

Navajo Nation Building Summit

*Diné College | Tsaile, Arizona
August 22-24, 2012*

Results Reports from Work Groups



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Table of Contents

	Page
Background	1
Purpose of the Summit	1
Building Communities' Role	1
Work Sessions and Results	2
Banking	3
Community Development & Building Facilities	3
Education	9
Elderly	11
Environment & Natural Resources	12
Health and Social Services	14
Housing	16
Infrastructure	17
Public Safety	23
Telecommunications & Utilities	24
Transportation	26
Veterans	29
Women	30
Work Force Development	32
Youth	32
Summary	33
Appendices	34
1. Work Group Session Guidelines and Tasks	34
2. Navajo Chapters Represented	37

Background

In 1984, in the centuries-old Diné tradition the Navajo Nation Tribal Council looked to the future and established the Permanent Trust Fund. According to Resolution CIY-53-85, this fund allows for 12% of all annual revenues collected to be set aside for the future. Access to the fund is restricted by statute, which requires a 2/3 affirmative vote of the Navajo people by referendum and a 5-year plan for the expenditures of any principal. Navajo Nation leaders have brought the option of accessing funds from the Permanent Trust Fund forward for review and discussion by the Navajo people.

Purpose of the Summit

The purpose of The Navajo Nation Building Summit was to engage a significant cross-section of tribal members and produce summary findings that document their beliefs and recommendations about the greatest needs and best solutions for improving the quality of life and economic condition on the Navajo Nation. Further, it is intended that the recommendations will be reflected in a referendum on which the people will vote to determine if the Permanent Trust Fund should be accessed to invest in the Nation's future. If the referendum is approved, the amount of money that could be unlocked from the 1.2 billion dollar Fund could be as high as \$500,000,000.

Building Communities' Role

The original organizers of what has become the Northeast Arizona Economic Development Planning Group (Planning Group) originally envisioned extensive involvement by the Navajo Nation in the Regional Plan for Sustainability planning process. A representative from the Nation attended the HUD-sponsored Sustainability Planning Boot Camp in January 2011 in Boston but additional involvement did not materialize until July 2012 when Building Communities was contacted for assistance in the planning and execution of the Navajo Nation Building Summit.

Upon understanding the Summit objectives, Building Communities immediately contacted the administrator of the Planning Group, Economic Development for Apache County (EDAC), to confirm the appropriate role for Building Communities in the event. It was agreed the Summit encompassed the full extent of the original vision in serving the Navajo Nation as a part of the sustainability planning process.

Summit organizers explained that they needed the expertise of EDAC and Building Communities in order for the event to meet its stated purpose as shown above. Rather than utilizing the methodology used by EDAC and Building Communities for developing the Regional Sustainability Plan with area communities, a more traditional work group (breakout) session approach was employed (See Appendix).

Overall, EDAC and Building Communities assisted the Summit organizers by:

- Participating on the organizing committee phone conferences
- Working with the Tribal Council member who led the envisioning and execution of the event
- Reviewing and providing feedback on the Summit registration and agenda materials
- Creating breakout session descriptions and facilitator/group guidelines
- Creating conference summary document templates
- Managing the registration process during the Summit
- Coordinating with session facilitators
- Moderating the afternoon Summit sessions
- Receiving and inputting Summit participants' contributions
- Formulating and writing the Summit Report
- Preparing to include selected and appropriate Summit results in the Regional Plan for Sustainable Development

The opportunity to help shape what could prove to be one of the most consequential meetings in the past 30 years for the country's largest tribe is a significant contribution toward the objectives of HUD's Regional Sustainability Planning Grant program. It is the intention of EDAC and Building Communities to be available to assist the Navajo Nation to move forward with the continued activities necessary to help it progress as it plans and desires. This could include helping the Tribal Council frame the conversation and, especially if the planned November referendum passes, assisting with implementation of some of the recommendations made by Summit participants.

Work Sessions and Results

During the Navajo Nation Building Summit held at Diné College in Tsaile, AZ, August 22-24, 2012, the Navajo Nation Resources and Development Committee (RDC) recommended that fifteen specific subject areas should be addressed by facilitated work sessions of six hours each over a two-day period. Final topics, facilitators, panelists and the format were determined by the RDC. At the invitation of the RDC, Building Communities, Inc. developed the methodology shown in the Appendix to capture the information sought to help achieve the purpose of the Summit. The Summit was attended by 300+ participants with 60 Chapters represented.

The fifteen work sessions and facilitators were as follows:

Topic	Facilitator
Banking	Wes Medford (1 day only)
Community Development & Building Facilities	Carmelia Blackwater

Education	Joann Armenta
Elderly	Grace Laurence
Environment & Natural Resources	Tony Skrelunas
Health & Social Services	Robert Nakai
Housing	Various
Infrastructure	Asa Begay
Public Safety	Hope MacDonald Lonetree
Telecommunications & Utilities	Elsa Johnson
Transportation	Martha Ellison
Veterans	Frank Yazzie
Women	Various
Workforce Development	No participation (Canceled)
Youth	Janene Yazzie

Facilitators were requested to develop a summary report that included definition of the topic, associated issues, recommended solutions and estimated costs of those solutions. The unedited reports for each session are shown below.

Banking

No report information received by Building Communities as of September 7.

Community Development and Building Facilities

Statement of Purpose of the Summit:

“This summit is unique in that it presents a great opportunity for Diné citizens, communities, and businesses, along with members of our Nation’s governmental programs and departments to engage in dialogue about how we as a unified Nation, can create a plan to address our basic needs for infrastructure on the Navajo Nation.”

Defining the Issues:

Wednesday: The first day we started out setting our ground rules and even had an agenda on the board on what we were going to cover for the day. But there was some confusion about the panelist role and they jumped into providing power point presentations regarding Project Management, Why there needs to be a Project Manager, and another subject. I just let the panelist lead the class. But from the presentation several things emerged as issues, which was very valid for our discussion and wrote them down as follows:

The panelist in their presentation revealed a theme common to Chapters which were that in the majority of projects that the Design and Engineering was involved with, availability of infrastructure was a stumbling block in most construction projects.

- Examples were shared where many of the building construction projects presented challenges because water and power lines were not available for the actual construction and to service the buildings once they were completed.
- Another issue that surfaced as the presentation continued was that chapters needed to start from the "aerial view." Meaning that that they needed to look at the big picture first, such as maybe a community master plan, then master plans for individual projects, this would allow chapters to see the overall picture of the community and projects they desired to pursue in a "priority manner." It was advised that this would allow chapters to really have an idea about where the power lines, water lines, roads, sewer lines/lagoons were so architects would be able to plan how to tap into them.
- Another issue that surfaced from the presentation was that chapters will pursue construction funding and be awarded construction funds... then when it is time to get the construction started, the land is not legal withdrawn or a grazing permit holder consent was not obtained and that causes projects to be delayed or funds being reprogrammed to other projects.

The panelist's power point presentation was a real blessing in disguise because it provided points of discussion for our group. The group really hashed out the things that surfaced as issues from the presentations made for a very informative and educational discussion.

