

# NAHATA DZIIL

COMMISSION GOVERNANCE



## *Nahata Dziil Transition Plan*

April 2019



A Building Communities™  
Strategic Plan

## About the Cover

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Building Communities and Native Builders LLC would like to thank the Navajo artist, William “Bill” Dixon, who painted the beautiful mural at the Nahata Dził Commission Governance Administrative Building.



## Dedication

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“ Solely for the benefit of those affected by the Navajo-Hopi  
land dispute and have moved to Nahata Dził.”

# Nahata Dziil Transition Plan: Keeping the Promise

April 2019

## Final Plan



Prepared by:



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## **The Genesis of this Transition Plan**

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The beginnings of this Nahata Dziil Transition Plan date back to the announced intention by the Office of Navajo and Hopi Indian Relocation (ONHIR) to close operations by September 30, 2018. With many of the elements and objectives of the ONHIR office accomplished, ONHIR has indicated they will cease their relocation efforts in 2018, and phase out other services as well.

The Nahata Dziil Commission Governance (NDCG), however, believes that the essential Promise by the United States government to not only relocate families, but to foster an environment for job creation and improved quality of life has not been realized. It is for this reason that Nahata Dziil has developed this Transition Plan. While families have been relocated, the relocatees have never realized the initial Promise.

In 2017, the election of Darrell Tso, Wayne Lynch, Margaret Bedonie, Jemez Horseson and Darryl Ahasteen as the Nahata Dziil Commission Governance set the stage for a comprehensive approach to meeting the Promise given to the relocatees. All five Commission members take their leadership responsibility very seriously, and they have a deep background and understanding of the history, current conditions, needs and future prospects for Nahata Dziil. Knowing full well that the Promise has not been fulfilled, they were determined to take a proactive approach to addressing the matter.

Nahata Dziil Commission President Darrell Tso was familiar with the abilities and commitment of Brian Cole, President of Building Communities, Inc. Building Communities is a subcontractor to Native Builders LLC for work on the Navajo Nation and elsewhere in Indian Country. Cole has a long-standing personal commitment to dedicate his time and effort for the betterment of the Navajo people.

In September 2015, Darrell Tso approached Brian Cole about his planning capabilities. Cole explained that he was collaborating with Thomas Tso and Brian Kensley of Native Builders LLC, and he would be pleased to assist any individual or any Chapter on the Navajo Nation.

When ONHIR began to indicate that the closure of the office and services would be in the near future, Darrell Tso and his fellow Commission members engaged the services of Native Builders LLC in order to develop this Transition Plan. This plan is intended to be a comprehensive approach in order that the Promise to the relocatees is met.

**[nahatadziil.navajochapters.org](http://nahatadziil.navajochapters.org)**



## **About Native Builders**

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

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

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

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

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

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



**Thomas Tso, President**



**Brian Kensley, Vice President**

## Plan Director

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**Darrel Tso**

*President*

*Nahata Dziil Commission Governance (NDCG)*

## Steering Committee Members

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**Darrell Tso**

*President, NDCG*

**Wayne Lynch**

*Vice President, NDCG*

**Margaret Bedonie**

*Secretary, NDCG*

**Jemez Horseson**

*Treasurer, NDCG*

**Darryl Ahasteen**

*Member, NDCG*

**Eunice Yesslith**

*Manager, NDCG*

**Inann Johns**

*Council Delegate's LDA*

**Helen Benally**

*ONHIR*

## Plan Facilitator

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**Brian Cole**

*President*

*Building Communities, Inc.*

## Collaborators

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**Thomas Tso**

*President*

*Native Builders LLC*

**Brian Kensley**

*Vice President*

*Native Builders LLC*



## Voice of the Community Session Attendees

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Howard Begay	Valentina H. Tom	Mildred James
Bessie K. Begay	Kee Begody Jr.	Tina James
Wilfred Williams	Rosa Steigleder	Ashlynn Lewis
Ryan Lewis	Christine Yazzie	Ervin Joe
Christine Lewis	Jackie Hatathlie	Robert Begay
Mary Begay	Nina Begay	Mae Horseman
Eva Loris	Santianna Horseson-Eversole	Franklin Chee
Janet Lee	Tina Coleman	Tina Dawes
Jeffrey Yesslith	Wayne Lynch	Eric Dawes
Ellen Romero	Jyverne Begishe	Eddie Jimmie
Bennie Yazzie	Larry Begishe	Jenell Lewis
Dorothy Manybeads	Fannie Begody	Loven Jim
Louise Smith	Fanda Pages	Marquesha Timms
Evelyn Yazzie	Sam Mitchell	Reed Nelson
Uriah Harris	Tamara Hastings	Mario Yazzie
Mary Begay	Geneviene Lee	Shale Nez
Tyson Harris	Helen Benally	Celestine Romone
Skyler Harris		
Aubrey Harris		
Veronica Yazzie		
Vergie W Yazzie		
Char James		
Ina Noggle		
Mary Nelson		
Franklin T. Nelson		
Allen Neckidench		
Sylvan R. Tom		





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# Executive Summary

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# Executive Summary

## Our Community and Vision

We are Nahata Dziil. Our name means Planning with Strength.

