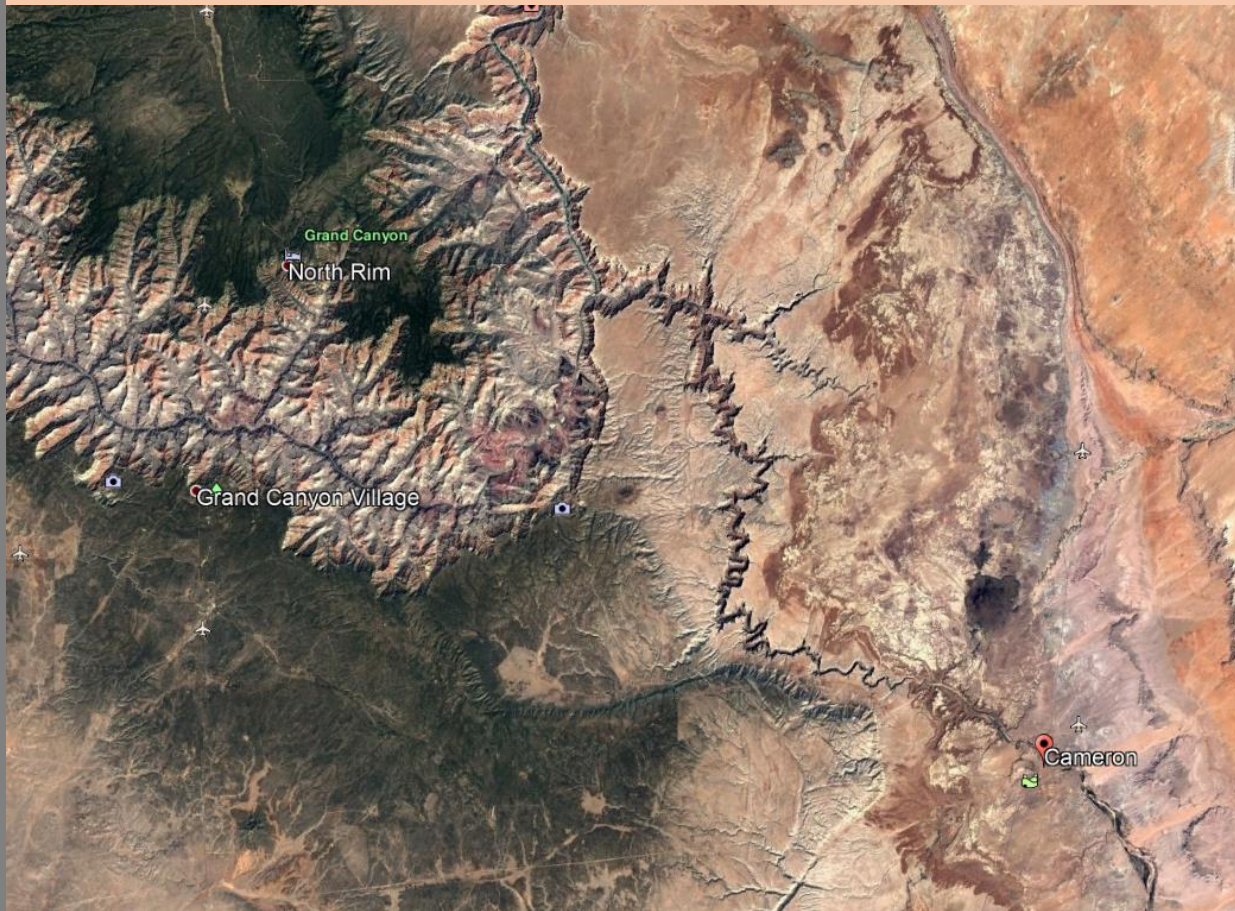


ENVISION CAMERON



Cameron, Arizona from 80 Miles Above Earth

What Will Cameron look like in 2070?
How can we shape our future the way WE want it?
What can we do right now to get started?

A grant application has been submitted to USDA Rural Development so we can answer these questions. If funded, we will start in October. The grant provides funding to participate in the effort over two years.

For more information, contact Marilyn Reed at (928) 607-0620 or MarilynReed1783@gmail.com.

**Tolani Lake Enterprises
Envision Cameron
Rural Placemaking Innovation Challenge Proposal
September 2020**

2. Executive Summary (#1 is the required federal forms)

Envision Cameron	
Applicant Entity Name	Tolani Lake Enterprises, a 501(c)(3) non-profit corporation
Duration of Project	24 months
Federal Funding Requested	\$250,000
Amount of Non-federal Cost-share/match Funding Committed	\$40,000
Project Title	Envision Cameron
Geographic Location	Cameron Chapter of the Navajo Nation; Coconino County Arizona
Placemaking Approach including Objectives and Strategies	The approach begins with research and analysis leading to a two-day programming charrette. From information gained with the community, conceptual and master plans will be developed.
Public/Private/Philanthropic Partnerships	A total of 22 partners (13 primary and nine secondary) are identified in the proposal
Innovative Approach	For planning and development on the Navajo Nation, this comprehensive “placemaking” approach in and of itself is truly innovative. In fact, it has never been attempted. These proven strategies applied here will provide an important prototype on how other Navajo communities can plan for their future. In addition, specific innovative items we will incorporate and promote are: expansive broadband connectivity, veteran and senior housing, a business/ entrepreneurship/apprenticeship center, eco-and-cultural-tourism, low-impact design, and flexible housing options.
How Project will be Quantified	The application lists the objectives and the performance measures for the project
Predicted Benefits or Deliverables	The two-year project consists of five phases: Site Reconnaissance and Evaluation (3-4 months), Programming Review and Confirmation (3-4 months), Preliminary Concept Plans (3-4 months), Draft Conceptual Master Plan (5-6 months) and Final Master Plan and Report (7-8 months). Within those five phases, the deliverables are listed in the project Work Plan.

3. Applicant Qualifications

Swaback. Swaback was founded four decades ago and is 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 advances by the team will contribute to the healing of the Navajo people. Swaback was founded by one of the last living apprentices of Frank Lloyd Wright and with over 40-years of study and preparation.

Swaback has sought to create an Architectural and Planning practice providing individualized work for demanding clients. Established in 1978, the firm has now grown to include five partners along with a staff of over 50 individuals - currently practicing throughout the United States and abroad. From the start, Swaback set out to build an organization of sufficient depth to undertake very special projects. What has emerged is a team of dedicated individuals providing services in community planning, hospitality, special case architectural design, community planning, interior design, environmental, graphic design, and branding services. The result is an group of clients including some of the most interesting organizations in the world.

Building Communities. Building Communities will support Swaback and serve to coordinate the Placemaking Advisors. **Native Builders.** Native Builders will provide all of the on-the-ground coordination and support with the Navajo Chapter, people and Navajo Nation. **C2**

Environmental. Project management focusing on Tribal development, 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.

Brown and Caldwell. 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.** 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. **Riley Engineering.** 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.

Navajo Nation Telecommunications Regulatory Commission. Lead responsibility for the deployment of telecommunications capacity throughout the Navajo Nation. Participating advisor to the Navajo Thaw process. **Southwest Regional Council of Carpenters.** Advisor to the project on the development of carpentry skills in order to improve housing and neighborhoods.

Navajo Nation Veterans Division. Development of a Navajo-owned manufactured housing business operation utilizing Navajo labor and skills and advised by the Southwest Regional Council of Carpenters.

Capacity to Support Multiple Planning Activities. Swaback has a staff of over 50 people with a wide breadth of expertise in Community and Policy Planning, Architecture, & Landscape Architecture to manage, design, and implement the strategies and processes outlined herein. Our offices are only a three-hour drive from Cameron and the proposed outreach goals align with the over 200 community meetings Swaback has led over the past eight years on the Navajo Nation. **Knowledge and Prior Experience.** Placemaking and community development strategic planning is rare on the Navajo Nation. While every Chapter is required to create and routinely update a land use plan, rarely do such plans include robust community development

and placemaking activities/strategies. Cameron has established its Community Land Use Planning Committee (CLUP-C) which forms the basis for both land use and placemaking discussions and planning. The Placemaking Team will bring new capacity and focus to this existing effort. Building Communities has assisted 80 rural communities across the United States with such planning and implementation strategies. Native Builders is very familiar with the customs, culture and places of the Navajo Nation. For over four decades, Swaback has shaped communities throughout the world through an enduring legacy of design excellence, timeless authenticity, and co-creation with our clients. Over the past 10 years, Swaback has worked closely with Navajo leadership and communities on envisioning the future of development on the Navajo Nation. The primary outcome of this work was the “Sustainable Journey of Beauty” – A Planning Manual for Developing Sustainable Housing and Community Initiatives on the Navajo Nation. This planning effort, facilitated through the Navajo Housing Authority was the largest and most comprehensive Master Planning Initiative on Native Lands in the history of the United States and has been the recipient of awards from the American Planning Association, American Society of Landscape Architects, AZ State Housing Department and Arizona Forward. This RPIC Grant provides an individual community the tools to take this work to the next step at a local level. ***Applicant Capacity Related to Strategic Infrastructure/Broadband/Digital Inclusion/Community Placemaking.*** Cameron’s role in the Navajo Thaw results in a Chapter Recovery Plan that includes activities related to broadband deployment and community placemaking. Cameron has selected “Infrastructure Development,” “Leading Edge Development” and “Downtown Development” as a part of its Plan, and looks to become proactive in shaping its future with respect to technology, infrastructure and place. Attachment A presents the telecommunications priorities in the Navajo Thaw Regional Recovery Plan. Technical assistance providers will be available throughout the two-year Project Period (and actually through the end of 2022 as a part of the Navajo Thaw Project). ***Applicant Access to Data for Needs Assessments and Community Data Analysis.*** As the lead subcontractor for the Navajo Thaw Regional Recovery Plan (Recovery Plan), Building Communities has developed a broad set of data from primary and secondary sources. A series of two-day, 12-hour data collection and strategic planning sessions were conducted in 2019/2020 with 10 Chapters throughout the Navajo Nation, including Cameron. All of this information has been reviewed by the local Navajo Chapters and synthesized into Chapter Recovery Plans and the Regional Recovery Plan. The technical capacity of the Placemaking Team is augmented by the Placemaking Advisors as described above. ***Applicant Knowledge Leveraging Community Assets in a Placemaking Process.*** All of the members of the Placemaking Team and Placemaking Advisors have an understanding of the very unique assets on the Navajo Nation. That is, the way that planning gets completed and implemented is different at Navajo. Land is not owned. Environmental regulations are paramount. The land withdrawal process always requires biological and archeological clearances. Chapter and Navajo Nation election cycles frequently disrupt plans and projects. Multigenerational living arrangements are typical. Infrastructure in many areas is nonexistent. Yet the desire to live a better life and to be all that one can be by experiencing what it means to be Navajo is universal.