Surprisingly or not, it boiled down to the fact Chapters were not using or following their Community Land Use Plans. In this discussion it was noted that all chapter have community use plans, 95 chapters have their Community Land Use Plans Certified. And that in proper planning of successfully completing building projects had to start at the very basic level; in the Chapters Community Land Use Plans.

Chapters needed to review and ensure that the areas that are planned for development had the land legally withdrawn and all environmental clearances completed, including grazing permit holder consent.

Chapter needed to complete necessary upgrades and construction of needed waterlines and power lines to planned development areas.

Community Master Plans, Project Development Master Plans aren't just subjected to chapters. The tribes three Branches, programs, and other entities all desire new modern facilities and we have not heard or seen if there is a master plan for Window Rock. Window Rock is prime example of poor planning and how not communicating with others can negatively affect community development.

The Group Discussion refined the issues to the following list that were noted to be important enough to be recorded for this summit:

1. Limited and Lack of Infrastructure funding is a real stumbling block and is some cases a deterrent for chapters to initiate and successfully complete building construction projects.
2. Navajo Nation needs to increase funds for Infrastructure Development on the Nation.
3. Short Notices for important events such as this summit, lack of accountability at chapters, and transparency in the government makes it hard to buy into dipping into the Permanent Trust Funds
4. Limited Infrastructure development on the reservation is a real barrier.
5. At chapters the right hand doesn't know what the left hand is going.
6. Chapters/LGSC/Division seriously needs to be re-evaluated and analyzed. Nation keeps throwing good \$\$ to (after) a bad outdated system.
7. Chapters need to get re-established in a way that really is in line with modern needs.
8. Chapters, Tribal Programs, Departments do not follow laws; procurement, nepotism, and really lack accountability, now we want to add more money from the Permanent Trust Funds
9. Chapters are unable to move forward due to infighting; staff vs. Chapter Officials, nothing is accomplished at chapters because all the energy is spent defending self from one another.

10. Recycling complaints and issues at these types of events, time and money is wasted because it is the same complaints from other training and events like this summit can't seem to move forward.
11. Miscommunication, misconception, unrealistic expectations for example, this summit. You expect that this is a cure all, but it's all just talk.
12. Land is not available; some chapters are maxing out and can't grow anymore.
13. CLUP all needed to be updated, educate and build capacity of CLUP members to strengthen Planning Processes at the local level.
14. Chapters, CLUP Committee needs to be put on performance based evaluation processes for funding and pay scale considerations.
15. Chapter Officials need to be able to write. Need an educated background, it can't except that CO are just good speakers, need their help at the chapter administration offices with proposal writing and other writing task at the chapters.
16. Chapter Managers or Community Services Coordinators need to take the lead role at chapters, not be stumbling blocks for progress due to inability to lead.
17. Individual vs. group (regional) funding.
18. Lack of Partnerships at chapter levels.

Brainstorming Solutions:

1. Strengthen and build up capacity of Chapter Staff and Chapter Officials, increase staff funding, to add additional position at the chapter.
2. Water Plans need to be included in CLUP, and implemented.
3. Chapter need to be educated on how to partner resources, funds, expertise to get things accomplished at the local level.
4. Chapters need to think regional development, which will encourage partnerships.
5. Tribe needs to re-evaluate chapter houses/LGSC/Divisions role and streamline processes. Inefficiencies are bleeding valuable resources; time and money.
6. Chapters need to pool resources and hire experts to conduct technical or professional services.

7. Strengthen the development and implementation of Community Land Use Plans
8. Conduct a thorough analysis to see where the leaks are, estimated about 88 million is leaked on waste programs, projects per year.
9. Establish a plan to tap into the tourist stream (at the local level) on all major roads of the Navajo Nation for taxes to help fund building construction projects.
10. Develop and implement partnership with schools, clinics, churches, they are underutilized resources.
11. Northern Az. University has highest master degree graduates of Navajo Citizens. Partner with them to train professional staff in key areas, develop a scholarship program for planners, architects, engineers, and other needed professions where the students have to serve Navajo Communities for # years and school fees are forgiven in exchange for services.
12. NN needs to stop passing the buck and tap into the problem of feral animals, buckle down and develop a program to tap into this resource to create a funding program to restore the land, and infrastructure development programs.
13. Any funding should be channeled to projects that will benefit the most Navajos rather than individual projects.
14. Plan with the "end in mind." Plan for the Children, what will they do, where will they live, where will they work??
15. Plan properly, Plan it right, All chapters have the tools already, each chapter has their CLUP, open review it, update it, communicate the plans with the community members, and start working on withdrawing project sites for development.

Recommendations:

1. The Navajo Nation as a whole; all three branches, programs, divisions and chapters need to talk about and discuss: when, where, who, how the Permanent Trust Funds will be best used to benefit the Navajo people, it cannot be distributed in the same way as it is now, a new system unlike any existing distribution system needs to be developed (opportunity to learn to do new and better things) so the funds are used as intended and not stocked piled in chapter bank accounts unused .

2. Support a limited withdrawal of the Permanent Trust funds for Planning purposes and as long as the plan benefits the Navajo People not the Tribal Programs directly.
3. Recommend to direct some funds be allocated get the Water Study and Plan developed and implemented at the chapter level.
4. Hire Professional Consultants to plan for the Whole NN-from small projects to large regional projects using limited withdrawal funds.
5. Limited withdrawal applies to the 1-15 breakout sessions Priorities.
6. A Youth Summit needs to be done so all of the People of the NN get input into ideal.

Estimating the Cost for Facilities and Buildings:

1. There are already CIO, Bond Financing, and other NN Project cost list available for reference.
2. Initial Plans= 0\$ Talking about it and developing a plan at the local level cost none to very little, except time and effort.
3. Land Acquisition: 2.5 to 10k per acre
4. Infrastructure: 20-37.5k per mile
5. Building Construction: 175 per square foot
6. Operational: Considerations should be made for yearly utility cost, maintenance, up-keep. What your budget, can you afford?

Priorities:

1. Funds allocation for Comprehensive Land Use Plans to include Water Plan in all communities
2. Strengthen Chapter Capacity Building, CLUPC, Stress its **utmost** importance "in the plans."
3. Community Master Plans
4. Allocate a well thought out plan for Infrastructure Development across the NAVAJO NATION.
5. After the infrastructure is in place, then we can address BUILDINGS.

6. Laws need to be Enforced; Local ordinances, environmental, etc...

Sound Bites:

1. Educate the People, we are moving forward and on the horizon of a new age of Navajo history.
2. Conduct a needs analysis at the local level and bring forth the needs, strengthen the existing and current plans at the local level (CLUP).
3. Establish the Plan, the public and tribal programs all have to buy-in to this plan.

Education

Day One Report: List of the People's concerns regarding Education on the Navajo Nation

Who are we and where are we going, as Dine?