*Planning with Strength* requires leadership. The Nahata Dziil Commission Governance is committed to providing this leadership. Commission President Darrel Tso, Commission Vice-President Wayne Lynch, Commission Secretary Margaret Bedonie, Commission Treasurer Jemez Horseson and Commission Member Darryl Ahasteen are committed to leading Nahata Dziil in order that the Promise to the relocatees will finally be realized.

*Planning with Strength* requires vision. Our vision is in this Transition Plan. The Navajo people attend meetings seven days a week trying to envision and enact a better time – to create a better life. Rarely, however, is the vision put on paper in a manner in which it can be systematically implemented. Our vision is here. Our vision is clear. In a word, our vision is Sihasin. Sihasin means “assurance.” We are developing and implementing this Plan with hope and assurance.



*Planning with Strength* requires capacity. This is where we fall short. In order to implement our Transition Plan, we must have capacity. Capacity means having the requisite human, financial and technical capabilities in order to turn our vision and plan into action and results. We describe and request this needed capacity in this Transition Plan.

*Planning with Strength* requires authority. Nahata Dziil is unique throughout Navajo Nation in that we operate as a Commission Governance. We are an Alternative Form of Government and a Certified Chapter which gives us much authority, but not all of the authority necessary in order to fully implement our Plan. In our Plan we outline our initiatives to gain the additional authority needed in terms of business site leasing, home site leasing, Section 17 organization, subsurface mineral rights, and others.

*Planning with Strength* requires dedicated funding. Once our Plan is fully implemented, we will have long-term economic and financial security and sustainability. We have the natural resources and locational assets to create jobs and produce revenues that will allow Nahata Dziil to be independent from government subsidies in the future. But until we fully implement the Plan, we need a dedicated source of funding for further planning, project implementation and administration. We detail these financial needs in this Plan.

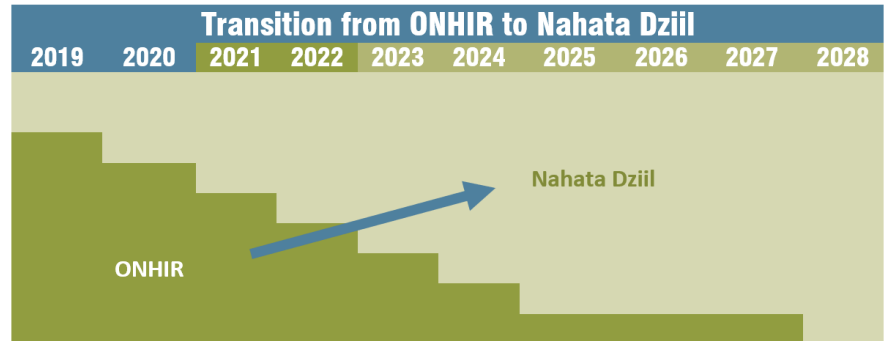
*Planning with Strength* requires respect. Respect is not free. Respect is earned – and we intend to earn that respect. Initially, we request respect based upon the quality of this Transition Plan. We seek to earn the respect from Plan Collaborators including the Office of Navajo and Hopi Indian Relocation, Navajo Nation, the US Department of Interior Bureau of Indian Affairs, the State of Arizona and Apache County. Although we seek to create our own economic and financial independence, we also seek win/win opportunities to work positively with all partners so that everyone benefits.

This Transition Plan is a living document. We will always seek strategies, initiatives and projects that lead to a higher quality of life for our people. We intend to refer to it at every Commission meeting and to celebrate victories as we accomplish all that is written in it.

## Scope and Time Frame of Plan

The geographic scope of this plan is for the Nahata Dziil Chapter. It is anticipated that it will take 10 years for the full implementation of the plan. Plan implementation is defined in three phases: Phase One (2019-2020), Phase Two (2021-2022), and Phase Three (2023-2028).

NDCG is highly supportive of the continuation of ONHIR until the time that NDCG can establish the functional authority and administrative capacity to fully replace the responsibilities of ONHIR. NDCG envisions a "ramping down" of ONHIR responsibilities and budget while a "ramping up" of funding and in-house administrative capacity.



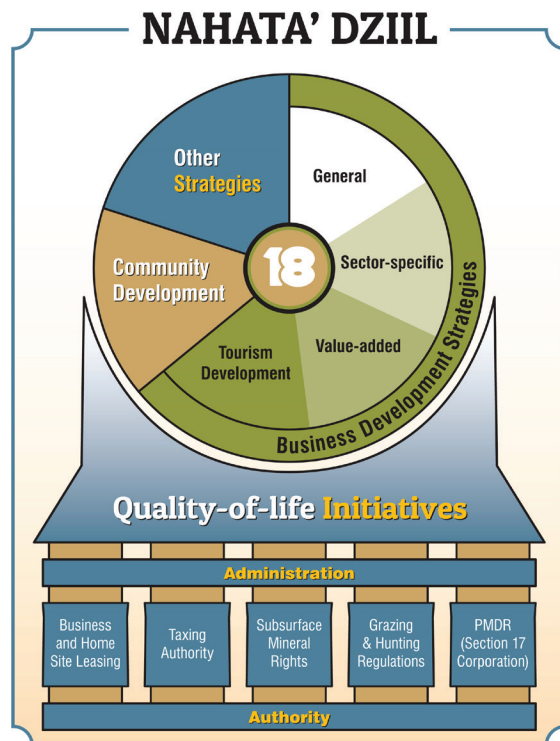
## Transition Plan: Four Elements

This Transition Plan has four elements that are all essential in order for the people of Nahata Dziil to realize the Promise.

