINE

(TSÉ KÓ HÁSÁNÍ)

CHAPTER BUDGET

Funding Source	Amount	% of Total
Chapter Non-Administrative Costs	\$91,153	36.4%
Company Stipends	\$27,991	11.2%
General Liability	\$271	0.1%
Personnel	\$90,369	36.1%
Special Revenue	\$39,725	15.9%
Workers Compensation	\$544	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
Total	\$250,389	100%

RECOMMENDED FUNDING

\$213,742,686

The amount above is the total chapter-based funding recommendation from the "2008 Coalmine Canyon Chapter Workshop 1: Vision, Strategy, and Priority Projects" developed by WHPacific to assess the infrastructure, housing, public facilities and economic development needs of Navajo Chapters affected by the Bennett Freeze.

CIP BUDGET

\$145,780,293

Every Chapter is required to maintain a prioritized list of infrastructure projects that need funding. The figure above represents the total budget as identified by the Chapter.

CHAPTER PRIORITIES

STRATEGIES	PRIORITY PROJECTS	CAPITAL IMPROVEMENT PROJECTS
Attracting Funding Attracting Government Jobs Attracting Lone Eagles Bedroom Community Development Business Recruitment Business Retention and Expansion Cultural Tourism Destination Tourism Downtown Development Education Development Energy Development Entrepreneurial Development Environmental Restoration Health Care Expansion Infrastructure Development Leading-edge Development Local/Regional Tourism Pass-through Visitor Services Value-added Agriculture	Build senior independent living center/hogans Build Visitors Center at Moenave Dinosaur Track tourist area Community College satellite education center Construct elementary school/middle school Construct new Chapter House building Demolish or repurpose abandoned buildings Develop new full-scale community Develop public safety and emergency services facility Fiber optics/5G Telecommunications Improvement of road from Chapter Souse South to Sand Springs Indian Route 6720 Industrial development/distribution center at Kerley Valley/Highway 89 Intersection Kerley Open-air market shopping area Scenic viewpoint at Canyon areas Support for solar farm project Uranium mine clean-up/restoration	Plan/Design/Construct Coalmine Canyon Scattered Powerline Coalmine Canyon Community Water/Sewer Phase II w/Booster Station Water Distribution from Cameron to Coalmine Land Line Phone Chapter Facility Audit and Repairs Kerley Valley Electrical Hookup Plan/Design/Construct Senior Assisted Living Home Pave N Route 6720 Plan/Design/Construct Coalmine Canyon Cemetery Home Renovation – Repairs Install Coalmine Canyon Scattered Solar System Plan/Design/Construct Commercial/Light Industrial Site
		INITIATIVES
		Chapter House in Disrepair Community Urban Style Housing Range Management Relocation

CHAPTER OFFICIALS

Dorothy Dale, *Chapter President*
Phillip Zahne, *Vice President*
Wanda Begody, *Secretary/Treasurer*
Harry J. Goldtooth, *Grazing/Land/Farm Board*

STEERING COMMITTEE MEMBERS

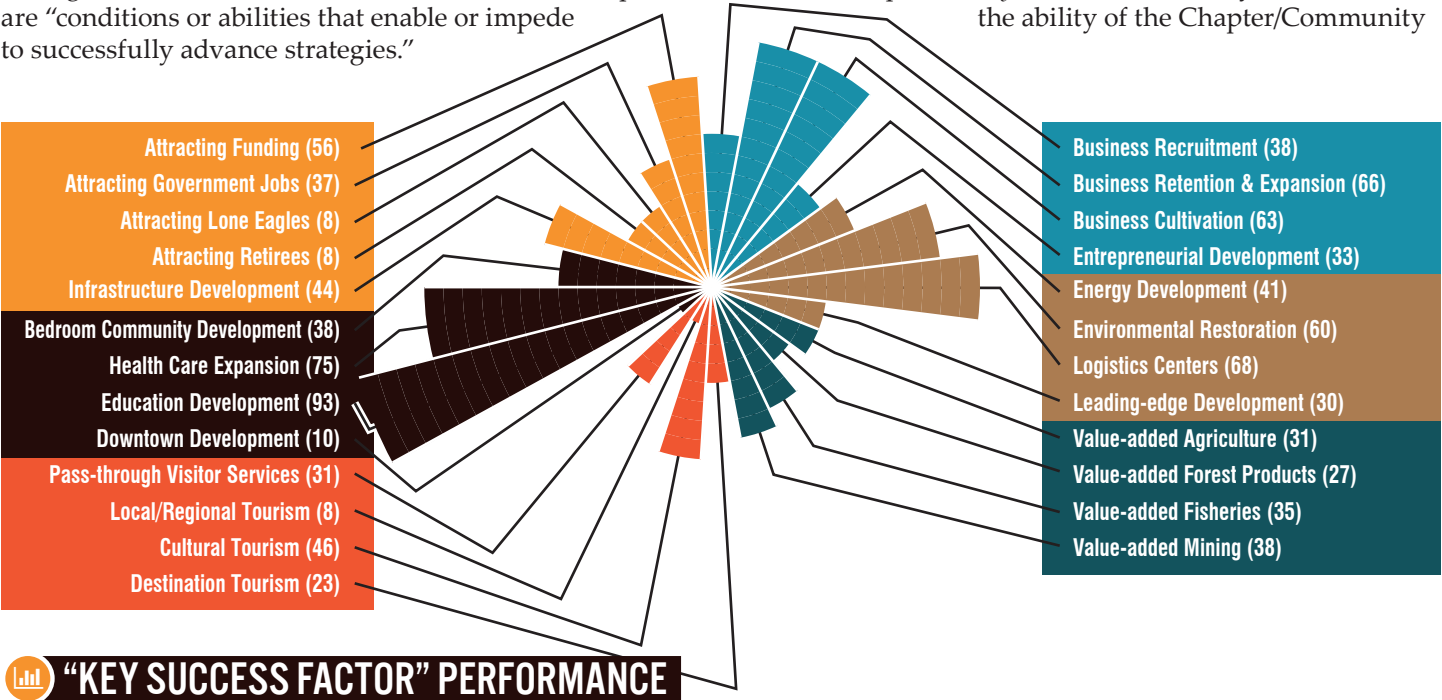
Marian Bowman	Charmayne Little	Thomas Walker, Jr.
Lenora Hatathlie	Craig Gillwood	Chris Gillwood
Judy Begay	Wanda Begody	Pearl Goldtooth
Cecelia Joe		

DEMOGRAPHICS

Square Miles	612.5	Median Household Income	\$25,972
Population	584	Persons below the Poverty Line	48.6%
Median Age	32.4	Number of Households	167
Marital Status (Married)	32%	Persons per Household	3.5
High school grad or higher	77.8%	Number of Housing Units	167
Bachelor's degree or higher	6.4%	Median value of owner-occupied housing units	\$48,600
Per Capita Income	\$11,516	Mean travel time to work	32 min

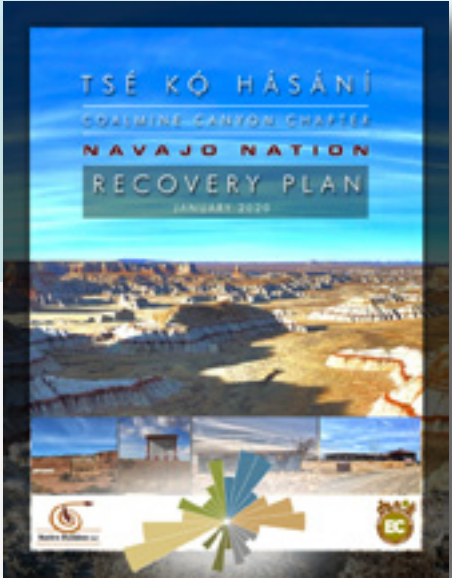
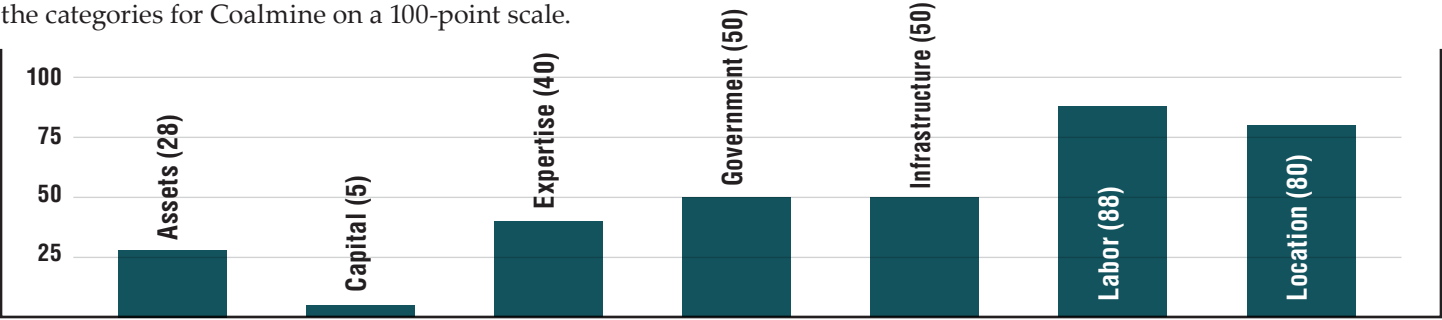
STRATEGY "THUMBPRINT"

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"KEY SUCCESS FACTOR" PERFORMANCE

There are seven categories of Key Success Factors for every community. The table shows the relative strength for each of the categories for Coalmine on a 100-point scale.



2020 RECOVERY PLAN

COPPERMINE

(BÉÉSH HAAGÉÉD)

CHAPTER BUDGET

Funding Source	Amount	% of Total
Chapter Non-Administrative Costs	\$93,924	36.9%
Company Stipends	\$27,991	11%
General Liability	\$271	0.1%
Personnel	\$90,369	35.5%
Sepcial Revenue	\$40,934	16.1%
Workers Compensation	\$544	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
Total	\$254,369	100%

RECOMMENDED FUNDING

\$155,001,506

The amount above is the total chapter-based funding recommendation from the “2008 Coppermine Chapter Comprehensive Land Use Plan” developed by WHPacific to assess the infrastructure, housing, public facilities and economic development needs of Navajo Chapters affected by the Bennett Freeze.

CIP BUDGET

\$29,739,072

Every Chapter is required to maintain a prioritized list of infrastructure projects that need funding. The figure above represents the total budget as identified by the Chapter.

CHAPTER PRIORITIES

PRIORITY PROJECTS	INITIATIVES	CAPITAL IMPROVEMENT PROJECTS
Bennett Freeze Area based Community Facility	Chapter Revenue Sources	KOKO Waterline Project Extension
Bike Trails/Horseback Riding/ Echo Cliffs and Big Cut Walking Trails	Civic Engagement	Phase 1 U54-40 homes
Chapter Certification	Community Cemetery	Scattered Housing Development-FBFA
Chapter House Building	Glen Canyon National Recreation Area Planning	Environmental Surveys, Biological Assessments, Archeological Clearances for Roads
Echo Cliffs Health Center	Greenhouse	Develop Community and Economic Development Plan
Feral Horses	Renewable Energy Development Possibilities	Multi-Purpose Building (Community Public Safety Facilities)
Gas Station/Laundromat/ Convenience Store		Agricultural Water Development
Grazing and Range Management		Plan/Design/Construct Scattered Housing
Housing		Powerline along with House Wiring
Irrigated Agriculture Opportunity		Purchase and Equip Backhoe
Local and Regional Tourism		Chapter Parking Lot
N-20 Rest Stop		Coppermine Chapter Telecommunication

CHAPTER OFFICIALS

Sid Whitehair, *Chapter President*
Lola Smith, *Vice President*
Valerie Fowler, *Secretary/Treasurer*
Calvin G. Begay, *Grazing/Land/Farm Board*

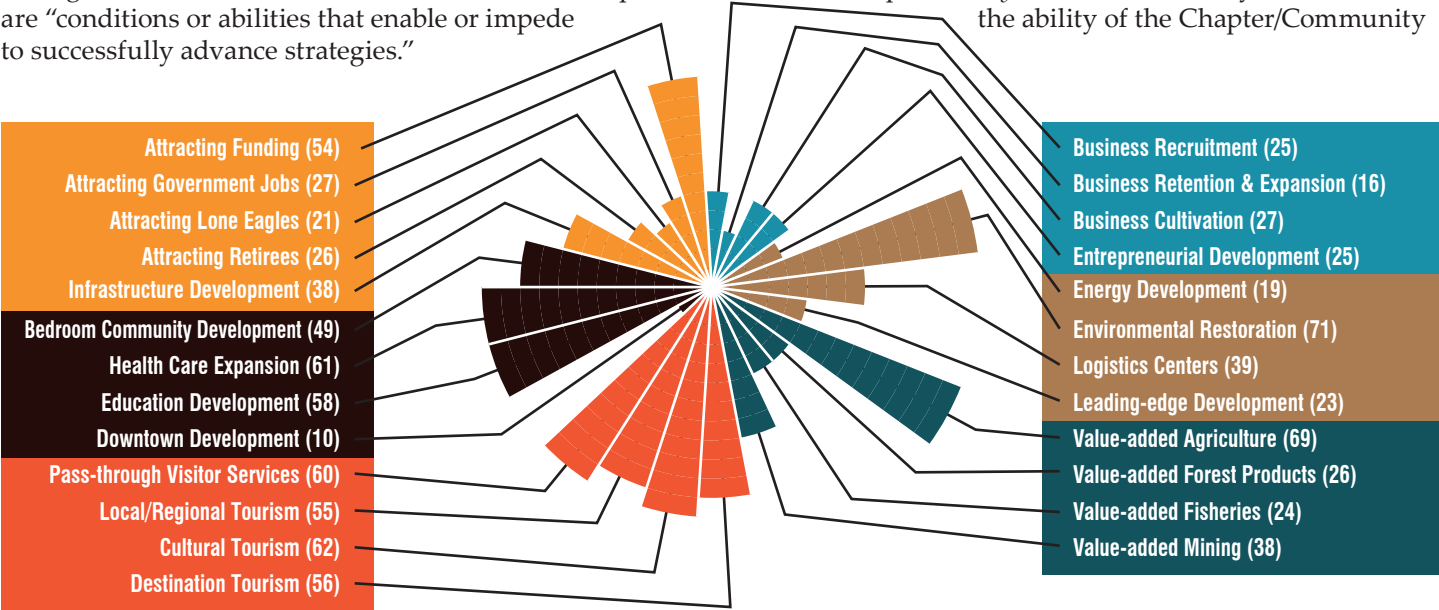
STEERING COMMITTEE MEMBERS

Wilford Lane	Lindsey Tisi	Harry R. Begay	Linda Long
Floyd Stevens	Harold Begay	Jones Tsinnijinnie	Fern Blyman-Green
Russell Williams	Kobe Begay	Betty Reid	
Regina Reid	Allen Fowler, Jr.	Kyra Etsitty	
Viola Fowler	Conrad Barber	Cormick Benally	
Sallie Barber	Lucinda Dejolie	Anna Nez	

DEMOGRAPHICS

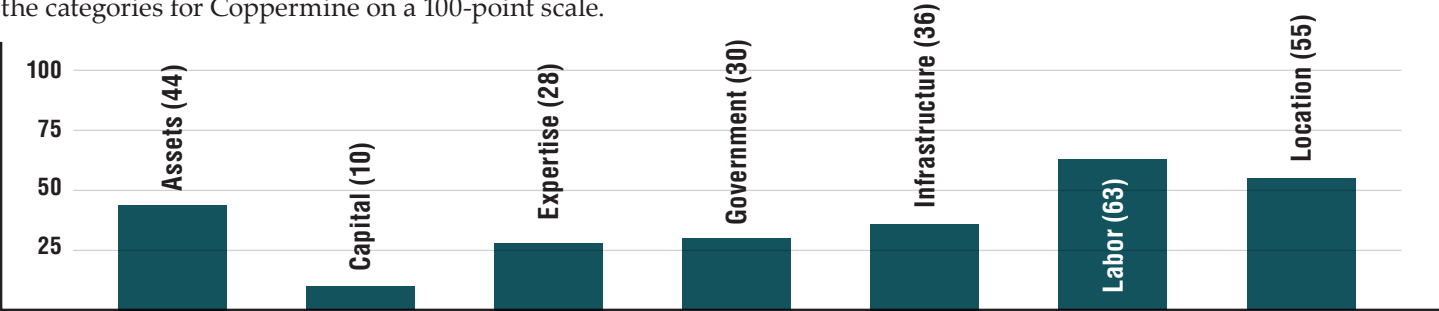
Square Miles	456	Median Household Income	\$33,125
Population	769	Persons below the Poverty Line	28.5%
Median Age	32.4	Number of Households	197
Marital Status (Married)	44%	Persons per Household	3.9
High school grad or higher	62.6%	Number of Housing Units	197
Bachelor's degree or higher	8.7%	Median value of owner-occupied housing units	\$43,800
Per Capita Income	\$15,939	Mean travel time to work	31.3 min

STRATEGY “THUMBPRINT” Every Chapter (and every Community) has its own “economic DNA.” The Community Thumbprint™ below shows the relative strength of each of the 25 strategies in terms of its “likelihood of successful implementation” based upon 88 Key Success Factors. Key Success Factors are “conditions or abilities that enable or impede the ability of the Chapter/Community to successfully advance strategies.”



“KEY SUCCESS FACTOR” PERFORMANCE

There are seven categories of Key Success Factors for every community. The table shows the relative strength for each of the categories for Coppermine on a 100-point scale.



2020 RECOVERY PLAN

KAIBETO

(K'AI BII TO)

CHAPTER BUDGET

Funding Source	Amount	% of Total
Chapter Non-Administrative Costs	\$110,376	39.7%
Company Stipends	\$27,991	10.1%
General Liability	\$271	0.1%
Personnel	\$90,369	32.5%
Special Revenue	\$48,104	17.3%
Workers Compensation	\$544	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
Total	\$277,991	100%

RECOMMENDED FUNDING

\$350,201,232

The amount above is the total chapter-based funding recommendation from the "2008 Kaibeto Community Land Use Plan" developed by WHPacific to assess the infrastructure, housing, public facilities and economic development needs of Navajo Chapters affected by the Bennett Freeze.

CIP BUDGET

\$23,110,000

Every Chapter is required to maintain a prioritized list of infrastructure projects that need funding. The figure above represents the total budget as identified by the Chapter.

CHAPTER PRIORITIES

STRATEGIES	INITIATIVES	PRIORITY PROJECTS	CAPITAL IMPROVEMENT PROJECTS
Attracting Funding Attracting Government Jobs Attracting Lone Eagles Bedroom Community Development Business Recruitment Business Retention and Expansion Cultural Tourism Destination Tourism Downtown Development Education Development Energy Development Environmental Restoration Health Care Expansion Infrastructure Development Local/Regional Tourism Pass-through Visitor Services	Civic Volunteerism Community Governance Drugs and Methamphetamine Issues Housing and Homes Jobs and Economic Development Mental Health Center Public Safety Building Road Improvements Rural Addressing Trails Project Water for Livestock Water Infrastructure Youth Sports Facility	Commercial land development along highway 98 Construction of new phone towers Creation of agriculture-scale solar energy development Demolition and remediation of former BIA housing development site Develop public safety and emergency services facility Development of team roping facility and events Expansion of Kaibeto market Expansion of slot canyon tourism facilities Reestablishment of local health care facility and service Retail shopping facility	Solid Waste Transfer Station Kaibeto Infrastructure Design Plan/Design/Construct Community Powerline & Waterline Connection Multi-Purpose Building Plan/Design/Construct One-Stop Tribal Complex Plan/Design/Construct Kaibeto Safety Complex Plan/Design/Construct Community Roads & Streets Plan/Design/Construct Community/Veterans Cemetery

CHAPTER OFFICIALS

Paul Begay, Jr., *Council Delegate 2015-2019*
Franklin Fowler, *Chapter President*
Tom Franklin, Jr., *Vice President*
Yolonda Ellis-Bileen, *Secretary/Treasurer*
Priscilla Mann, *Grazing/Land/Farm Board*

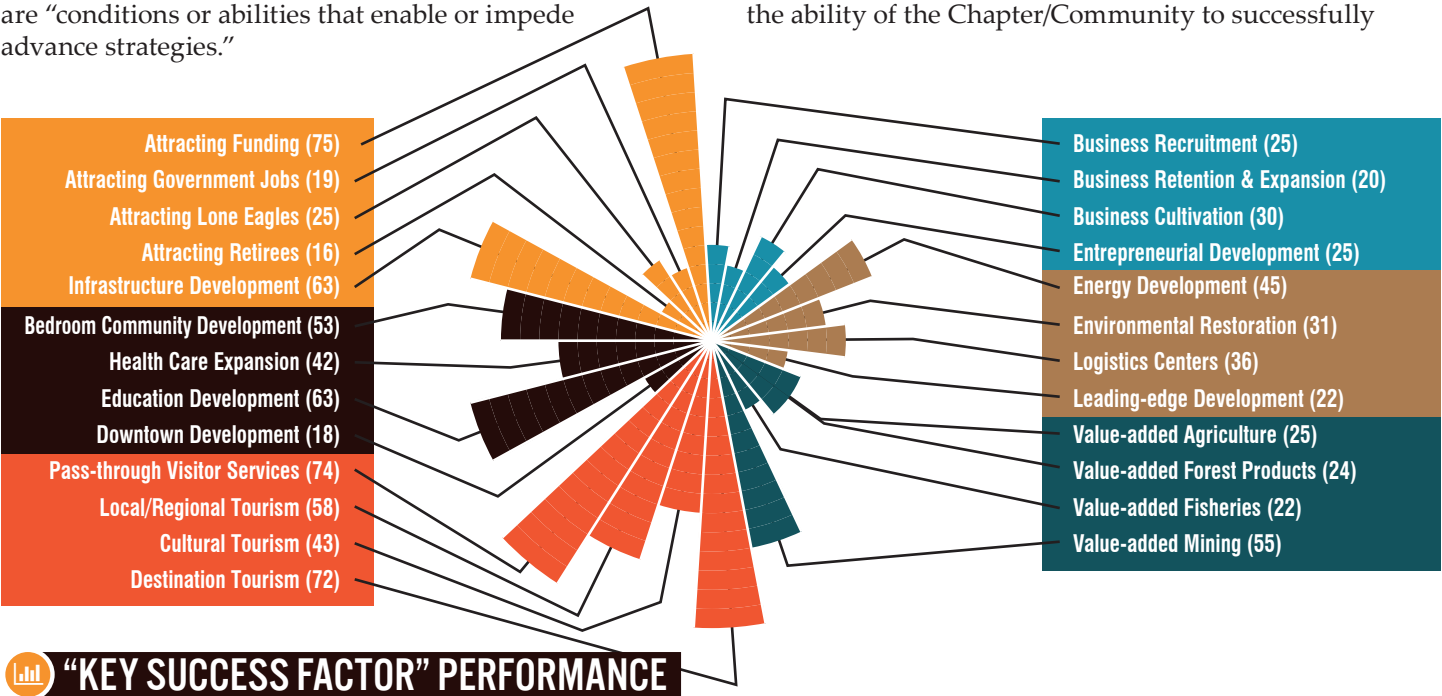
STEERING COMMITTEE MEMBERS

Leroy Begay	Franklin Fowler	Victoria June	Leta Warner
Susie Begay	Darlene Jumbo	Maxine Patterson	Chester Yellowman
Trisha Blacksmith	Maxine Patterson	Stan Patterson	Weylon Singer
Willie Blacksmith	Tricia Blacksmith	Cecilia Spencer	Pricilla Mann
Tom Franklin	Burnett Welsh	Larry Spencer	

DEMOGRAPHICS

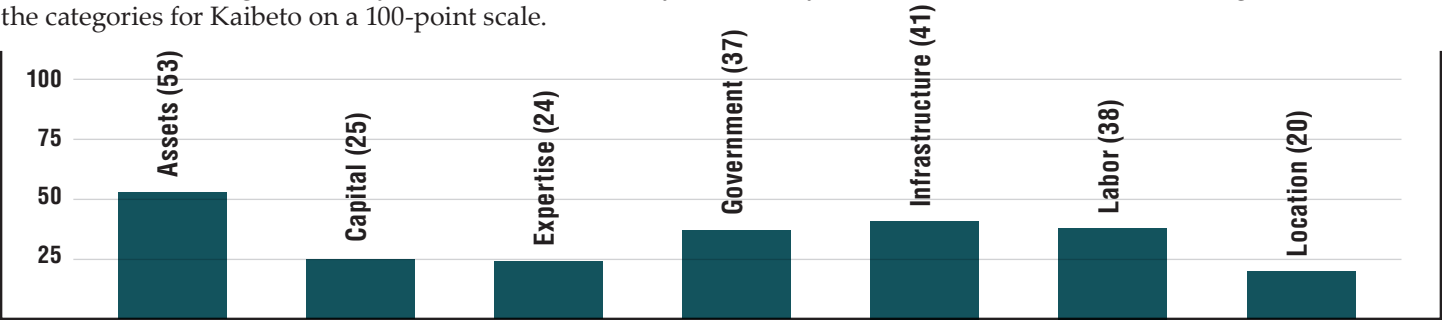
Square Miles	355.5	Median Household Income	\$43,750
Population	1,992	Persons below the Poverty Line	30.1%
Median Age	25.7	Number of Households	470
Marital Status (Married)	37%	Persons per Household	4.2
High school grad or higher	66.3%	Number of Housing Units	470
Bachelor's degree or higher	4.3%	Median value of owner-occupied housing units	\$57,800
Per Capita Income	\$13,039	Mean travel time to work	35.3 min

STRATEGY "THUMBPRINT" Every Chapter (and every Community) has its own "economic DNA." The Community Thumbprint™ below shows the relative strength of each of the 25 strategies in terms of its "likelihood of successful implementation" based upon 88 Key Success Factors. Key Success Factors are "conditions or abilities that enable or impede the ability of the Chapter/Community to successfully advance strategies."