4. Key Personnel Qualifications

a. Jeffrey M Denzak, Partner, Project Director, Swaback—Mr. Denzak is a Partner at Swaback and is involved in a wide variety of projects focused on all aspects of the built environment, including community master planning, urban infill, town center revitalization and the design of specialty buildings. His work encompasses all stages of the development process from initial feasibility through the final execution of vertical construction. Mr. Denzak holds a Master's degree from Harvard University's Graduate School of Design where he focused his studies on urban planning and community design initiatives. Prior to joining Swaback, Mr. Denzak worked for several distinguished international design firms including: The Architects Collaborative (TAC), and Hellmuth, Obata + Kassabaum (HOK).

b. Chris McKibben, RLA/ASLA, Community Planner & Landscape Architect, Swaback—Mr. McKibben is a Community Planner and Registered Landscape Architect with extensive experience throughout the Desert Southwest with a focus on Sustainable Community Development, Smart Growth, and Authentic Sense of Place. Chris specializes in distilling complex community planning projects into integrated, authentic, timeless places that enrich the quality of life for the residents and broader community. Chris has provided design services for projects including; Native American Masterplans and Community Development, Rural Community Planning, Municipal Planning, Mixed-Use Developments and complex Large-Scale Master Planning initiatives. These projects have ranged in size from neighborhood formative parks to over 17 Million Acres. The great majority of his work has been in close collaboration with community leaders and includes integration with land-use attorneys, transportation engineers, economists and architects. Chris holds a Bachelor's Degree in Landscape Architecture from Purdue University and has worked on numerous award winning projects throughout the West.

c. Rhonda Harvey, Planning and Architectural Design, Swaback—Ms. Harvey is involved in a broad spectrum of design and planning projects including architectural project design, urban mixed-use developments, large scale master planning. As a member of the Navajo Nation, her main focus over the past several years has been on the award-winning prototype building design and planning initiative on the Navajo Reservation; The Sustainable Journey of Beauty; a Regional Sustainable Community Master Plan – awarded the President's award for Planning and design. Her work on the Reservation has includes all aspects of building design and master planning including; building prototype designs, site analysis, feasibility studies, conceptual plans and detailed master plans. Most recently, she has been involved in the 10,000 acre master plan for Twin Arrows, Arizona, described as the new western gateway to the Navajo Nation. As part of the on-going planning efforts, Rhonda has participated in well over 100 meetings on the Navajo Reservation. Ms. Harvey holds a Bachelor's Degree in Urban Planning and Master of Architecture from Arizona State University.

d. Paola Cagnina, Urban Designer & Planner, Swaback—Ms. Cagnina is a gifted planner, designer, and artist with decades of professional experience working on a wide variety of creative projects. She has been a member of Swaback since 2006. She received her undergraduate degree in Architecture and Urban Design from the University of Cordoba, Argentina and received her Master's in Urban and Environmental Planning degree from Arizona State University where she was awarded the "Outstanding Student of the Year" from the School

of Planning. Ms. Cagnina has significant knowledge of the programming and conceptual design of planning, master planning, and urban design projects. She has played an important role in creating design guidelines, thematic character development, development standards, and the design and visualization of architectural elements.

For more information on the projects and accomplishments of Swaback, see Attachment B.

e. Brian Cole, President, Building Communities—Brian Cole has been a community and economic development professional for 33 years, focusing entirely in rural communities. Cole has served as the economic development director for a rural community, as a state regional business development officer in five rural counties, as a County Commissioner and, most recently, as a rural community and economic development consultant over the past 17 years.

Over the past six years, Cole has focused his efforts on the Navajo Nation due to the tremendous community and economic development need of the area. This focus is even greater in the nine-Chapter region known as the Former Bennett Freeze Area. Along with Native Builders LLC, Building Communities has developed nine Chapter Recovery Plans to reverse the impacts of federal policy that created a development moratorium lasting over 40 years. Cole is the author of all 10 Chapter Recovery Plans and of the Navajo Thaw Regional Recovery Plan. All of these plans can be accessed at www.NavajoThaw.com.

Cole holds a Bachelor of Science in Business Administration from Oregon State University and a Master of Management from Willamette University's Geo. H. Atkinson Graduate School of Management.

f. Thomas Tso, President, Native Builders LLC—Thomas Tso founded Native Builders LLC, a 100%-Navajo-owned company in 2015 to address the impacts of the Bennett Freeze on his friends and neighbors in Western Navajo. Native Builders has been involved with Native American-based planning projects in Arizona, Oklahoma and Washington state. Native Builders is based in the Bennett Freeze, and located just 20 miles from the Cameron Chapter. Thomas Tso's background is in natural resource planning, working with the US Soil and Water Conservation Service for over 20 years. Tso has an Associates of Arts in Natural Resources from both University of Arizona and Northern Arizona University.

g. Marilyn Reed, CLUP-C Chair, Cameron Chapter of Navajo Nation—Marilyn has been a volunteer member of the CLUP-C for the past four years. She is a lifelong resident of the Cameron Chapter. She comes from an educational background but has volunteered in this capacity because she wants to see her community flourish and grow in the best manner possible. CLUP-C members are a recommending body that supports the Chapter in acquiring certification, housing, infrastructure, economic development, and sustainable use of the land. Marilyn Reed has a Bachelors in Elementary Education, a Master's in Multi-Cultural Education, and a Master's in Educational Leadership from Northern Arizona University.

5. Project Proposal

5. i. Project Background

If you look at Cameron, Arizona from 100 miles above the surface of the earth, you will see some of the most rugged landscape in the world. To the west is the Grand Canyon, one of the Seven Wonders of the World. Bisecting Cameron is the Lower Colorado River, the lifeline for Western Navajo, and flowing to the northwest to the Confluence—one of the most important spiritual locations for both the Navajo and Hopi Tribes.

Zooming in to an elevation 10 miles above the earth, you will see US-89, the primary commerce route from the populated areas of Arizona north to Utah. The junction with Highway 64, and its new roundabout forming the eastern portal to Grant Canyon National Park frames the populated portion of the Cameron Chapter—one of 110 units of local government at Navajo, the largest Indian Reservation in the United States.

Further zooming to two miles above the earth, the scattered housing and random development of Navajo comes into view. Prominent is the Cameron Trading Post, providing an authentic historical experience with Native American art, lodging and dining opportunities. The Little Colorado River, which flows only intermittently, frames the northern boundary of what is generally recognized as Cameron.

What you will not see on Google Earth is how human interaction has shaped the place. In fact, to date, it has been the forces from outside of Cameron that have shaped the lives of the people as we know it today. When uranium was needed by the United States to help win World War II, it was the Cameron area that was mined. When coal was needed to light up the great cities of the Southwest (Phoenix, Los Angeles, Las Vegas) it was Black Mesa that was mined to the east of Cameron. When the Navajo Nation and the Hopi Tribe argued over land boundaries, it was the United States that placed a 40+ year moratorium on development, thus stagnating any development for decades. And when the Coronavirus hit the world, it hit the Navajo Nation hard—so hard that at one point the per capita incidence of COVID-19 tests exceeded New York and New Jersey at their highest points in April and May of 2020.

“One cannot be pessimistic about the West. This is the native home of hope. When it fully learns that cooperation, no rugged individualism, is the quality that most characterizes and preserves it, then it will have achieved itself and outlived its origins. Then it has a chance to create a society to match its scenery.”

—Wallace Stegner, *The Sound of Mountain Water*

In short, while the natural environment has created a great place at Cameron, the built environment and human interactions have served to detract from its potential. In the words of Wallace Stegner, we have yet to “create a society to match the scenery.”

Like much of Native American planning, opportunities for proactive placemaking are rare. For Navajo, and especially the region known as the Former Bennett Freeze Area (FBFA), the severe socioeconomic opportunities make placemaking sound like a luxury, rather than an opportunity.

What is different for Cameron in 2020 is that it is a part of a 39-month regional planning effort known as the Navajo Thaw Regional Recovery Plan. It is widely recognized that economic conditions on the Navajo Nation are desperate. What is less known, however, is that 1.5 million acres of land was prevented from any form of development for over 40 years. This period of time was known as the Bennett Freeze. It was the “solution” imposed by the federal government related to the land dispute with the Hopi Tribe. No houses were built. No homes were repaired. Fences could not be mended. No infrastructure was built. Time stood still. And Cameron, even with its remarkable location as the eastern gateway to the Grand Canyon National Park, remained unchanged. As the population grew, the houses simply got more crowded. As infrastructure needs grew, people simply put water containers in the back of their pickups in order to meet human and livestock needs.

“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 purpose of the Navajo Thaw Regional Recovery Plan is to plan for—and implement—improvements in housing, infrastructure, public facilities and economic opportunities. It is a robust effort with an existing consulting team which has completed the Chapter Recovery Plans and Regional Recovery Plan. All of this information is online at www.NavajoThaw.com.

It is the intention of this Placemaking project to lead to implementation. In fact, the final i’s were dotted and t’s were crossed on the Regional Plan when the Rural Placemaking Innovation Challenge grant notice was posted—perfect timing to move from planning to implementation. And a perfect opportunity for one Chapter to overcome the decades-long fight for survival to even begin to think about “creating quality places where people want to live, work, and play.”

For Cameron, the local Chapter Recovery Plan is complete. The Regional Plan identifying partners and economic strategies is in place. The commitment at the highest levels of the Navajo Nation is solid. The team of community development and placemaking experts is known. And now, with the RPIC, catalytic programming can be in place to set an example for the other 109 Chapters of the Navajo Nation leading to a potential renaissance and a true celebration of what it really means to be Navajo.

5. ii. Project Objectives

The Project Objectives and associated Performance Measures are associated with the Project Methods and Project Management. That is, the narrative and intended activities over the two-year Project Period are outlined in the narrative. This section then refines the anticipated activities and results into a series of objectives that are specific, measurable, attainable, relevant and time-bound. With respect to attainability, the applicant, community and Placemaking Team believe that the time and expertise will be in place in order to achieve the specific objectives. With respect to “measurable,” each of the objectives are then placed in a “performance measures metric” in Section 5 vii, Performance Measures.