The first two elements – Authority and Administration – are designed to build the capacity of Nahata Dziil in order that the people can provide for themselves and sustain the livability and economic gains.

The second two elements – Strategies and Initiatives – represent the specific activities to be undertaken to create jobs and improve local quality of life.

The figure shows how each of these four elements interrelate to create a holistic approach to realizing the Promise.



**Authority.** The NDCG is the governing body of the Chapter created for the Navajo Relocates, on behalf of those having been relocated to New Lands pursuant to the Navajo-Hopi Land Settlement Act 25 U.S.C. §640.

The NDCG is a certified Chapter of the Navajo Nation pursuant to Navajo Nation Council Resolution CAP-36-91 listed within 11 N.N.C. § 10, as amended, and a political subdivision and local governmental entity of the Nation.

The NDCG is also a Local Governance Act (LGA)-Certified Chapter of the Nation, with a Community Based Land Use Plan and Alternative Form of Government (AFOG) certified by the Navajo Nation Council and its proper standing committees pursuant to the LGA.

The NDCG is empowered and obligated to efficiently and effectively administer the Chapter's and its communities' lands within the boundaries and the possession or jurisdiction of the Nahata Dziil Chapter.

The NDCG has the duty, obligation, responsibility and authority to promote, protect and preserve the interests and general welfare of the Nahata Dziil Chapter, its members, and its residents—all of whom are Navajo Relocates or family members of Navajo Relocates—which includes protection of their rights, property, safety, programs, benefits, economy and interests.

NDCG believes that it is critically important that the benefits directed to the Relocates also extend to the descendants of those Relocates. As the Chapter approaches its 30th year of existence, an entirely new generation of people is impacted by these issues.

One overarching principle with the establishment of this Authority is to “move the problem closer to the solution.” That is, NDCG is much closer to the problems to be solved at Nahata Dziil than the decision makers with the Navajo Nation, the BIA or any other administrative entity.

**Business Site Leasing.** The NDCG is approving, enacting, and promulgating a Nahata Dziil Business Site and Commercial Leasing Ordinance and the Regulations pursuant to its authorities and powers set forth and referenced in Sections 103(D)(1) and (2), 2001, 2004, and 2005 of the Navajo Nation Local Governance Act, 26 N.N.C. §§ 1 et seq., as amended, the Navajo Nation Business Site Leasing Act. Currently, the Office of Navajo and Hopi Indian Relocation (ONHIR) collects all lease fees. It is the intention of NDCG that all such funds be kept in a separate account which will ultimately be dedicated to funding Chapter-based staff for the administration of Nahata Dziil's in-house business site leasing programming once it becomes operational.

**Home Site Leasing.** The NDCG is approving, enacting and promulgating the Nahata Dziil Business Home Site Lease Ordinance and Regulation set forth pursuant to the authorities and powers of the Local Governance Act of the Navajo Nation.

**Taxing Authority.** NDCG is in the process of establishing its local taxation ordinance, code and regulations to administer and exercise tax authority over all transactions and value within the NDCG territory/jurisdiction.

**Subsurface Mineral Rights.** NDCG and the Navajo Nation are working with the United States in pursuing the acquisition of all subsurface mineral estate rights and interest in accordance with the fiduciary obligations and trust responsibilities of the United States.

**Grazing and Hunting Regulations.** The NDCG is securing authority for rangeland management and grazing regulation (including administration of grazing permits from ONHIR and the United States to ensure the effective and efficient management of all rangeland and wildlife/hunting activities within the NDCG's territorial boundaries. NDCG will continue to maintain the undisputed, effective and efficient rangeland and wildlife/hunting management practices. NDCG has completed a replacement for 25 CFR Part 700, Subpart Q. This replacement is tentatively called the NDCG Local Grazing and Rangeland Management Ordinance Code and Regulations.

**Padres Mesa Demonstration Ranch (Section 17 Corporation).** The NDCG has found it in the best interests to petition the United States Secretary of Interior to issue a federal charter of incorporation for the operation and management of the Padres Mesa Demonstration Ranch. This will enable the continuation of professional land management practices and the ongoing ranching and beef sales business activity. In addition to grazing management objectives, NDCG will utilize the Section 17 Corporation to

### 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](http://pbs.org)—Hoskie Benally

manage permits and regulations for wildlife. The elk and mule deer populations must be managed with best practices for the sustainability of the herd as well as the benefit of the hunter.