"KEY SUCCESS FACTOR" PERFORMANCE

There are seven categories of Key Success Factors for every community. The table shows the relative strength for each of the categories for Kaibeto on a 100-point scale.



2020 RECOVERY PLAN

LEUPP

(TÓLCHÍ'ÍKOOH)

CHAPTER BUDGET

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%

RECOMMENDED FUNDING

\$401,722,029
The amount above is the total chapter-based funding recommendation from the "2008 Leupp Community Land Use Plan (CLUP)" developed by WHPacific to assess the infrastructure, housing, public facilities and economic development needs of Navajo Chapters affected by the Bennett Freeze.

CIP BUDGET

\$10,890,676
Every Chapter is required to maintain a prioritized list of infrastructure projects that need funding. The figure above represents the total budget as identified by the Chapter.

CHAPTER PRIORITIES

STRATEGIES	PRIORITY PROJECTS	CAPITAL IMPROVEMENT PROJECTS
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	Commercial/shopping center Creation of post-secondary learning facility and services Development at Canyon Diablo tourism area Development of adult daycare center Development of World War II Navajo Code Talker Monument/Japanese Internment Camp Museum Eradicate tamarisk as an invasive species Expanded and improved flea market/vendors area INITIATIVES To Be Determined...	Improvement of the road from Twin Arrows Casino to Leupp Improvements to Grand Falls tourism area Improvements to livestock facility and local ranching activities New grocery store and gas station Support for wind or solar energy development Plan/Design/Construct North Grand Falls Powerline Extension Plan/Design/Construct North Leupp Powerline Extension Plan/Design/Construct East Canyon Diablo Powerline Extension Plan/Design/Construct South Leupp Powerline Extension Plan/Design/Construct South Grand-falls Powerline Extension Round Cedar-Grand Falls Powerline Extension Plan/Design/Construct West Canyon Diablo Powerline Extension

CHAPTER OFFICIALS

Valerie Kelly, <i>Chapter President</i> Angela Horseherder-Cody, <i>Vice President</i> Calvin Johnson, <i>Secretary/Treasurer</i>

STEERING COMMITTEE MEMBERS

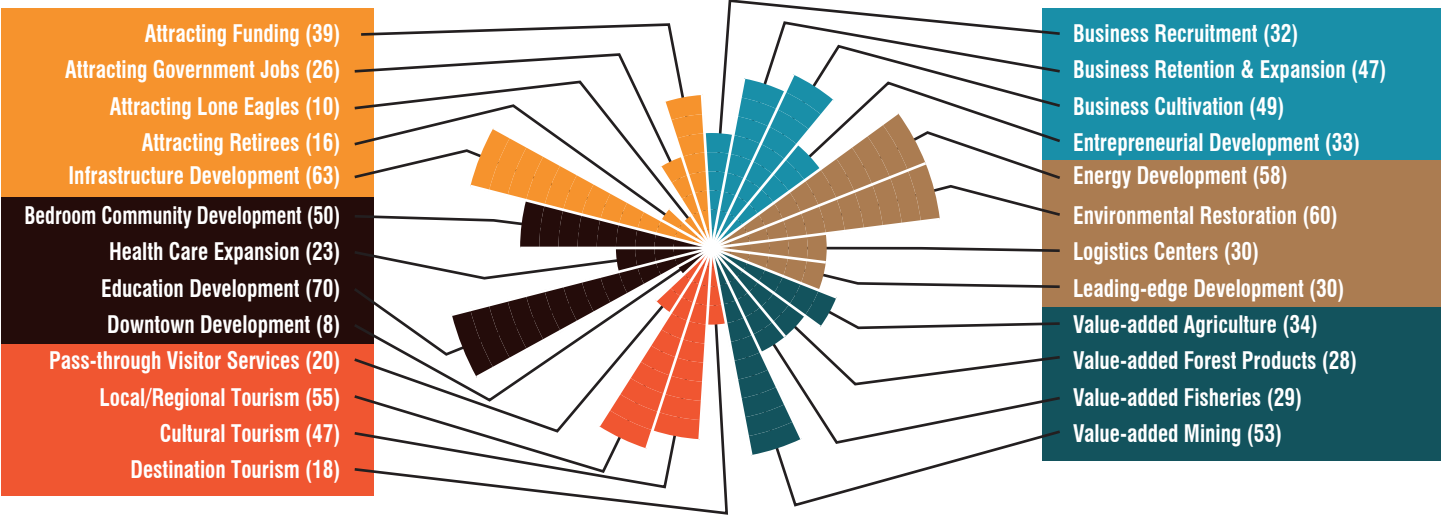
Merlyna Williams	Nelson Cody	Kenny Welch	Mel Cody
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DEMOGRAPHICS

Square Miles	371.1	Median Household Income	\$49,792
Population	1,905	Persons below the Poverty Line	15.5%
Median Age	31.7	Number of Households	472
Marital Status (Married)	41%	Persons per Household	4
High school grad or higher	77.7%	Number of Housing Units	472
Bachelor's degree or higher	7.5%	Median value of owner-occupied housing units	\$73,000
Per Capita Income	\$14,912	Mean travel time to work	47.3 min

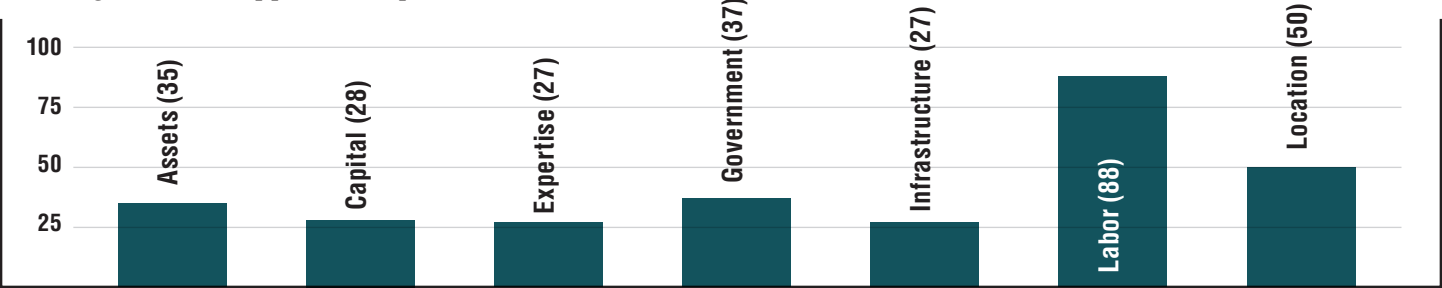
STRATEGY "THUMBPRINT"

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"KEY SUCCESS FACTOR" PERFORMANCE

There are seven categories of Key Success Factors for every community. The table shows the relative strength for each of the categories for Leupp on a 100-point scale.



2020 RECOVERY PLAN

TOLANI LAKE

(TÓ NEHELIIH)

CHAPTER BUDGET

Funding Source	Amount	% of Total
Chapter Non-Administrative Costs	\$80,358	34.2%
Company Stipends	\$27,991	11.9%
General Liability	\$271	0.1%
Personnel	\$90,369	38.5%
Special Revenue	\$35,021	14.9%
Workers Compensation	\$544	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
Total	\$234,890	100%

RECOMMENDED FUNDING

\$187,111,140

The amount above is the total chapter-based funding recommendation from the "2008 Tolani Lake Community-based Land Use Plan" developed by WHPacific to assess the infrastructure, housing, public facilities and economic development needs of Navajo Chapters affected by the Bennett Freeze.

CIP BUDGET

\$2,804,000

Every Chapter is required to maintain a prioritized list of infrastructure projects that need funding. The figure above represents the total budget as identified by the Chapter.

CHAPTER PRIORITIES

STRATEGIES	INITIATIVES	PRIORITY PROJECTS	CAPITAL IMPROVEMENT PROJECTS
Attracting Funding Attracting Government Jobs Attracting Lone Eagles Attracting Retirees Bedroom Community Development Business Cultivation Business Recruitment Business Retention and Expansion Cultural Tourism Destination Tourism Downtown Development Education Development Energy Development Entrepreneurial Development Environmental Restoration Health Care Expansion Infrastructure Development Leading-edge Development Local/Regional Tourism Logistics Centers Pass-through Visitor Services Value-added Agriculture Value-added Fisheries Value-added Forest Products Value-added Mining	Becoming a Certified Chapter Community Building in the Bennett Freeze Area Round Houses Rural Addressing	Build small satellite healthcare facility at Tolani Lake Develop coordinated trail from Tolani Lake to Leupp Development of Chapter House complex to include new offices and services Development of equestrian center Development of vending facilities Restore and reuse the former site of the Tolani Lake Day School Reuse/repurpose or demolish Round Houses Support solar and/or wind development	Plan/Design/Construct new parking lot for Tolani Lake Senior Center & Preschool Plan/Design/Construct Water Line 10 Miles N of Tolani Lake Chapter (Yaadeesk'idi Mesa) NW Powerline Extension Purchase Motor Grader Plan/Design/Construct Community Recreation Park Plan/Design/Construct New Parking Lot for the Tolani Lake Chapter House Withdrawal of Tolani Lake Gravel Pit Tract

CHAPTER OFFICIALS

Thomas Walker, Jr., *Council Delegate*
Alfred Thomas, *Chapter President*
Leland Dayzie, *Vice President*
Rena Edwards, *Secretary/Treasurer*
Leslie Williams, *Grazing/Land/Farm Board*

STEERING COMMITTEE MEMBERS

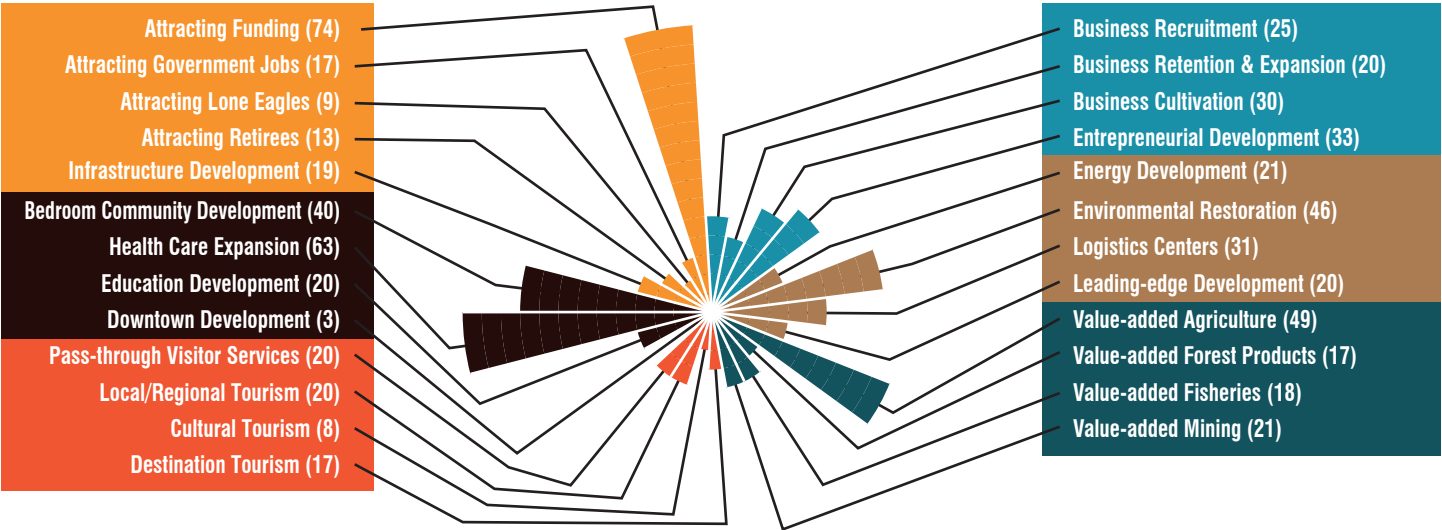
Marty Hatathlie	Rose Worker	Marjorie John	Carol W. Loom
Mary Delowe	Charidan Yazzie	Lloyd McCabe	Sharon Nez Tsosie
Priscilla Lane	Bill Edwards	Margarett Tom	Gary Biakeddy
Alice Goye	Louva Dahozy	Jonathan Yazzie	

DEMOGRAPHICS

Square Miles	344	Median Household Income	\$24,063
Population	703	Persons below the Poverty Line	30.1%
Median Age	40.9	Number of Households	204
Marital Status (Married)	31%	Persons per Household	3.3
High school grad or higher	66.6%	Number of Housing Units	204
Bachelor's degree or higher	4.4%	Median value of owner-occupied housing units	\$61,300
Per Capita Income	\$13,205	Mean travel time to work	49.1 min

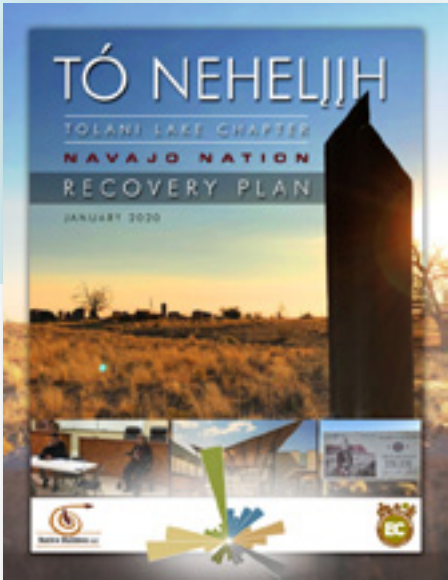
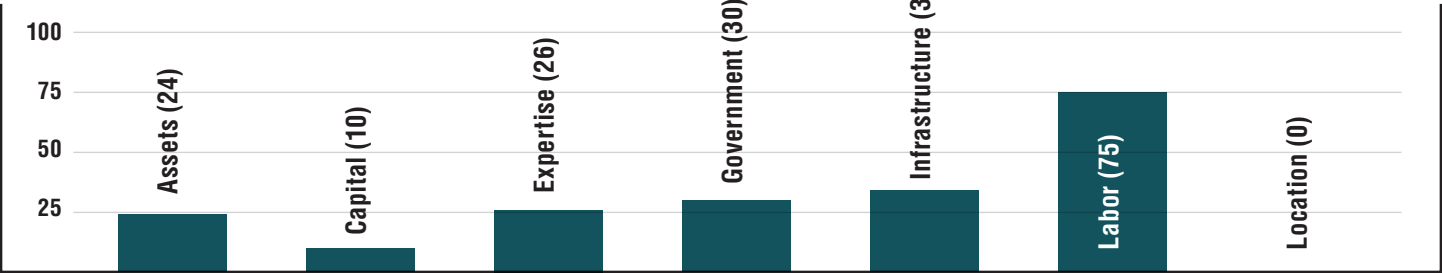
STRATEGY "THUMBPRINT"

Every Chapter (and every Community) has its own "economic DNA." The Community Thumbprint™ below shows the relative strength of each of the 25 strategies in terms of its "likelihood of successful implementation" based upon 88 Key Success Factors. Key Success Factors are "conditions or abilities that enable or impede the ability of the Chapter/Community to successfully advance strategies."



"KEY SUCCESS FACTOR" PERFORMANCE

There are seven categories of Key Success Factors for every community. The table shows the relative strength for each of the categories for Tolani Lake on a 100-point scale.



2020 RECOVERY PLAN

TONALEA (RED LAKE)

(TO'NIHALII')

CHAPTER BUDGET

Funding Source	Amount	% of Total
Chapter Non-Administrative Costs	\$124,751	38.6%
Company Stipends	\$27,991	8.7%
General Liability	\$343	0.1%
Personnel	\$114,455	35.4%
Special Revenue	\$54,369	16.8%
Workers Compensation	\$689	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
Total	\$322,934	100%

RECOMMENDED FUNDING

\$396,325,650

The amount above is the total chapter-based funding recommendation from the "2008 Tonalea Chapter Comprehensive Land Use Plan" developed by WHPacific to assess the infrastructure, housing, public facilities and economic development needs of Navajo Chapters affected by the Bennett Freeze.

CIP BUDGET

\$6,427,029

Every Chapter is required to maintain a prioritized list of infrastructure projects that need funding. The figure above represents the total budget as identified by the Chapter.

CHAPTER PRIORITIES

STRATEGIES	INITIATIVES	CAPITAL IMPROVEMENT PROJECTS
Attracting Funding	Chapter House Project	New Tonalea Chapter House
Business Recruitment	Housing Improvements	Wildcat Peak Power Line Extension Project Phase II
Education Development	Public Safety Complex	Sour Wash Powerline Extension
Energy Development	Veterans Facility and Services	White Mesa Power Line Extension Phase II
Entrepreneurial Development	Community Cemetery Expansion	
Environmental Restoration	One-acre Transfer Station	
Health Care Expansion		
Infrastructure Development		
Pass-through Visitor Services		
Value-added Agriculture		
	PRIORITY PROJECTS	
	Capitalize upon new fiber optic lines	Offer dialysis services at Tonalea Red Lake
	Development of bus turnout on highway 160	Rebuild/restore former irrigation project; restore former military Quonset huts
	Development of educational facility offering GED programming and workforce development training	Restore brownfields site including the remediation of Red Lake
	Development of nursing home and/small clinic/ oncology center at Tonalea Red Lake	Restore old Tonalea Trading Post and Cow Springs Trading Post areas
	Improve the pullout and provide interpretive documentation at Elephant's Feet and White Mesa Arch	Subsurface water development to support large-scale agricultural projects
	Leverage development of new Chapter House to provide computer lab and other beneficial space	Support a solar energy or wind farm

CHAPTER OFFICIALS

Sarah Slim, *Chapter President*
 Marie B. Acothley, *Vice President*
 Delores J. Claw, *Secretary/Treasurer*
 Vicki R. Lee, *Grazing/Land/Farm Board*

STEERING COMMITTEE MEMBERS

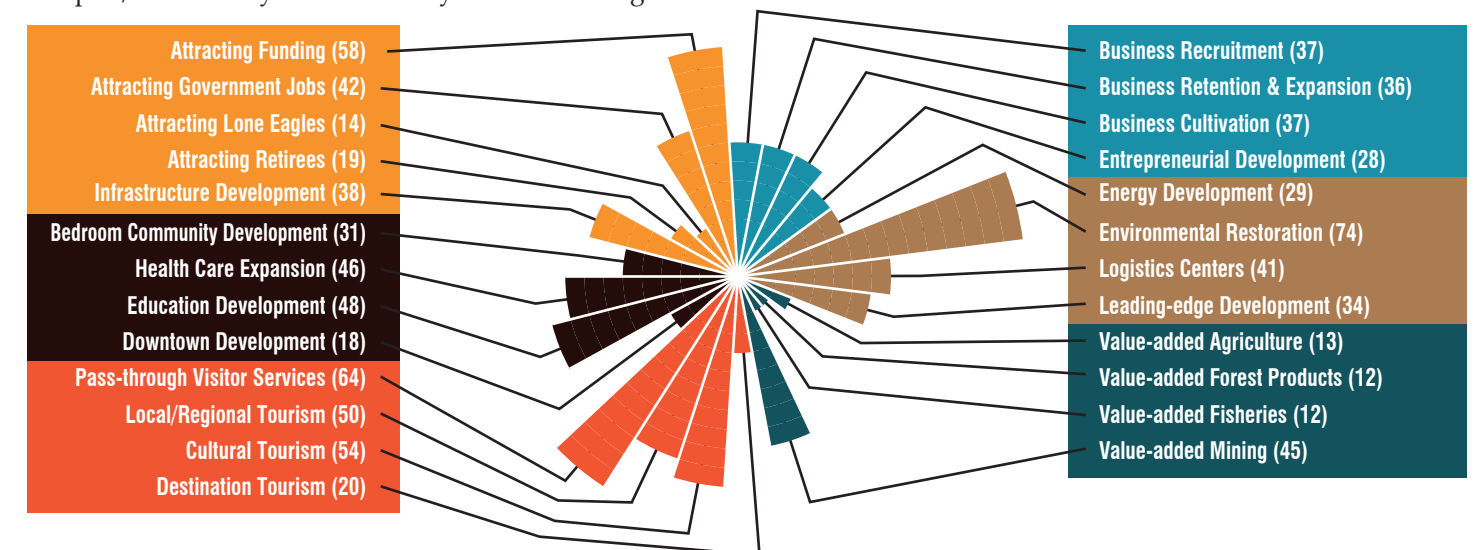
Cindy S. Covey Aileen Fowler Olende Kerry Rina Ellis
 Alfonda Watson Linda Chee Lauritta Fowler Marisa Mike

DEMOGRAPHICS

Square Miles	275.9	Median Household Income	\$19,896
Population	1,989	Persons below the Poverty Line	40.4%
Median Age	27.8	Number of Households	524
Marital Status (Married)	39%	Persons per Household	3.8
High school grad or higher	67.1%	Number of Housing Units	524
Bachelor's degree or higher	4.5%	Median value of owner-occupied housing units	\$50,400
Per Capita Income	\$10,134	Mean travel time to work	48.7 min

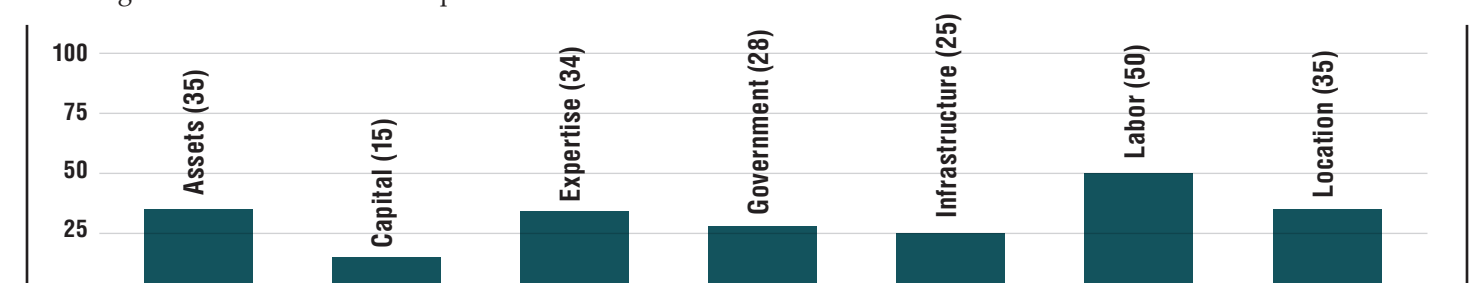
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"KEY SUCCESS FACTOR" PERFORMANCE

There are seven categories of *Key Success Factors* for every community. The table shows the relative strength for each of the categories for Tonalea on a 100-point scale.