General Activity	Objective
Outcome Objectives	
Draft Conceptual Master Plan	Completion and acceptance of Draft Conceptual Master Plan
Final Conceptual Master Plan	Completion and acceptance of Final Conceptual Master Plan
Veterans Hogan Housing Design and Construction	Understanding the timelines for the housing manufacturing project and finding locations within Cameron Chapter for such housing
Housing Apprenticeship Program	Direct involvement by Cameron CLUP-C in design and development of housing apprenticeship program
Uranium-related Housing Location Plan	Clear understanding by Cameron leaders and residents of where housing can be constructed within uranium constraints
Placemaking Internship Program	Engagement of high school or college students in placemaking project
Activities and Planning to Bolster Telecommunications Connectivity	Meaningful engagement in Navajo and regional telecommunications project planning activities
Collection of Placemaking-related Data	Ensuring availability of 100% of placemaking data available to Cameron citizenry
Interface and Relationships with Private Sector Business Activity on US-89	Completion of workshops and forums engaging Cameron businesses in placemaking activities
Process Objectives	
Respecting Community Leaders	The entire process is “place-led”
Creating a Place, not a Design	The planning will result in creating active uses, economic opportunities and programming
Engagement on Community Design	Participation in two-day community design charrette
Overcoming Opposition	Fully addressing concerns expressed by community leaders and members
Observation	Full engagement leading to mutual understanding between consulting team and community members
Permanence of Results	Expression of support by Cameron participants to extend and implement planning once completed

5. iii. Project Approach/Methods

TIMELINE

PHASE 1: SITE RECONNAISSANCE & EVALUATION

- Week of October 11th, 2020: Kick-off Meetings
- Site Visit
- Strategy Meeting
- Site Exploration

PHASE 2: PROGRAMMING REVIEW & CONFIRMATION

- Week of April 12th, 2021: Programming Charrettes
- Review site analysis/SWOT analysis
- Confirm goals and objectives
- Review precedents and program

PHASE 3: PRELIMINARY PLANNING OPTIONS

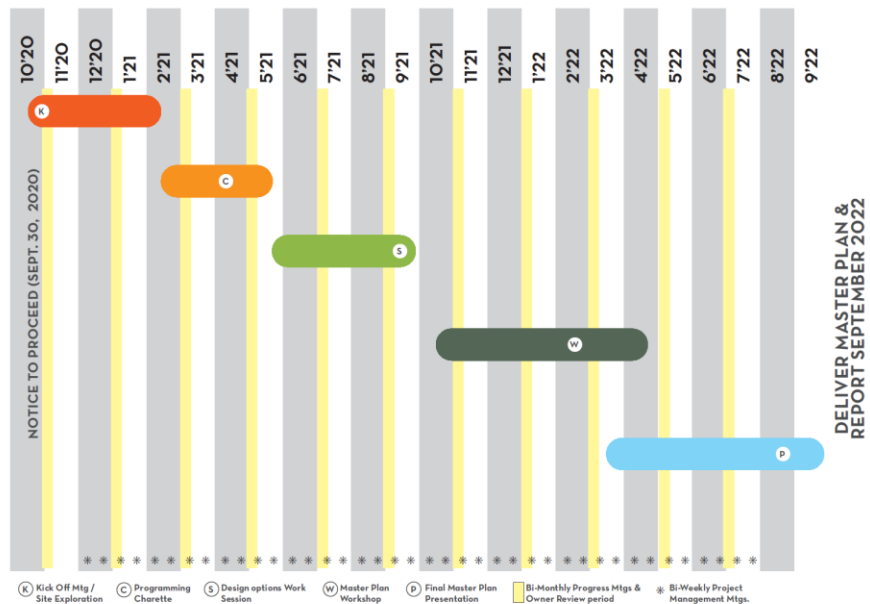
- Week of September 13th, 2021: Design Work Session
- Concept options
- Concept framework Plans
- Concept Evaluation matrix

PHASE 4: DRAFT CONCEPTUAL MASTER PLAN

- Week of February 14th, 2022 Workshop for Draft Conceptual Master Plan
- Open space and trails
- Amenities and details
- Draft Masterplan
- Draft Implementation 'Toolkit'

PHASE 5: FINAL MASTER PLAN & REPORT

- Week of August 15th, 2022: Final Master Plan Presentation
- Refine Document accuracy
- Deliver Draft Master Plan Report
- Present to Community
- Deliver Vision Book
- Master Plan
- Phasing Plan
- Implementation 'Toolkit'



How This Project Is Innovative

This project is innovative in three respects. First, comprehensive placemaking of this nature on the Navajo Nation has simply not been done before. Virtually all planning on the Navajo Nation relates to land use and natural resource management activities. The process of envisioning the future built environment is extraordinarily rare across this entire Native American nation which is equal to the size of the state of West Virginia.

Second, the process is unique given the placemaking planning practices that Swaback has refined in the United States and worldwide. While rooted in the fundamentals of placemaking activities, Swaback has developed a five-phase program designed to facilitate community-led decision making to create places in which people truly want to live, work and play.

Finally, this project is unique in the specific projects and sectors that are designed into the process. These sectors include expansive broadband connectivity, veterans and senior housing, business entrepreneurship activities, an apprenticeship center, eco-and-cultural-tourism, low-impact design and flexible housing options. All of these sector-specific practices are of vital interest and importance to Cameron.

The 2012 work of Swaback is featured on Pages 78-79 of the Navajo Thaw Regional Recovery Plan. Attachment C showcases these two pages which describe “The Sustainable Journey of Beauty” – groundbreaking work that is set for implementation.

Phase One: Site Reconnaissance & Evaluation - Research, Analysis, & Outreach (3-4 months)

Phase One lays the foundation for the work to come. The research and analysis in this phase allows the planning team to understand the history and current status of the site, the land, community, and people. This critical step will produce opportunity and constraints mapping

depicting existing conditions. Phase One will also engage the community to begin to understand the challenges that exist and their aspirations for the future.

Deliverables: 1a. Kick-off Meeting, Site Investigation, & Assessment, 1b. Composite Resource and Site Analysis Mapping, 1c. SWOT Analysis, 1d. Summary Reconnaissance/ Analysis Report

Phase Two: Programming Review and Confirmation (3-4 months)

Based on all that we will have learned from our Phase One efforts, we propose to begin this second task with a two-day programming charrette. This proposed session provides the initial starting point of beginning to challenge, expand, refine and or re-affirm all the standing assumptions associated with the community and aspirations for the future. The following is a suggested itinerary for the charrette and related key topics.

Programming Charrette: Day 1 | First half of the day: Focus on review of Phase One evaluation and SWOT analysis. Establish Goals and Objectives for the planning area
Second half of the day: Focus on current conceptual program elements identified from Phase One. The consultant team will provide a series of comparable precedents to help illustrate the breadth and depth of these ideas

Programming Charrette: Day 2 | First half of the day: Focus on additional programming opportunities that align with the Community's vision and objectives
Second half of the day: Summarize and crystalize the refined program moving forward

Initial programming will include a broad spectrum of possibilities that can be refined in the next stages of the master planning. For each of the possible program elements, a series of studies testing scale, size, compatibility, etc., will provide the basis for land area requirements and potential appropriate adjacencies relative to use. The range of program elements will include, but not limited to:

- Housing options conceived as modern interpretations of Navajo Communities
- Associated community amenities
- Innovation, technology, and entrepreneurship center
- Health and wellness facilities
- Educational facilities
- Open space and recreation
- Agriculture, ranch management and agri-tourism
- Commercial, retail
- Civic, cultural, and educational facilities
- Tourism, cultural tourism, & Eco-tourism
- Sustainable resource management and production

Deliverables: 2a. Programming Charrette, 2b. Refined Menu of Program Elements, 2c. Housing Typologies & Strategies Memorandum, 2d. Summary Programming Report

Phase Three: Preliminary Concept Plans (3-4 months)

Based on all that we have learned in these prior tasks, Swaback will begin the process of exploring a series of preliminary master planning options for all components and areas of the

community. This will include studies for all the programming components contemplated for the land areas identified (and summarized in Phase Two).

These preliminary options will also be based on the constraints mapping confirmed from Phase One to ensure a clear understanding of environmental and entitlement parameters. Each preliminary scenario will be accompanied by a yield matrix that identifies key technical data associated with the plans.

The outcome of this effort rarely results in the simple conclusion of one plan “outperforming” another. We would hope the plans will continue to spark much conversation and help to continue the refinement process. Most likely, there will be different aspects of each option that become favorable. We will take all this input and information to begin to formalize the draft master plan in the next task.

Deliverables: 3a. Conceptual Planning Options, 3b. Initial Implementation Strategy Memorandum, 3c. Evaluation Matrix, 3d. Design Options Work Session

Phase Four: Draft Conceptual Master Plan (5-6 months)

Swaback will begin to refine the process by developing the Draft Concept Master Plan. Based on the range of input to date, we will begin to zero-in on a preferred overall direction and expand our efforts to articulate the overall aspects of the plan with a great level of specificity. The draft plan will be accompanied by a series of diagrams, enlargement illustrative site plans, and a series of perspective sketches.

As part of the conclusion of Phase Four, we will orchestrate a Draft Conceptual Master Plan Workshop with the Community

to present all the findings and garner continued feedback. This Workshop (presentation, discussion, and review) will provide additional opportunities to review and highlight critical feedback before the plan and associated documents are finalized.

Deliverables: 4a. Concept Master Plan and Associated Data, 4b. Framework Plans, 4c. Design Implementation ‘Toolkit’ Draft, 4d. Draft Conceptual Master Plan Workshop

Phase Five: Final Master Plan & Report (7-8 months)

Based on input from the Community, the team will begin to prepare all final documents associated with the master plan. A particular focus for the final stage of work will zero-in on phasing and implementation strategies. At this time and based on the community and team’s

The Promise of Placemaking

This Placemaking project is intended to build upon the Navajo concept of K'é. K'é is:

- The Diné society is based primarily upon kinship arising from clan affiliation, as each person is a member of the tribe by reason of his or her affiliation to one of the numerous Clans.
- The basic term K'é refers to affective action and solidarity, including such concepts as love, compassion, kindness, friendliness, generosity, and peacefulness.
- Matrilineal — descent is traced through one’s mother
- Matrilocal — husbands go to reside among the wife’s family. This means that older females will have substantial authority in the organizing and running of the household and control of the property.

Source: Navajopeople.org

input, a phasing plan will be prepared that suggests an overall strategy for implementation. While not intended as a mandate, the phasing plans will be considered in the context of 5, 20, and 50 year horizons. All the deliverables in Phase Four will be refined as part of this phase of work and incorporated into the community master plan and associated vision book. A 3D aerial perspective will be prepared as well that celebrates the property master plan and highlights all the features and components in a very compelling and beautiful manner. A final Property Master Plan Presentation will be prepared and presented to the appropriate community members.