**Administration.** In order to fully utilize the Authority granted and gained by Nahata Dziil, the Chapter must have sufficient Administrative capacity. Currently, in addition to the five Commissioners, the Chapter has a Commission Manager (Eunice Yesslith), an Administrative Assistant (Raylene Bitsilly), a Consultant (Brian Lewis), a Navajo Nation Council Delegate (Raymond Smith, Jr.), and a Council Delegate LDA (Inann Johns). In addition, administrative capacity is supported by Native Builders LLC and Building Communities.

Up until the time that the economic benefits are realized through the implementation of this Transition Plan, federal funding through ONHIR should support Nahata Dziil. The recommended increases in capacity are as follows:

- Full-time Land Use and Economic Development Director – this professional position will be responsible for all land use planning including the update of the Community Land Use Plan (CLUP) and work with the consulting team (including Native Builders LLC and Building Communities) to implement the Transition Plan. Budgetary support should also be provided for travel and training.
- Full-time Land Use and Economic Development Director Administrative Assistant – full-time administrative support for the Land Use and Economic Development Director.
- Native Builder LLC and Building Communities – This community and economic development implementation team will work full-time over the next five years to implement the Transition Plan.
- Nahata Dziil Legal Counsel – Full-time legal support to develop and implement the authorities necessary to implement the Transition Plan.

**Initiatives.** Nahata Dziil has identified 7 Quality of Life Initiatives that are intended to improve and sustain the livability for the people of the Chapter. These initiatives are as follows:

- Animal Control
- Elderly Care
- Housing Development
- Law Enforcement
- Local Parks
- Senior Center
- Youth Facilities and Programming

**Strategies.** This Transition Plan contains 18 economic development strategies designed to create an economy to allow the people of Nahata Dziil to realize the Promise. These strategies are as follows:

- Attracting Government Jobs
- Business Cultivation
- Business Recruitment
- Business Retention and Expansion
- Cultural Tourism
- Destination Tourism
- Downtown Development
- Education Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care Expansion
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Agriculture
- Value-added Forest Products
- Value-added Mining

## Looking to the Future

In May of 2018, we celebrated our 30th birthday. Responding to the Navajo-Hopi land dispute, a solution was found: find a new place for our people who were living on land that was determined by others to be Hopi land. We call this new home Nahata Dziil. Others simply refer to it as New Lands. For many of us, it is Old Promise.

This is a promise that has never been kept. We were told that in exchange for a total disruption of our lives, and a disconnection from our friends and family, we would have a new and better way of living in this land foreign to all of us.



Today, nearly 2,000 people live on the 14 Range Management Units that comprise Nahata Dziil. While we have tried to love our new place, we are still waiting for our lives to bear fruit. For many of us, the promise of a better life means that we can choose our future. It means that we can pursue economic opportunity so that our children will live better lives than we have. It means that Nahata Dziil must become more than 14 Range Management Units. Nahata Dziil must become a community – it must become our home.

The combination of these two disconnections – first from our land and people and second from the promise of a better life – has come at tremendous cost. For some of us it is mental. For others this cost is spiritual. For still others, it has taken an emotional toll. For most of us, it has nearly broken our spirit. We were forced to abandon our homes, our surroundings and our way of life. In exchange, we have experienced no jobs, the abuse of alcohol and drugs, violence and no hope. And yet, we persist. There is something deep in our soul that still believes in a better day. And when our local leaders told us that we could have a Voice for our Community, we showed up. Many of us. We held the microphone and expressed our remaining hopes and dreams. And for some reason, we still believe in the Promise.

Many of our first generation of Relocates are in our final days. Some of our relatives have passed on without seeing the Promise. We have been waiting for our lives to bear fruit, and yet we are still only the bud of potential in the spring of our existence.

Despite all of this, we still believe that this plan is our story and our potential for our next generation to have lives that bear fruit. We do not simply want to be given homes and grazing pasture for our livestock. We want to recreate a proud society.

To you, the reader, contained in this plan are strategies, initiatives and projects. But for those of us who helped write it, this plan is our hope.

To many Americans, the Indians are perceived as a conquered people. We were placed on land reserved for us, away from the American Opportunity. But for us, we are sitting in the middle of that opportunity.

The bud is still on the tree. Please support us so our lives can bear much fruit. Please support us to realize the Promise.

Section 1:

# Plan Week Results

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# Plan Week Results

## Overview

To gather the information from which to begin formulating Nahata Dziil's Transition Plan, the Steering Committee participated in a multi-session planning process called Plan Week, which is outlined in detail in Appendix G. During these sessions, the Steering Committee considered 25 specific community and economic development strategies and a community-generated list of initiatives to improve Nahata Dziil's quality of life. The community at large was also invited to consider and provide input about these same strategies and initiatives. At the conclusion of Plan Week, the Steering Committee selected the following strategies for implementation in Nahata Dziil:

- Attracting Government Jobs
- Business Cultivation
- Business Recruitment
- Business Retention and Expansion
- Cultural Tourism
- Destination Tourism
- Downtown Development
- Education Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care Expansion
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Agriculture
- Value-added Forest Products
- Value-added Mining

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

- Animal Control
- Elderly Care
- Housing Development
- Law Enforcement
- Local Parks
- Senior Center
- Youth Facilities and Programming

## Strategy Selection Process

As mentioned briefly above, the Nahata Dziil Steering Committee participated in an objective assessment of the most viable economic development strategies for a given community—the Key Success Factor Analysis. Using this rating and scoring system, the Steering Committee considered a host of strategy-specific Key Success Factors, rating Nahata Dziil’s comparative advantage for each factor, relative to communities of a similar size.