2020 RECOVERY PLAN

TUBA CITY

(TO NANEES' DIZI')

CHAPTER BUDGET

Funding Source	Amount	% of Total
Chapter Non-Administrative Costs	\$217,808	47.7%
Company Stipends	\$27,986	6.1%
General Liability	\$343	0.1%
Personnel	\$114,455	25.1%
Special Revenue	\$94,924	20.8%
Workers Compensation	\$689	0.2%
Workers Compensation Chapter Offices	\$336	0.1%
Total	\$456,541	100%

RECOMMENDED FUNDING

\$1,731,001,236
The amount above is the total chapter-based funding recommendation from the "2008 Tuba City Community Land Use Plan (CLUP)" developed by WHPacific to assess the infrastructure, housing, public facilities and economic development needs of Navajo Chapters affected by the Bennett Freeze.

CIP BUDGET

\$127,661,066
Every Chapter is required to maintain a prioritized list of infrastructure projects that need funding. The figure above represents the total budget as identified by the Chapter.

CHAPTER PRIORITIES

STRATEGIES	INITIATIVES	PRIORITY PROJECTS	CAPITAL IMPROVEMENT PROJECTS
Attracting Funding Attracting Government Jobs Attracting Lone Eagles Attracting Retirees Bedroom Community Development Business Recruitment Business Retention and Expansion Cultural Tourism Destination Tourism Downtown Development Education Development Energy Development Entrepreneurial Development Environmental Restoration Health Care Expansion Infrastructure Development Leading-edge Development Local/Regional Tourism Pass-through Visitor Services Value-added Agriculture Value-added Forest Products	Behavioral Health/Drug and Alcohol Abuse Chapter Empowerment CPR Training Fire Department Flood Plain Government Efficiency Hay and Wood Distribution Homelessness Law Enforcement Leadership Meeting Federal Promises Natural Gas-based Home Heating Parenting Classes Suicide Prevention University-based Root Cause Analysis Volunteerism Water - Domestic and Livestock Use Water Rights	Cleanup of uranium mine sites and underground gas tanks Develop and maintain recreational trails Develop public safety and emergency services facility Development of small business incubator/business accelerator Development of solar farm or wind farm Expand existing RV park Expedite development of all top priority Tuba City Regional Health Care Corporation projects Facilitate development of manufactured housing business Large scale highway and street scape redevelopment project on Tuba City Main Street Redevelop old BIA buildings Tuba City downtown Main Street redevelopment project Vending facility development	Headstart Building Renovation Fire Department Renovation & Fleet Parking Area Community Cemetery & Veterans Cemetery New To' Nanees' Dizi' Youth Center Demo/Replacement Community Center New To' Nanees' Dizi' Fair-grounds/Sports Complex New To' Nanees' Dizi' Equestrian Center New To' Nanees' Dizi' Multi-Purpose Facility To' Nanees' Dizi' Local Government Building Renovation New To' Nanees' Dizi' Senior Center Building N609 (2) 2, 4, Kerley Valley Road Improvement N1012, Moenave Road Improvement N6222, Old Airport Loop Road N6221, Chee Willie Road Improvements

CHAPTER OFFICIALS

Gerald Keetso, *President*
Joetta Goldtooth, *Acting Vice President*
Velma Maloney-Begaye, *Secretary/Treasurer*
Steven Arizona, *Grazing/Land/Farm Board*
Durann Begay, *Acting Chapter Manager*

STEERING COMMITTEE MEMBERS

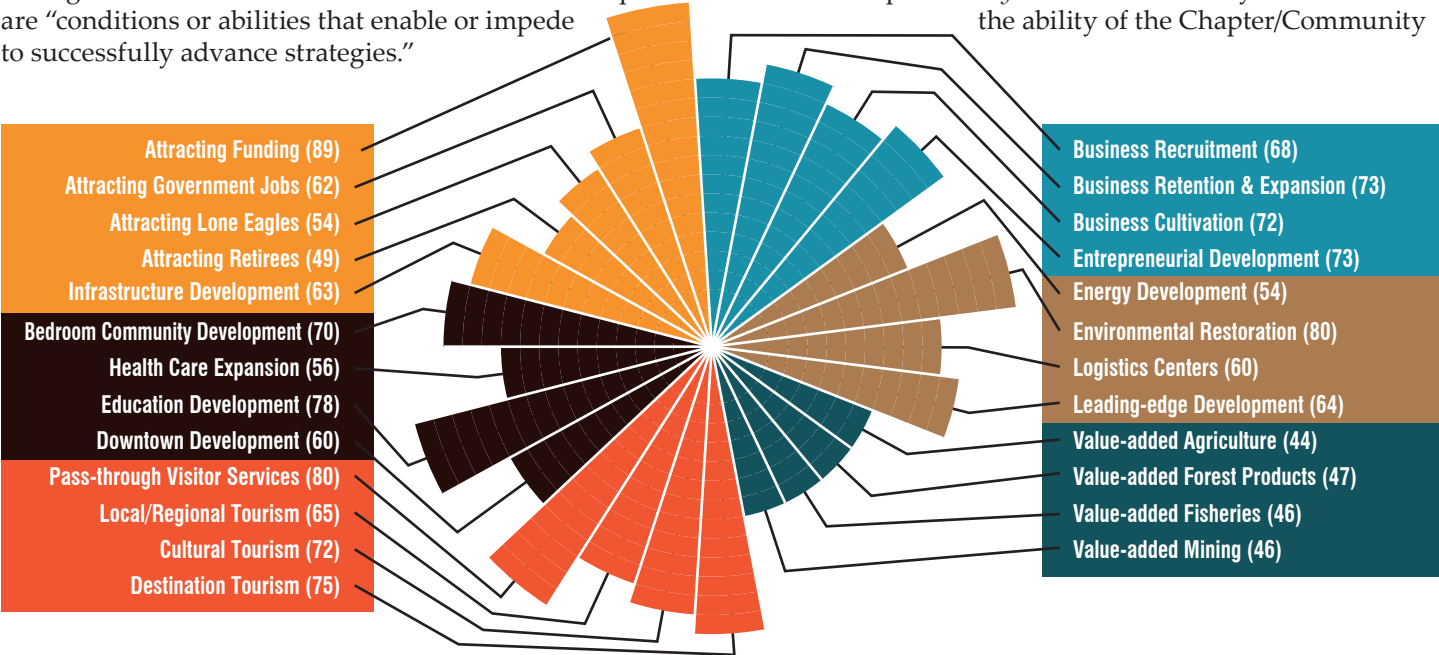
Charlene Manygoats	Nelson Cody Jr.	Max Goldtooth, Sr.	Eileen Tohonnie
Angelita Williams	Cecil Nez	Helen Webster	Dexter Donald

DEMOGRAPHICS

Square Miles	341.2	Median Household Income	\$46,263
Population	9,406	Persons below the Poverty Line	29.4%
Median Age	29.8	Number of Households	2,456
Marital Status (Married)	31%	Persons per Household	3.8
High school grad or higher	82.8%	Number of Housing Units	2,456
Bachelor's degree or higher	17.4%	Median value of owner-occupied housing units	\$54,600
Per Capita Income	\$15,509	Mean travel time to work	18.6 min

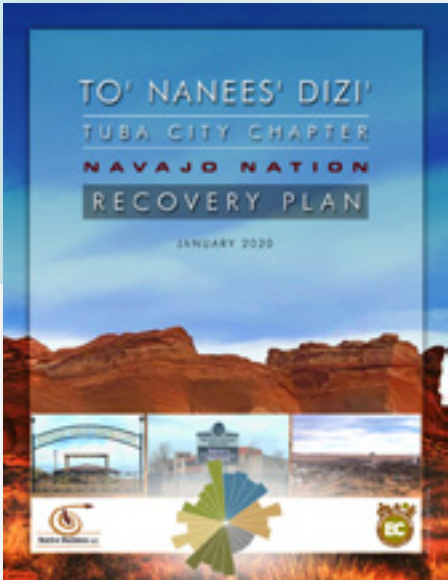
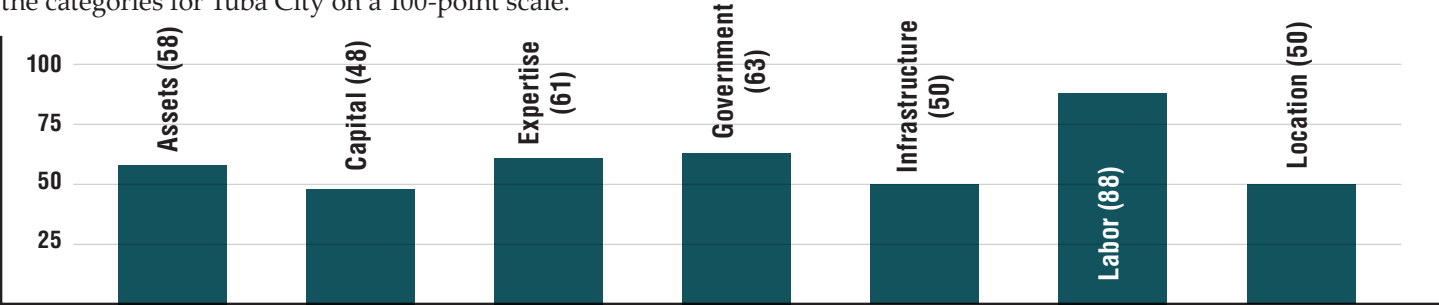
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"KEY SUCCESS FACTOR" PERFORMANCE

There are seven categories of Key Success Factors for every community. The table shows the relative strength for each of the categories for Tuba City on a 100-point scale.



BUILDING AN ECONOMY



AGRICULTURE AND NATURAL RESOURCES: UTILIZING AND PROTECTING THE LAND

GETTING BACK TO OUR ROOTS

Livestock and farming have always been integral to the Navajo lifestyle. Unfortunately, a combination of government policies, drought and the globalization of food distribution channels has severely impacted this Navajo way of life.

One measure of the success of the Navajo Thaw will be a return to sustainability in terms of food and water. Four independent initiatives are identified here:

- Large-scale Farming
- Small-scale Farming
- Region-wide Livestock Investments
- Navajo Beef Production and Marketing

LARGE-SCALE FARMING

During the local planning sessions, at least three of the Chapter Steering Committees made reference to the availability of ground water and the benefit of large-scale irrigated agriculture. Chapter leaders throughout the Navajo Thaw Region look to the Navajo Agricultural Products Industry (NAPI) which grows several forage and feed products within the region of Northwest New Mexico. Alfalfa, wheat straw and other products are produced and then marketed under the brand of Navajo Pride.

Especially with the planned development of the Western Navajo Pipeline project, the prospect of a new source of water elevates possibilities within this economic sector.

SMALL-SCALE FARMING

It takes a major grassroots effort in order to advance a successful project on the Navajo Nation. For the Cameron Farms project, this commitment has been in place for years.



Cameron Farm Enterprise, Inc. has already received a federal Employer Identification Number (EIN). Successfully navigating the land withdrawal process is underway. The Navajo Fish and Wildlife Biological Resource Compliance and the Navajo Historic Preservation Compliance studies are underway. In addition, an intensive Uranium Gamma Ray Radiation Study has been completed.

The next step is to apply for an Agricultural Lease and then to hire office staff, operators and workers while simultaneously securing funding in coordination with a successful local non-profit, Tolani Lake Enterprises, Inc.

All of this will be worthwhile when the project is operational and ready for replication throughout the Navajo Nation.

Little Colorado River (LCR) Valley Farms Project

The Little Colorado River Valley Farms Regional Plan is rooted in generations of family and community experience irrigating crops of corn, melons, beans, squash, chile and potatoes in the LCR Valley. Previous generations of Navajo people in Cameron, Coalmine Canyon, Leupp, Sandsprings, Tolani Lake and Tsidid To, prayed and envisioned and gave their hearts and teachings to restore the entire length of the LCR and its tributaries.

This project represents Diné food and water security, sovereignty, and economic self-determination.

The Navajo Thaw Regional Plan is intended to make up for over 50 years of lack of investment into all forms of community and economic development, including the restoration of historic agricultural practices. The LCR Valley River Farms Regional Plan identifies an additional 4,000 acres of fertile irrigable soils adjacent to the alluvial aquifer of the LCR. Advancing this project goes to the core of what it means to be Navajo.



BUDGET SUMMARY

	Item	100 Acre Budget*	4,000 Acre Budget
Capital Costs (Recouped over ten years)	Land Development	\$230,000	\$9,200,000
	Water Development and Delivery	\$470,000	\$18,800,000
	Farm Equipment and Facilities	\$600,000	\$24,000,000
	Subtotal	\$1,300,000	\$52,000,000
Operating Costs	Two Years Annual Crop Productions @ \$178,500	\$357,000	\$14,280,000
	Two Years Water Quality Monitoring – LCR Upstream @ \$65,000	\$130,000	\$5,200,000
	Two Years Organization Development, Community Outreach, Fundraising, and Capacity-building Support for Development, Production, Management, Marketing @ \$125,000	\$250,000	\$10,000,000
	Two Years Youth Capacity-building in Soil and Water Conservation and Entrepreneurship @ \$125,000	\$250,000	\$10,000,000
	Subtotal	\$987,000	\$39,480,000
Contingency @ 10%		\$228,700	\$9,148,000
Subtotal		\$2,515,700	\$100,628,000
TLE Fiscal Sponsorship @ 10%		\$251,570	\$10,062,800
Total		\$2,767,270	\$110,690,800

*Scalable Increment

AGRICULTURE AND NATURAL RESOURCES (CONTINUED)



Flock of sheep owned by Navajo Indians fording a river, circa 1900. Credit: California Historical Society Collection at the University of Southern California

REGION-WIDE LIVESTOCK INVESTMENTS

Sheep, cattle and horses are integral to the Navajo way of life. Dating back to the 18th century, the Navajo people became quite adept at managing flocks of sheep and cattle herds. The Navajo people marketed their wool both as a raw material and woven into Navajo rugs and blankets. The revenues gave the Navajo people incentive to continue to increase the size of their herd.

The “infrastructure” essential to the Navajo ranching economy relates to the water wells, windmills (which generate the power to pump water from the ground), and storage tanks to make water available to livestock.

Like other forms of infrastructure that are in disrepair throughout the Navajo Thaw Region, the livestock infrastructure is also decades behind. The table on the following page identifies the needed livestock infrastructure improvements by type and location.

LIVESTOCK PROJECTS BUDGET

Project Type	Bodaway Gap	Cameron	Coalmine Canyon	Coppermine	Kaibeto	Leupp	Tuba City	Tolani Lake	Tonalea	Other	Total
Water Well Replacement ¹		\$320,500	\$898,000	\$285,500	\$295,000				\$345,000		\$2,144,000
Livestock Projects ²	\$135,854					\$108,080				\$73,290	\$317,224
Windmill Replacement ³					\$10,500						\$10,500
Livestock Water Storage Replacement ⁴	\$198,160			\$55,540	\$49,540		\$49,540				\$352,780
Stock Trough Replacement ⁵	\$5,500		\$3,300				\$3,300				\$12,100
Powerline Project ⁶						\$160,000					\$160,000
Down-hole Equipment Replacement ⁷				\$46,769					\$20,175		\$66,944
Pump Jack Stand Replacement ⁸			\$8,400								\$8,400
Waterline Projects ⁹	\$160,000		\$19,750								\$179,750
Personnel and Equipment Needs ¹⁰										\$160,854	\$160,854
Total by Chapter	\$499,514	\$320,500	\$929,450	\$387,809	\$355,040	\$268,080	\$52,840	\$0	\$365,175	\$234,144	\$3,412,552
Contingency at 10%											\$341,255
Grand Total:											\$3,753,807

¹ Water Well Replacement—The project includes drilling of a new livestock water well, well logging, designing, installation of well casing/screen, conduct pump test, water analysis, pumping equipment, generator, control panel, pump house, storage tank, waterline, fencing, obtain all necessary clearances, etc.

² Livestock Projects—Replacing or installing livestock steel storage tanks.

³ Windmill Replacement—Install 16’ Windmill with new mast pipe/stub tower.

⁴ Livestock Water Storage Replacement—Replacing or installing livestock steel storage tanks.

⁵ Stock Trough Replacement—Stock Troughs 2 each, Gravel 6 yards, Cement 20 Bags, 1¼” Gate Valve, 1 ¼” Stop/Waste Valve, 1 ¼”X50’, HD Plastic Hose, 2”X6”X 64’ Lumber, Rebar.

⁶ Powerline Project—This project consists of one mile of powerline Booster pump, control panel, pump house, etc. to pump water from Tank B of well # 5T-529 to pump water into Tank C to serve livestock water needs in Black Falls, FBFA.

⁷ Down-hole Equipment Replacement—Installation of joints, rods and cylinders.

⁸ Pump Jack Stand Replacement—Install pump jack stand.

⁹ Waterline Projects—Installation of 2” x 11,500 feet of 200 psi PE pipeline from well number 3T-547.

¹⁰ Personnel and Equipment Needs—Heavy equipment operators, welding machines, trailers, hand tools and safety equipment.

¹¹ Information for Bodaway Gap was developed separately. The methodology may be somewhat different than the approach used for the other Chapters.

The Second Long Walk

Many people are familiar with the Long Walk of the Navajo, also called the Long Walk to Bosque Redondo. This was the 1864 deportation and attempted ethnic cleansing of the Navajo people by the United States federal government. Navajos were forced to walk from their land to eastern New Mexico. Over 50 forced marches occurred between March 1864 and the end of 1866. Many anthropologists claim that the collective trauma of the Long Walk is critical to contemporary Navajos sense of identity as a people.

What is less known is the Navajo's Second Long Walk which is a second period of time in the 1930s when the federal government sent many animals to market or slaughtered them on the reservation based upon a highly contested federal government analysis concluding that the livestock were well beyond the carrying capacity of the reservation at that time. Historians have indicated that the analysis by Washington was quite thin, and dissent with its conclusions was suppressed. The reduction of livestock was against many Navajo traditions, and destroyed a main source of income. The Navajo people consider livestock as sacred and integral to their lives, and believe that livestock were given to them by the Holy People.

IMPOUNDMENTS (EARTHEN DAMS)

With rainfall typically averaging only 7-11 inches per year, and much of this rainfall coming during the monsoon season (early July through early September), creating maximum value of rainfall is essential for the agrarian-based Navajo economy. About 50-70 years ago, this led to the construction of a series of impoundments (earthen dams) that would capture such rainfall for agricultural benefit. Unfortunately, due to a lack of maintenance, many of these structures are no longer functional.

Continued on the following page...

AGRICULTURE AND NATURAL RESOURCES (CONTINUED)

...continued from previous page

IMPOUNDMENTS (EARTHEN DAMS), CONTINUED

In the Navajo Thaw Region, it is estimated that there are over 400 earthen dams. In order to fully restore the functionality of the dams, it would require eight bulldozers each restoring 50 sites over the course of a construction period of 45 days each. On average, 3,000 cubic yards of material would be relocated.

It is estimated that it would cost \$9.54 million if the project were contracted out. Alternatively, if the project were completed in-house by the Navajo Department of Water Resources, the cost estimate is \$6 million. In addition to the impoundments, the drilling and maintenance of wells is critical for the Navajo lifestyle.

Impoundments (Earthen Dams)	
Chapter	#
Bodaway-Gap	180
Cameron	41
Coalmine Canyon	126
Coppermine	14
Kaibeto	3
Tonalea	12
Tolani Lake	18
Tuba City	49
Total	443

Wells	
Operator	#
Navajo Nation Department of Water Resources	51
Unknown/No Data	49
Department of Energy/Uranium Mill Tailing Remedial Action	43
Private	20
Navajo Tribal Utility Authority	15
Indian Health Service/Bureau of Indian Affairs	7
Total	185

NAVAJO BEEF PRODUCTION AND MARKETING

NAVAJO BEEF AND THE PADRES MESA DEMONSTRATION RANCH

Perhaps the most recognized and celebrated program of the Office of Navajo and Hopi Indian Relocation (ONHIR) is the establishment of the Padres Mesa Demonstration Ranch (PMDR). With annual rainfall averaging under 10 inches per year, only extraordinary range management practices create a sustainable growing dynamic for cattle. Today, the rangelands at PMDR are the envy of Navajo Nation and much of Indian Country. Understanding the carrying capacity of the land and then managing cattle grazing accordingly has set PMDR apart.



In 2009, the land that is now PMDR was vacant with no land management practices whatsoever. The Relocatees (Navajo people that were relocated due to the land dispute with The Hopi Tribe) were told to “go make a living” but they had no organized means to profit from cattle ranching. PMDR instituted a four-fold approach to creating such an economy: 1) improved land management practices, 2) state-of-the-art vaccination programming, 3) advice on cattle genetics and 4) access to markets and improved profitability.

Today, the market for quality beef places a premium on grass-fed cattle such as what is produced at PMDR. The combination of “grass-fed” and “Native American” operations creates a theme and brand that also contributes to the premium prices that are enjoyed by ranchers affiliated with PMDR.

Since the establishment of PMDR, the program has experienced steady growth. Today, the program grosses between \$250,000-\$300,000 annually. These funds are utilized to pay the labor force (cowboys), fuel and vehicles. In addition, the program estimates that they move livestock valued at approximately \$1 million annually. The program estimates that every time they “touch” an animal, the value of the animal increases between \$100-\$200. “Touching” means any form of programming or advice to the rancher to increase the value of the herd.



Credit: Tim Adams (flickr.com)

Need for a Plan for the Future of PMDR

One of the top priorities at Navajo is sustaining and expanding the successful Navajo Beef and Native Beef labels through the continued operations and growth of the Padres Mesa Demonstration Ranch. With the potential phase-out of ONHIR, NDCG identifies the following eight objectives of such a plan:

- Develop a plan that defines the specifics of a Pilot Program
- Define the parameters of a viable replacement organization for ONHIR
- Identify a path forward for PMDR operations and long-term viability
- Develop a proposed long-term, financially-sustainable budget solution
- Develop a recommended human resources plan for future PMDR operations
- Identify collaborators to support PMDR operations
- Propose specific language for replacement federal regulations
- Establish a program that operates for seven years, concluding with an evaluation period

ENVIRONMENTAL RESTORATION: FROM PAST ABUSES TO FUTURE OPPORTUNITIES

URANIUM MINING ON NAVAJO: A CURRENT LIABILITY AND A FUTURE ENVIRONMENTAL RESTORATION OPPORTUNITY

The unique geology of the region makes the Navajo Nation rich in uranium, a radioactive ore in high demand after the development of atomic power and weapons at the close of World War II in the 1940s. According to the U.S. EPA, approximately 30 million tons of uranium ore were extracted during mining operations within the Navajo Nation from 1944 to 1986.