There were 19 attendees on Wednesday, August 23rd

There were 16 attendees on Thursday, August 24th

Too many local school boards; ineffective and inefficient
Need for early child development support education; Head Start
Lack of parental participation
Lack of Adult and Parental education
Special needs education access
Rehabilitation/counseling needs for:
 Alcohol, drug abuse, parental abuse, spousal abuse, child abuse, child pregnancy, child suicide
Lack of infrastructure; lack of electricity to study at night
Dine Cultural studies
Dine' education can't compete with outside schools
Dysfunctional home life; not conducive or supportive learning environment
Travel distance from home to school creates physical hardship for children; causing fatigue
Children's lack of identity; Dine first
Student enrollment down
Drop out rate up
Lack of motivation
FAFSA/Pell Grant qualification/criteria is impacting
No college prep courses
Scholarships are inadequate; few and minimal monetary award
Financial hardship for second generation college students
Manuelito scholarship requirement of recipients is 2 years of service to their communities

Navajo Nation does not support the graduates with jobs once they've completed school
BIA schools
BIE systemic
Curriculum not designed for Dine way of life
Navajo language/tradition/values are not a priority
Workforce development/vocational education/health education
Lack of career counselors vs. ROTC recruiters
Conflicting policies and regulations
Need Bridge programs that support continued education with purpose
Lack of STEM curriculum
Develop Navajo Curriculum
Lack of internships
Lack of community support
Lack of classroom resources; books, computers and other teaching tools
Too much emphasis on sports; it gets in the way of exploring alternative educational pursuits
Too much emphasis on state standards
Teachers are not in tune with their students
Teachers compete to meet standards at the expense of the student
Students are not meeting college standards forced to take remedial courses in college
Teachers are not trained to assess or address psychological needs
Lack of professional counselors
Lack of day care and after school program
Lack infrastructure (housing) for teachers

Day Two Report: List of the People's solutions regarding Education on the Navajo Nation

Early childhood development; Head start programs, first five, mommy and me classes
Emphasize Parental support for Children's learning
Tutoring and mentoring classes
Develop community-based learning centers that support communal needs and wellness
Support education from the hogan level
Provide nurturing environments where community members can support their children
Decolonize our education systems and way of thinking (epistemologies)
Redefine our direction and instill
Teach traditional values
Teach through activities
Provide programs that support elder/child sharing of Dine values historical and spiritual truths
 The beauty ways
Provide alternative learning programs that support workforce development
Teach environmental stewardship from a traditional viewpoint

Amend regulations and policies that support infrastructure
Develop Dine traditional curriculum within the Navajo Nations school system

Prioritized solutions and funding amount:

- 1) Infrastructure that supports education facilities and nurturing learning environments in partnership/support of Chapters
\$226 million
- 2) Regulation and policy reform; school board reform
streamline process to facilitate housing, roads, waterlines, electricity
(infrastructure) \$165 million
- 3) Develop community-based learning centers that support the well-being and development of student learning within a community
- 4) Operational and programmatic support to include:
 - Alternative Agriculture
 - Head Start Programs
 - Mommy and Me Classes
 - Life Sciences
 - Adult Education
 - Skill development (grant writing)
 - Healing Center
 - Cultural and traditional education
 - Drug and alcohol education
 - Relationship
 - Teen pregnancy prevention and intervention
 - Partnering with High School, Community College and University on the Nation
 - Career Counseling and development

Final Education Session Recommendation, is not to access the permanent trust funds at this time, rather continue to invest the money and leverage outside investment. Develop alternative learning centers within chapters that are self-sustaining and supported by chapters. Focus on people empowerment programs and projects that support community-based learning that don't require money from the permanent trust fund, and implement grant-writing classes across the 110 Chapters that will help leverage funds to support said programs and projects.

Elderly

1.A. Definition/Description of Topic

According to Dine Elder Protection Act, elderly is considered 55 and older.

1.B. Definition of Issue(s)/Problem(s) to be Addressed

Elders are alone at home. They need help managing medication. The elderly population is very needy and neglected. Leaders, family members and service

providers need to be more attentive and aware of elderly needs. Bureaucratic processes limit services and often are delayed until it is too late to meet the needs of individuals. There is a lack of assertiveness/awareness of funding and programs. There is also a lack of coordination between local elderly advocates and tribal (NN) programs and advocates. The needs of the elderly population vary from chapter to chapter and geographic location. Senior Centers have closed due to lack of funding. Elderly can't afford personal care items such as wheelchairs, glasses, hearing aids, medications, etc. A large portion of the elderly population is isolated and do not have contact or access to services. Income-based services for elderly and retirees creates a gap for those with social security and/or private individual retirements.

1.C. Estimates of the Range of Cost to Address Issue(s)

For the next three years— Currently spending \$5 mil for meals on wheels and senior centers. More money into transportation
New nursing homes – \$2 mil per home New Assisted Living Facilities – 1.5 mil per home

There is a trust fund specifically set aside called the Elder Trust fund. Not sure where that money is spent.

For four to 20 years after that

1.D. Brief Summary Report (“Elevator Speech”) on Topic, Issues(s)/Problem(s) to be Solved and Cost Estimates

The workgroup is genuinely concerned about the issues of elderly care and the lack of effort and response from tribal officials. Elderly tribal members have reservations about accessing the trust funds, however, if a solid, responsible plan can be formed to meet the needs and provide services to the elderly, then they would support the referendum. Participants in this work session are concerned and engaged about elderly care on the Navajo Nation.

No report information for Day 2 received by Building Communities as of September 7.

Environmental and Natural Resources

Parameter

Climate Change and its impacts on water resources are on our people's minds: there is serious concern about forecasted reduction in rain, increases of up to 10 degrees over the next 50 years, possible extinction of Native grasses within 30 years, overgrazing and dust, increased and earlier melting snow caps in the Rockies, depleting aquifers.

In this century, our Navajo people have seen the consequences of haphazardly developing our natural resources. We have benefited in minimal ways. The majority feel that this time around, we need to emphasize the conservation of resources and figure out how to maximize revenues and benefits from existing projects. We must also carefully develop new projects in ways that are identified by our people and do not hurt our culture and land.

Issues prioritized

Need to initiate culturally grounded planning process for Natural Resources and Environment with the following elements:

- First, identify our cultural landscapes, places that are sacred to our people
- Utilize a community-based planning process and larger "Dine People Summit" to secure input from as large a cross section of Navajo citizenry as possible
- Utilize an integrated resource management process
- Focus on one "slice" of all our many challenges. We do not have the resources to solve everything at once
- Inventory our resources, what we currently are selling, where we are inefficient
- Clean up our home "Navajo Nation"
- Initiate a plan to educate, about the land, teachings of the land and resources, using traditional concepts so we can assure ourselves future responsible leaders and citizens

Need to maximize the revenues and potential from existing projects that we have on Navajo land. There is significant revenue leakage from existing coal mines, power plants, schools, government, hospitals, Navajo Housing Authority, Casinos who currently spend significant amount of their dollars for off reservation goods and services, thus offering only jobs with little economic impact. The following elements should be included:

- Develop strategy to invest in local companies that can service these enterprises: community or individually owned.
- Create the policies to ensure that there will be markets for these businesses. Council can mandate buying local from Navajo owned companies.
- This will increase taxes, revenues for communities and Navajo Nation.
- Evaluate and re organize the Navajo Nation government to ensure more efficiency and cut duplication.
- Invest in renewable energy, hemp, and other industries
- Consider local food systems

No report information for Day 2 received by Building Communities as of September 7.