Each of the Key Success Factors was scored on a scale of ‘A’ to ‘E’. Where the Steering Committee determined that Nahata Dziil has a significant comparative advantage relative to its competition, that factor was scored an ‘A’. Where a particular Key Success Factor was determined to be relatively absent in Nahata Dziil, it was given a score of ‘E’. Intermediate scores from ‘B’ to ‘D’ were given for factors in the middle of the range.

The scores provided by the Steering Committee were then integrated with each of the 25 strategies on a weighted basis. The result is the *Prioritized Strategy Report* to the right, which presents all 25 strategies, ranked by Building Communities according to the likelihood of successful implementation.

This initial *Prioritized Strategy Report*

provided the Steering Committee

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

### Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Pass-through Visitor Services	89	Tourism
Education Development	83	Community Development
Value-added Mining	75	Value-added
Attracting Government Jobs	74	Other
Energy Development	72	Sector-specific
Environmental Restoration	68	Sector-specific
Destination Tourism	66	Tourism
Value-added Agriculture	65	Value-added
Cultural Tourism	63	Tourism
Health Care Expansion	62	Community Development
Local/Regional Tourism	58	Tourism
Business Cultivation	51	General Business
Business Recruitment	50	General Business
Logistics Centers	50	Sector-specific
Value-added Forest Products	49	Value-added
Business Retention and Expansion	43	General Business
Infrastructure Development	38	Other
Leading-edge Development	35	Sector-specific
Value-added Fisheries	33	Value-added
Attracting Funding	31	Other
Entrepreneurial Development	23	General Business
Attracting Retirees	23	Other
Attracting Lone Eagles	18	Other
Bedroom Community Development	11	Community Development
Downtown Development	10	Community Development

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

The findings of the *Community Organizer Assessment* also factor into the implementation of the Plan. These findings are presented in a separate section of this plan, and provide additional insight for the implementation stage of the planning process. Recommendations in the Community Organizer Assessment will help the community to refine and increase its capacity to work together and succeed as it begins implementing the Transition Plan.

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

The Appenix to this Plan contains a series of reports that are generated resulting from the participation of the Steering Committee in Plan Week.

### Enhanced Strategy Report

STRATEGY	SCORE	WANT	STRATEGY GROUP
✓ Pass-through Visitor Services	189	100%	Tourism
✓ Education Development	171	94%	Community
✓ Environmental Restoration	168	100%	Sector-specific
✓ Value-added Agriculture	165	100%	Value-added
✓ Cultural Tourism	163	100%	Tourism
✓ Health Care Expansion	162	100%	Community
✓ Local/Regional Tourism	158	100%	Tourism
✓ Energy Development	152	90%	Sector-specific
✓ Attracting Government Jobs	146	86%	Other
✓ Value-added Mining	143	84%	Value-added
✓ Business Cultivation	141	95%	General Business
✓ Infrastructure Development	138	100%	Other
✓ Business Recruitment	136	93%	General Business
Business Retention and Expansion	133	95%	General Business
✓ Attracting Funding	131	100%	Other
✓ Value-added Forest Products	121	86%	Value-added
✓ Destination Tourism	120	77%	Tourism
Leading-edge Development	115	90%	Sector-specific
✓ Logistics Centers	114	82%	Sector-specific
✓ Entrepreneurial Development	113	95%	General Business
Bedroom Community Development	97	93%	Community
Value-added Fisheries	95	81%	Value-added
✓ Downtown Development	92	91%	Community
Attracting Retirees	79	78%	Other
Attracting Lone Eagles	58	70%	Other

#### Key

✓ = Selected Strategy

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

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

**Strategy Group** = One of six types of strategies

## Importance of Recommendations

The Building Communities methodology results in two types of recommendations: 1) *Essential Action Steps* associated with the selected community and economic development strategies and *Quality-of-life Initiatives*; and 2) organizational capacity recommendations generated by the *Community Organizer Assessment*.

Combined, these two elements generate a substantial number of recommendations and actions the community should take in order to successfully implement its selected strategies.

However, the results of the *Community Organizer Assessment* should be seen as supporting recommendations. In other words, it is the *Essential Action Steps* that should be the primary focus, with the recommendations provided through the *Community Organizer Assessment* viewed more as a “tune-up” for the assigned organizations—and the community as a whole—to get the work done. The recommendations of the Community Organizer Assessment follow the Selected Strategies section of this plan.