Many Navajo people worked in and near the mines, often living and raising families within close proximity to the mines and processing sites. Routine respiratory protections were not provided to miners. Navajo uranium miners suffered from high mortality rates from lung cancer, tuberculosis, and other respiratory diseases.

After the Cold War ended and the federal government no longer needed uranium to produce nuclear weapons, many of the mines on Navajo lands were abandoned—not covered, or sealed, or remediated. The uranium processing sites were decommissioned by the United States government, and radioactive mill tailings were capped with clay and rock and left at the former mill sites.

Today, there are approximately 524 uranium mine sites, with only 219 sites

“Prior to uranium mining, the Navajo people were virtually cancer free with the lowest lung cancer rate of all Native American nations. Today, cancer is the second leading cause of mortality among the Navajo people. Cancer rates doubled on the Navajo Nation from the 1970s to the 1990s. The Navajo Nation and its people have suffered far too much from uranium’s toxic legacy.”

— Navajo Nation President Jonathan M. Nez*
*Statement made prior to COVID-19

having funds available for clean-up and remediation efforts, leaving a total of 305 sites stagnant with no efforts being made to address the environmental and health hazards to surrounding areas and people.

Unfortunately, there are countless testimonial stories in Navajo communities that reveal how past uranium activity has devastated Navajo families, traditions, and Mother Earth. Some common examples include an individual who as a child played in an abandoned mine or mill tailing pile, a sheep herder who watered his sheep in an un-reclaimed open pit mine, an elderly woman who for many years washed the dust-coated clothing of her uranium miner husband, or a family who obtained their drinking water from a stream that ran through or near a uranium mine.

Uranium Workers and COVID-19

It is estimated that approximately 5,000 Navajo people worked in the uranium mines. Many of those workers are now in their 80s and 90s. Many of those that have still survived are dealing with chronic lung disease in the middle of a pandemic. Navajo elders that are dealing with pulmonary fibrosis are gravely concerned about the potential impacts of the pandemic.

OPPORTUNITIES FOR NAVAJO TO MOVE FORWARD

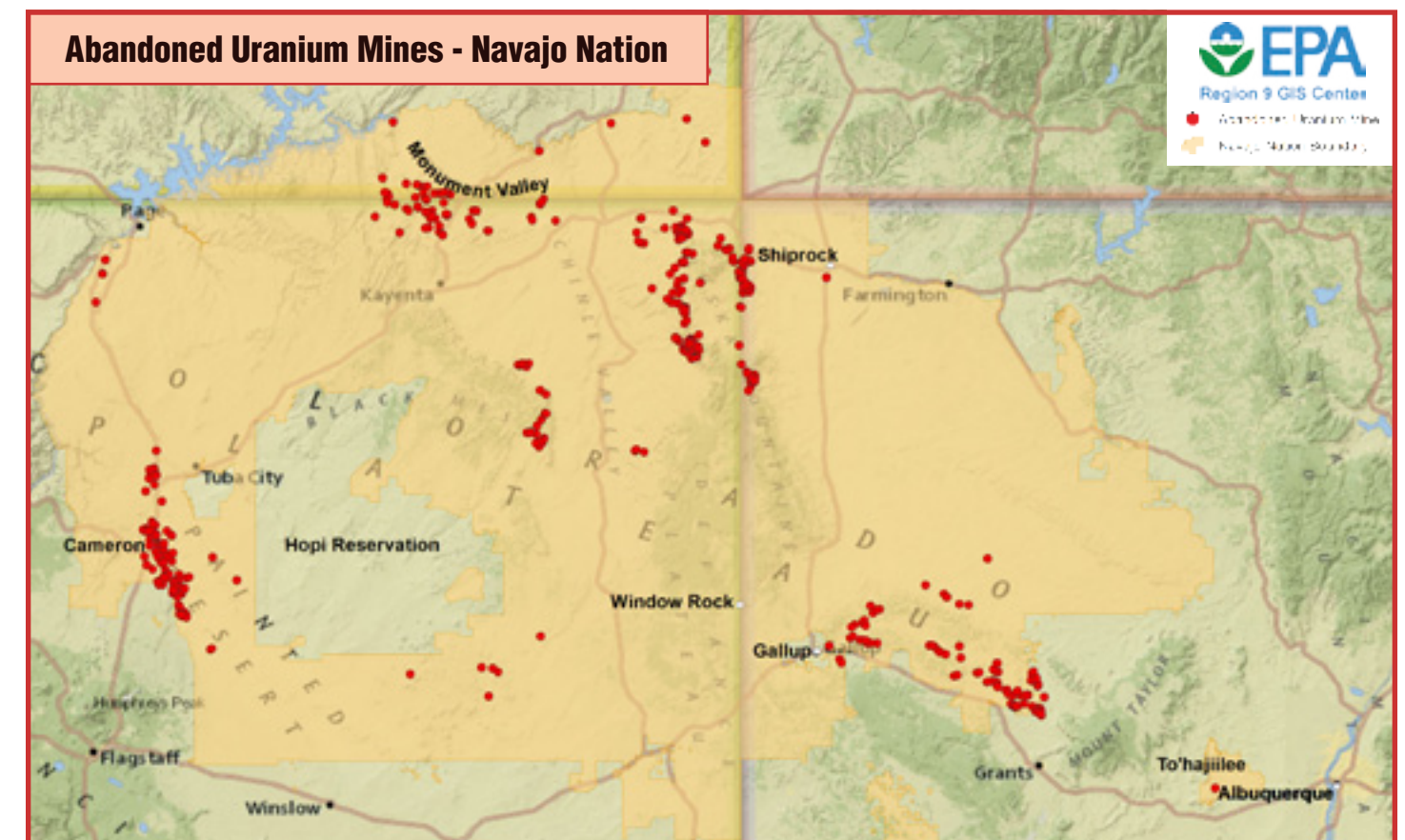
All the Navajo Thaw Chapters selected Environmental Restoration as a strategy to positively impact the future. Support is needed to establish an Environment Restoration Fund that would address the many small strip mines that allow for relatively easy cleanup as compared to the larger mines of the Four Corners region.

Another opportunity would be to establish the Native American Institute for Uranium Cleanup. This innovative idea is an opportunity to create a local think tank that would give Navajo its own voice in the restoration of Mother Earth. For Native American people, the natural process to address environmental restoration has unique meaning with respect to culture, plant gathering, hunting, and community interactions.

FIVE-YEAR PLAN 2014 – 2018: FEDERAL ACTIONS TO ADDRESS IMPACTS OF URANIUM CONTAMINATION ON THE NAVAJO NATION

Six federal agencies have drafted a Five-Year Plan (2014 – 2018) to address uranium contamination on the Navajo Nation. The Plan describes these major goals:

- Clean up contaminated structures
- Provide clean drinking water
- Assess abandon uranium mines
- Clean up Northeast Church Rock Mine and other high priority mines
- Remediation of groundwater at three former UMTRCA mill sites
- Conduct health studies
- Provide for workforce training and development
- Conduct coordinated outreach and education
- Clean up the Tuba City Dump



*Abandoned Uranium Mine Settlements on the Navajo Nation. (2018, April). Retrieved July 9, 2019, from epa.gov/sites/production/files/2018-05/documents/navajo_nation_settlement_fact_sheet-2018-04-18.pdf

SFD1602325 March 30, 2016

HEALTH CARE: CREATING A HEALTHY CITIZENRY

LOCAL ADVOCACY FOR A NEW HEALTH CLINIC



Knowing the need for quality, accessible healthcare, these grass-root advocates have collaborated with Indian Health Services and Tuba City Regional Health Care Corporation to ensure that the planning and design documents are developed, the land lease is secured and the construction is implemented.

The project will include a 122,000 square foot health care center, a helipad, 92-person staff housing with recreational facilities, 308 parking spaces and a sewage lagoon. In total, approximately 250 FTE workers will support the facility.

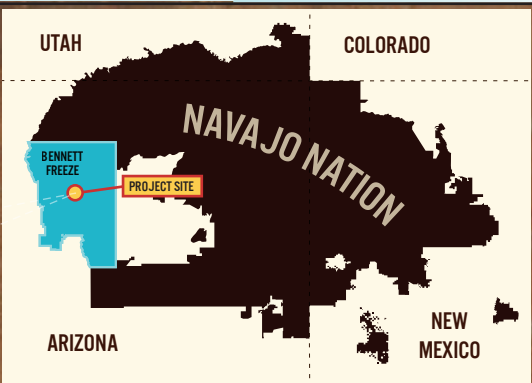
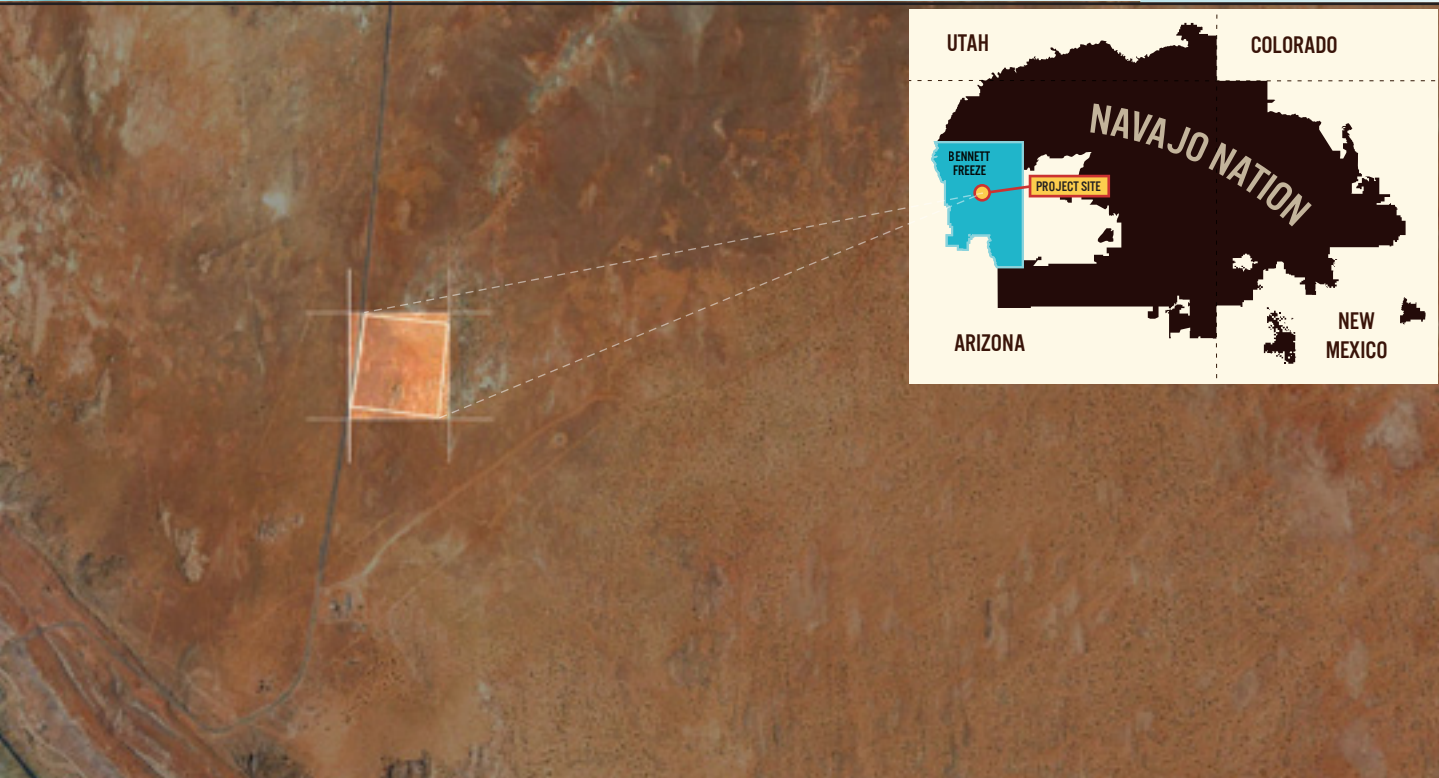
Accomplishments over the past 12 years include the withdrawal of 75 acres for the project by the Coppermine Chapter. The Phase I SSER was signed in November 2019. The Steering Committee recommended the name Echo Cliffs Health Center. Thanks to the advocacy of the committee, Congress has now appropriated \$103.2 million for the \$151.2 million project. \$48 million is still needed for the project.



It takes uncommon dedication and perseverance to successfully advance projects in Indian Country. Nowhere is this more evident than the effort to build and operate a new health care clinic in the Navajo Thaw Region.

For 12 years, local volunteers have sat on an advisory committee to Indian Health Services for the development of the Bodaway Gap Health Care Clinic.

ECHO CLIFFS HEALTH CENTER



PROJECT HIGHLIGHTS		BUDGET	
PROJECT NAME: Echo Cliffs Health Center		TOTAL PROJECT COSTS: \$151,200,000 • \$103.2 million appropriated • \$48 million still needed	
LOCATION: Coppermine Chapter			
TIMELINE			
NOTES:		• The Program Justification Document (PJD) and Program of Requirements (POR) was approved in 2008 • PJD and POR, Phase II SSER (2020) • Design & Construction (~2021 to 2025)	
PLANNED SERVICES			
• Specialty Care • Audiology • Behavioral Health • Dental • EMS • Eye Care		• Primary Care • Podiatry • Diagnostic Imaging (x-ray) • Laboratory • Pharmacy • Physical Therapy	
		• Preventive Health (HPDP, Wellness and Navajo Nation Programs) • Administrative Support • Facility Support Services • Cafeteria	

HOUSING DEVELOPMENT: SOLVING THE OVERCROWDING PROBLEM

2011 NHA NEEDS ASSESSMENT

In August 2011, the Navajo Housing Authority (NHA) conducted the most comprehensive housing assessment ever completed in Indian Country. The document, *Phase II Housing Needs Assessment and Demographic Analysis*, was published in 2011, presenting startling findings.

The massive survey effort included 31,000 individuals living on the Navajo Nation. The report concluded that a total of 34,100 new units/replacements needed to be constructed, including 18,900 units to address poor housing conditions and 15,200 units to address overcrowding.

COMBINED REMEDY TOTAL

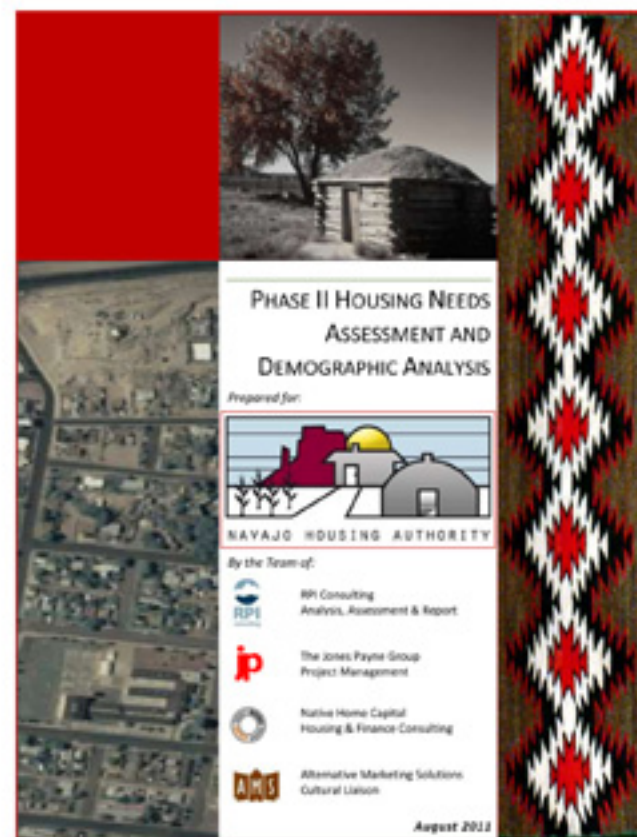
	Condition-Related	Capacity-Related (overcrowding)	Total
Total new Units/Replacements	18,900	15,200	34,100
Total Potential New Units/Repairs	4,400	0	4,400
Total Repairs	34,300	0	34,300
Total Expansions	0	8,500	8,500

It is expected that the cost of new units, repairs and expansions will total between \$7.9 and \$8.9 billion. The majority of costs are a result of constructing new units to alleviate overcrowding and dilapidated physical structures.

More than half of individuals living on the Navajo Nation live in structures that are either dilapidated or require serious repairs.

Half of all individuals living on Navajo tribal lands have incomplete bathroom facilities and more than half have incomplete kitchen facilities. Homes on the Navajo Nation are generally smaller than the average home in the United States. The Navajo Nation overcrowding rate is 39%. The rate of overcrowding in the US as whole is around 6%. More than half of individuals living on the Navajo Nation live in structures that are either dilapidated or require serious repairs.

Half of all individuals living within Navajo Tribal Lands report having incomplete bathroom facilities.



Nearly one-third of households require water transportation/hauling for domestic purposes.

Half (51%) of all individuals living within Navajo tribal lands reported having incomplete bathroom facilities and more than half (55%) reported incomplete kitchen facilities. In the United States as a whole, 99% of housing units possess complete bathroom and kitchen facilities.

Over 75% of Navajo Nation residents report making less than \$15,000 annually.

The median home value within the Navajo Nation is roughly one-third of the national median.

Homes within the Navajo Nation are generally smaller than the average home in the United States. Navajo Nation homes have a median of 3 rooms, while the U.S. median is 5.4 rooms. It is reported that 24% of homes in the Navajo Nation have only one room, compared with the US in which one-room homes account for only 1% of housing stock.

With regard to housing condition, more than half of individuals residing in the Navajo Nation live in structures reported to be dilapidated or requiring serious repairs. Only 44% of the population lives in a dwelling that needs no repairs or minor repairs. The Census Bureau's 2009 American Home Survey shows only 5% of US homes require serious repairs.

The median home value within the Navajo Nation (\$63,500) is roughly one-third of the national median (\$185,000). It is reported that 70% of the homes in the Navajo nation are valued at less than \$100,000, whereas 76% of US homes are worth more than \$100,000.

NHA manages 8,493 housing units, 4,421 of which require extraordinary maintenance or modernization.

The methodological approach to determining housing need in the Navajo Nation Reservation required a three-step process. First, existing housing stock was considered by condition (physical conditions analysis). A criteria matrix was developed to determine whether existing housing units needed to be repaired, replaced, and/or relocated. The results are in the table to the right:

This analysis revealed that approximately 70% of homes do not require a remedy for overcrowding. However, the remedy required on the other 30% of housing units is significant. The results are presented in the following table:

UNITS NEEDED*

*Definition of Additional Housing Units Needed Due to Overcrowding	
Remedy Type	Number of Remedies
1 New Housing Unit	7,500
2 New Housing Units	5,900
3 New Housing Units	1,800
Room Expansions	8,500
No Action	44,500

In total, about 90% of the existing housing stock on the Navajo Reservation requires some form of remedy ranging from minor repairs to complete replacement. Added to that, is need for another 15,200 new units and 8,500 expansions to alleviate overcrowded conditions.

Combined, the need analysis shows that the Navajo Nation is in need of 34,100 new units, 4,400 potential new units or repairs, 34,300 repairs and 8,500 unit expansions—45% of the demand for new units originates from overcrowding and the remaining 55% is due to the poor physical condition of the homes.

REMEDY FOR EXISTING HOUSING

Remedy Type	Number of Remedies
Replace	14,000
Replace and Relocate	4,900
Potential Repair / Relocate	4,400
Repair	34,300
No Action - Standard Condition	6,500

HOUSING DEVELOPMENT: SOLVING THE OVERCROWDING PROBLEM (CONTINUED)

HOUSING ESCROW FUNDS

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

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
Cameron	1.00	915	915.00	0.18	\$649,225.44
Coalmine	1.00	866	866.00	0.17	\$613,157.16
Coppermine	0.47	694	326.18	0.06	\$216,408.48
Kaibeto	0.09	1145	103.05	0.04	\$144,272.32
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
Tuba City	0.20	3490	698.00	0.14	\$504,953.12
TOTAL			4,956.49		\$3,606,808.00



HOUSING MANUFACTURING IN WESTERN NAVAJO

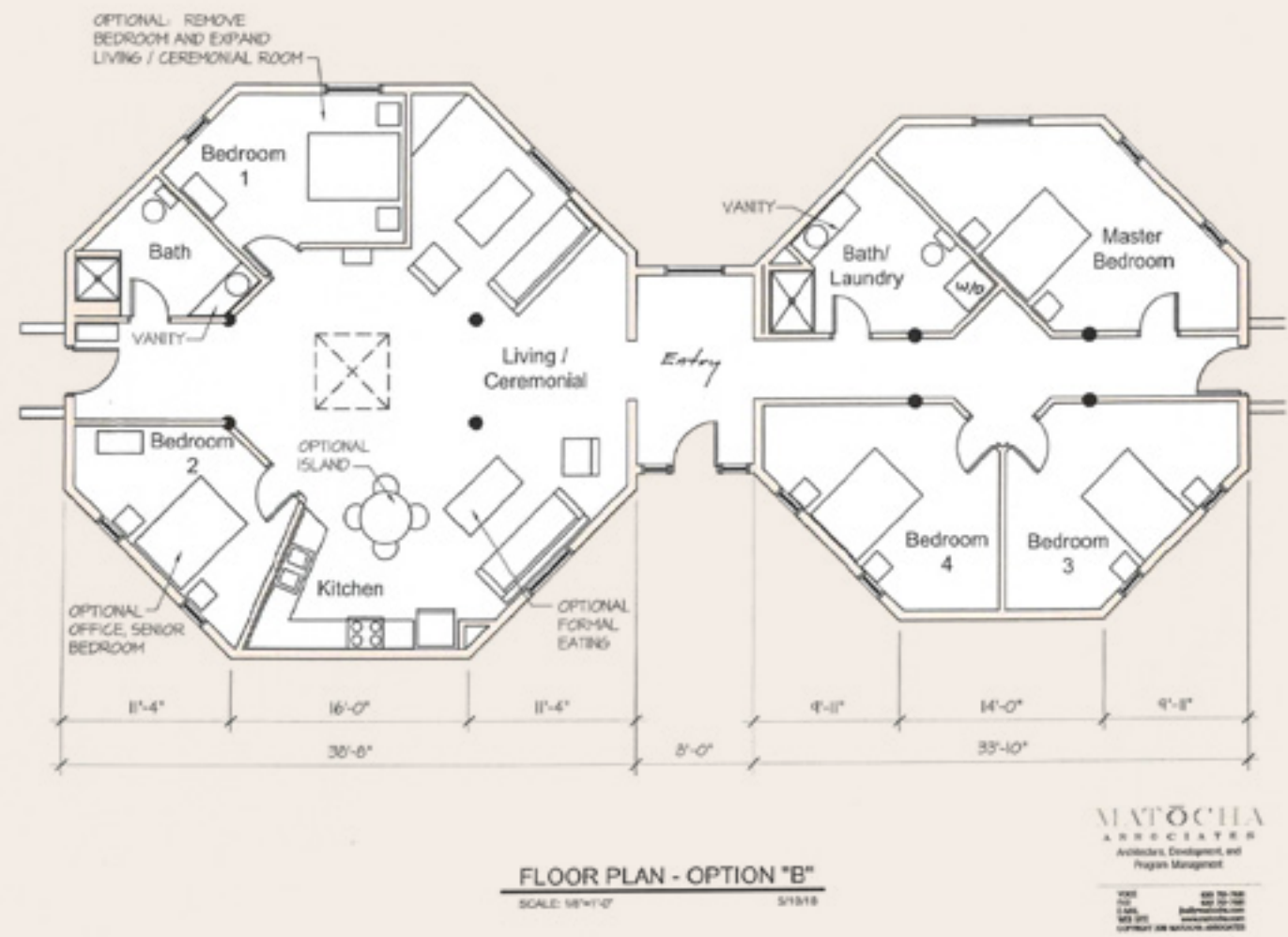
MAKING GOOD THINGS HAPPEN

Question: What could be better than making housing improvements for the people who live in the Navajo Thaw Region?