Deliverables: 5a. Refined Overall Master Plan, 5b. Refined Implementation ‘Toolkit’ and ‘Next Steps’ Outline, 5c. Final Presentation to Community, 5d. Master Plan Vision Book

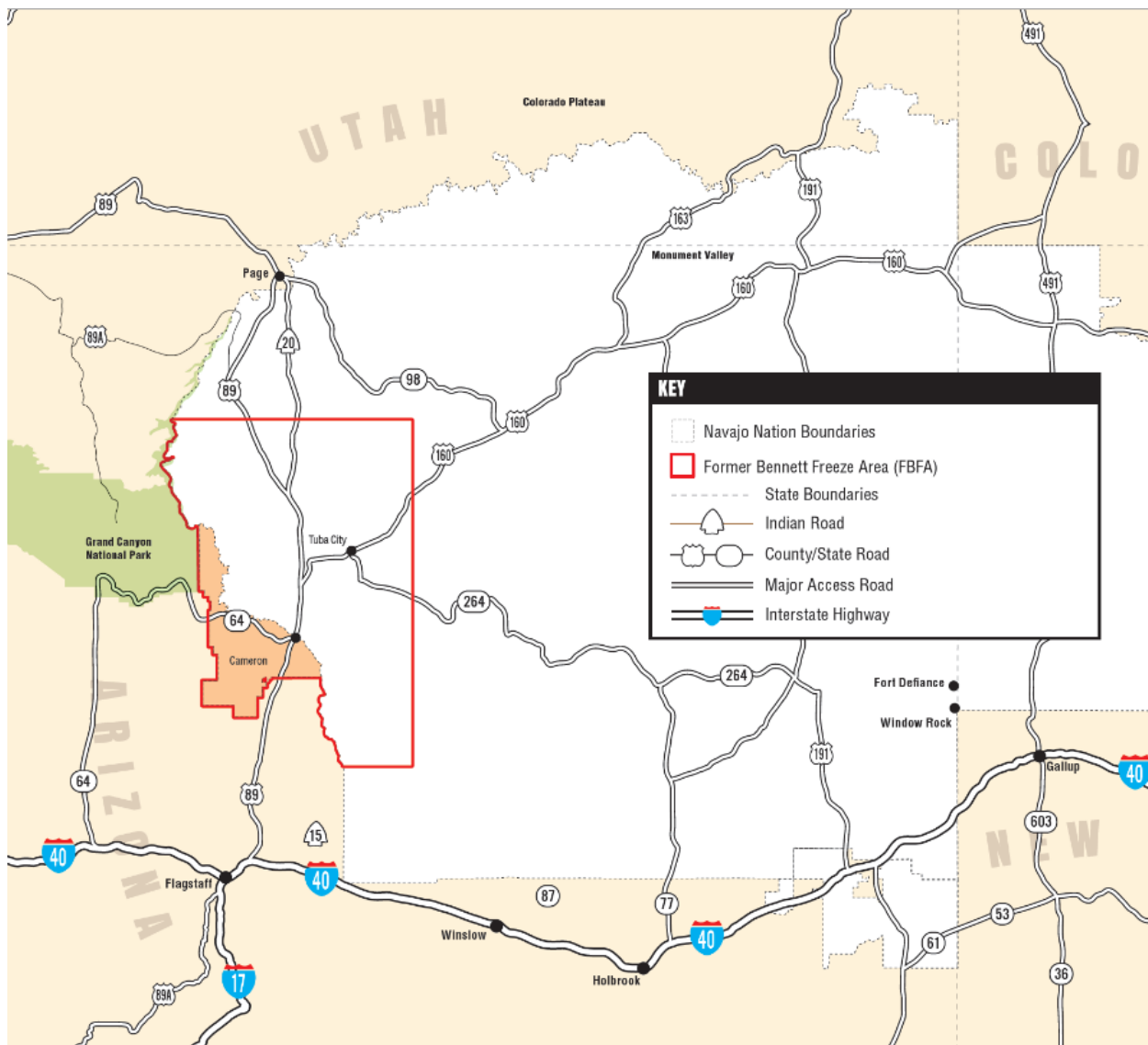
Relevant Project Experience

The relevant project experience for Swaback is presented in Attachment B.

5. iv. Geographic Location

The Cameron Chapter is in the Western Agency of the Navajo Nation. The Bureau of Indian Affairs recognizes five such agencies. The entirety of the project is within Arizona Congressional District 001.

Cameron 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	\$54,400
Per Capita Income	\$12,023	Mean travel time to work	31.5 min



The Cameron Chapter is one of nine Chapters affected by a period of Navajo/US history known as the Bennett Freeze. The Bennett Freeze was a development moratorium placed upon 1.5 million square miles of land to resolve the land dispute between the Navajo Nation and the Hopi Tribe.

Because of Cameron's involvement with the Navajo Thaw Regional Recovery Plan, the project automatically becomes a multi-jurisdictional planning project. The project also engages with the Navajo Nation and provides informational reports to the Arizona Congressional Delegation.

This project is located in the West Region as defined in the Grants Notice. The West Region is inclusive of Arizona.

5. v. Partnerships

This project will allow the Cameron Chapter to “reactivate” many of the “budding partnerships” that were in place at the beginning of the Navajo Thaw Regional Plan process. That is, the process got underway in October 2019. All nine participating Bennett Freeze Chapters held planning sessions which engaged a very broad set of Navajo, state, federal, non-profit and

private partners. Although the Regional Plan was developed during the “intense pandemic months” of May – July 2020, a curfew was imposed by the Navajo Nation government to address the dramatic and catastrophic impacts the pandemic had (and continues to have). As such, many of the partnerships that were envisioned have been somewhat stalled.

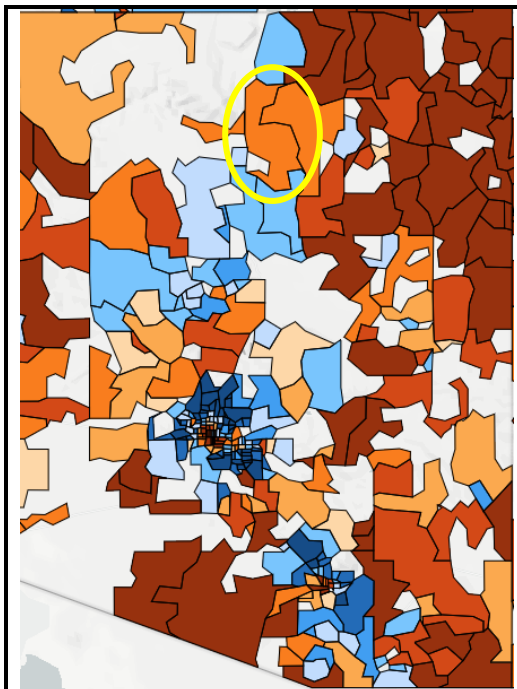
As shown on Page Two of the Regional Plan, over 500 individuals and organizations have participated in the Navajo Thaw process (see Attachment D).

The partners participating in this project relate to: 1) the local civic-related organizations in the Cameron area, 2) Navajo Nation divisions and offices, and 3) outside (of Navajo) interested organizations. The table below lists the partners, whether they are primary or secondary, whether they are public/private/non-profit, and the expected activities over the two-year engagement.

Partner	Role		Type			Engagement Activities
	Primary	Secondary	Public	Private	Non-Profit	
Cameron Chapter	X		X			Engagement of local leadership with project outcomes
Cameron CLUP-C	X		X			Local project leadership
Tolani Lake Enterprises	X				X	Project fiscal management
Cameron Farms Project	X				X	Collaboration on project implementation
Cameron Chapter Citizenry	X			X		Participation in workshops
Navajo Nation Sihasin Fund		X	X			Implementation funding
Highway 89 Business Sector		X		X		Participation in workshops
Navajo Nation Telecommunications Regulatory Commission	X		X			Proactive communication and visioning related to telecommunications infrastructure
Navajo Cyber Team	X				X	Connecting Cameron to existing telecommunications projects
Navajo Housing Authority		X	X			Education and funding support
Blackstreak Holdings/AACT	X			X		Commitment of matching funds; participation in project

Southwest Regional Council of Carpenters	X				X	Training and education
Placemaking Team	X			X		Planning services
Placemaking Advisors	X			X		On-call planning services
Navajo Nation Veterans Division	X		X			Navajo Hogan housing design partnership
ASSIST! To Independence	X				X	Technical Assistance and networking
Navajo Nation Council		X	X			Support for project implementation
Navajo Nation Division of Economic Development		X	X			Management of Opportunity Zone at Cameron
Navajo Nation Office of President/VP		X	X			Support; broadcasting results throughout Navajo Nation
Navajo Hopi Land Commission Office		X	X			Project implementation support
Navajo Nation Division of Environmental Quality		X	X			Mapping of Uranium sites
Navajo Nation Parks and Recreation Department		X	X			Coordination on land use opportunities and restrictions

NOTES: Although some of the partners are shown to be providing implementation and funding support, no funding will go toward any ineligible expenses as defined by the RPIC rules. Cameron is in an Opportunity Zone. Currently, there is interested private sector partners planning investment and capitalizing upon the Opportunity Zone status. This project will serve to improve communications to ensure benefit from the Opportunity Zone. Cameron is in the 86020 zip code with a distress score according to EIG of 75.3. The rank of the zip code within the state is 123rd out of 347. (1 out of the 347 means the most distressed where 347 out of 347 means the least distressed). This means that Cameron is in approximately the top one-third of most distressed subregions of the State of Arizona. Notably, virtually all of the Navajo Nation is extremely distressed according to the Economic Innovation Group. The map at right shows the level of distress. (Red zip code areas have the most distress while blue zip code areas have the least distress). Also, note that the required 15% match has been exceeded by the private sector cash contribution of \$40,000.



Distress Area Map Produced by the Economic Innovation Group Showing the Distressed Communities Index (red areas are most distressed while blue areas are least distressed. The Cameron zip code of 86020 is circled in yellow.)

One of the greatest challenges at Navajo is communication and collaboration. The lack of telecommunications capacity stymies many discussions and outcomes. (The Chairwoman of the Cameron CLUP-C, for example, had to drive from her home to the top of the nearest hill to conduct cell phone communication in the preparation of this application!)

This grant will provide the catalyst for people to overcome such hurdles in order to work together to create this one-of-a-kind placemaking project on Navajo.

Furthermore, the pandemic has complicated this problem. All 110 Chapters (local governmental units) of Navajo were totally shuttered for months due to the pandemic. The Navajo Nation passed new laws to allow for local government decision making, but only

Two Budding Innovative Partnerships

Navajo Veterans Housing & Southwest Regional Council of Carpenters

If you ask anyone the Navajo Nation what the biggest problems are, they will almost always say “housing.”

The Navajo Nation Veterans Affairs is developing prototype Hogan-shaped premanufactured housing with development plans to establish a new manufacturing facility near Cameron. A description of this innovative housing project is shown in Attachment D. Simultaneously, the Southwest Regional Council of Carpenters are looking for new training opportunities for Navajo people to learn construction trades. One of the primary driving factors at the Cameron Chapter is overcrowding. This Envision Cameron project will bring all of these parties together to design and build homes, teach construction trades and create jobs.

Creating a Telecommunications Hub at Cameron

In order to prepare this application, the participants from Cameron needed to leave their homes and drive their four-wheel trucks to the top of a nearby hill to have sufficient cell phone connectivity to communicate to the world. At the same time, a monstrous telecommunications tower looms over the Cameron Chapter House. The tower is referred to as a “Christmas tree with ornaments” as it has no telecommunications functionality whatsoever.

Meanwhile, Cameron is at the epicenter of a massive fiber optic development opportunity serving to connect Los Angeles to Dallas and Phoenix to Salt Lake City and Denver. Cameron envisions bringing all of these partners together to collaborate. This plan is profiled on Pages 84-85 of the Navajo Thaw Regional Recovery Plan and shown as Attachment E in this application.

focused upon immediate pandemic related issues. Only in September 2020 has some semblance of normalcy returned to local governance.

Given how this project fits in the overall context of the Navajo Thaw Regional Recovery Plan, this project truly is a multi-jurisdictional project. Already, nearly 10 of the Navajo Nation offices are coordinating with nine Navajo Nation Chapters to identify projects, identify project funding, and to advance projects to implement the Regional Plan. The work of one of the placemaking team consultants, Building Communities, has served to develop regional sustainability plans serving 19 counties in North Dakota, 12 counties in Arkansas and three counties in Arizona.