Health and Social Services

1.A. Definition/Description of Topic

Discussion of the Social Services and health issues:

- History of 368 of Social Services
- Decentralization vs. Centralization
- Local management
- Clients affected
- Staff problems
- Client referrals
- Facilities
- Health Planning
- Services are inadequate or limited
- Patient advocacy

Definition of Issues/problems to be addressed

Services – Social Services/Health #3

Staff – Social services/Health #1

Facilities – Social Services/Health #2

Estimates of the Range of Cost to Address Issue(s)

For the next three years—\$185 million

For four to 20 after that-\$450 million

Brief Summary Report (“Elevator Speech”) on Topic, Issues(s)/Problem(s) to be Solved and Cost Estimates

The group moved quickly in providing information. There was a feeling of activities that needed to be addressed which fell into our Sessions. Input was provided by each member of the group. They provided positive comments with full understanding of their statements. The total costs estimate is \$635 million.

Day Two

Our workgroup was comprised of the tribal/BIA employees and community members.

1. QUALITY SERVICES

- a) Enhanced medical services- \$20 million
 - Homeopathic medicine
 - Advanced medical services
 - Expand traditional health care services

- Tele health and medicine
- b) Dental Services- \$800,000.
- Go beyond pulling tooth
 - Preventive services
 - Root canals
 - Caps, etc
- c) Policy Change- \$1 million
- Laws
 - Policies
 - Navajo Nation universal medical insurance
- d) Non-profit governmental entities (non 638)- \$15 million
- Nonprofit/for profit health care providers
 - Coalition
 - Advocacy groups
- e) Domestic water- \$400 million
- f) Specialized Trauma Services- \$50 million
- Facilities
 - Providers

2. HUMAN CAPITAL

- a. Navajo Nation Center for Medicine- \$50 million
- Train doctors, nurses, physical therapist, dentist
 - Use Dine' College and Navajo Technical Center. Switch from education to medical field.
- b. Licensed personnel- \$5 million
- c. Sports medicine for athletes- \$5 million
- Social workers, therapist
- d. Non-governmental entities- \$5 million

3. FACILITIES

- a. Multipurpose centers-\$140 million
- Counseling
 - Treatment
 - Preventive education
 - Wellness centers
- b. Indian Health Services facilities-\$_____
- c. Non-profit facilities-\$20 million

- ADOBI
- AIDS Network
- Navajo Christian Foundation
- Southwest Navajo Tobacco Prevention project
- d. Navajo Division of Social Services facilities-\$5 million
 - Office space
 - Intervention/screening rooms
 - Treatment centers

4. SIDE NOTES

- a. There is no true Tribal sovereignty
- b. Roads
- c. Housing
- d. Waterline extension
- e. No confidence in government (Chapter & Central governments)
- f. No drive in people
- g. People just don't care
- h. What is a need
- i. Distrust in government
- j. Nonprofit-tribal-state

Housing

1. Develop a realistic housing plan for specialize groups to address the need in each chapter government for day care, safe house, independent living and apartments.
2. Meet with NHA to convert NHA Public Rental Units to temporary group homes and emergency housing in identified NHA Public Rental communities.

Federal

1. Navajo Nation revisit each federal regulations respective to each federal agency to define which regulations fir or does not fit the Navajo Nation tribal government by justifying its purposes to make the amendments to fit the Navajo Nation.

Tribal

1. Navajo Nation develop a ordinance and zoning code.
2. Navajo Nation develop a One Stop Housing Initiatives to streamline the process and procedure, establish coordination and partnership to provide customer services to the Navajo people.

3. Navajo Nation develops a Building Code to insure standard housing and commercial buildings to meet building compliance.
4. Navajo Nation develops a Navajo Home Depot at all agencies for Navajo people to purchase building supplies and materials at decent cost.
5. Navajo Nation develop a Land Tenure Policy to address community development.
6. Navajo Nation develop a plan to establish its own bank.
7. Navajo Nation develop a plan to establish its own insurance program to insure private homes.

Community

1. Communities develop a regional housing plan to address their housing needs.

Infrastructure

1. A. Definition/Description of Topic

- **Roads** – a route through the community that serves as a road/ highway (paved or unpaved) for public use.
- **Sewer** – wastewater effluent system disposed of into septic systems, community open sewer lagoons or wastewater treatment systems.
- **Water** – water system designed to deliver drinking water for human use/ consumption
- **Processes** – community system that facilitates infrastructure development and management
- **Natural Gas** – energy source for heating and electricity
- **Solid Waste** – household and commercial solid waste generated within Navajo Nation communities

1. B. Definition of Issue(s)/Problem(s) to be Addressed

Roads

Issues/Problems	Score	Cost Estimate
-Need for bike- and walk-way for pedestrians -Poor road maintenance (snow removal, signage, striping, no cattle guards) -No funds for building or maintaining roads/ highways -Limited manpower to maintain roads and equipments -Poor pre-planning, design and engineering for roads and highways		\$1 Billion

-Cost associated with compliance with NEPA and other mandates -Unsafe roads due to ROW not being fenced off, no turning lanes -Roads with multiple jurisdictions and absent of ROW		
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Sewer

Issues/Problems	Score	Cost Estimate
-Difficulty in withdrawing land for waste water -Restrictive fund use imposed by funding Agencies -Inconsistent communication and collaboration in planning and design of waste systems -Inadequate selection of septic system having short life span -No planning and pre-design funding, including limited sources for funds -Absence of process for commercial and other type of potential community development -Need for main sewer line through the community		\$100 Million

Water

Issues/Problems	Score	Cost Estimate
-Poor Navajo Nation design for water delivery to Navajo Nation communities -Poor water sources and quality in respective communities -No funds for bathroom addition if variable in waterline extension -No incentives for small business -High water use exceeds abilities of open sewer lagoons to handle demand		\$1 Billion \$3 Million

Processes

Issues/Problems	Score	Cost Estimate
-Need for planner at the local community level -No community planning and zoning ordinances -Fragmented community water and waste water system; including bureaucratic processes and protocols; -No checklist and guidelines for infrastructure development -Nationwide, no shared database		"Get er done"

-No central clearing house – it needs to align to the Chapter's Land Use Plan and aligned to land use plan -The location of infrastructure dictates potential development -Need for community planning model or framework and undefined meaning of "community." -Ineffective use of demographics / data		
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Natural Gas

Issues/Problems	Score	Cost Estimate
-Natural gas not available to local communities – "it's a gas runs through." -It is not available to communities -No Navajo Nationwide plan on use of natural gas -No gas plants -Unsafe gas lines going through local communities -Multiple layers of regulations (Fed, State, Tribe, Others)		For Private Business Sector Development