Answer: Utilizing Navajo labor to construct new homes in the heart of the Navajo Thaw Region...and then delivering the homes to the people who need them!

An innovative partnership between the Navajo Office of the President and Vice President along with the Navajo Nation Veterans Administration and the Navajo Hopi Land Commission Office is forming to design and build a 20,000 square foot housing manufacturing facility in the heart of Tuba City. Each home would take two weeks to build, generating eight new homes per month which would then be transported to the Navajo Thaw Region.

The \$6 million project, inclusive of \$341,000 in design costs, would develop such housing in cooperation with the United Brotherhood of Carpenters and Joiners of America. The partnership would expand the construction industry and create family-wage jobs utilizing Navajo Priority 1 businesses to design, build and place the new housing.



HOUSING DEVELOPMENT: DESIGNING SUSTAINABLE COMMUNITIES

A NEW APPROACH TO NAVAJO COMMUNITY DESIGN

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 Land Use 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 and 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

Given the significant need for housing development throughout the Navajo Thaw Region, one option will be to revisit the visionary work completed by Swaback Partners for application at as many as four locations.

SUSTAINABLE HOUSING MASTERPLAN

Swaback coordinated the largest Tribal master planning initiative in the United States, including a housing survey among the Navajo people. Based off the housing need, Swaback helped to create a long-term Sustainable Community Master Planning Initiative that uses best planning practices to identify future potential housing development sites and strategically plan for community development that complements the Navajo communities, people, and culture.



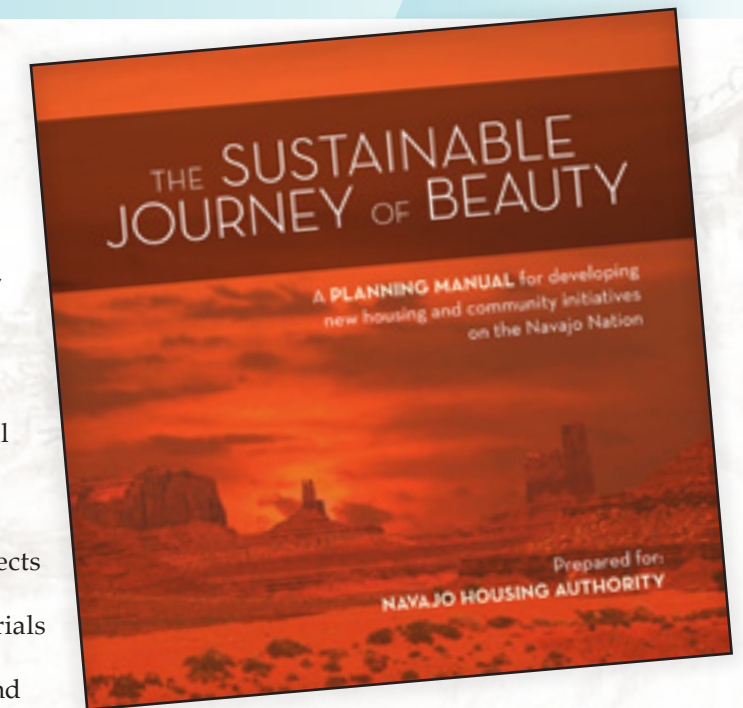
After nearly 200 meetings throughout the Navajo Nation, the planning project designed a series of revolutionary new planned communities, housing, and building prototypes for single family units, apartment units, senior/veteran housing units, as well as community amenities and facilities. These community facilities include a Community Hall, Horse Stables, Laundromat, General Store, and a Day Care Center.

Overall goals include:

- Community Involvement - empowering involvement in design and construction to create personal and communal investment.
- Sustainability - Use time tested methods of sustainable construction to promote long-term energy savings.
- Culture - Respect and incorporate important cultural aspects into the design of the community.
- Quality Design - Healthy, durable, easy to maintain materials that are beautiful, inviting and functional.
- Personal - Flexible design to accommodate family sizes and stages of life.
- Healthy Environments - Promote awareness and respect for the Earth.

The overall goal and vision was to encompass the Navajo lifestyle, culture and spirit within each new community. Several prototype communities were envisioned and planned across the Nation, the first of which is Bluestone in Houck, Arizona.

This new paradigm of community building on the Navajo Nation that reinforces and supports the Navajo lifestyle, culture, and spirit can be recreated and individually tailored to communities across the Navajo Thaw Region with special attention to each communities' unique needs, available land and shared community vision.



PUBLIC SAFETY: MEETING PUBLIC SAFETY NEEDS

Photo: Navajo Nation Washington Office

PROTECTING THE PEOPLE OF THE NAVAJO NATION

The mission of the Navajo Nation Division of Public Safety is to protect the safety, health, and property of the Navajo Nation and to provide an environment commensurate with an acceptable quality of life. Implicit in this mission statement is providing professional services that are innovative and consistent with current technology.

In recent years, the primary focus of the division is to ensure adequately staffed district offices. The Navajo Thaw Region is served by both the Tuba City district and the Dilkon district. A shortage of police officers has hampered the ability of the Dilkon district to meet the needs of the region. The Dilkon district had a staff of 45 in 2005 and is currently only served by 17 public safety professionals. By contrast, the Tuba City district is adequately staffed and covers for some of the deficiencies in staffing by the Dilkon district. The Kaibeto Chapter is served by the Kayenta district.

The Division believes that Emergency Management Services would be better served through the development of three or possibly four substations in the Navajo Thaw Region. These substations could be located at Leupp, Cameron and Kaibeto. In addition, local advocates at the Coppermine Chapter envision new public safety services and facilities in conjunction with the development of the Echo Cliffs Health Clinic.

PROTOTYPICAL PUBLIC SAFETY BUILDING DESIGN

Leaders throughout the Navajo Thaw Region point to the recently-opened public safety facility at the Twin Arrows Navajo Casino Resort on Interstate 40. The new facility could serve as a prototype for the deployment of similar facilities throughout the region. The facility was constructed in 2017-2018 at an estimated cost of \$4.9 million.



PROJECT: POLICE & FIRE BUILDING



RENEWABLE ENERGY: CREATING JOBS AND IMPROVING THE ENVIRONMENT

SEEKING ECONOMIC DIVERSIFICATION

This is a time of significant budgetary and economic challenge for the Navajo Nation. With a nation-wide unemployment rate estimated at 42% (before the effects of the pandemic), the Nation is also dealing with the aftermath of the closure of the Navajo Generating Station and the Peabody Mine. It is anticipated that the mine and powerplant closure is eliminating over 20% of the Navajo operating budget.

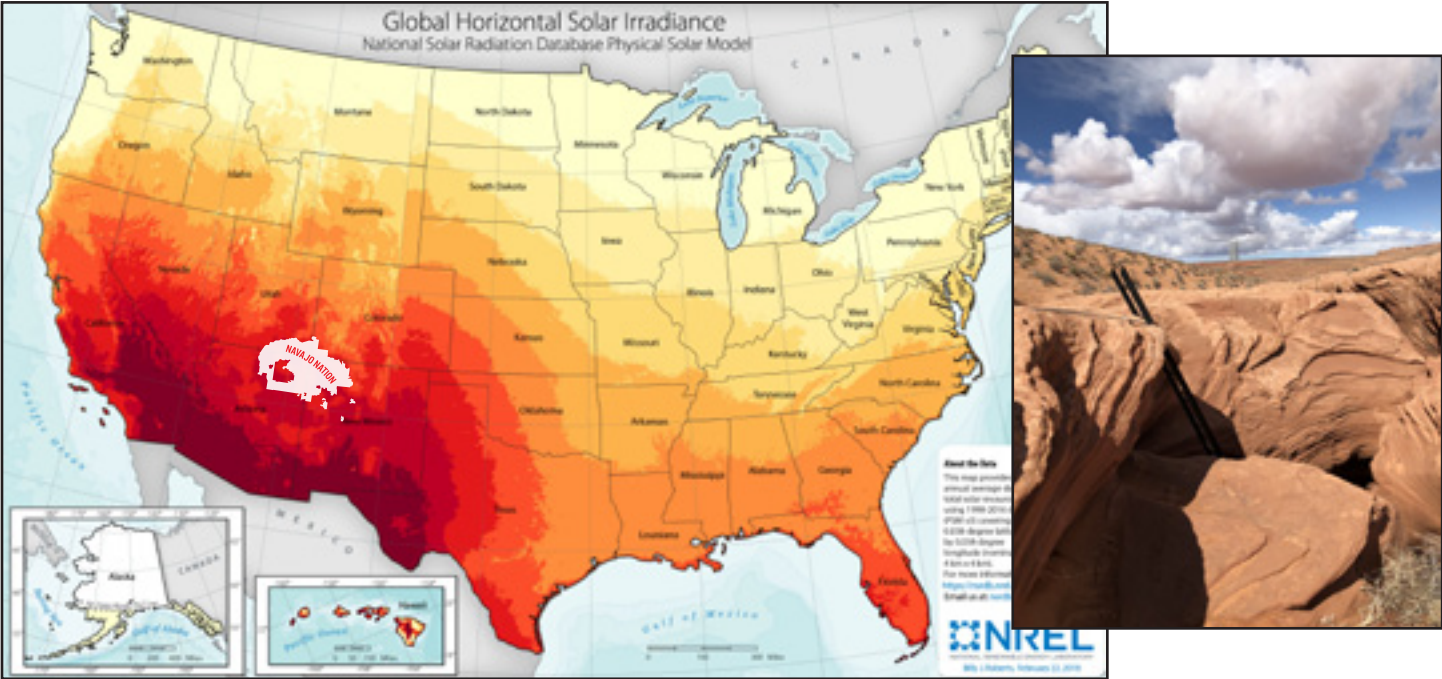
The Navajo Nation is looking for strategies and projects to offset the significant job and income losses created by the closure of the largest coal-fired power plant in the western United States. (See Table for economic impact projections.)

Navajo Generating Station Closure Economic Impacts	
#	Descriptor
3	Generators at Navajo Generating Station
22	% of revenue for the Navajo Nation derived by the power plant and coal operations
40	Average hourly wage at the power plant (\$)
42	Navajo Nation unemployment rate (%)
750	Total employees at the mine and the power plant
750	Capacity of each of the three generators (MW)
2,250	Total name plate capacity of Navajo Generating Station (MW)

ADVANCING BOTH RENEWABLE ENERGY AND TOURISM OPPORTUNITIES

This inset photograph is a symbolic representation of the transition that Navajo is making. In the foreground is Antelope Canyon near Page which is becoming a worldwide attraction. In the background remain the stacks from the former Navajo Generating Station.

Navajo can no longer rely on coal mining and coal-fired energy for its future. Alternatives are needed. As can be seen in the Global Horizontal Solar Irradiance map, Navajo Nation is in a region that has a tremendous solar resource that may be utilized for the benefit of the Navajo people.



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 Háyoofkááł 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.

RENEWABLE ENERGY AND COVID-19

The renewable energy sector has been impacted significantly with three major events: the pandemic, recent financial contractions, and the drop in oil prices. It is estimated that over 15% of the solar deployments that were planned prior to March 2020 may be stalled or eliminated. Thus far, the renewable energy industry has not received support from economic stimulus bills to address the coronavirus.

Furthermore, solar supply chain disruptions will impact future solar energy development on the Navajo Nation.

On the plus side, it is estimated that 15,000 homes on the Navajo Nation could be directly benefited by new solar energy development. Solar energy developers are still examining the Navajo Thaw Region and the Navajo Nation as a location for future solar energy development. Favorable action by the federal government and the Navajo Nation Council could positively impact the timing and volume of renewable energy development over the next five years.



So Close, So Far Away - For generations, coal-fired power has been generated on the Navajo Nation only to be exported to build the major cities of the Southwest—Los Angeles, Phoenix, Las Vegas. Sadly, while power has been 150-feet overhead, an estimated 18,000 homes on the Navajo Nation go without power.

TELECOMMUNICATIONS: CONNECTING THE NAVAJO THAW REGION TO THE WORLD

CONNECTING THE NAVAJO THAW REGION TO THE WORLD

While the Navajo Thaw addresses the very basic needs of shelter, power, water and other forms of infrastructure, the need for state-of-the-art telecommunications has become a necessity in the 21st century. Currently, the 10 Chapters that comprise the Navajo Thaw Region are lagging the rest of America with respect to broadband capacity.

Fortunately, this is all set to change in the immediate future with the efforts of the Navajo Cyber Team. The Cyber Team, which was formulated in 2017, is developing the Navajo Nation Broadband Plan. The Broadband Plan is meant to be a strategic document that will plan for and support delivery of high-speed fiber-based telecommunications services across the Navajo Nation to all governmental and community anchor institutions such as Navajo Nation government sites, Chapters Houses, education, healthcare and public safety facilities.

The Cyber Team coordinates with the Navajo Nation Telecommunications Regulatory Commission and partnered with consultant Americas Communications LLC for a comprehensive survey of connectivity at all 110 Navajo Chapters. The survey, which was done for all 10 participating Navajo Thaw Chapters, studied the speed, cost and telecommunications infrastructure in 2018.

The second phase of the work, led by the consulting firm of Magellan Advisors, is developing the comprehensive broadband plan.

The goals of the plan will be to: 1) extend a high-capacity fiber-optic regional middle-mile network connecting communities across the nation together and to long-haul Internet backbone networks out of the Region, and 2) to deploy fixed wireless broadband at Chapter Houses to extend residential and business Internet service to end users at high speed.

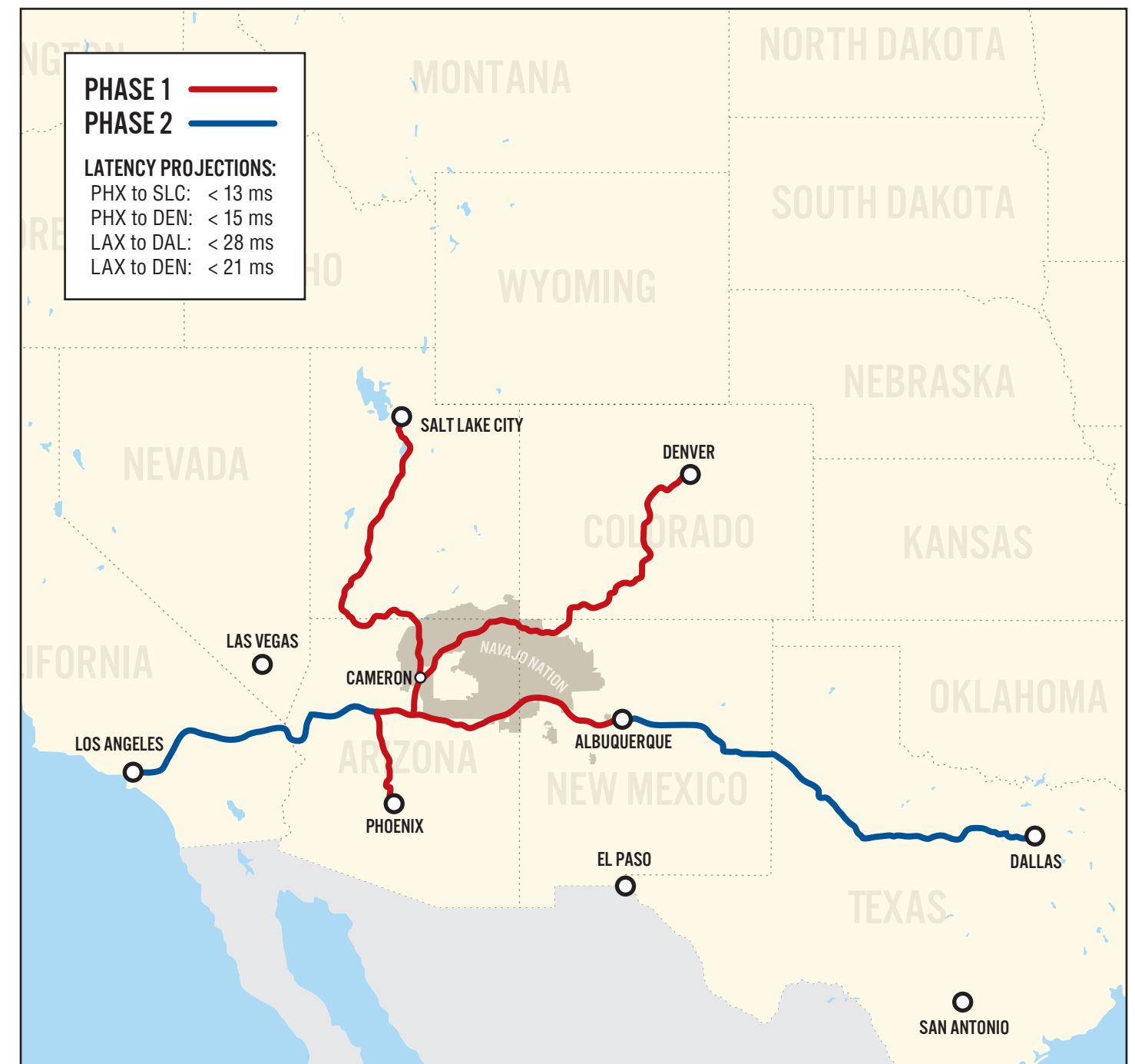
Another significant telecommunications advancement benefitting the Navajo Thaw Region is being advanced by Arcadian Infracom, a fiber infrastructure company developing an innovative right-of-way partnership with rural and Native American communities to purposely stretch the internet backbone through underserved markets.

Arcadian is currently developing dark fiber and wavelength services on a route that will bisect the Navajo Thaw Region over a planned two-phase project that will connect Phoenix to Salt Lake City and Denver as well as Los Angeles to Dallas (see map).

What About 5G?

According to telecommunications advocates, 5G telecommunications technology is not out of the question for Navajo. Initial discussions are underway to establish 5G capabilities at Tuba City, Kayenta, Shiprock, Window Rock and Chinle.

PLANNED DARK FIBER AND WAVELENGTH SERVICE



TRANSPORTATION: BUILDING THE TRANSPORTATION NETWORK

TRIBAL TRANSPORTATION IMPROVEMENT PROGRAM

The Navajo Division of Transportation (Navajo DOT), in partnership with the Bureau of Indian Affairs (BIA) Division of Transportation – Navajo Region (NRDOT), is responsible for approximately 4,900 miles of Tribal roads and 6,000 miles of BIA roads across the Navajo Nation. Approximately 14% of these roads are paved and the vast majority (86%) of these roads are unpaved dirt roads. Of the 1,500 miles of paved roads, over 50% are in poor pavement condition. The Navajo DOT and BIA NRDOT are challenged with a limited budget to maintain and improve these dirt and paved roads, while still addressing the rehabilitation and replacement of bridges.

The Navajo Nation receives approximately \$54 million annually from the Federal Highway Administration (FHWA) under the Tribal Transportation Program (TTP) to plan, design, build, maintain and operate Tribal and BIA-owned roadways within the Navajo Nation in order to provide connections that improve people’s lives.

The FY2019 Navajo Nation Tribal Transportation Improvement Program (NNTTIP) outlined a five-year program regarding how funding is used to manage the transportation system. The funding in the TTIP is a five-year, fiscally constrained program, and it must be consistent with the goals and objectives of the Long Range Transportation Plan (LRTP), the Navajo Nation road inventory, and adhere to all relevant provisions found in the current transportation bill, Fixing America’s Surface Transportation Act (FAST Act).

Annually, the Navajo Nation TTIP priority is updated with projects that are most critical to the communities and the Navajo Nation based on the prioritization criteria and submitted to the Resources and Development Committee (RDC) for review and approval. The RDC-approved TTIP is submitted to Federal Highway Administration (FHWA) for final approval and will be included in the national transportation improvement program by FHWA.

NAVAJO THAW TRANSPORTATION PROJECTS

Various planning efforts have identified the top transportation project investments needed in the Navajo Thaw Region. Ultimately, the existing transportation network needs to be maintained, and new transportation infrastructure needs to be created in order to address the impacts of the Bennett Freeze and Forced Relocation.

Airport Improvements

The long range plan calls for Airport Improvements throughout the Navajo Nation, including the Tuba City Airport. In total, the plan calls for a \$13.1 million investment at the Tuba City Airport. The development costs identified in 2016 are consistent with the proposed improvements shown in the Airport Layout Plan.

NAVAJO DIVISION OF TRANSPORTATION — TRIBAL TRANSPORTATION IMPROVEMENT PROGRAM (TTIP) PROJECT LISTING – 2019 & 2020

	Road Number	Chapter	Scope of Work	Miles	Class	ADT	Environmental/ Archeological Status	Project Type	Unmet Need
2019	16	Tonalea	Grade, Drain, Pavement	8.9	Paved	196	Arch, EA Complete	Pavement	\$8,900,000
	21	Coppermine	Grade, Drain, Pavement	12.6	Paved	113	Incomplete	Pavement	\$12,600,000
	21	Kaibeto	Grade, Drain, Pavement	10.6	Paved	266	Incomplete	Pavement	\$10,600,000
	70	Leupp	Grade, Drain, Pavement	12.0	Paved	136	Incomplete	Pavement	\$12,000,000
	1012	Tuba City	Grade, Drain, Gravel/Chipseal	4.5	Paved	1080	Incomplete	Pavement	\$675,000
	6720	Coalmine Canyon	Grade, Drain, Gravel/Chipseal	12.9	Paved	75	Arch Complete	Pavement	\$1,935,000
	6820	Tolani Lake	Grade, Drain, Gravel/Chipseal	14.7	Paved	97	Arch Complete	Pavement	\$2,205,000
Total									\$48,915,000
2020	N21	Coppermine	Subgrade, stabilize, gravel, culvert install	15.0	4	1,967	Complete	Pavement	\$4,500,000
	N609	Tuba City	Grade, Drain, Pavement, Safety	1.3	4	1,126	Complete	Pave/Safety	\$2,600,000
	N6910	Luepp	Subgrade, stabilize, gravel, culvert install				Incomplete	Safety	\$7,000,000
Total									\$14,100,000

PROJECT FUNDING

Recent Navajo Legislation has identified the funding levels needed for a variety of projects throughout the Navajo Nation on a Chapter-by-Chapter basis. This approach to transportation funding distribution ensures benefits throughout the Navajo Nation, including the Navajo Thaw Region.