5. vi. Project Management

The table on the following page is designed to meet the requirements of the Work Plan Chart as defined in the Grants Notice. Given the need to juxtapose all of this information, we ask for your latitude in forgiving the font requirements. For good measure, we are also reproducing this as graphic as shown in Attachment F.

Information in this Work Plan is consistent with the activities described in the narrative, the objectives and performance measures, as well as the budget and budget narrative.

The Promise of Placemaking

The Navajo (Diné) Sacred Relationship. A Navajo's relationship to the land begins at birth when his or her umbilical cord is buried in the ground. In this way, the newborn makes a symbolic transition from being nourished by their natural mother to a life of nurturing by Mother Earth, the spiritual mother. In addition, the child's afterbirth is offered to a young piñon or juniper tree, creating a sacred bond the two will share throughout their lives. Thus begins the sacred relationship between a Navajo and the land.

Source: pbs.org—Hoskie Benally

The Promise of Placemaking

Addressing the Impacts of Uranium Mining. One specific Placemaking activity relates to the historical impacts of mining on Navajo. Much of the uranium mining activity was on the Cameron Chapter, resulting in areas that are uninhabitable. This Placemaking project will serve to collaborate with the Navajo Nation Division of Environmental Quality to further map such uranium locations and to understand where development is prohibited.

The Promise of Placemaking

Preserving the Special Nexus with the Grand Canyon. One unique attribute of Cameron is that it is located adjacent to the Grand Canyon National Park. Because of this, the Navajo Nation Parks and Recreation Department has special land use restrictions to preserve the special character of the land. This Placemaking project will serve to further understand and respect such designations and restrictions.

WORK PLAN CHART								
PLANNING & DESIGN PROJECT TASK/PHASE				KEY PERSONNEL INVOLVED	TIME PERIOD OF THE TASK	INVOLVEMENT OF RURAL DEVELOPMENT STAFF	PLANNING & DESIGN BUDGET	ADMINISTRATION, OUTREACH, & FACILITATION BUDGET
PHASE 1	DELIVERABLES	Phase One: Site Reconnaissance & Evaluation						
		1a.	Kick-off Meeting, Site Investigation, & Assessment	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback	3.5 MONTHS	Staff involvement would be a welcome addition (in person or virtually) to key meetings	\$18,958.33	\$23,333.33
		1b.	Composite Resource and Site Analysis Mapping	Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		1c.	SWOT Analysis	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		1d.	Summary Reconnaissance/ Analysis Report	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
PHASE 2	DELIVERABLES	Phase Two: Programming Review and Confirmation						
		2a.	Programming Charrette	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback	3.5 MONTHS	Staff involvement would be a welcome addition (in person or virtually) to key meetings	\$18,958.33	\$23,333.33
		2b.	Refined Menu of Program Elements	Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		2c.	Housing Typologies & Strategies Memorandum	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		2d.	Summary Programming Report	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
PHASE 3	DELIVERABLES	Phase Three: Preliminary Concept Plans						
		3a.	Conceptual Planning Options	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback	4 MONTHS	Staff review of documentation, mapping, and reports	\$21,666.67	\$26,666.67
		3b.	Initial Implementation Strategy Memorandum	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		3c.	Evaluation Matrix	Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		3d.	Design Options Work Session	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback		Staff involvement would be a welcome addition (in person or virtually) to key meetings		
PHASE 4	DELIVERABLES	Phase Four: Draft Conceptual Master Plan						
		4a.	Concept Master Plan and Associated Data	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback	6 MONTHS	Staff review of documentation, mapping, and reports	\$32,500.00	\$40,000.00
		4b.	Framework Plans	Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		4c.	Design Implementation 'Toolkit' Draft	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		4d.	Draft Conceptual Master Plan Workshop	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback		Staff involvement would be a welcome addition (in person or virtually) to key meetings		
PHASE 5	DELIVERABLES	Phase Five: Final Master Plan & Report						
		5a.	Refined Overall Master Plan	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback	7 MONTHS	Staff review of documentation, mapping, and reports	\$37,916.67	\$46,666.67
		5b.	Refined Implementation 'Toolkit' and 'Next Steps' Outline	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		5c.	Final Presentation to Community	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		5d.	Master Plan Vision Book	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback		Staff review of documentation, mapping, and reports		
SUBTOTAL							\$130,000.00	\$160,000.00
TOTAL							\$290,000.00	

The Envision Cameron project understands that the relationship with USDA Rural Development is that of a Cooperative Agreement, not simply a grant. That is, we understand that the federal agency is our partner in this critical work. The Envision Cameron project understands that one of the objectives of the project is to identify development projects that could benefit from USDA Rural Development funding. The applicant is familiar with the Community Facilities Direct Loan & Grant Program. In fact, Building Communities, one of the consultants, is collaborating on a USDA RD Community Facilities Technical Assistance and Training (CF TAT) project to better connect grant and loan programs to rural development needs. Specific activities related to this cooperative arrangement include joint-convening of meetings with Rural Development Advisors and active engagement with Rural Development staff in planning meetings and charrettes. The Placemaking Team intends to have routine communication with Rural Development staff and provide monthly and quarterly reports on programming activities. The Envision Cameron project understands and embraces this relationship, and simply sees it as an extension of the existing remarkable relationship that the Navajo Thaw has with the USDA Rural Development Arizona office. USDA Rural Development has already provided two Rural Business Development Grants (RBDG) associated with the Navajo Thaw. The first grant developed a masterplan for Nahata Dził Commission Governance. The second grant is providing direct funding to the Navajo Thaw planning process and has served to ensure a multi-year engagement. The program manager, Clint Kaasa, is highly engaged and helpful in the project, as evidenced by his direct participation in the Navajo Thaw Regional Summit in February 2020. Cameron looks to extend this relationship with the direct involvement of Don Irby and other placemaking experts at USDA RD.

5. viii. Performance Measures

In Section 5 ii, Project Proposal/Project Objectives, specific objectives were identified associated with the phases and general activity of the project. Below, for each of the objectives, a specific performance measure is identified and a target timetable for completion/achievement is presented.

Objective	Performance Measure
Outcome Objectives	
Completion and acceptance of Draft Conceptual Master Plan	___ # of Cameron Members Approving Draft Master Plan
Completion and acceptance of Final Conceptual Master Plan	___ # of Cameron Members Approving Final Master Plan
Understanding the timelines for the housing manufacturing project and finding locations within Cameron Chapter for such housing	___ # of Housing Lots Identified for Veterans Housing
Direct involvement by Cameron CLUP-C in design and development of housing apprenticeship program	___ # of Cameron Community Members Involved in at Least Four Apprenticeship Planning Meetings
Clear understanding by Cameron leaders and residents of where housing can be constructed within uranium constraints	___ # of Cameron Residents Attending Uranium Mapping Exercises

Engagement of high school or college students in placemaking project	___ # of Students Attending at Least Four Placemaking Workshops and Planning Sessions
Meaningful engagement in Navajo and regional telecommunications project planning activities	___ # of Cameron Citizens Engaged in New Telecommunications Planning Activities
Ensuring availability of 100% of placemaking data available to Cameron citizenry	Completion of Placemaking Database and Placement on Chapter-controlled Database
Completion of workshops and forums engaging Cameron businesses in placemaking activities	___ # of Cameron Businesses Participating in Placemaking Activities
Process Objectives	
The entire process is “place-led”	___ # of Participants Expressing Satisfaction at Bi-monthly Progress Meetings
The planning will result in creating active uses, economic opportunities and programming	___ # of Projects and Initiatives Embraced for Implementation by Community
Participation in two-day community design charrette	___ # of Individuals from Cameron Attending Two-day Design Charrette
Fully addressing concerns expressed by community leaders and members	___ # of Community Members that “Reversed Negative Opinions” About Process and Outcomes
Full engagement leading to mutual understanding between consulting team and community members	___ # of Planning Participants Confirming Support for Project Outcomes
Expression of support by Cameron participants to extend and implement planning once completed	___ # of Cameron Residents Committed to Ongoing Planning/Implementation After Project

Historically, both Swaback and Building Communities have completed projects in which benchmarks and outcomes have been deployed and monitored. Building Communities has completed over 80 planning projects throughout the United States, including over 20 for Native American communities. The planning process developed by Building Communities requires performance measurements that describe "who is going to do what by when." Furthermore, in virtually all federally-funded planning projects, Building Communities has developed, monitored and reported on performance measures. For this project, Building Communities will take the lead role in monitoring and reporting on the identified performance measures over the Project Period.

5. viii. Graphics, References and Citations

Throughout the narrative of the proposal, several attachments were identified. These attachments are described here (attachments begin on page 28 of this document):

- Attachment A: Telecommunications
- Attachment B: Swaback Relevant Experience
- Attachment C: The Sustainable Journey of Beauty
- Attachment D: Partners and Partnerships
- Attachment E: Broadband Strategy
- Attachment F: Work Plan Chart

7. Budget Information

Budget Narrative

In total, the 24-month project has a budget of \$290,000. There are two sources for the project budget. First, it is proposed that \$250,000 be awarded through the Rural Placemaking Innovation Challenge. Second, cash matching funds of \$40,000 will come from Adventurous Antelope Canyon Tours (Blackstreak Holdings).

As noted in the matching funds letter from Adventurous Antelope Canyon Tours, the \$40,000 cash match is available to the project immediately and will remain available throughout the entire Project Period. \$15,000 of the \$40,000 match will be added to \$15,000 from RPIC funding in order to create a \$30,000 fund for the Envision Cameron Innovation Implementation Challenge.

The table shows the funding allocation for the seven uses of funding for the project. Swaback, serving as the lead contractor to perform the project, will receive \$130,000 for services. Other uses of the funding include \$50,000 to Building Communities, \$20,000 to Native Builders, \$20,000 to the Cameron Chapter, \$30,000 for the Envision

Team Member	Budget
Swaback	\$130,000
Building Communities	\$50,000
Native Builders	\$20,000
Cameron	\$20,000
Innovation Implementation Challenge	\$30,000
Tolani Lake Enterprises (Administration)	\$25,000
Placemaking Advisors	\$15,000
TOTAL	\$290,000

Cameron Innovation Implementation Challenge, \$25,000 for administrative purposes to Tolani Lake Enterprises and \$15,000 for the Placemaking Advisors. As noted in the proposal narrative, there are seven businesses/organizations that comprise the Placemaking Advisors team.

As indicated in the Grant Notice, the budget is to be broken down by task. This task-oriented budget is shown below in the Swaback section.

With respect to the Indirect Cost Rate, Tolani Lake Enterprises is a non-profit organization, and thus the required rate of 10% of direct charges is applied to the project. 10% of the proposed \$250,000 award from Rural Development equals \$25,000. This amount is shown in the budget narrative below.