Solid Waste

Issues/Problems	Score	Cost Estimate
-No landfills, only transfer stations -No comprehensive Navajo Nation solid waste system		

Parking Lot

- Funding set aside for planning
- Addressing health issues arising from open sewer lagoons
- Multi-Disciplinary approach to infrastructure planning

1. C. Estimates of the Range of Cost to Address Issue(s)

Roads

Issues/Problems	Priority	Cost Estimate
For the next three years -Poor pre-planning, design and engineering for roads and highways		
For four to 20 years after that -Need for bike- and walk-way for pedestrians		

<ul style="list-style-type: none"> -Poor road maintenance (snow removal, signage, striping, no cattle guards) -No funds for building or maintaining roads/ highways -Limited manpower to maintain roads and equipments -Cost associated with compliance with NEPA and other mandates -Unsafe roads due to ROW not being fenced off, no turning lanes -Roads with multiple jurisdictions and absent of ROW 		
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Sewer

Issues/Problems	Score	Cost Estimate
<p>For the next three years</p> <ul style="list-style-type: none"> -Inconsistent communication and collaboration in planning and design of waste systems -Absence of process for commercial and other type of potential community development <p>For four to 20 years after that</p> <ul style="list-style-type: none"> -Difficulty in withdrawing land for waste water -Restrictive fund use imposed by funding Agencies -Inadequate selection of septic system having short life span -No planning and pre-design funding, including limited sources for funds -Need for main sewer line through the community 		

Water

Issues/Problems	Score	Cost Estimate
<p>For the next three years</p> <ul style="list-style-type: none"> -Poor Navajo Nation design for water delivery to Navajo Nation communities -No incentives for small business -High water use exceeds abilities of open sewer lagoons to handle demand <p>For four to 20 years after that</p> <ul style="list-style-type: none"> -Poor water sources and quality in respective communities -No funds for bathroom addition if variable in waterline extension 		

Processes

Issues/Problems	Score	Cost Estimate
<p>For the next three years</p> <ul style="list-style-type: none"> -Need for planner at the local community level -No community planning and zoning ordinances -Fragmented community water and waste water system; including bureaucratic processes and protocols; -No checklist and guidelines for infrastructure development -Nationwide, no shared database -No central clearing house – it needs to align to the Chapter’s Land Use Plan and aligned to land use plan -The location of infrastructure dictates potential development -Need for community planning model or framework and undefined meaning of “community.” -Ineffective use of demographics / data <p>For four to 20 years after that</p> <p>None</p>		

Natural Gas

Issues/Problems	Score	Cost Estimate
<p>For the next three years</p> <ul style="list-style-type: none"> -Multiple layers of regulations (Fed, State, Tribe, Others) <p>For four to 20 years after that</p> <ul style="list-style-type: none"> -Natural gas not available to local communities – it’s “a gas runs through.” -It is not available to communities -No Navajo Nationwide plan on use of natural gas -No gas plants -Unsafe gas lines going through local communities 		

Solid Waste

Issues/Problems	Score	Cost Estimate
<p>For the next three years</p>		

None		
For four to 20 years after that -No landfills, only transfer stations -No comprehensive Navajo Nation solid waste system		

1. D. Brief Summary Report (“Elevator Speech”) on Topic, Issues(s)/Problem(s) to be Solved and Cost Estimates

Roads

Elevator Speech	Cost Estimate
“My Way or the Highway”	

Sewer

Elevator Speech	Cost Estimate
“Eliminating Waste”	

Water

Elevator Speech	Cost Estimate
“Water is Life”	

Processes

Elevator Speech	Cost Estimate
“Get Er Done”	

Natural Gas

Elevator Speech	Cost Estimate
“Value-Added Initiative by Navajo business”	

Solid Waste

Elevator Speech	Cost Estimate
“Clean and Attractive Communities”	

Public Safety

No report information for Day 1 received by Building Communities as of September 7.

Issues:

“If we don’t fix Public Safety we can expect our children to leave the reservation.”

- Lack of jail/court facilities
- Not enough man power ie, police, rangers
- Lack of enforcements of tribal/federal law, grazing regulations
- Jurisdiction problems
- Training needed
- Emergency medical services
- No jail time for offenders
- Repeat offenders/court system that doesn’t believe in incarceration
- Substations needed
- Inconsistent application of laws
- Lack of Homeland Security
- Government corruption
- Elected officials not accountable and getting away with crime
- Evidence not collected

Recommendations for Public Safety

1. Public Safety should be the number 1 priority of the Navajo Nation Tribal Council!
2. Triple the number of officers including Navajo Police, Rangers, BIA, DPS, County Sheriff, EPA and NR.
3. Implement the Navajo Nation District Judicial/ Public Safety Facilities Master Plan.
4. Bring all law enforcement under one umbrella. Establish new laws addressing jurisdictional issues.
5. Streamline processes for officers.
6. Increase number of prosecutors.
7. Evaluate salaries and compensation throughout Law Enforcement and adjust accordingly.

8. Develop educational programs that reinforce the positive aspects of law enforcement.

9. Hire a Chief of Police (position has been vacant for 2 years.)

10. Establish and enforce a curfew law.

Recommendations for increasing funding for Public Safety

1. Fines that are collected from criminal activity or violations go **directly** to Public Safety and not into the general fund.

2. Tax cigarettes, soda, etc to create revenue for Public Safety.

3. Charge processing fees of inmates and violators.

Recommendations for the Permanent Trust Fund

1. Do not access money from the Permanent Trust Fund for the following reasons:

a. There is still no trust of the Tribal Government

b. Not everyone is "in the sandbox."

c. This is not the appropriate time.

d. Need to examine current representation.

e. Explore the identified sources of funding mentioned above.

f. Look at casino revenue for funding Public Safety.

2. If the Tribal Council votes to approve funds from the Permanent Trust fund this group recommends that the Navajo Nation District Judicial/ Public Safety Facilities Master Plan be funded and implemented.

Telecommunications and Utilities

- **Definition/Description of Topic**

Rural Addressing, Broadband/Fiber, Electric, Renewable Energy, ROW
Note: We did not address Water, Wastewater, and Natural Gas

- **Definition of Issue(s)/Problem(s) to be Addressed**

Policy Changes regarding 164 Process, ROW Process, and Double Taxation

40,000 Households on the reservation have no addressing available, Rural Addressing needs to be implemented so that Utilities as well as emergency services can be made available, boundaries also need to be identified.

Train Youth in Telecommunications/Utilities so that they can provide the workforce to implement changes in the future

Digital Literacy – helping individuals with the education to use new technology

NTUA – 50 million to connect all the chapters and communities with 4G Broadband/Fiber technology

PUC – Public Utilities Commission needs to be established by the Navajo Nation, the closest thing we have is the Navajo Nation Telecommunications Commission (est. 2010)

ROW – Addressing the length of time it takes to obtain ROW, needs to be streamlined, also look into the possibility of a Multiple Utility Corridor so that areas that are disturbed (ie. New Road Construction) can have pipeline built in for utilities, one ROW for all Utilities.

Plan and Support for New Technology (legislation) so that cyber bullying, pornography, are covered.