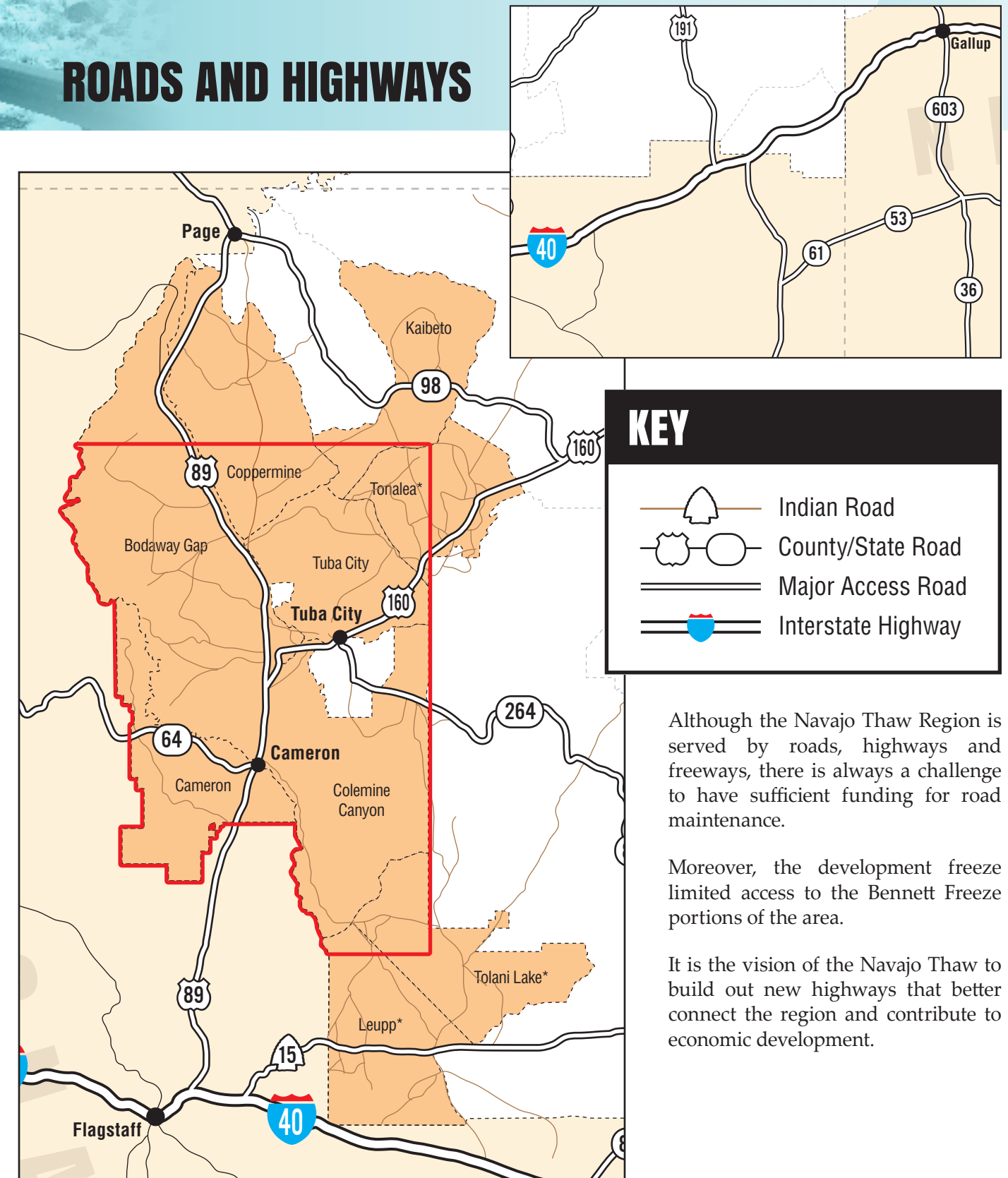
Chapter	Route	ADT	Length	Cost
Bodaway Gap	N6130	57	7.5	\$600,000
	N6110	91	7.5	\$600,000
Cameron	NR6728	137	5.0	\$400,000
Coalmine Canyon	N6720	75	10.7	\$854,000
Coppermine	N6210	86	9.0	\$718,000
Kaibeto	N6330	116	10.0	\$800,000
	N6910	62	12.0	\$960,000
Leupp	N70	76	6.0	\$480,000
Tolani Lake	N6810	56	6.0	\$480,000
Tonalea	N21	201	5.0	\$400,000
	N6011	297	7.4	\$592,000
Tuba City	N6220	655	2.0	\$520,000
	N608	2019	4.0	\$680,000
	N6221	392	3.0	\$600,000
	NR6224	631	3.0	\$520,000
	N23	132	6.9	\$550,000
	SR160	5975	1.0	\$400,000
	N1012	1417	3.5	\$1,400,000
TOTAL				\$11,554,000

ROADS AND HIGHWAYS

In April 2016, the Navajo Nation Division of Transportation issued the 2016 Navajo Nation Long Range Transportation Plan. This plan, which governs the transportation investments for a five-year period, will be updated in 2021.

Chapter	Route #	Section	ADT	Miles
Leupp	6933	10	100	4.4
	6950	10	0	11.5
Tolani Lake	6810	10	81	4.7
	6810	30	81	0.2
	6810	40	81	4.7
	6812	10	113	4.1
	6820	10	97	3.2
	6820	20	97	2.2
	6910	40	103	4
Tonalea	21	140	705	3.1
	6011	10	290	1.7
	6011	10	147	1.7
	6011	20	147	1.6
	6011	30	147	4.1
	6260	40	125	1.3
	6260	40	125	3
	6260	50	125	6.8
	6261	10	147	9.7
	6262	10	135	2
	6270	10	155	3.2
	6270	10	76	3.2
Tuba City	609		1194	1.3
	619	10	1510	1.5
	619	20	1510	0.5
	619	30	1510	0.2
	619	40	1510	0.5
	619	60	1510	1.3
	619	65	406	0.3
	1012	10	1059	0.9
	1012	20	977	3.6
	1017	40	523	0.3
	1017		1334	0.5
	6221		478	2.8
	6222	10	473	2.0
	6224	10	511	1.0
	2007		0	0.1
	2016		271	0.4

KEY Lowest Priority AADT of 0-99 Lowest Priority – AADT of 100-249 and not a Regional Route Moderate Priority – AADT of 100-249 and a Regional Route High Priority – AADT of 250 or more and not a Regional Route Highest Priority – AADT 250 or more and a Regional Route



Although the Navajo Thaw Region is served by roads, highways and freeways, there is always a challenge to have sufficient funding for road maintenance.

Moreover, the development freeze limited access to the Bennett Freeze portions of the area.

It is the vision of the Navajo Thaw to build out new highways that better connect the region and contribute to economic development.

TRAVEL AND TOURISM: TELLING THE NAVAJO STORY TO THE WORLD

With the closure of the Navajo Generating Station in December 2019, the Navajo Nation is taking a “double economic hit.” First, approximately 750 jobs were lost at the power plant and associated coal mining operations. Second, Navajo Nation is losing 22% of its operating budget due to the loss of royalty and lease income.

One very bright spot for Navajo is the tourism industry. Prior to the impacts of the Coronavirus, the fastest growing region in Arizona with respect to tourism expenditures has been northern Arizona. This has set the stage for investment by the Navajo Nation and Navajo entrepreneurs in this economic sector.

The Navajo Nation is surrounded by National Parks and other destination attractions that draw people from throughout the world. Despite this and the significant growth of the visitor industry over the past five years, there has been no development of Navajo-owned motel/hotel lodging facilities on the Navajo Nation for years. Current plans are underway to develop such Navajo-owned facilities at Cameron and other locations within the Navajo Thaw Region and throughout the Navajo Nation.

The advancement of the tourism industry must be done as a part of a comprehensive plan for the region—the Navajo Thaw Implementation Plan. Required investments in infrastructure must coincide with business development activities.



THE GRAND CIRCLE

CENTER OF THE GRAND CIRCLE

The Navajo Nation is in the center of an effective regional tourism marketing effort known as the Grand Circle. While “all roads lead to Navajo,” the Nation lacks the investment in tourism infrastructure and facilities to capitalize upon its strategic location. The Navajo Thaw Implementation Plan intends to address this problem.



TRAVEL AND TOURISM (CONTINUED)

A COMPREHENSIVE APPROACH TO TOURISM DEVELOPMENT AND PROMOTION

In 2015, the Navajo Department of Tourism completed a strategic plan that identified \$20 million of investment necessary in order to bolster the tourism industry throughout the Navajo Nation. The plan identified 27 recommended activities of which 14 had budgetary implications.

The table below presents the budget recommendations at three levels: the Navajo Tribe, engagement at the Chapter level, and collaboration with neighboring states and partners. The plan also categorized its recommendations into three functions: leadership/administration, marketing/public relations, and product development.

As the recommended budget shows, \$14.25 million was recommended to be invested to benefit all of Navajo Nation, \$5.55 million was recommended for Chapter-level investments, and \$200,000 was recommended to coordinate on a regional basis.

RECOMMENDED HIGH-LEVEL IMPLEMENTATION BUDGET

Recommendation	Recommended Budget
A. Leadership and Commitment of Resources from the Navajo Nation Administration	
#A9: Create a Nationwide Artisan Vendor Program including Certification, Promotion and Facilities Development	\$800,000
#A11: Continue Printing and Distributing the Navajo Nation Visitor Guide	\$100,000
#A12: Establish a Fresh New Image and Brand for the Discover Navajo Campaign	\$100,000
#A13: Continue to Enhance the New Tourism Department Website	\$50,000
#A14: Produce a Series of High-quality Videos to Promote Navajo Nation	\$100,000
#A15: Continue to Foster the Film and Video Industry Coming to Navajo Nation	\$100,000
#A17: Develop Attractions, Lodging and Other Tourism Facilities	\$10,000,000
#A18: Design and Build Bold "Monument Signage" Welcoming Travelers to Navajo Nation and its Key Destination Sites	\$1,000,000
#A19: Establish a Tourism Wayfinding System	\$1,000,000
#A20: Design Facilities with Motor Coaches in Mind	\$1,000,000
"A" Recommendations Sub-total	\$14,250,000
B. Engagement and Effort at the Chapter Level	
#B2: Program and Invest a \$5 Million Chapter-based Tourism Implementation Fund	\$5,000,000
#B3: Develop and Distribute Tourism Posters to Every Chapter	\$50,000
#B4: Foster New Bed and Breakfast and Tour Guide Businesses	\$500,000
"B" Recommendations Sub-total	\$5,550,000
C. Collaboration with Neighboring States and Relevant Partners	
#C2: Proactively Team Up with the Grand Circle	\$200,000
"C" Recommendations Sub-total	\$200,000
Total Cost to Implement Strategic Plan	
All Recommendations ("A" + "B" + "C")	\$20,000,000

HÓZHÓ HOTELS AND RESORTS



PROJECT HIGHLIGHTS

PROJECT NAME: Hózhó Hotels and Resorts

LOCATION: Cameron and other locations throughout the Navajo Thaw Region and Navajo Nation

BUDGET

TOTAL PROJECT COSTS: Approximately \$30 million per location

NOTES: Opportunity to combine owners' equity with Opportunity Zone and New Market Tax Credit financing

PROJECT BENEFITS

- Ultimately, hundreds of Navajo employees
- Showcasing of Navajo custom and culture

TIMELINE

NOTES:

- Business site lease in place
- Conceptual drawings completed
- Ready for final design and construction phase

ADDITIONAL DETAIL

- Four-star hotel and tour center showcasing Navajo custom and culture
- Navajo-owned, operated and marketed hospitality enterprise
- Helicopter and ground-based tour operator

WATER INFRASTRUCTURE: SERVING PEOPLE, BUSINESSES AND AGRICULTURE

BROWN AND CALDWELL REPORT

In September 2013, Brown and Caldwell was authorized by the Navajo Nation to prepare the Tuba City Regional Water 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.

COMBINED PUBLIC WATER SYSTEM CIP COST SUMMARY

Public Water System	Short Term	Mid Term	Long Term	Total
Bodaway Gap	\$9,966,000	\$6,504,000	WNP	\$16,470,000
Cameron	\$1,710,000	--	WNP	\$1,710,000
Coalmine Mesa	\$2,307,000	\$2,257,000	\$2,257,000	\$6,821,000
Coppermine	\$2,218,000	\$6,504,000	WNP	\$8,722,000
Inscription House	--	\$5,314,000	--	\$5,314,000
Kaibeto	--	\$4,561,000	--	\$4,561,000
LeChee	\$20,946,960	--	--	\$20,946,960
Tonalea Red Lake	\$4,564,000	\$2,257,000	\$11,285,000	\$18,106,000
Tonalea Second Chance White Mesa	\$2,707,000	\$2,657,000	\$15,300,000	\$20,664,000
Tuba City	\$9,686,000	\$9,636,000	WNP	\$19,322,000
Tuba City Rare Metals	\$2,257,000	\$2,257,000	WNP	\$4,514,000
Total	\$56,361,960	\$41,947,000	\$28,842,000	\$127,150,960

WNP= Western Navajo Pipeline

WESTERN NAVAJO PIPELINE PHASE 1 PROJECT DESCRIPTIONS

The projects include the design and construction of:

LeChee Water Treatment Plant: Design and construction of a Navajo Nation 1 MGD Water Treatment Plant for the LeChee Chapter and the Antelope Canyon Economic Development corridor. Project includes a 200,000-gallon finished water storage tank.

LeChee Pipeline & Booster Pump Station: Design and construction of approximately 19,400 linear feet of 12-inch raw water transmission pipeline from the existing Navajo Generating Station (NGS) Lake Powell Intake to the proposed Water Treatment Plant and approximately 24,400 linear feet 12-inch finished water transmission pipeline from the plant to the LeChee existing Storage Tanks 1 and 2. Design includes a Booster Pump Station to convey finished water from the proposed water treatment plant to the LeChee Storage Tanks.

WESTERN NAVAJO PIPELINE PHASE 1 (CONTINUED)

NGS Lake Powell Intake Modifications: Design of the Lake Powell Intake to provide water to the proposed LeChee Water Treatment Plant. Includes modifications of the Lake Powell Intake facilities to include new pump and piping design and construction.

Bodaway Gap Supply Well, Pipeline, and Storage Tank: Design and construction of a new water supply well; design & construction of approximately 33,600 linear feet of 10-inch transmission pipe from Coppermine proposed wellfield to Bodaway Gap water system existing tank. Design includes an 80,000-gallon storage tank that will provide water storage for the Gap Water System, a proposed health clinic, and the IHS Koko pipeline extending water to 32 existing homes.

Cedar Ridge Booster Pump Stations & Pipeline: Design and construction of approximately 40,000 linear feet of 10-inch distribution pipe, replacement of existing Bodaway Gap Booster Pump Station 1 at a lower elevation (510 gpm booster pump station), and replacement of the existing Bodaway Gap Booster Pump Station 2 (500 gpm booster pump station).

Cameron Booster Pump Stations: Design and construction of a booster pump station with a capacity of 200 gpm to increase the capacity of the existing pipeline connecting Bodaway Gap and Cameron water systems. Two small 30 gpm booster pump stations are also included to boost water pressure for a few home sites west of US 89 between Gap and Cameron.

Antelope Canyon Water Infrastructure: Design and construction of a booster pump station with a capacity of 70 gpm, 275,000-gallon storage tank and approximately 23,260 linear feet of 12-inch distribution piping to serve proposed development.

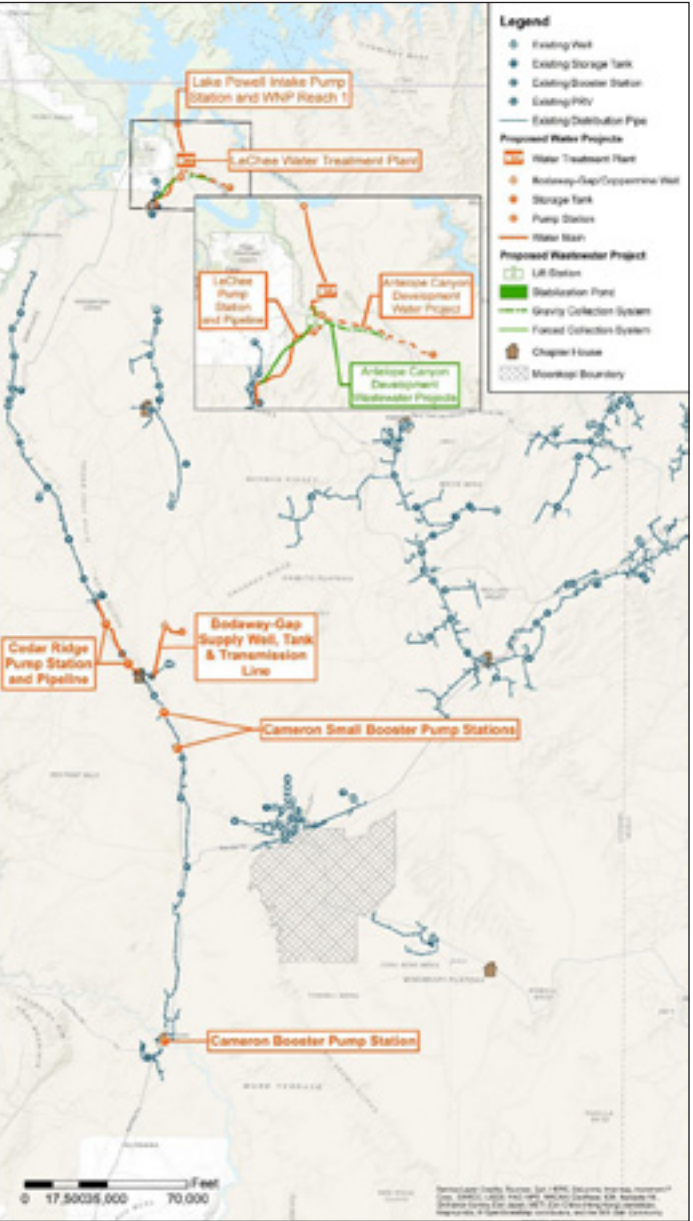
Antelope Canyon Wastewater Infrastructure: Design and construction of approximately 5,780 linear feet of 8-inch and 15,190 linear feet of 10-inch gravity collection system, sewer lift station, 6,370 linear feet of 6-inch sewer force main, and a new 1 MGD wastewater lagoon treatment system.

Antelope Marina Water Infrastructure: Design and construction of approximately 22,270 linear feet of 12-inch distribution pipe.

Antelope Marina Wastewater Infrastructure: Design and construction of approximately 17,610 linear feet of 6-inch sanitary sewer force main and sewer lift station.

COST ESTIMATES

TIMELINE	WESTERN NAVAJO PIPELINE	ANTELOPE CANYON DEVELOPERS	ANTELOPE MARINA
2020-2025	Cost Estimate: \$43,160,000 (Engineering: \$6,981,000) (WTP 10YR OB: \$2,500,000) (Construction: \$33,679,000)	Cost Estimate: \$30,851,000 (Engineering: \$5,314,000) (Construction: \$25,537,000)	Cost Estimate: \$8,540,000 (Engineering: \$1,449,000) (Construction: \$7,091,000)
FUNDING & COST ESTIMATE	TOTAL COST ESTIMATE		FUNDING SHORTFALL
Total Funding: \$26,040,000 (Sihasin: \$3,000,000) (PTF: \$21,390,000) (NN Parks Dept.: \$1,500,000) (BIA: \$150,000)	\$82,551,000		(\$56,511,000)



WATER INFRASTRUCTURE (CONTINUED)

IHS OEH WATER AND WASTEWATER INFRASTRUCTURE PROJECTS

The Indian Health Service (IHS) Division of Sanitation Facilities Construction (DSFC) provides design and engineering services to develop water and wastewater projects throughout the Navajo Nation. In 2020, such infrastructure design for all the Navajo Thaw Region is being coordinated by the Tuba City District Office.

OEH maintains two databases for their projects — Project Data System (PDS) which includes all projects that are currently funded (either the design or the construction or both). The Sanitation Deficiency System (SDS) is a listing of unfunded priority projects throughout the Navajo Nation.

Infrastructure systems being engineered by OEH are domestic only, and typically do not involve public facilities or commercial developments.

IHS policy on the Navajo Nation generally prevents the drilling of individual wells. Rather, water systems should be built that serve at least two residential areas per lineal mile. For example, a significant 110-mile waterline was engineered by OEH that served the Navajo Springs to Cameron corridor. An additional 11 miles of waterline development will ultimately serve the Gray Mountain area.

In total, IHS maintains an inventory of needed water infrastructure projects that total approximately \$1 billion. Of the 12 IHS Areas, the Navajo area has the largest number (and cost) of such infrastructure projects.

Among other priorities, IHS is engineering the Koko Phase 2 waterline extension. In addition to the Western Navajo Pipeline project, the Southwestern Navajo Pipeline project intends to advance the West Leupp Extension and West Leupp Extension Phase 2 projects. This will include a well field in Leupp with water being extended from Leupp to Dilkon. This project will also serve the Black Falls area.

The table on the following page presents the known SDS projects for the Navajo Thaw Region. Note that IHS has determined that several of the projects are not feasible. Such projects are notated with an asterisk (*) in the second column. The projects that are not feasible do not rise to the level of meeting a cost/benefit threshold of \$107,500 per home. This typically coincides with problems that NTUA will face related to operation and maintenance for long, expensive waterlines serving only a few homes.

In total, over \$114 million in projects are identified. Of these projects, approximately \$32 million are considered feasible. Additional sources of funding could increase the number of feasible projects.

SDS PROJECTS IN THE NINE NAVAJO THAW CHAPTERS IN THE FORMER BENNETT FREEZE AREA

	Project	Project Name	Homes	Total Cost
Bodaway Gap	AZ03103-4002*	Bodaway Crooked Ridge Waterline Extension Phase II	8	\$1,179,000
	AZ03103-4004*	Bodaway Painted Desert Waterline Extension Phase II	13	\$1,835,000
	AZ03103-4005*	Bodaway Tanner-Hamblin Divide Waterline Extension Phase II	34	\$3,792,000
	AZ03103-4006*	Bodaway Isolated Waterline Extension Phase II	13	\$3,240,000
Cameron	AZ03104-1202	Cameron LCR Gorge Cisterns	11	\$561,000
	AZ03104-1203*	Cameron LCR Gorge Extension-Phase II	11	\$5,484,000
	AZ03104-1204	Cameron Mountaintop Cisterns - Phase III	3	\$201,000
	AZ03104-1205*	Cameron Mountaintop Extension - Phase IV	4	\$2,047,000
	AZ03104-1302	Cameron West Cisterns - Phase I	7	\$332,000
	AZ03104-1303*	Cameron West Extension - Phase II	8	\$985,000
	AZ03104-1403*	Cameron Gray Mountain Extension - Phase III	22	\$1,774,000
	AZ03104-1404*	Cameron Gray Mountain Extension - Phase IV	27	\$3,539,000
	AZ03104-1405	Cameron Gray Mountain Lava Wash Cisterns - Phase IV	15	\$615,000
Coalmine Canyon	AZ03107-1406*	Cameron Gray Mountain Lava Wash Extension - Phase V	15	\$3,717,000
	AZ03107-0102	Coalmine Canyon - Appaloosa Ridge Cisterns Phase II	5	\$200,000
	AZ03107-0103*	Coalmine Canyon - Appaloosa Ridge Waterline Extension Phase III	5	\$888,000
	AZ03107-0601	Coalmine Canyon - Little Colorado Cisterns - Phase I	4	\$170,000
	AZ03107-0602*	Coalmine Canyon - Little Colorado Extension Phase II	9	\$1,441,000
	AZ03107-0901*	Coalmine Canyon - Cisterns Phase I	3	\$97,000
Leupp	AZ03107-0902*	Coalmine Canyon - Booster Extension Phase II	5	\$1,001,000
	AZ03108-1101	Leupp San Francisco Wash Cisterns District 5	18	\$894,060
	AZ03108-1102*	Leupp San Francisco Wash Extension District 5	22	\$3,113,000
	AZ03108-1201	Leupp Padre Canyon Cisterns District 5	21	\$1,449,210
	AZ03108-1202*	Leupp Padre Canyon Extension District 5	21	\$5,799,444
	AZ03108-1302	Leupp Canyon Diablo Cisterns District 5	11	\$1,032,900
	AZ03108-1303*	Leupp Canyon Diablo Extension District 5	13	\$3,997,006
	AZ03108-1403	Leupp - Grand Falls Scattered Cisterns	9	\$474,030
	AZ03108-1404*	Leupp - Grand Falls Scattered Extensions	11	\$3,572,998
	AZ03108-1603*	West Leupp Phase II WL Extension (X)	30	\$4,226,000
	AZ03108-1604*	West Leupp Phase III WL Extension (X)	8	\$2,332,000
	AZ03108-1605*	Leupp - Grand Falls Extension (X)	42	\$5,615,000
	AZ03108-1606*	West Leupp Phase 1A Water Line Extention	23	\$2,673,000
	AZ03108-1701*	Leupp Scattered Cisterns	1	\$86,010
	AZ03108-1702*	Leupp Scattered Extention	1	\$450,000
	AZ03108-1801	Leupp Solar Project Cisterns	21	\$1,715,112
	AZ03108-1901	West Leupp Scattered Cisterns	2	\$166,100
	AZ03108-1902*	West Leupp Scattered Extension	2	\$981,000
Coppermine	AZ03109-0603	Coppermine - Koko Extension Phase III (P)(X)	35	\$1,958,000
	AZ03109-0801	Coppermine Cisterns (X)	28	\$1,002,000
	AZ03109-0802*	Coppermine Water Line Extensions	31	\$4,501,000
Kaibeto	AZ03121-0701	Kaibeto Scattered Cisterns	3	\$164,000
	AZ03121-0702*	Kaibeto Scattered Extensions	7	\$1,153,000
	AZ03121-0902*	Kaibeto Gray Mesa Extension	32	\$2,737,000
Tonalea	AZ03131-0102*	Tonalea Isolated Extension Phase III	15	\$1,091,000
	AZ03131-0103*	Tonalea Middle Mesa Water Line Extension	8	\$832,000
	AZ03131-0901	Tonalea Scattered Water Line Extension	11	\$454,000
Tolani Lake	AZ03132-0104	Tolani Lake Price II Cisterns District 5	4	\$180,000
	AZ03132-0105*	Tolani Lake Price II Extension District 5	4	\$697,000
	AZ03132-0701*	Tolani Lake Yaadeeskidi Mesa Extension	9	\$699,000
	AZ03132-0803	Tolani Lake Black Falls II Cisterns District 5 (X)	6	\$236,004
	AZ03132-0804*	Tolani Lake Black Falls II Extension District 5	13	\$3,073,000
	AZ03132-0901	Tolani Lake Scattered Cisterns	3	\$136,002
	AZ03132-0902*	Tolani Lake Scattered Extensions	10	\$794,000
	AZ03132-1102*	Tolani Lake NPL Scattered Extension District 5	2	\$219,000
	AZ03132-1201*	Tolani Lake North Leupp Extension	10	\$1,071,000
	AZ03132-1301	Tolani Lake Dump Closures	51	\$81,000
Tuba City	AZ03135-0701*	Sihasin (2019) NW Sewer Line - Phase I	40	\$1,038,000
	AZ03135-2401	Tuba City WWTP Upgrades NTUA Phase I (X)	1508	\$3,340,000
	AZ03135-2402	Tuba City WWTP Upgrades NTUA Phase II (X)	1508	\$16,670,863

IMMEDIATE RECOVERY PROJECTS



CREATING INDUSTRIAL LAND CAPACITY

The Navajo Thaw Region is served by the Western Regional Business Development Office (WRBDO). The WRBDO maintains a listing of available development sites and the needed infrastructure necessary to ultimately develop and utilize the site. Many of these project sites have been in the preliminary development stage for years and even decades waiting for the "unfreezing" of the Region. New funding could immediately be put to use to create the commercial and industrial infrastructure necessary to finally meet the Promise made by the federal government.