Effective placemaking activities require face-to-face participation by the community and the consulting team. This dynamic is somewhat complicated by the pandemic. Arizona has been hard hit by the pandemic, and the Navajo Nation has faced devastating impacts. The Navajo Nation has taken aggressive proactive measures to reduce the spread of the virus, including multiple 57-hour weekend curfews as well as daily evening curfews. Businesses throughout the Navajo Nation have been shut down, including business activity at Cameron. Fortunately, because of these proactive measures, the Navajo Nation is experiencing a reduction on the impacts of the virus and the reopening of business and governmental activity. Nonetheless,

Cameron and the consulting team will be highly mindful of the protocols and regulations associated with allowed public meetings and meeting attendee sizes.

Teleconference and video conference alternatives are available to the placemaking process, but are inferior for two reasons: 1) the nature of placemaking activity is best done with the face-to-face dynamic, and 2) internet and cellular technology at Cameron is woefully lacking, reducing the ability to conduct meetings by video and teleconference.

This budget does propose funding for travel as well as video conference options. When possible, in-person meetings will be scheduled and held, thus utilizing funds set aside for travel. A recommended travel line-item is shown for each of the uses of funds/contractors below.

Swaback

Consulting Fees.

Planning & Design Project Phase	Months	Work Hours	Planning & Design	Travel Time and Expenses	TOTAL
Phase One: Site Reconnaissance & Evaluation	3.5	126	\$15,166.66	\$3,791.67	\$18,958.33
Phase Two: Programming Review and Confirmation	3.5	126	\$14,218.75	\$4,739.58	\$18,958.33
Phase Three: Preliminary Concept Plans	4	144	\$19,500.00	\$2,166.67	\$21,666.67
Phase Four: Draft Conceptual Master Plan	6	217	\$30,225.00	\$2,275.00	\$32,500.00
Phase Five: Final Master Plan & Report	7	253	\$35,262.50	\$2,654.17	\$37,916.67
TOTAL	24	866	\$144,372.91	\$15,627.09	\$130,000.00

Connecting the Budget to the Project Activities. Swaback will apply their worldwide expertise in placemaking to lead the process of engaging the Cameron community in a once-of-a-lifetime opportunity to plan 50 years into the future while simultaneously facilitating immediately-actionable projects that contribute to the desired direction of the community. Funding from federal and matching funds will support the consulting team, their travel and their supplies.

Building Communities

Consulting Fees. Building Communities anticipates a total of 290 hours at \$150 per hour for consulting fees. As such, consulting fees total \$43,500.

Supplies. A total of \$500 is budgeted for supplies for Building Communities. Supplies generally include printing and print supply charges for in-office documents and handouts as well as expenditures at office supply stores.

Travel. Air travel, rental car expenses and lodging and food expenses are required by Building Communities. Building Communities is located in eastern Oregon and conducts air travel between Boise, Idaho and Flagstaff, Arizona for travel for the project. In addition, rental cars will be rented for projects. It is the policy of Building Communities to not accept travel reimbursement for the same travel from multiple projects. As Building Communities has some travel already budgeted with other grant-funded project activities, only half of the anticipated 12 trips will be invoiced for this project.

Round-trip air travel averages \$300 per trip. Rental car expenses average \$300 per trip. Lodging averages \$300 per trip. Food and meal reimbursement averages \$100 per trip. A total of \$1,000 per trip is budgeted into the project for six trips. As such, travel expenses for Building Communities total \$6,000.

Connecting the Budget to the Project Activities. As the author of the Navajo Thaw Regional Recovery Plan, Building Communities is very familiar with the economic development aspirations of Cameron as well as the projects and available resources available to Cameron to implement the vision created by the placemaking plan. Funding will be utilized by Building Communities to cover staff time, travel and supplies in this role.

Native Builders

Consulting Fees. Native Builders anticipates (148) hours of consulting services at its billing rate of \$125 per hour. As such, the total consulting fees for Native Builders is \$18,500).

Supplies. A total of \$500 is budgeted for supplies for Native Builders. Supplies generally include printing and print supply charges for in-office documents and handouts as well as expenditures at office supply stores.

Travel. All travel for Native Builders is ground travel. Native Builders will recognize the federal per diem rate for travel and meals. The federal travel rate currently is \$0.575 per mile. Native Builders is headquartered 30 miles from Cameron. It is anticipated that 12 roundtrips of 60 miles per roundtrip will be conducted at the \$0.575 per mile rate. With the daily per diem rate for meals being \$49.50 per day, total travel expenses, therefore, are \$1,000.

Connecting the Budget to the Project Activities. Community support and connection to the regional planning effort (the Navajo Thaw) is vital for the planning and implementation of the vision being created by Cameron. Native Builders will provide on-the-ground support, connecting the consulting team to the community for all of the scheduled planning activities.

Cameron Chapter

One of the most critical aspects of the overall project is citizen engagement. For the Navajo people, it is customary for them to receive a stipend/reimbursement for participation in meetings. It is the desire of the Cameron Chapter to provide these funds within the rules and expectations of the RPIC program. Upon funding approval, the specific approach/methodology for utilization of the Cameron Chapter funds will be discussed as a part of the Cooperative Agreement.

Overcoming the barriers to communication at Cameron is another top priority. If approved as an eligible expense as a part of the Cooperative Agreement, Cameron seeks to purchase hot spots and shared laptops (that can be checked out from the Chapter) for use by participants. Satisfactory laptops can be purchased for \$500 apiece. The hotspot service is budgeted at \$200 per unit plus a \$30 per month service fee for 4GB of data. Assuming five laptops and eight hotspots, the total cost would be \$4,100 up front with an ongoing monthly cost of \$240.

As a part of the project, Swaback will provide mentoring/job shadowing opportunities. Any of the Navajo youth that would like to participate in the process are very welcome to do so. One of the youth will be selected as a paid intern receiving \$15 per hour, 15 hours per week for three months. This would total \$2,700.

Supplies. A total of \$300 is budgeted for Cameron Chapter primarily for in-office paper, inkjet cartridges and other office supply requirements.

Connecting the Budget to the Project Activities. The Cameron Chapter will play the critical role of “information clearinghouse” for the people of the Chapter. Ensuring that the community is aware of the planning project and has the space and technology to connect to the process is a central role of the Chapter. Assistance to coordinate the Innovation Implementation Challenge will be supported by the Chapter.

Envision Cameron Innovation Implementation Challenge

The Envision Cameron project is going to establish a seed grant funding set-aside for the Envision Cameron Innovative Implementation Challenge (ECIIC). These will be \$5,000 cash awards matched with \$5,000 from our matching funds resource, Adventurous Antelope Canyon Tours, to fund an important component of our Placemaking Plan. We consider the financial awards to be a key part of our overall project.

At Navajo, “seeing is believing.” In other words, the people need to roll up their sleeves and work together to get something specific done. This portion of the project will satisfy this need.

We are envisioning that \$30,000 of the overall project budget will be committed to the ECIIC. We agree with the program requirements that these projects should be innovative, included in our Placemaking Plan, have a high probability of success and sustainability, and utilize the matching funds.

We also recognize that grant funding cannot be used for construction purposes. Currently, there is extensive funding, some related to the Housing Escrow Funding and for the CARES Act, that can be utilized for construction purposes. It may be possible that our innovation around planning can move forward into the construction stage, but in any case, will *not utilize RPIC funding for construction*.

It is expected that the specific projects will be identified in the planning process once the project begins. At this early stage, it is anticipated that the ECIC will likely relate to housing design and neighborhood planning given the critical importance of this matter to Cameron.

Connecting the Budget to the Project Activities. Funding for the IIC will support three independent placemaking projects serving to activate the plan and create a sense of “real progress” throughout Cameron.

Tolani Lake Enterprises (Administration)

Indirect Cost Rate. As per the program requirements, Tolani Lake Enterprises is budgeting \$25,000 (10% of \$250,000) for administration for the project. Funding will be utilized for all staffing, supplies and travel requirements to ensure a successful project over the 24-month project period.

Connecting the Budget to the Project Activities. Tolani Lake Enterprises will be responsible for all administrative aspects of the project. Tolani Lake Enterprises will be assisted by Building Communities in the preparation of the monthly and quarterly reports.

Placemaking Advisors

Seven Placemaking Advisors have been identified in order to provide the technical competence to support all of the placemaking activities. Tolani Lake Enterprises will reserve this \$15,000 fund to reimburse

Placemaking Advisor activities including consulting fees, travel and supplies. All Placemaking Advisor activities will first be approved by Building Communities as such services are deployed throughout the project period. Upon approval by Building Communities, Tolani Lake Enterprises will reimburse Placemaking Advisors for eligible project consulting fees and expenses.

Capacity to Build Housing

For nearly a decade, the Cameron Chapter has had \$649,225 set aside for housing improvements. The money is controlled by Navajo Nation, and to be made available to the Chapter upon the submittal of a housing project plan. The problem: The Chapter has never developed the plan. One of the deliverables of this project will be the preparation and submittal of such a plan so that the Chapter can address a portion of its housing deficiency. The Placemaking plan will give context and direction to this plan.

Connecting the Budget to the Project Activities. The Placemaking Advisors will be utilized on an “on call” basis, ensuring the technical capacity to create a placemaking plan that can be implemented by the Cameron Chapter.

Creating a Housing Apprenticeship Program

Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime.

The Cameron Chapter wishes to modify this adage with respect to housing. Through a partnership with the Southwest Regional Council of Carpenters, Cameron looks to establish an apprenticeship program for housing improvements and new housing construction. This partnership could be expanded to include the Veterans Housing Project.

The Promise of Placemaking

Accessing Funding for Housing Improvements. For nearly a decade, Cameron has had over \$649,000 available for housing improvements. Despite massive overcrowding at the Chapter, the funding has not been accessed nor spent. This project will enable the Chapter to finally have the capacity to plan for and expend these funds. *NOTE:* These funds are not pledged as matching funds as they are for construction and an eligible use of the Placemaking funding. Nonetheless, this tangible benefit will mean so much to the ultimate beneficiaries of the work.