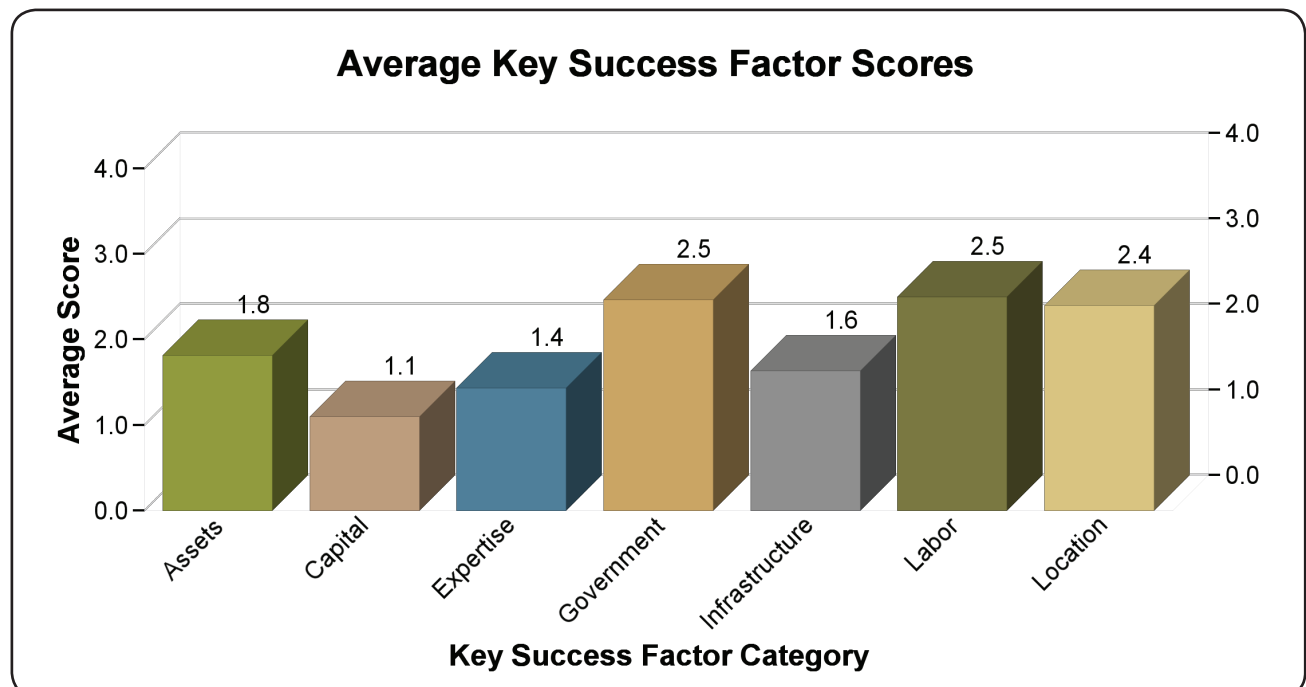
## SWOT Analysis

### Overall SWOT Summary

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

The local assessment of the relative comparative advantage of each of the *Key Success Factors*, in effect, yields a SWOT analysis based on these seven categories:

- Assets
- Capital
- Expertise
- Government
- Infrastructure
- Labor
- Location



The table below presents a brief description of each category and the average score of the community in each of those categories.

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	1.8
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	1.1
Expertise	The skills, connections and abilities of local professionals.	1.4
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	2.5
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	1.6
Labor	The labor force of a community.	2.5
Location	The relative proximity of the community to the marketplace.	2.4
Scores reflect the community's relative capacity in each category on a scale from 0 to 4.		

Four of the seven Key Success Factor category scores are negative. The lowest scoring category is Capital, recognizing that funding for business development and government operations is nearly non-existent. This underscores the need for the continuation of involvement and support by ONHIR. The second lowest category, Expertise, also underscores the need for continued support by ONHIR.

Not surprisingly, Infrastructure also scores significantly low. The need for a resurgence in infrastructure investment for Nahata Dziil is underscored by this low score.

The fourth category of below-average scoring is the Assets category. This is the broadest category, but indicates a go/no-go dynamic for many of the Strategies—or at least signals significant challenges to overcome in the implementation of many Strategies.

The three high-scoring categories are Location, Labor and Government. Location is generally strong because of the Chapter's proximity to Interstate 40 and the railroad. Labor is relatively high based upon the availability of low-skill labor. The score for Labor may be somewhat deceptive as the need for job training for many industrial opportunities would still be required. Finally, the Government category scored relatively high largely due to the positive attitude and aspiration of the people of Nahata Dziil.



## Assets

The “Assets” category generally presents *Key Success Factors* unique to particular strategies. For example, the “availability of energy resources” is a unique Key Success Factor to the Energy Development strategy.

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

The Assets category is split right down the middle with half of the strong-performing Asset Key Success Factors supporting Tourism Development, Energy Development and some forms of Value-added industry. The low-scoring Key Success Factors demonstrate the poor local living conditions, rule-out certain Strategies and underscore the challenge of successfully implementing others.