BUSINESS AND COMMERCIAL SITES IN NAVAJO THAW REGION

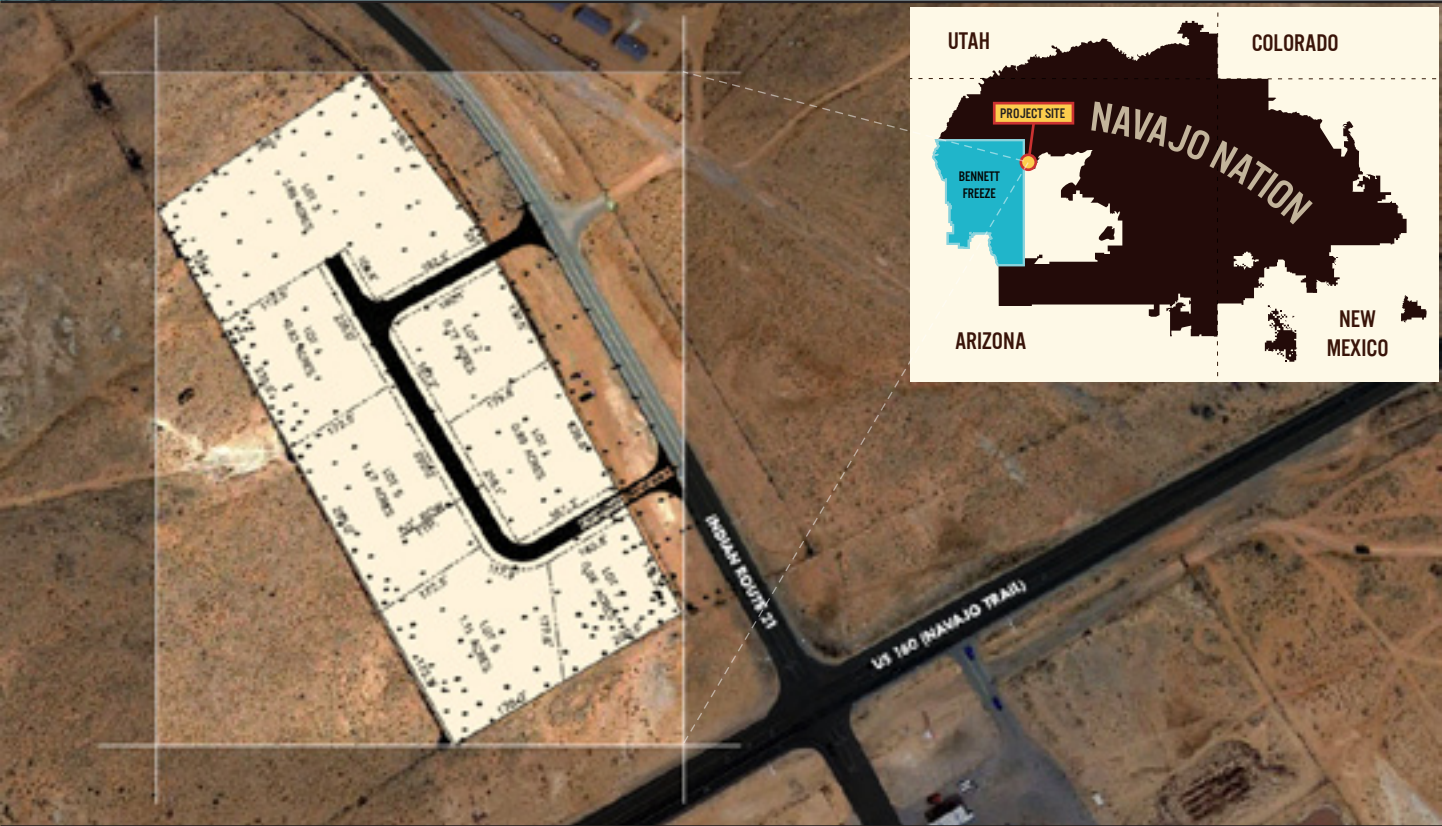
Land		
Bodaway/Gap	100 Acres Commercial and Light Industrial Site	
Bodaway/Gap	4-acre Business Site-Cedar Ridge	Section 34, Township 36 North, Range 08 East, Gila & Salt River Meridian
Bodaway/Gap	4-acre Business Site - Bittersprings	Township 38 North, Range 7 East, Gila and Salt River Meridian
Cameron	40-acre Commercial Site	40 acres at intersection
Coalmine Canyon	18.93-acre Commercial Site	District 08 of the Navajo Reservation in Coalmine
Kaibeto	120-acre Commercial and Light Industrial Site	West side of U.S. 89 North of junction with 160
Kaibeto	80-acre Commercial and Tourism Site	Northeast section of SR98 and N21 in Kaibeto, AZ
Kaibeto	10 -acre Commercial and Tourism Site	Northeast section of SR98 and N21 in Kaibeto, AZ
Tonalea	6 acres at Former Cow Springs Trading Post Site	South of US-160, approximately 9 miles East of Tonalea
Kaibeto	8-acre Commercial and Tourism Site	Planning and Development is 50% completed by Kaibeto Chapter
Tonalea	9-acre Commercial and Tourism Site	9 acres at Northwest corner of 160 and N21
Tuba City	27-acre Commercial and Light Industrial Site	North Side of US 160 in Kerley Valley, Tuba City, AZ
Bodaway/Gap	100-acre Commercial and Light Industrial Site	100 acres just North of Intersection of US 89 and Hwy 160
Bodaway/Gap	4-acre Business Site	4-acre Business Site at Old Cedar Ridge Trading Post
Cameron	40-acre Commercial Site	40 acres at intersection of 160 and 63-Cameron
Coalmine Canyon	18-acre Coalmine Canyon Commercial Site	Northwest Corner of 264 and Chapter Road
Tuba City	27-acre Commercial and Light Industrial Site - 23 acres in FBFA	North side of US 160 in Kerley Valley, Tuba City, AZ
Bodaway/Gap	Barney Enterprise	Access Road, Infrastructure Development; Laundry, Snack Shop

THE LONG PATH TO DEVELOPMENT IN INDIAN COUNTRY

Commercial and industrial development in Indian Country is more complicated than off-reservation. In addition to the preliminary planning and design stage, which is required of all development projects, land has to be withdrawn and receive BIA approval. In addition, archeological surveys and environmental assessments are typically more time-consuming on Navajo and other Indian Country projects than elsewhere. Finally, the unique market conditions typically need to receive a feasibility study or market assessment before ground is broken.

The Navajo Nation Division of Economic Development has been leading the way to position many commercial and industrial sites throughout the Navajo Thaw Region for development. Stimulus funding can become the catalyst for much needed job-creation activities.

TONALEA COMMERCIAL SITE



PROJECT HIGHLIGHTS

PROJECT NAME: Tonalea Commercial Site

LOCATION: Tonalea Chapter

PROJECT BENEFITS

- **Economic:** Jobs / Wages
- **Quality of Life**
- **Public Health**
- **Environmental**
- **Safety**

ADDITIONAL DETAIL

- This is a nine-acre commercial site to be developed at Tonalea
- The land is officially withdrawn and approved by BIA with lands survey, archeological survey and environmental assessment
- The infrastructure plan and designs have been completed
- A market feasibility study for the site needs to be completed
- Funding is needed for the construction of the infrastructure
- The Chapter has coordinated with NTUA and approved a right-of-way for the utility lines
- A survey needs to be completed for the right-of-way
- Archeological surveys and environmental assessments within the right-of-way may need to be completed
- Fiber optic connectivity needs to be addressed

BUDGET

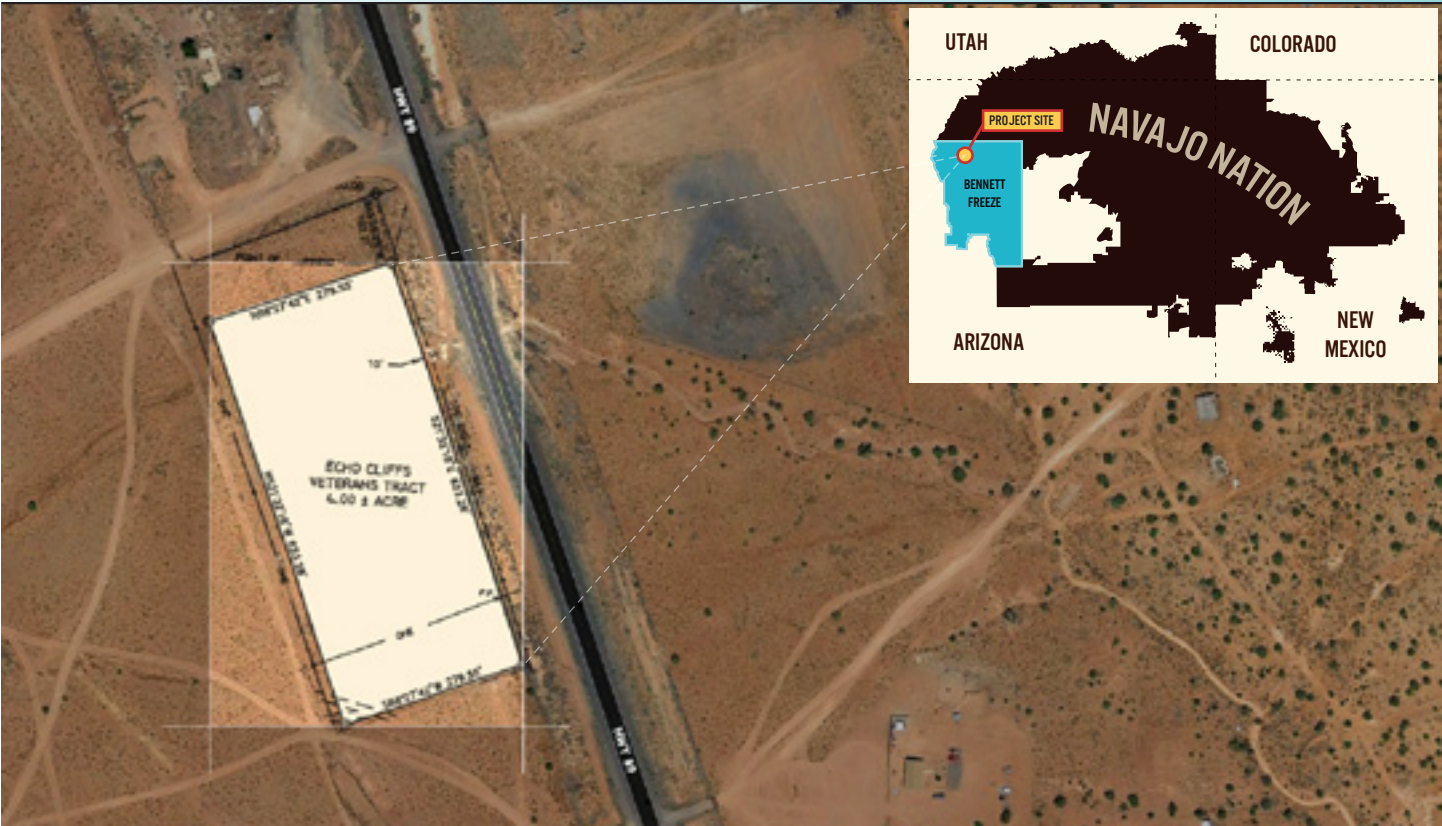
TOTAL PROJECT COSTS: \$1,700,000

NOTES: Projet costs plus additional costs such as land survey, archeological survey and environmental assessment for the right-of-way

TIMELINE

NOTES: The continuation of the professional services phase could begin immediately upon stimulus funding.

BODAWAY GAP ECHO CLIFFS VETERANS FACILITY



PROJECT HIGHLIGHTS

PROJECT NAME: Echo Cliffs Veteran’s Facility
LOCATION: Bodaway Gap Chapter
(Cedar Ridge, west of U.S. Highway 89, mile post 505)

DESCRIPTION

- A 6,527 square foot facility dedicated for use by veterans throughout the region
- The project sits on four acres

PROJECT BENEFITS

- Honors Navajo veterans
- Provides a location for gatherings and events
- Facility could have multiple use
- Location along U.S. 89 provides proximity and access

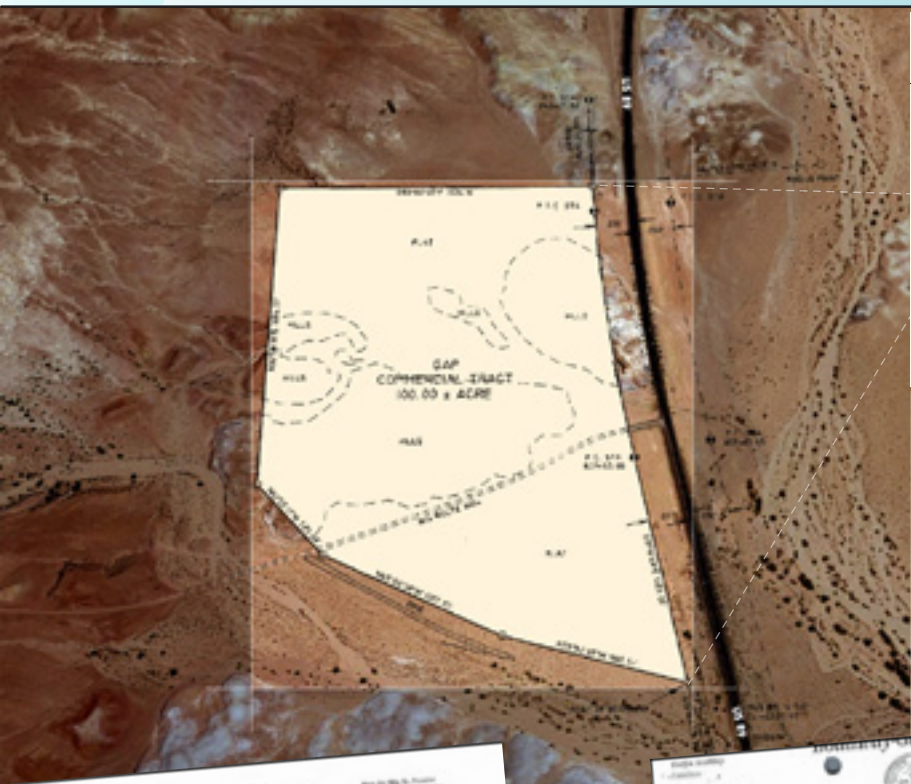
BUDGET

TOTAL PROJECT COSTS: \$2.24 million (2017 cost estimate)

DEVELOPMENT ACCOMPLISHMENTS

- Coordination with NTUA on utility clearances
- Completion of Biological Resources Compliance form
- Environmental assessment requesting a Finding of No Significant Impact (FONSI)
- Coordination with Resources Development Committee of the Navajo Nation Council
- Completion of Cultural Resources Compliance form
- Updated cost estimate in 2017
- Resolution supporting land withdrawal of four acres

BODAWAY GAP - US 89 100-ACRE ECONOMIC DEVELOPMENT SITE

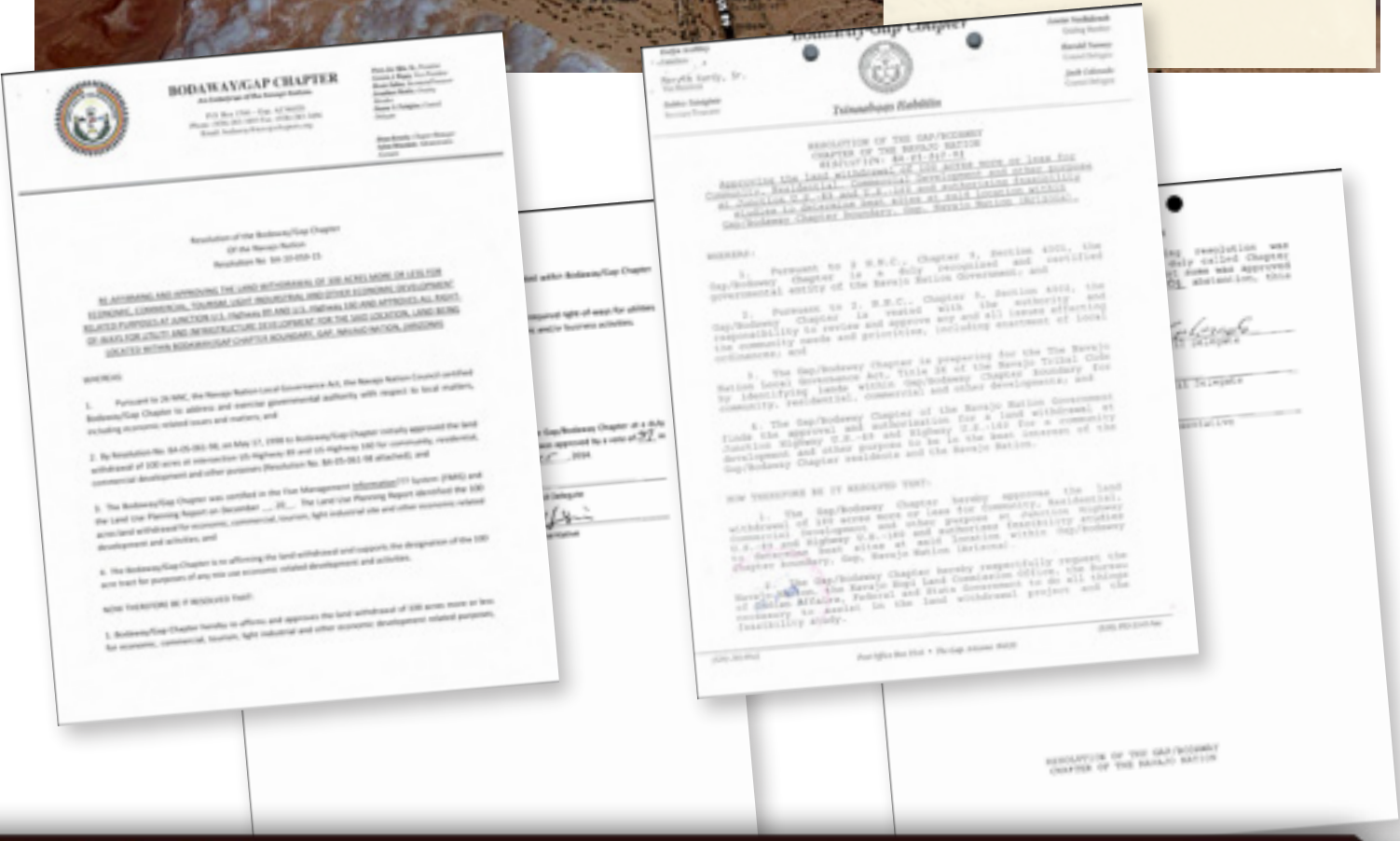


PROJECT HIGHLIGHTS

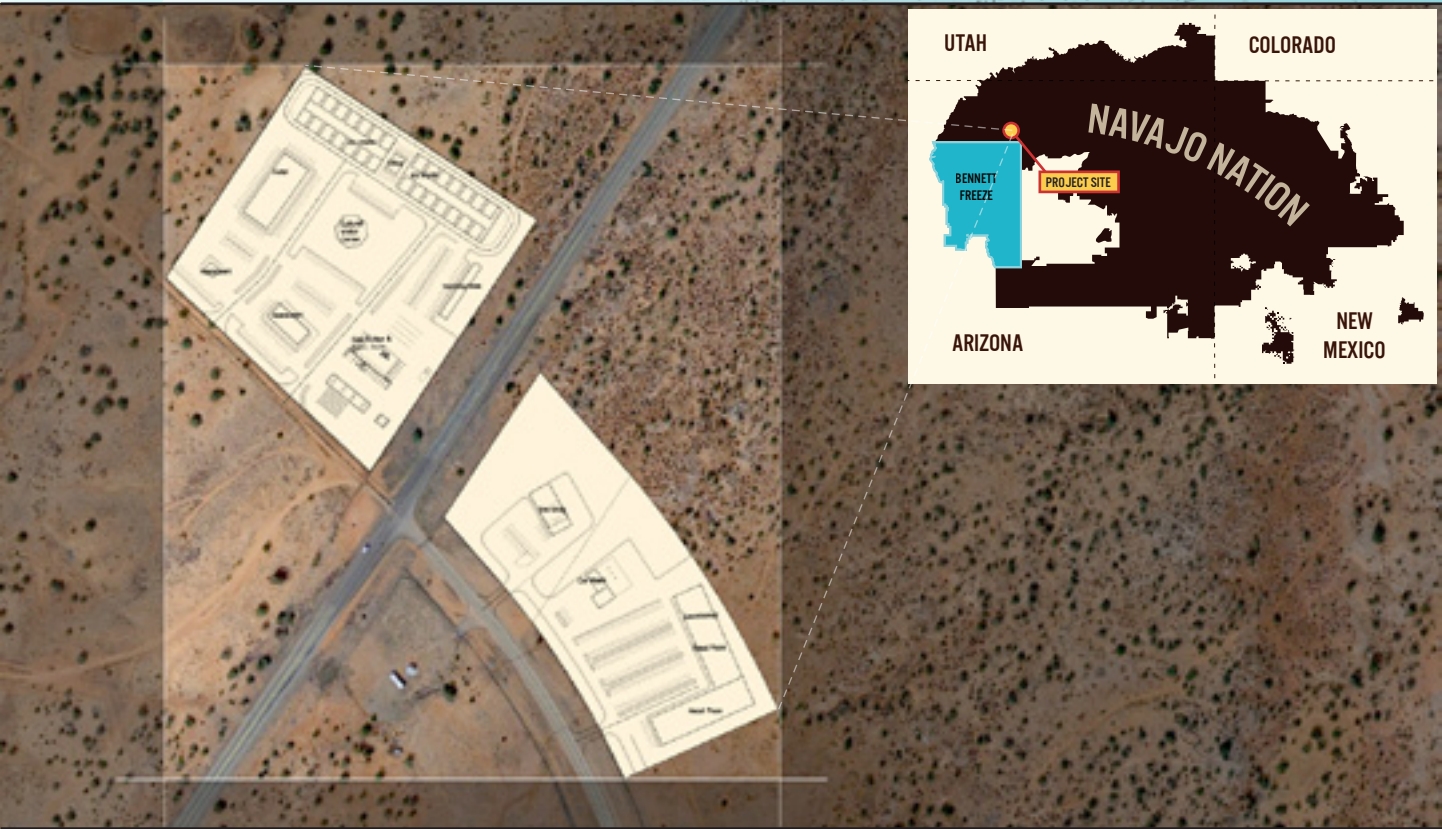
PROJECT NAME: US 89 100-acre Economic Development Site
LOCATION: Bodaway Gap Chapter
(Cedar Ridge, west of U.S. Highway 89, mile post 505)

DESCRIPTION

The leaders of the Bodaway Gap Chapter, like so many of the Navajo people, have had a dream for business development for generations. Shown here is their vision of developing 100-acres along US-89 near US-160. The original Resolution in support of this project was passed by the Chapter in May of 1998. A Reaffirmation Resolution was then approved in October of 2014. Sensitivity to a nearby sacred site is important with future development. “Never give up. Never give up.”