Professional Planning – long term planning at the chapter so cost sharing is a possibility

Utilities

Electric – covered aesthetics versus cost, URD is 3 X more expensive than typical OH service

Renewable Energy – 20,000 People without Utilities

Wind Energy – Wind Farms on Big Bo and Gray Mountain

Utility Solar – Black Mesa

Navajo Nation to become a utility provider, purchase 21% Los Angeles Water & Power Department's share of Navajo Generating Station

- **Estimates of the Range of Cost to Address Issue(s)**

\$50-60 million to NTUA for connection of Broadband Fiber to all the chapters and communities such as Tuba City, Lechee/Page

\$26 million to build facility in Kayenta to educate youth in the telecommunications and utility industry

For the next three years—

For four to 20 years after that—

NOTE: Not covered in today's discussion

- Brief Summary Report ("Elevator Speech") on Topic, Issues(s)/Problem(s) to be Addressed and Cost Estimates

NTUA, SWC, Navajo Nation Commission, NTUA Wireless, Navajo Nation Community Development all covered issues that come up when utilities are being built such as ROW, NTUA wants \$50-60 Million to expand on its current project of bringing 4G Broadband/Fiber to the Navajo Nation, its current funding did not cover all the communities and chapters on the Navajo Nation. Native Vocational School would like \$26 million to build a school that will educate the local youth in telecommunications and utilities.

Other issues that may or may not requiring funding are policy changes in the Navajo Nation.

Session stopped at 4pm, individuals had other meetings to attend.

PRIORITY ITEMS/SOLUTIONS/COSTS

August 23, 2012

1. Utility Planning (Rights of Way)	\$25 Million
2. Navajo Nation to Spectrum Purchase	\$4 Million
3. NTUA Power Line Extension	\$75Million
4. Waste Facility (Sewer)	\$25 Million
5. NTUA Fiber Optic	\$50 Million
6. Solid Waste / Landfill (Trash)	\$30 Million
7. Renewal Energy Development & Training	\$30 Million

Transportation

1. Define the Topic
 - a. Funding-Roads Programs on Navajo Nation: There are intergovernmental roads program including Navajo Nation, Bureau of Indian Affairs, Department of the Interior, Counties and States
 - b. Priority Road Projects-prioritizing projects is a major hurdle. There are many steps in the process and prioritizing does not work.
 - c. Community Needs-a few of the participants came to bring their community road project as concerns.
Mapping/Data Management/GPS
 - d. Use of Permanent Trust Fund-will road construction and maintenance be a priority for funding?

e. Outdated policies-outdated polices are used to construct roads on the Navajo Nation

2. Defining the Issue (s)

- a. Lack of communication between the chapters, BIA, NDOT and Counties; unclear documentation process
- b. Lack of road maintenance
- c. Inadequate funding of resources, i.e., personnel, equipment, etc.
- d. Depletion of Permanent Trust Fund is a political decision during election year
- e. Community needs: not prepared for emergency response to flooding, wash out roads, bridges; Navajo Nation roads most dangerous! And it deters tourists; too many unimproved roads; roads determine traffic flow, people avoid certain roads because its very bad which determines where they will travel to shop; soil conditions under certain weather conditions makes it unsafe and people resort to walking
- f. Support the use of the Permanent Trust Fund to fix roads; And against use to avoid depletion of funds which is for future generations
- g. High need to maintain forest roads
- h. Same old discussion here at the Summit that has been going on for years, its time to implement plans
- i. Priority road projects are determined by soil and difficulty of road construction, which leaves out many need paved roads
- j. Lack of road mapping/data management/GPS; such data would track shovel ready projects meeting all requirements – ROW, EA, Archy, land use consents
- k. Great need for local gravel pits; bonding, simplify process; MOU, MOA
- l. Great need for water source for construction and maintenance
- m. Need Road and Bridge designs
- n. Road Construction take forever
- o. Lack of culvert casing very problematic for equipment operators; need for proper equipment like 623 scraper, etc.
- p. Need to build borrow pits
- q. Navajo Nation needs to develop road maintenance and construction expertise
- r. There are no many unfinished projects; lost/wasted road funds
- s. Need to increase road planning funding to increase shovel-ready projects
- t. Need to stabilize dirt roads by putting down magnesium chloride
- u. Roads are foundation to economic development/quality service delivery
- v. County response to maintenance requests faster than BIA and Navajo Nation
- w. No Agency Roads Committee meetings
- x. Sole Source contracting problematic, it causes backlogs

- y. Roads is never a Navajo Nation Priority
- z. Funding information not shared with the communities
- aa. 100% funding for roads construction to complete the full length of the road rather than partial completion
- bb. Permanent Trust Fund prioritize roads
- cc. Independent disabled drivers miss medical appointments due to impassable /hazardous road; result is missed appointments and consequences; over-medication due to pain
- dd. Wasted funds on repeated survey-BIA Roads are always re-surveying
- ee. Travel to fairs curtailed due to road conditions
- ff. To many potholes (holey roads)
- gg. It is time to transfer BIA Roads to the Navajo Nation to expedite road construction
- hh. No Navajo Nation laws on weight capacity on Rd Construction materials
- ii. ROW fencing needed
- jj. Archaeology delays road construction
- kk. People commute many miles for jobs, appointments, schools, etc.
- ll. Outdated transportation codes used for road projects
- mm. Safety record lacking in road construction priority, i.e. # of accidents

Brainstorming the Solutions

1. Enter into MOU/MOA for coordinated effort in Road Construction and Maintenance and efficient use of resources (i.e. cost sharing)
2. Develop expertise in Transportation
3. Streamline Navajo Transportation Codes, regulations and policies; road development codes
4. Strengthen transportation planning. Develop strategic Regional planning; Give governmental authority to Regions; Prioritized roads projects---Main arteries are ok, It's the secondary roads that need attention; collaborative planning (Bureau of Indian Affairs, Dept of the Interior, Navajo Nation, Counties, States, Private, US Entities-Parks, etc.)
5. Hire professional planners to develop funding plan
6. Develop Investment Plan---use Permanent Trust Funds to get investment returns (global investments, etc) use money to make money
7. Build toll gates to raise funds
8. Use alternative funding, bonding etc.

Prioritizing the Solutions

1. Use \$10 million of the Permanent Trust Fund interest to develop a professional plan. Then pursue action to take funds from the Permanent Trust Fund to fund the planned projects.

Create the Community Marketing Pitch

NONE

Preparing the Report Out

There is about a \$1 Billion Need to fund all road projects. Currently, Navajo Division of Transportation receives about \$60 Million funding annually.