## Capital

Access to—and consistent availability of—capital is significant in two general respects. First, businesses must be able to secure sufficient debt and/or equity capital for their formation, operations, retention and expansion. Second, development organizations must have reliable sources of funding in order to regularly engage in activities consistent with their mission.

For businesses, access to capital is the lifeblood of the business itself. For small businesses that can demonstrate loan repayment capability, programs to provide such capital can be very traditional (bank and credit union lending), or they can be government-supported loan, loan guarantee or credit enhancement measures designed to supplement traditional lending.

For development organizations, reliable funding is necessary so the board and staff can engage primarily in activities consistent with the organizational mission, rather than regularly chasing funding sources for the preservation of the organization itself.

Capital	
Ability to secure power-purchase agreements	4
Ability to secure long-term contracts for forest materials	3
Access to small business financing	1
Access to large-scale capital	1
Competitive recruitment incentives	1
Sufficient marketing, promotion, or public relations budget	1
Access to long-term infrastructure loans and grants	0
Availability of appropriated funds	0
Dedicated local financial resources for staffing recruiters	0
Local funding for downtown development	0

Eight of the 10 Capital Key Success Factors are negative. The only two factors that are positive relate more to expertise than the availability of funding itself. In short, without the support of the federal government and ONHIR, capital is simply not available for the implementation of Strategies.

Low-scoring Key Success Factors run the gamut of needed funding. These deficiencies include the lack of business financing, the lack of infrastructure funding, the lack of funding for local staff, and the lack of funding to promote business development opportunities.

## Expertise

In this information age, it should be no surprise that one of the broadest and most important categories of Key Success Factors is expertise. The successful implementation of virtually every strategy requires expertise from a broad array of professionals in any community.

Not only must sufficient expertise be possessed by the individuals on the front lines of community and business development, but such capability is also important in various professional sectors of the local economy, for the advancement of targeted tourism and downtown development strategies and in the professionals backing up the front-line community and business developers (city managers, public works directors, county commissioners, etc.).

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

Only eight of the 23 Expertise Key Success Factors are positive. In general, Nahata Dziil lacks the internal expertise to successfully envision and enact its future. It is only through partnerships, contracting and the continued role of ONHIR that the stage will be set for the successful implementation of this Plan.

The few high-scoring Expertise Key Success Factors support Energy Development Strategies and recognize that some expertise has been developed in their ranching operations and the progress of the Padres Mesa Demonstration Ranch. The ranching expertise not only sets the stage for continued progress with the Value-added Agriculture Strategy, but also provides an opportunity for the Chapter to successfully implement other Strategies.

The low-scoring Expertise scores impact General Business Strategies, many Community Development Strategies and some of the Tourism Strategies.

## Government

Increasingly people argue that “if only government would get out of the way” our communities and businesses would thrive. In reality, however, it is through government (federal, state and especially local) that key strategies are envisioned, defined and implemented.

Governmental bodies not only establish policies and funding programs, but establish cultures and attitudes that are either pro-development or anti-development. Strong collaboration between government and the private and volunteer sectors is an essential ingredient for success.

Government	
Community acceptance of the visitor industry	4
Favorable state policies with respect to office locations	4
Local government support	4
Local pro-business climate	4
Strong community support	4
Support from local businesses	4
Community support for needed infrastructure rate increases	3
Strong relations between economic development organization and local businesses	3
Local focus on revenues from visitors	2
Projected growth in government budgets	1
Strong state and/or federal legislative delegation	1
Support for attracting retirees	1
Local policies and ordinances supporting quality neighborhood development	1
Supportive state energy policies and incentives	1
Active engagement of downtown building and business owners	0

Government Key Success Factors are split down the middle, with half of the factors scoring positive and the other half scoring negative.

In general, the positive-scoring factors relate to the attitude by local community members and officials that “if they work together, they can get things done.” This is an incredible finding given the lack of progress for the people over the past three decades. Hope remains strong, and this can usher in progress in the future.

Low-scoring Government Key Success Factors generally relate to the lack of demonstrated support from people and resources outside of Nahata Dziil. Except for a generally positive relationship with ONHIR, Nahata Dziil feels as if they have been ignored by the rest of the world.

## Infrastructure

In order for communities to be attractive and appropriate for the implementation of many strategies, they must possess sufficient land, infrastructure, buildings and housing. Building Communities uses the term infrastructure in a very broad sense in this context (beyond just sewer, water and power facilities).

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

The Infrastructure Key Success Factor category is relatively evenly split with five Key Success Factors scoring as strengths and six of the Factors scoring as weaknesses.

The strong-scoring Factors generally relate to the land while the low-scoring Factors relate to more traditional infrastructure such as sewer, water, roads and telecommunications infrastructure. Also, a lack of available housing to support business development expansion is a constraint.

## Labor

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

Labor	
Local, available, low-skill labor pool	4
Local, available, high-skill labor pool	1

Findings from this category underscore the positive availability of low-skill labor to support many of the prospective business development opportunities of the Chapter. Strategies that will require high-skill labor will need to import such expertise to be successful.