Attachment A: Telecommunications

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 and Nahata Dziil 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



Attachment B: Swaback Relevant Experience

Relevant Project Experience

Rural/Community Development & Native American

- Navajo Housing Authority Sustainable Master Planning Initiative | Utah, New Mexico & Arizona
- Bluestone | Navajo Nation - Houck, Arizona
- Cave Creek Town Center | Cave Creek, Arizona
- Kohler Village | Kohler, Wisconsin
- Sedona Community Plan | Sedona Arizona
- Reston | Reston, Virginia
- Territory Square | Florence, Arizona
- Twin Arrows | Arizona
- Marana | Marana, Arizona
- Mesa Gateway Center | Mesa, Arizona
- Sopori Ranch | Tubac, Arizona
- San Lucy District | Tohono O'odham Tribal Nation
- Fort Apache Master Plan | White Mountain Apache Tribal Community

Master Plan Communities

- Daybreak | Utah
- Adero | Fountain Hills, Arizona
- The Aerie | Sedona, Arizona
- Anthem | Anthem, Arizona
- Arizona Biltmore Estates | Phoenix, Arizona
- B-2 Ranch | Oracle, Arizona
- Babacomari Ranch | Southern Arizona
- Ballantrae Ridge | Scottsdale, Arizona
- DC Ranch | Scottsdale, Arizona
- Eagle Mountain | Fountain Hills, Arizona
- Eastmark | Mesa, Arizona
- Estrella | Goodyear, Arizona
- Forest Highlands | Coconino County Arizona
- Genesis Pointe | Bryan County, Georgia
- Hadeland Pointe | Hope, Idaho
- Kukui`ula | Kauai, Hawaii
- Lake Pleasant 5000 | Maricopa, Arizona
- Laughlin Ranch | Bullhead City, Arizona
- Martis Camp | Truckee, California
- Mountain Park Ranch | Phoenix, Arizona
- Palm Valley | Litchfield Park, Arizona
- Promontory | Park City, Utah
- Rainbow Valley | Goodyear, Arizona
- Robson Ranch | Casa Grande, Arizona

- Rough Creek Ranch | Glen Rose, Texas
- Silverleaf | Scottsdale, Arizona
- Suncrest | Draper City, Utah
- Superstition Mountain | Pinal County, Arizona
- Talking Rock Ranch | Yavapai County, Arizona
- Tucson Congress District | Tucson, Arizona
- Verrado | Buckeye, Arizona
- Westwing Mountain | Peoria, Arizona
- Wild Spring | Mohave County, Arizona

INTERNATIONAL

- Hato Montana | Panama
- The Balam Escape | Belize
- Estate Botany Bay | St. Thomas
- Laguna del Mar | Puerto Penasco, Mexico
- Las Palomas | Puerto Peñasco, Mexico
- Las Riberas Del Pitic | Hermosillo, Mexico
- Los Conchas | Puerto Penasco, Mexico
- Palm Jebel Ali | Manama, Bahrain
- Sea Water Community | Jubail, KSA

PUBLICATIONS

Over a dozen books have been published by our founder Vernon Swaback focused on the future of Creative Community Design and its impacts on the environment and humanity. Some titles include:

- The Creative Community – Designing for Life
- Living in Two Worlds – The Creative Path to Community
- Designing the Future
- Designing with Nature
- Creating Value – Smart Development and Green Design
- Frank Lloyd Wright’s Unfinished Work
- Designing for the Life of Community at a Time of Great Change

AWARDS

Local, State, National, & International Recipients of over 100 awards in Community Planning, Architecture, & Design

RELEVANT AWARDS

American Society of Landscape Architects - Presidents Award– Community Master Plan for the Navajo Nation

American Society of Landscape Architects – Award of Excellence - Community Master Plan for the Navajo Nation

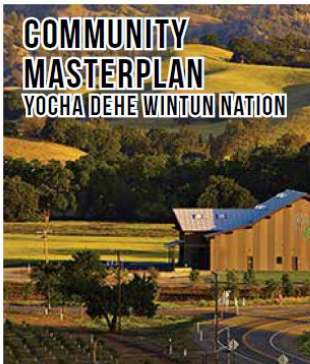
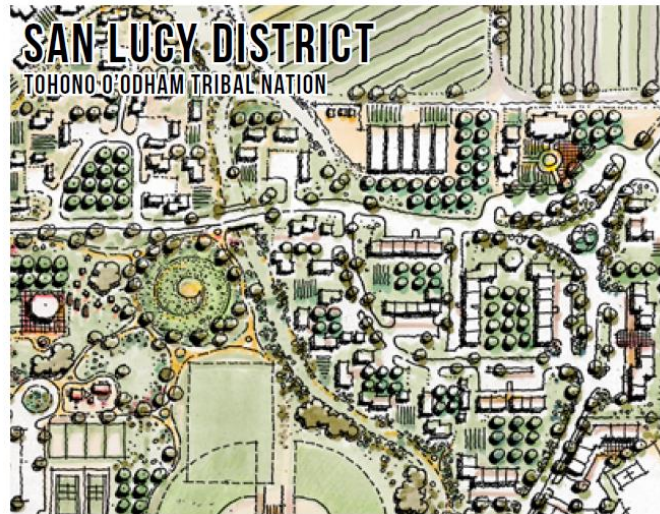
American Planning Association - Best Ordinance / Regulation / Legislation / Adopted Policy - Town of Florence, Territory Square Zoning District

AZ State Housing Department - Housing Hero Award – Navajo Housing Authority
American Planning Association (Arizona) – Best Regional Plan - Navajo Housing Authority
American Planning Association (Utah) – Outstanding Achievement Award - Navajo Nation
Community Master Plan
American Planning Association (New Mexico) – Comprehensive Planning Award - Navajo
Housing Authority
Arizona Forward – Award of Merit – Sustainable Master Plan for the Navajo Nation
American Planning Association (AZ) – Best Project – Town of Florence North End Plan
Gold Nugget – Grand Award: Building Industry Community Spirit Award - Camp Soaring Eagle



RELEVANT EXPERIENCE

Over the past 40 years, we have been fortunate to work with many of the top Native American & Masterplanned Communities throughout the United States. Together, we Co-Create celebrated and iconic communities with timeless sense of place.



SELECT RURAL / COMMUNITY DEVELOPMENT & NATIVE AMERICAN EXPERIENCE

- Navajo Housing Authority Sustainable Master Planning Initiative | UT, NM, AZ
- Bluestone | Navajo Nation
- Cave Creek Town Center | Cave Creek, AZ
- Kohler Village | Kohler, Wisconsin
- Sedona Community Plan | Sedona Arizona
- Reston | Reston, Virginia
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- Twin Arrows | Arizona
- Marana | Marana, Arizona
- Mesa Gateway Center | Mesa, Arizona
- San Lucy District | Tohono O'odham Tribal Nation
- Fort Apache Master Plan | White Mountain Apache Tribal Community



SWABACK HAS BEEN THE RECIPIENTS OF OVER 100 LOCAL, STATE, NATIONAL, & INTERNATIONAL AWARDS IN COMMUNITY PLANNING, ARCHITECTURE, & DESIGN.

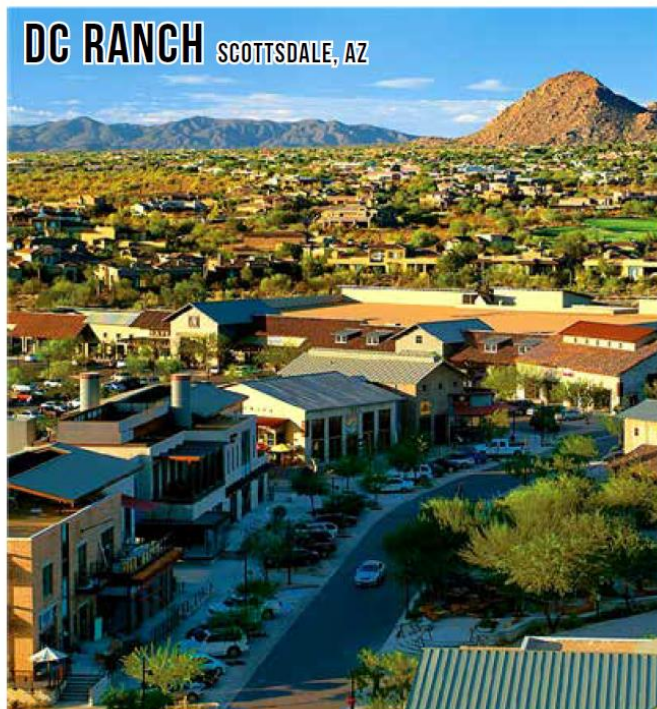
RELEVANT AWARDS

- American Society of Landscape Architects - Presidents Award- Community Master Plan for the Navajo Nation
- American Society of Landscape Architects - Award of Excellence - Community Master Plan for the Navajo Nation
- American Planning Association - Best Ordinance / Regulation / Legislation / Adopted Policy - Town of Florence, Territory Square Zoning District
- AZ State Housing Department - Housing Hero Award - Navajo Housing Authority
- American Planning Association (Arizona) - Best Regional Plan - Navajo Housing Authority
- American Planning Association (Utah) - Outstanding Achievement Award - Navajo Nation Community Master Plan
- American Planning Association (New Mexico) - Comprehensive Planning Award - Navajo Housing Authority
- Arizona Forward - Award of Merit - Sustainable Master Plan for the Navajo Nation
- American Planning Association (AZ) - Best Project - Town of Florence North End Plan

ARIZONA BILTMORE PHOENIX, AZ



DC RANCH SCOTTSDALE, AZ



Attachment C: The Sustainable Journey of Beauty

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.



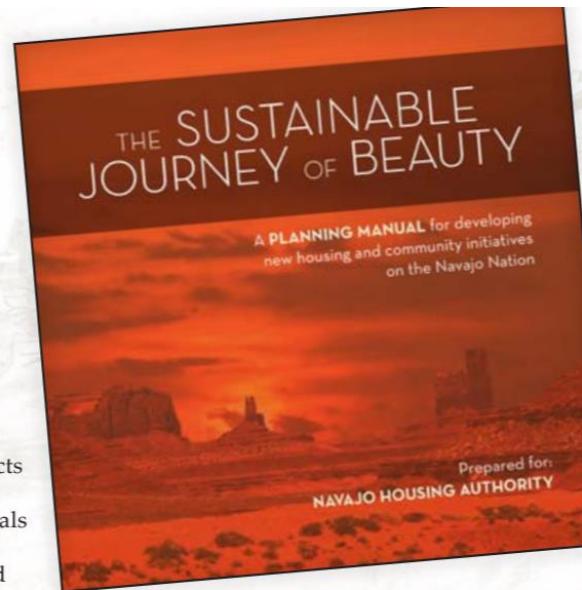
After nearly 200 meetings throughout the Navajo Nation, the planning project designed a series of revolutionary new planned communities, housing, and building prototypes for single family units, apartment units, senior/veteran housing units, as well as community amenities and facilities. These community 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.