Veterans

Permanent Trust Fund Eligible					August 22, 2012 at Dine College
Veterans of Navajoland					
No.	Topic	Define the Issue	Estimating the Cost	Preparing the Report Out	
1	Veteran's Health	*No qualified PTSD counselors at IHS hospitals. *Inconsistency of healthcare providers. *Veterans should receive services similar to those provided to our NN uranium workers/spouses. i.e., In-home care, lumpsum payment of benefits.	4% set-aside of \$212,855.95 per year X 10 years = \$2,128,559.50 million to defray costs of PTSD counselors at all 5 agencies. \$150,000.00 lumpsum payments plus still be able to receive monthly VA pay and benefits.	PTSD Counselors should be included on the NN list of classification codes at pay grade 64, and made available in all agencies. Veterans have been exposed to more hazardous materials; i.e., PD680, asbestos, agent orange, uranium to name a few, all in service to our country.	
2	Veteran's Retirement Home	\$14.9 mil from NAHASDA for as built construction, but needs funding of \$2 million to defray preliminary costs.	\$2 million from the Permanent Trust Fund to defray start-up costs for construction of the Retirement Home	The Retirement Home will be of great benefit to our disabled veteran and those that are homeless.	
3	Veteran Housing	Lack of construction funding due to FY2013 budget cuts.	\$3,000,000.00 over 10 years at \$300,000.00 per year.	\$60,000.00 per agency to serve 2 veterans X 5 agencies equates to \$300,000.00 per yr.	
4	Agency Veterans Offices	Lack of procurement funds for agency offices, thereby deminishing services provided to clients.		Procurement funds could be replenished through release of non-essential personnel at agencies or DNVA.	
5	Lack of Employment	Veterans Preference on the NN has no teeth. Non availability of jobs on Navajoland.	Assist returning veterans to enroll in the VA/DOL skills training program which started in July 2012. (Ages 35 to 60)	NN should start up the "Helmet to Hardhats" project to assist our returning veterans to get back into mainstream society.	
6	Lack of communication between DNVA and Agency Veterans	Information not shared with communities. Need an administration to provide veteran services rather than veteran offices.		Leadership at all levels need to take responsibility for ensuring all veteran services are provided in a timely and efficient manner. "Espride corp".	
7	Homesite Leases	Veterans having difficulty in upturning homesite leases due to reluctance of permit holders.		Chapter Officials and Veteran Organization leaders at the local level need to negotiate with permit holders on behalf of their veterans who are seeking a homesite.	
8	Bureaucratic "Red Tape"	Process for obtaining financial assistance is laden with excessive "Red Tape"		In most cases, veterans are frustrated with the process for obtaining help from the agency offices. Mainly due to lack of accountability for documents submitted to the agencies or numerous forms which have to be submitted to get assisted. Again, this calls for more accountability on the part of leaders at the top echelons to ensure timely, efficient provision of services.	
10	Non recognition of veterans by the NN government.	No mention of the NN Veterans in any of the 26 Navajo Nation Codes, giving recognition of NN Veterans and benefits that they are entitled too.		Passage of a "Navajo Nation Veterans Act" to address all benefits and entitlements to and for all NN Veterans.	

Women

Define Topic

Woman – Single, married, widow, divorcee, leader(s), veterans, business owners, mothers, wives, sisters, aunts – carry a big load.

Define Issue

No representation.

No respect.

Current Office of women and Children (need to evaluate it's purpose and accomplishments to date). Right now, women in this session know nothing about this office.

Do we or don't we understand who we are as Dine', and where we come from (eg. elders, medicine people, self (woman, kinship, children, future generation).

We need education from A – Z.

We don't know the programs under which are funded by Navajo Nation, these need to be flushed out and women need to be informed.

Why are women not pursuing their education? (lack of child care, transportation, abuse, low self esteem)

No local funding.

Need local Chapter support.

No healing space/place.

Inadequate structure to deal with women's issues.

Displaced widow.

Women's Center / Building (counselors, sweat lodge, talking circle, kitchen for cooking, craft room, exercise room, green building/solar conference room / classrooms, computer labs, business classes, motivation, teach traditional ways, gardening. We gave

birth to leaders, jobs, child care, develop our own curriculum, annual women’s conference.

THURS. AUGUST 23, 1012

1. Prioritize Solutions

- a. Spiritual / Talking Circle
- b. Education / Mentoring
- c. Child Care / family
- d. Policy Body

2. Create the Community Pitch

“Enhance the inner being of women”

Outcome – Establish a Dine’ Women’s Center @ Dine’ College addressing above 4 priorities.

Construction

Design / Engineer	\$1,000,000.00
Construction Cost	\$20,000,000.00
Ground Breaking	
Parking Lot	
Landscape	
Interior design	
Infrastructure	\$500,000.00
Light (solar)	
Water	
Gas	
Waste Water	
Total	\$21,500,000.00

Operational Cost

Staffing	
Coordinator	\$52,000.00
Admin Asst	\$38,000.00
Office Specialist	\$30,000.00
Training	\$30,000.00
Office Supplies	\$30,000.00
Office Equipment	\$80,000.00
Consultant & Fees	<u>\$40,000.00</u>
	\$300,000.00

Work Force Development

No participation. Session canceled.

Youth

1.A. Definition/Description of Topic:

What priorities will enable the youth to prepare for the future?

1.B. Definition of Issue(s)/Problem(s) to be Addressed

- (1) multi-generational lack of knowledge, inadequate education, and self-confidence
- (2) Lack of pro-active, "hogan-level" initiatives
- (3) lack of curriculum or structured education/engagement that promotes self-confidence accessible for students and parents.

Another underlying issue discussed by the group was the lack of coordinated partnership between the different organizations and programs established to help the youth.

1.C. Estimates of the Range of Cost to Address Issue(s)

Based on the budget for a participants project to create a community center that will serve as a tool through which these empowering and educational, programs could emerge we generalized a base budget of \$388,000 (to establish the same kind of center in all chapter districts)

1.D. Brief Summary Report ("Elevator Speech") on Topic, Issues(s)/Problem(s) to be Solved and Cost Estimates

Our group was comprised of parents and professionals who all had personal investment and experience advocating for Navajo Youth. With the wealth of knowledge around the table we discussed the numerous issues that the youth of the Navajo Nation are confronted with in the social (family and community), educational (mainstream and traditional), and economic (unemployment, lack of job training, etc.) realms of society. We decided that these "issues" were all symptoms of a multi-generational (familial, cultural, economic, etc.) breakdown of capacity to nurture and encourage the development of well-rounded, responsible, and confident individuals.

It was decided that an accessible facility for every community needed to be created, through which a structured curriculum that addressed these issues and

was available for all generations, could be provided to those who needed it. This would require investment in infrastructure, or more specifically, in the construction of a facility in every chapter community, through which Hogan-level community curriculums/programs could be developed. Using the budget estimates provided from a participant based on their own initiative to create a center of this type in their chapter area and generalized a budget of \$388,000,000 million would be needed to create similar facilities for all 110 chapters.

Summary

The overarching theme that emerged from the work sessions is the need for careful, strategic community and economic development planning. Participants repeatedly emphasized the urgent need for planning on a chapter level as well as a Nation level. Frequently, the recommendations included the suggestion that the planning process be the first item funded. Also recommended was the use of professionals to facilitate the planning process.

The various groups also emphasized the crucial element of communication and coordination among the topics discussed and among the agencies that serve the Navajo People. The solutions discussed during the work sessions were not centered solely on funding but on policy and policy enforcement.