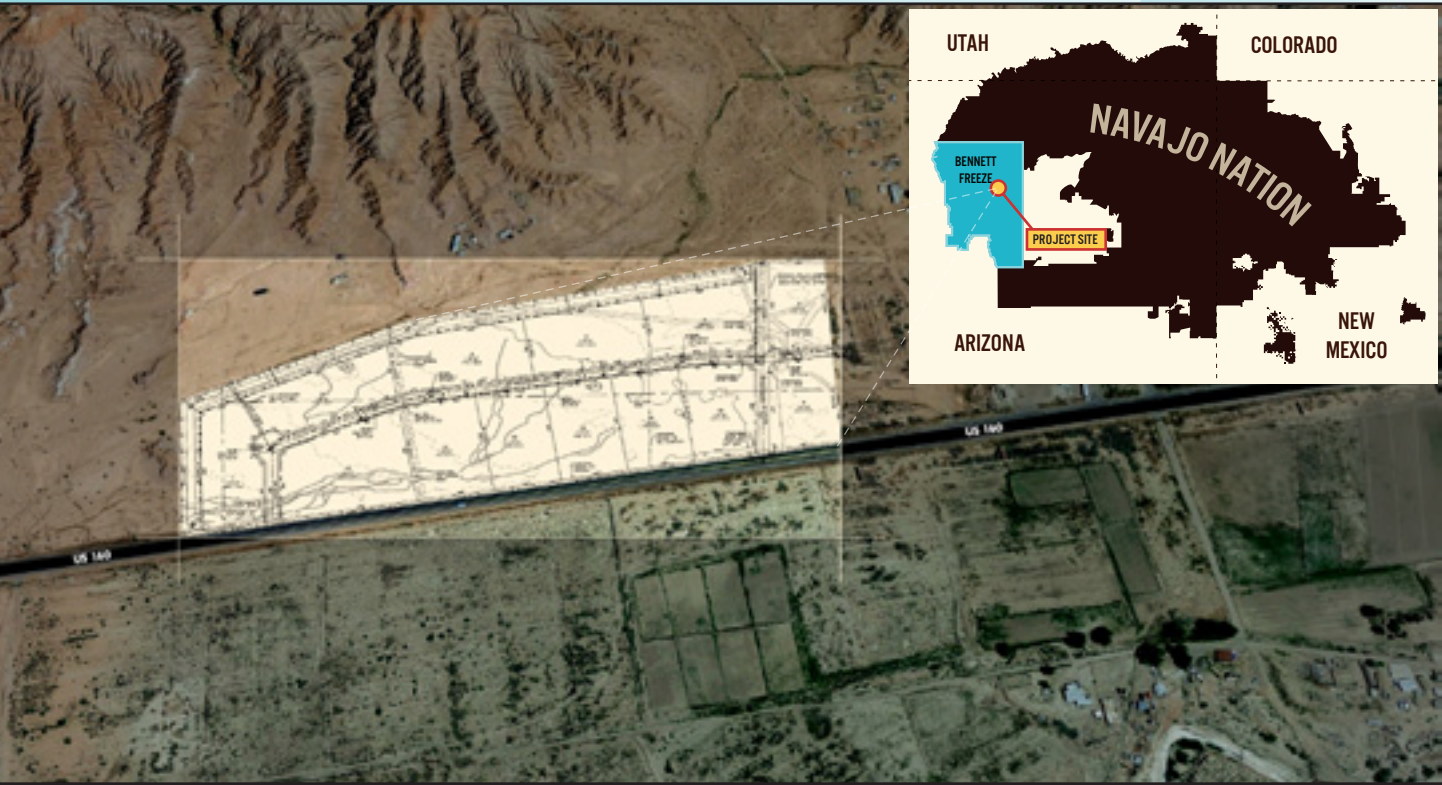


KAIBETO COMMERCIAL DEVELOPMENT



PROJECT HIGHLIGHTS	BUDGET
PROJECT NAME: Kaibeto Commercial Development LOCATION: Kaibeto Chapter	TOTAL PROJECT COSTS: \$1,500,000 NOTES: \$200,000 available for design and construction administration only
PROJECT BENEFITS	TIMELINE
- The development of the Kaibeto commercial sites will bring a boost to the local economy by providing dozens of job opportunities for residents. It will also provide a central location where local residents can sell hand-crafted goods through a new vending area. - Retail and restaurants will be brought to the area through this new commercial development. For many services, Kaibeto residents must travel 45 minutes to Page AZ. This will bring important services closer to home for the chapter and will improve the quality of life for the area.	NOTES: - Construction to begin in 2021 - Design will not be finalized until the end of 2020 due to coordination with sewer lagoon expansion - Timeline for planning and engineering: 10 months - Construction period: 6 months
DESCRIPTION	
Access roads, turn lanes, site grading, drainage improvements, and utility infrastructure for an 18-acre commercial site development	

KERLEY VALLEY COMMERCIAL LIGHT INDUSTRIAL SITE



PROJECT HIGHLIGHTS	BUDGET
PROJECT NAME: Kerley Valley Commercial/Light Industrial Site LOCATION: Coalmine Canyon Chapter	TOTAL PROJECT COSTS: \$384,300 — Grading and earthwork \$792,750 — Street paving and concrete work \$143,000 — Water and wastewater development
TIMELINE	PROJECT BENEFITS
NOTES: - The Navajo Nation Division of Economic Development is prepared to make this a priority and advance the project upon funding award. - Conceptual design and final planning and engineering will take approximately four months. - The construction period would be six months	Small and medium sized businesses
ADDITIONAL DETAIL	
- The implementation of the Navajo Thaw Regional Plan will lead to business development as homes get built, infrastructure gets developed and new businesses are established. This will all require commercial and light industrial land. - For Navajo business owners, having a readily-developable land parcel is critically important. The business site leasing process can take years, so the development of commercial and light industrial parks is critical.	

TUBA CITY RBD0 BUSINESS INFORMATION CENTER



PROJECT HIGHLIGHTS

PROJECT NAME: Western RBD0 Business Information Center
LOCATION: Tuba City Chapter

DESCRIPTION

- An 8,000 square foot building that will serve businesses and entrepreneurs by providing computers and access to information for business planning
- New location for Navajo Nation Regional Business Development Office

PROJECT BENEFITS

- Job creation through business development activity.
- Increase in family wages due to successful business operation.

BUDGET

TOTAL PROJECT COSTS: \$2,500,000
NOTES:

- Amount of money in place now: \$500,000 (\$100,000 from the Arizona Commerce Authority and \$400,000 from Abandoned Mine Lands)
- Amount of funding required to advance the project: \$2 million

TIMELINE

NOTES:

- Project planning to date: Project concept has been in place since 2011
- Timeframe for conceptual design: 1 month
- Timeframe for planning and engineering: 3 months
- Construction period: 2021
- Grand opening and operations: Fall 2021

CAPACITY & ORGANIZATION

CREATING ADMINISTRATIVE CAPACITY

The Navajo Nation is comprised of 110 Chapters. These are the primary local governance organizations that work toward the health, safety and welfare of the people. On average, Chapters have about 2,500 persons. For the Navajo Thaw Region, To' Nanees' Dizi' (Tuba City) is by far and away the most populous Chapter. Tuba City is the second-largest population center on the Navajo Nation.

The Navajo Nation facilitates a process to improve the administrative capacity of Chapters. Chapters that reach a certain level of budgeting, auditing, land use and other areas of administrative proficiency become Certified Chapters. Certified Chapters are given additional powers and responsibilities. Currently, four of the nine Navajo Thaw Region Chapters are certified: Bodaway Gap, Leupp, Tonalea and Tuba City. With the natural changes in local elective leadership and administrative staffing, even the capacity of "certified" Chapters evolves from year to year.

10 MOST POPULOUS CHAPTERS

Chapter	Population
Shiprock	9,921
Tuba City	9,496
Chinle	7,156
Fort Defiance	6,236
St. Michaels	5,968
Kayenta	5,735
Crownpoint	3,086
Many Farms	2,830
Red Lake	2,661
Fruitland	2,650

Tuba City has achieved yet a higher level of administrative designation, Alternative Form of Government (AFoG). These Chapters have a more streamlined democratic process and can become regional leaders in terms of community and economic development.

Without exception, the people of the Navajo Thaw Region want to take charge of their future. This is why they have participated not only in the Navajo Thaw planning process, but they have been involved with every possible activity for decades that could lead to better living and economic conditions.

CREATING ULTIMATE LOCAL CAPACITY

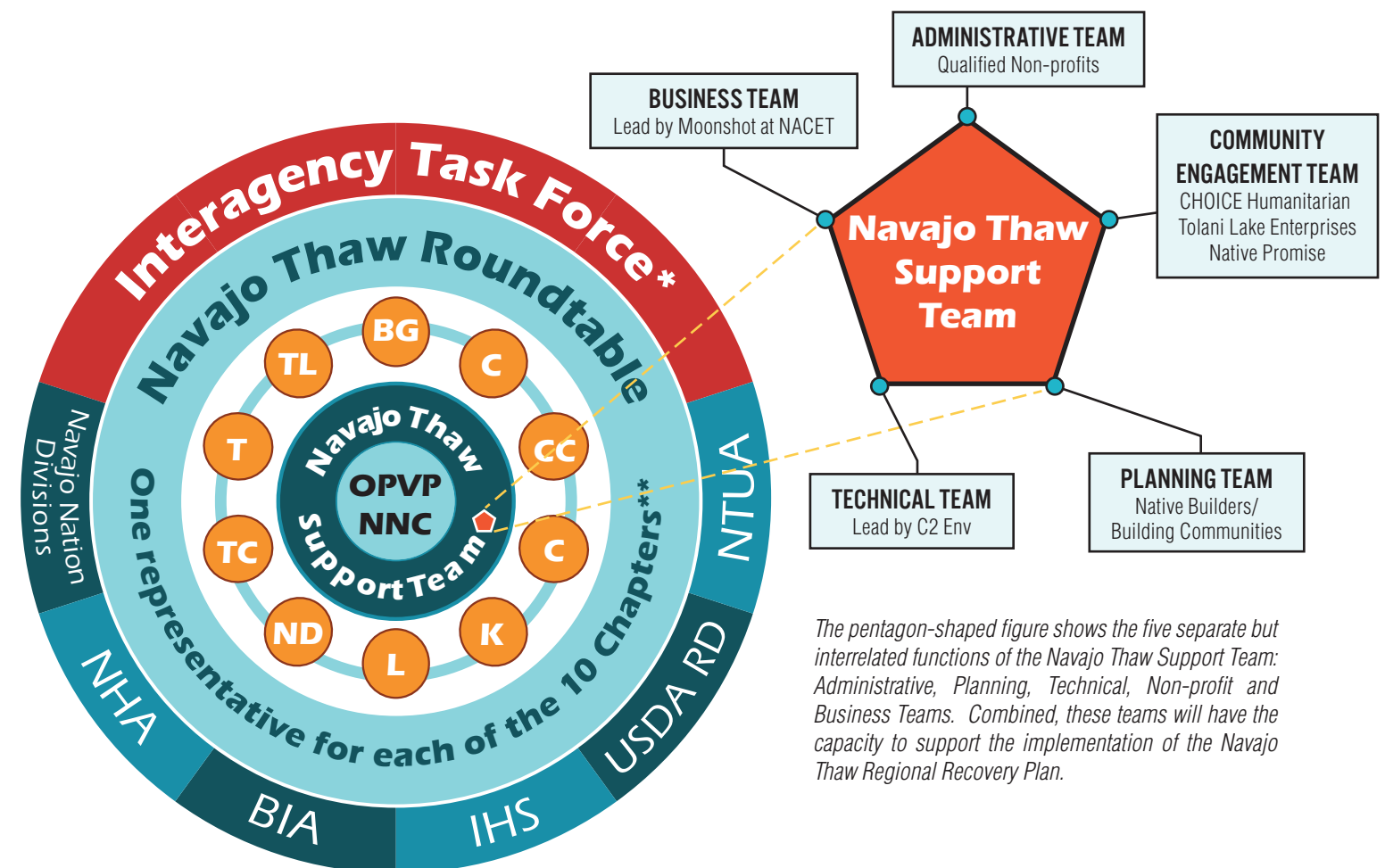
Cities throughout the United States benefit by economic growth. They do this through sales taxes, property taxes, economic development districts and other means. For Chapters, however, there is not an intrinsic benefit from economic development. Because most of the administrative (and funding) powers reside with the Nation itself, new local business activity does not necessarily bring the Chapter increased revenues.

A FoG and Certified Chapters, however, can benefit from such activity by establishing various local authorities.

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NAVAJO THAW ORGANIZATIONAL STRUCTURE

The figure with the concentric circles shows the multi-level organizational structure designed to implement the Navajo Thaw Implementation Plan. At the center is the leadership and authority of the Navajo Nation Office of the President and Vice President and the Navajo Nation Council. The Navajo Offices are supported by the Navajo Thaw Support Team which brings the planning and technical capabilities to the effort. Directly benefitting from the initiative are the nine Chapters. The Navajo Thaw Roundtable, comprised of one representative and one alternate from each of the nine Chapters, then provides two-way communication to and from the Chapters to inform the overall initiative. Finally, the Navajo Thaw Interagency Task Force allows for structured communication and coordination with federal and other agencies.



The pentagon-shaped figure shows the five separate but interrelated functions of the Navajo Thaw Support Team: Administrative, Planning, Technical, Non-profit and Business Teams. Combined, these teams will have the capacity to support the implementation of the Navajo Thaw Regional Recovery Plan.

*All Navajo divisions and enterprises, as well as federal agencies, that have resources and expertise to support the Navajo Thaw Region.
 **One representative and one alternate from each of the nine chapters; three designees from the OPVP; three designees from the NNC.

CREATING ADMINISTRATIVE CAPACITY (CONTINUED)

HOW TO EFFICIENTLY IMPLEMENT A MULTI-BILLION DOLLAR RECOVERY PLAN

Pending award by the federal government, it will be incumbent upon the Navajo Nation and the Navajo Thaw Roundtable to efficiently and effectively utilize and report upon the funds dedicated for addressing “Decades of Nothingness.”

Ultimately, the effort must meet three overarching administrative objectives:

- Wise and efficient use of federal funding
- Strengthening of the Navajo Nation
- Benefitting the “Freeze and Relocates”

RELOCATION → RECOVERY REPURPOSING ONHIR

In order to immediately address the Freeze/Relocates/ COVID-19 crisis of this proportion, it is recommended that the mission, function and geographic scope of the Office of Navajo and Hopi Indian Relocation (ONHIR) be repurposed. Expanded beyond a primary focus of relocation, ONHIR should assume a leadership role in terms of **recovery**. Only ONHIR has the federal statutory authority to make such a difference while still benefitting from years of local and regional understanding of the problems and potential solutions of the region. Historic examples such as the Public Works Administration (PWA) and the Tennessee Valley Authority (TVA) are examples of this type of role in U.S. history.

CAPACITY GOAL FOR THE NAVAJO THAW REGION

All 10 Chapters associated with the Navajo Thaw Implementation Plan become Certified and economically self-sustaining.

DECADES OF NOTHINGNESS

How do you conduct community, economic, infrastructure and housing development activities in a region which has suffered for over a half century from a federal restriction making it illegal to conduct such activities?

As noted in this Regional Plan, the result of the Bennett Freeze has been to restrict all forms of development activity. Not only has such development activity been stopped, but the mindset of the people in the Former Bennett Freeze Area has been to generally accept that no development will ever occur.

Houses will never be fixed. Homes will never be built. Roads will never be constructed. Power will never serve residences. Indoor plumbing will never exist. The only housing development that can be expected is the relocation of the outdoor outhouse when such necessity arises.

The federal moratorium on development activity may have ended in 2006 but needed federal and tribal funding has not arrived to reverse the problem.

PLANNING TEAM AND TECHNICAL TEAM

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 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.

NATIVE BUILDERS SUPPORT TEAM AND TECHNICAL TEAM



Lead project contractor; responsible for networking throughout the Navajo Thaw Region, Navajo language translation, housing assessments, support for project coordination.



Capable and qualified to perform a wide array of civil engineering services including tribal water planning, surface-water hydrology, surface-water supply studies, water distribution system design, and site civil design.



Project management and leadership, implementation of Chapter Recovery Plans, coordination of all contractors, project administrative support.



Project management emphasizing in tribal developments, environmental clearances and permitting; planning document development and logistics support for large and small projects. Project experience including: NEPA, 404/401, Cultural, Biological and Social resource concerns.



Swaback Partners was founded over three decades ago based upon three inseparable commitments: 1) a commitment to the land, 2) a commitment to the specific culture of people and places, and 3) an understanding and comprehensive commitment to the relationship and relatedness of all things. Swaback will serve to ensure that development advanced by the Technical Team will contribute to the healing of the Navajo people.

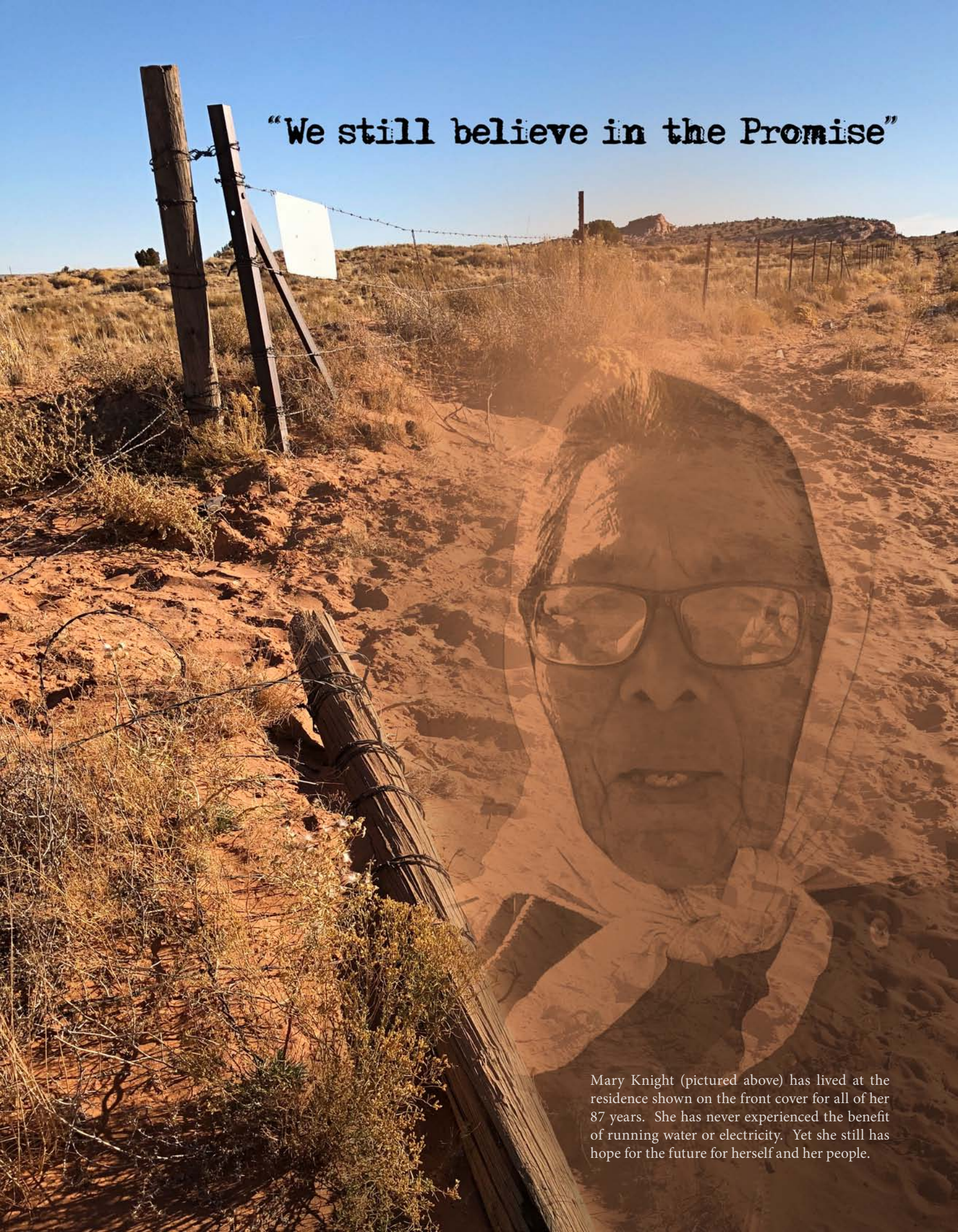


Full-service environmental engineering and construction firm serving throughout Navajo, North America and the Pacific. Offer full-service water and wastewater engineering, construction, program management and science and research services.

Nizhoni Homes, LLC

Capable and qualified to understand the housing needs of the region, and to coordinate with Chapters to assist with housing improvement projects. Working to eradicate poverty, hopelessness and oppression by working with Navajo people to train and educate during the construction process.

"We still believe in the Promise"



Mary Knight (pictured above) has lived at the residence shown on the front cover for all of her 87 years. She has never experienced the benefit of running water or electricity. Yet she still has hope for the future for herself and her people.