Attachment D: Partners and Partnerships

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
Lettitia 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
Alfreda 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 Tohonnine
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
Margaret Tom

Cheriden Yazzie
Bill Edwards
Sharon Neztosie
Gary Blakaddy
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. Acotley
Dolores J. Claw
Vicki R. Kee
Mary Kee

Alfonda Watson
Allen Fowler
Kristen Charley
Lauritta Fowler
Darlene Rock
Cindy S Covey
Rina Ellis
Linda Chee
Marisa Mike
Olende Kerry
Elizabeth Fowler
Joe Dozyie
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 Tsosie

Coppermine Chapter

Sid Whitehair
Lola A. Smith
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 DeJollie
Harry R Begay
Jones Tsinijinnie
Betty Reid
Kyra Elstitty
Lindsey Tisi
Harold Begay
Kobe Begay
Cormick Benally
Anna Nez

Tuba City Chapter

Myra Begay
Gerald Keeto
Joetta Goldtooth
Max Goldtooth, Sr
Velma Maloney-Begaye
Steven Arizona
Charlene Manygoats
Durann N Begay
Angelita Williams
Heleen 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 Tohonnine
Annette Walker
Donald Aally
Michelle Tso
Luke McCabe
Geaelluee Bohsse
Justice Beard

Kaibeto Chapter

Franklin Fowler
Tom Franklin, Jr.
Yolanda Ellis-Bileen
Priscilla Mann
Elfa 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
Patsy Herrera
Anita Villain

Nahata Dziel Commis-

sion Governance

Wayne Lynch
Margaret Bedonie
Darryl Ahasteen
Nory Ahasteen
Jemez Horseson
Darrell Tso
Eunice Yessliith
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
Sarah L. Woodie-Jackson
Phetelia H. Nez
Harrison Karr
Martha Ellison
Linda Youwella
Hope MacDonald-LoneTree
Lomardo Aseret
Rudy Shebala
Dr. Pearl Yellowman
Garrett Silversmith
Jesse Delmar
Oliver Whaley
JT Willie
Dolly Lane
Crystalvne G. Curley
Ray Tsinigine
Tonya M Jim
Lomardo Aseret
Rex Koontz
Mike Halona
Elerina Yazzie
Robert Kirk
Leo Watchman
Jason John
Darryl Begaye
Latonia Johnson
David Shoultz
Curtis Blisie
Rani Williams
James Mowdy
Perry Musson
Dr. Jill Jim
Susan Eastman
Rod Begay
Rory Parrish
Carmen Tracy
Peter MacDonald
Hope MacDonald-LoneTree
Rex Lee Jim
Veronica Blackhat
Arbin Mitchell
Christopher Becenti
Santee Lewis
Courtney Frogge
James Davis
Joe Peterman
Jonah Begaye
Glenna Manyulesbitsoi
Arbin Mithu
Kara Frances
Francine B. Arthur
Adam J. Begaye
Leonard Tsosie
Dominic Beyal
Davis Filfred
Deannah Neswood-Gishey
Doreen McPaul
Paulene Thomas
Sharon Yazzie
Tamara Johnson
Yvonne Billison
Jared T. Touchin
Perphelia R. Fowler
Levon B. Henry

Navajo Thaw Support Team

Mark Maryboy
Thomas Tso
Brian Cole
Kimberly Janeway
Colbert Dayzie
Kevin Bradford
Waylon Honga
Raymond Maxx
Bobby Robbins
John Hawkins
Kristen Harston
Lisa Ashcroft
Bailey Anderson
Chuck Howe
Eddie Calinmptewa
BriAnn Laban
Stanford Lake
Shem Liechty
Jeffrey Denzak
Chris McKibben
Rhonda Harvey
Tamara Begay
Mike Rasmussen
Chuck Harper

Navajo Nation Council Delegates

Elmer Begay
Kee Allen Begay, Jr.
Paul Begay
Nathaniel Brown
Eugenia Charles-Newton
Amber Kanabiah 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.
Charlaing Tso
Daniel Tso
Eugene Tso
Otto Tso
Thomas Walker, Jr.
Edison Wauneka
Edmund Yazzie
Jimmy Yellowhair

Higher Education

Levi Esquerra
Mr. John
Mr. Tsoie
Alberto Peshlakai
Jesse Thompson
Jeff Allen
Effie Yazzie
James Adakai
James Zwerlein
Jimmy Jayne
Lionel Bigthumb
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

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 Mattiella
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 Glendenning
Ermatinda Gene
Crystal Garcia
Don Sneed
Arlando Teller
Samantha Stone
Jamescita Peshlakai
Myron Tsosie

Native Businesses

Other

Ashley John
Jan Blakaddy
Betty Blakaddy
Katherine Arviso
Marsha Greeyes
Bobby Cooley
Arlinda Maliboy
Gilbert Dayzie
Rubianne Dugi
Brett Isaac
Herbert Zahne
Susie Martin
Benny Martin
Lula Neztosie
Chris Vasquez Pastzer
Jim Parks
Lena Fowler
Christopher Curley
Walter B. Hudson
Lacille Saganitso Krause
Yala Neztosie
Lorenzo Max
Tony Robbins
Cheryl Curley
Matt Capalby
Arval McCabe
Douglas Capitlan
Edward Dee
Mr. John
Mr. Tsoie
Alberto Peshlakai
Jesse Thompson
Jeff Allen
Effie Yazzie
James Adakai
James Zwerlein
Jimmy Jayne
Lionel Bigthumb
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Candace French
Derrick Watchman
Shaunya Manus
Shanna Yazzie
Jonathan Meyers
Ronson Chee
Marvin Kanuho

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 Fall
Belinda Aye
Dine Bikeyah
Emma Robbins
John McCoy
George Crist
Robyn Interpreter
Judie Cleary
Krista Allen
Stuart L. Smits
Jack Natone
Ilene Natone
JoAnn Yazzie-Pioche
Freida Thompson
Liela Mcstago
Marie Thompson
Alfred Lomahachahu
Rowena Cheroniah
Herman Pioche
Clara Pratte
Kelvin Long
Margaret Begay
Tony Perry
Casey Robinson
Amigad Nasir
Crystal Allen
Joe Thompson
Teri A. Silversmith
Aaron Slater
Orlando Lou Tso
Michael Andersen
M.C. Baldwin
Roy Begay
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 Ciooco
Richard Young Horman
Thom Curleyhair
Bradley Taylor
Brady Shakespear
John Leeper
Ted Treanor
Stan Robbins
Jack Conovaloff
Arlene Add
Arlene F. Laughter
Vern Hongeva
Racquel Black
Roland Smalcanyon

Over 500 people have participated in – and/or been informed by – the Navajo Thaw Implementation Process.

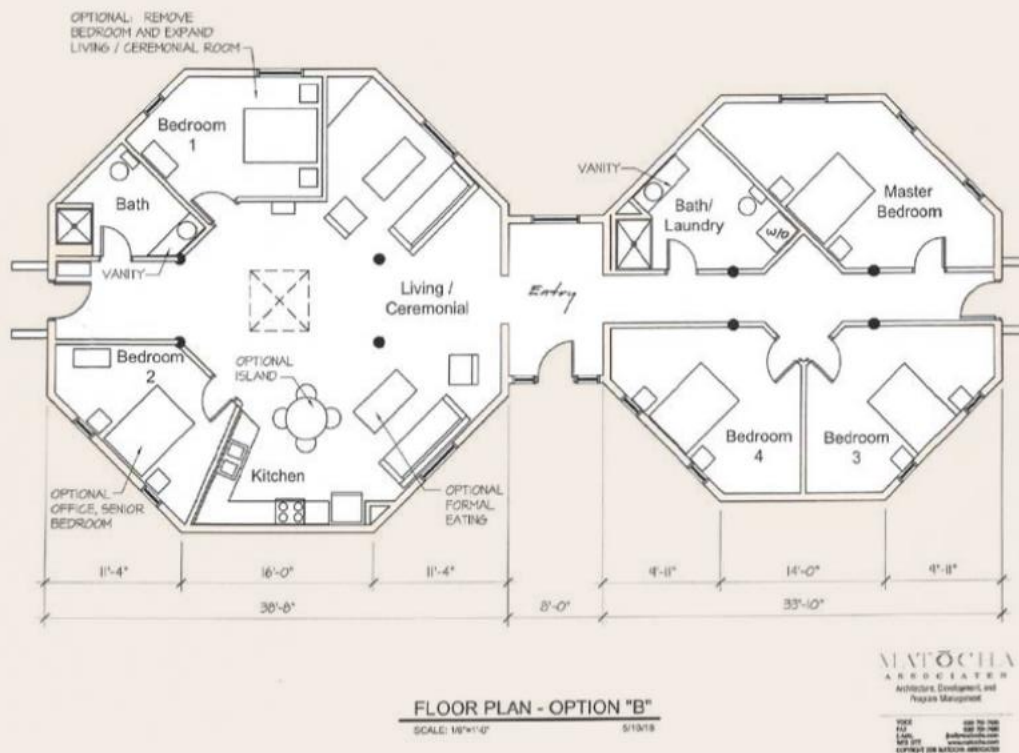
MAKING GOOD THINGS HAPPEN

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.



Attachment E: Broadband Strategy

One of the top objectives of Cameron is to “come into the 21st century” by having access to broadband technology. Fortunately, the Navajo Thaw Regional Recovery Plan includes this as a primary objective. The information below is extracted from the Recovery Plan.

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 and Nahata Dziil 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.

Attachment F: Work Plan Chart

WORK PLAN CHART								
PLANNING & DESIGN PROJECT TASK/PHASE				KEY PERSONNEL INVOLVED	TIME PERIOD OF THE TASK	INVOLVEMENT OF RURAL DEVELOPMENT STAFF	PLANNING & DESIGN BUDGET	ADMINISTRATION, OUTREACH, & FACILITATION BUDGET
PHASE 1	Phase One: Site Reconnaissance & Evaluation							
	DELIVERABLES	1a.	Kick-off Meeting, Site Investigation, & Assessment	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback	3.5 MONTHS	Staff involvement would be a welcome addition (in person or virtually) to key meetings	\$18,958.33	\$23,333.33
		1b.	Composite Resource and Site Analysis Mapping	Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback		Staff review of documentation, mapping, and reports		
		1c.	SWOT Analysis	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		1d.	Summary Reconnaissance/ Analysis Report	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
PHASE 2	Phase Two: Programming Review and Confirmation							
	DELIVERABLES	2a.	Programming Charrette	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback	3.5 MONTHS	Staff involvement would be a welcome addition (in person or virtually) to key meetings	\$18,958.33	\$23,333.33
		2b.	Refined Menu of Program Elements	Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback		Staff review of documentation, mapping, and reports		
		2c.	Housing Typologies & Strategies Memorandum	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		2d.	Summary Programming Report	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
PHASE 3	Phase Three: Preliminary Concept Plans							
	DELIVERABLES	3a.	Conceptual Planning Options	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback	4 MONTHS	Staff review of documentation, mapping, and reports	\$21,666.67	\$26,666.67
		3b.	Initial Implementation Strategy Memorandum	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		3c.	Evaluation Matrix	Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		3d.	Design Options Work Session	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
PHASE 4	Phase Four: Draft Conceptual Master Plan							
	DELIVERABLES	4a.	Concept Master Plan and Associated Data	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback	6 MONTHS	Staff review of documentation, mapping, and reports	\$32,500.00	\$40,000.00
		4b.	Framework Plans	Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		4c.	Design Implementation 'Toolkit' Draft	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		4d.	Draft Conceptual Master Plan Workshop	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
PHASE 5	Phase Five: Final Master Plan & Report							
	DELIVERABLES	5a.	Refined Overall Master Plan	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback	7 MONTHS	Staff review of documentation, mapping, and reports	\$37,916.67	\$46,666.67
		5b.	Refined Implementation 'Toolkit' and 'Next Steps' Outline	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback		Staff involvement would be a welcome addition (in person or virtually) to key meetings		
		5c.	Final Presentation to Community	Brian Cole - Building Communities / Thomas Tso - Native Builders / Marilyn Reed / Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
		5d.	Master Plan Vision Book	Jeff Denzak - Swaback / Chris McKibben - Swaback / Rhonda Harvey - Swaback / Pao Cagnina - Swaback				
SUBTOTAL							\$130,000.00	\$160,000.00
TOTAL							\$290,000.00	