There were clearly three groups that recommended not using Permanent Trust Funds at this point in time. All groups that made recommendations discussed alternative ways to fund their ideas. Streamlining processes, increasing economic development opportunities and making changes in policy were repeatedly recommended to increase revenue and funds for need projects.

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Appendix 1

Navajo Nation Building Summit Work Group Session Guidelines and Tasks

Work Group Session Guidelines

Purpose of Summit

The purpose of The Navajo Nation Building Summit is to engage a significant cross-section of tribal members and produce summary findings that document their beliefs and recommendations about the greatest needs and best solutions for improving the quality of life and economic condition on the Navajo Nation. Further, it is intended that the recommendations will be reflected in a referendum on which the people will vote to determine if the Permanent Trust Fund should be accessed to invest in the Nation's future.

Facilitator

Effective group facilitation is critical to achieving a quality outcome of this Summit. Each facilitator is responsible for guiding the discussion and helping formulate the results for their group. Please remember that some participants often perceive organizational and tribal leaders as the source for the best ideas and solutions. These participants may not recognize their own ability to contribute “expert” knowledge and information. The quality and effectiveness of your efforts to elicit concerns and ideas will be the key to uncovering valuable viewpoints and alternative solutions.

The facilitator’s role is to:

- Ask everyone to introduce him/herself, including the organization/area they represent and the perspective they bring to the session or what they are expecting from participating.
- Set the stage for discussion by describing the topic and the work to be accomplished.
- Guide the group’s discussion through the use of the provided questions to help achieve the purpose of the Summit.
- Use the 7-second rule after asking a question of the group. (Individuals often need a little process time before responding to a question or statement by the facilitator or another participant. Waiting 7 seconds to see if anyone responds before re-phrasing the question or prompting the group again allows participants to respond in a thoughtful and constructive manner.)
- Listen objectively without personal bias or judgment.
- Ensure participation by all group members.
- Keep the group focused on the work to be accomplished during the session and on the overall purpose of the Summit.
- If necessary, remind participants it is not the purpose of the session to address or discuss individual issues or complaints, or to tell lengthy stories about personal experiences.
- Promote discussion to help overcome differences and reach consensus. Explain to the group that consensus is not a majority of the group agreeing on an issue, but rather the achievement of “middle ground” on widely varying points of view.

Roles for Group Members

Scribe. Invite a group member to act as scribe for the discussion. Keeping accurate notes will be vital to achieving the results needed from the group's work. Recording bullet points and ideas on a flip-chart will allow the group to monitor notes taken and keep the discussion on track. You may want to select a helper for the scribe to keep up with the discussion while the scribe is writing. The helper can then assist the scribe in accurately writing what she or he may have missed. The scribe's role is to:

- Record ideas accurately.
- Write large enough so all can read.
- Make sure all flip chart pages are labeled with the session topic and clearly written.
- Be sure that the flip chart recording gets to the conference moderator.

Process Checker. Invite at least one member of the group to help keep the session on track and group members on task. While everyone in the group, including the facilitator, should assist with this, the process checker will take the lead when necessary. When the discussion is straying off course, the process checker should politely give the time-out hand signal and ask if the discussion is veering off course. If the discussion is important, but not immediately pertinent, the facilitator/scribe should place the information in the "parking lot" (See below). The process checker's role is to:

- Guide the group, as necessary, to use the agreed-upon processes to keep the session on track.
- Suggest techniques to help the group achieve goals, including by using the parking lot as described below.
- Assist the group in applying tools and methods correctly. For example, when the group is brainstorming, make sure ideas are not being evaluated or judged prematurely and discarded but appropriately recorded in the notes.

The Parking Lot

This is a specific place, usually on a flip chart page, where ideas and discussion points can be recorded that are important but should be addressed later, or passed on to another group for their consideration. The parking lot should be reviewed at the end of each session to determine what action, if any, should be taken with the any listed items.

Consensus Reaching & General Ground Rules

As mentioned above, consensus is not a majority agreeing on a solution but rather a solution that finds the middle ground on which all parties can feel comfortable and support if it moves forward. Reaching consensus during the session will be critical to the potential implementation of the ideas and recommendations of the group. The principles of *professionalism*, *common sense* and *good manners* need to guide the discussion and consensus-finding process during work group sessions.

Remember

This Summit will be an historically important event for the Navajo Nation. Maintaining professional and courteous dialogue during your session can result in powerful and meaningful solutions for the issues facing the Navajo people today.

Work Group Session Tasks

Wednesday, August 22	
Time Segment	Discussion Content
1:00 - 1:45	Defining the Topic *List and discuss various elements of the session topic and create short descriptions of it.
1:45 - 2:25	Defining the Issue(s) *Objectively define the issue(s) as accurately as possible. *On a 5-point scale (“1” low/“5” high), determine the severity of the issue(s).
2:35 - 3:15	Estimating the Cost *Develop two range-of-cost estimates to address the issue(s)—the 1 st for the next 3 years and the 2 nd for 4-20 years after that.
3:15 - 4:00	Preparing for Report Out *Create “elevator speeches” on the topic, the issue(s) and estimated cost.
Thursday, August 23	
1:00 - 1:45	Brainstorming the Solutions *In rapid-fire fashion, list possible solutions to the issue(s) without evaluating the ideas.
1:45 - 2:25	Prioritizing the Solutions *Clarify the solutions as necessary and use adhesive dots to determine the most desired one(s). * Quickly revise the cost estimates as necessary for the top solution(s). Note: The top solution may be a cluster of solutions versus a single item.
2:35 - 3:15	Create the Community Marketing Pitch *Create up to three “sound bites” about how to sell the top solution(s).
3:15 - 4:00	Preparing the Report Out *Create “elevator speeches” describing and justifying the top solution(s) (including estimated cost) and how to “sell it”.

APPENDIX 2

NAVAJO NATION BUILDING SUMMIT AUGUST 21 – 24, 2012

NAVAJO CHAPTERS REPRESENTED – 60 CHAPTERS

Aneth	Kayenta	Sanostee
Beclabito	Kinlichee	Sawmill
Birdsprings	Klagetoh	Shiprock
Black Mesa	Leupp	Shonto
Bodaway/Gap	Low Mountain	Steamboat
Cameron	Lukachukai	St. Michaels
Chilchinbeto	Mariano Lake	Teec Nos Pos
Chinle	Manuelito	Teesto
Church Rock	Many Farms	Tohajiilee
Cornfields	Mexican Springs	Tolani Lake
Cottonwood	Mexican Water	Tuba City
Coyote Canyon	Nageeczi	Tohatchi
Dennehotso	Naschitti	Tsaile
Forest Lake	Navajo Mountain	Tselani
Ft Defiance	Nazlini	Upper Fruitland
Gadiiahi	Newcomb	Wheatfields
Ganado	Oljato	Whipporwill Springs
Greasewood Springs	Red Mesa	Window Rock
Hard Rock	Red Valley	
Hogback	Rough Rock	
Kaibeto	Round Rock	



The work that provided the basis for this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government.