## Location

The location of the community is of great significance to many strategies. For example, communities strategically located to provide access to markets have a comparative advantage versus relatively isolated communities.

Location	
Advantageous location for government or education expansion	4
Prospect of an expanded geographic market for health care	4
Proximity and access to markets	3
Strategic location for distribution centers	1
Proximity to scheduled air service	0

The Location Key Success Factor category is generally positive. This supports Strategies related to health care, education and various forms of business development.

## Community Thumbprint™ Denoting Selected Strategies

Building Communities has developed the Community Thumbprint™ which, in effect, presents the “DNA” of the community in terms of how the Key Success Factor scores predict the likelihood of successful implementation for each of the 25 strategies.

In the figure below, each of the 25 strategies are represented by a spoke. The length of the spoke correlates to the likelihood of successful strategy implementation. Longer spokes denote higher scores while shorter spokes represent smaller strategy scores.

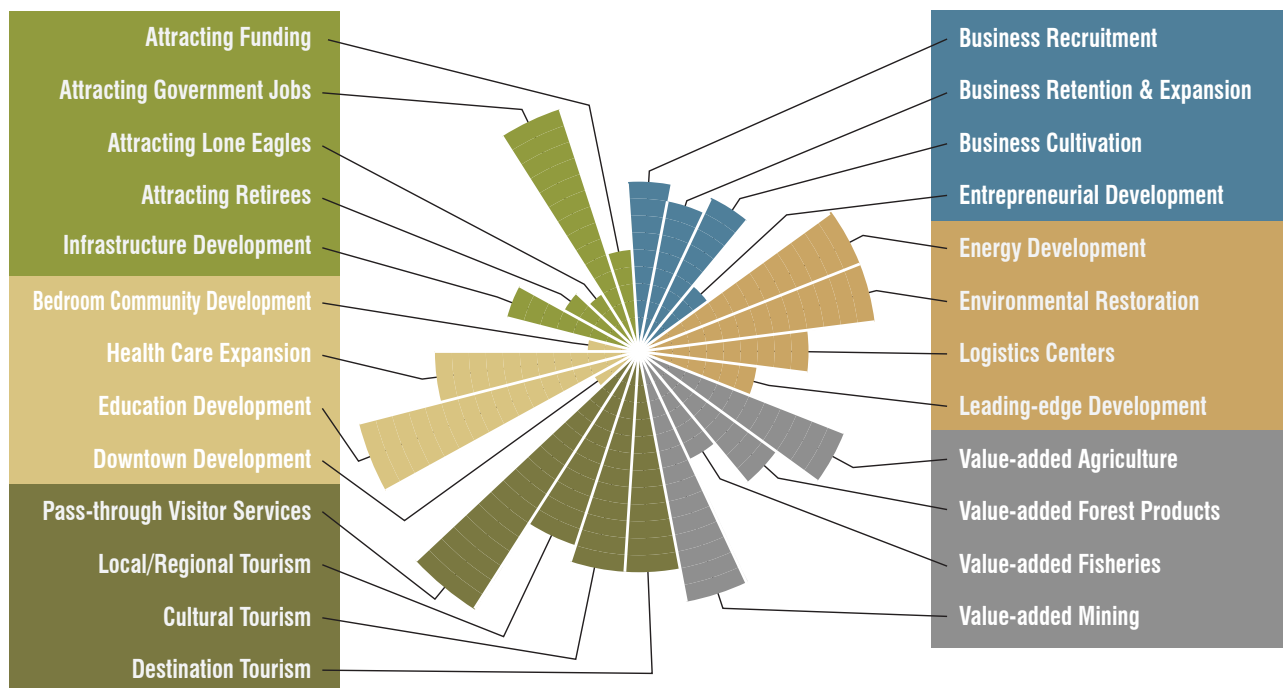
### Observations About the Nahata Dziil Community Thumbprint

For Nahata Dziil, the Community Thumbprint presents a great deal of information. In the lower left quadrant, for example, all four of the Tourism Development Strategies have longer spokes. As such, Nahata Dziil is well positioned to capitalize on a variety of forms of tourism development, especially Pass-through Visitor Services. Also scoring relatively high as a cluster are the Sector-Specific Strategies which are shown at “three o’clock” in light brown. In particular, Energy Development and Environmental Restoration strategies score high.

Not surprisingly, many of the General Business Strategies score relatively low. Shown in blue between “noon and one o’clock,” these spokes are relatively short. Nahata Dziil does not have the expertise and assets necessary to compete in the Business Development and Business Recruitment environment. Nonetheless, for targeted opportunities, some Business Development victories can be realized.

Two somewhat surprising high-scoring strategies, Education Development and Healthcare Expansion, are shown prominently at nine o’clock on the graphic. These strategies can contribute mightily to local quality of life.

Finally, in the Other Strategies category, it is only Attracting Government Jobs that scores competitively.





Section 2:

# Selected Strategies

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**Attracting Funding**  
**Attracting Government Jobs**  
**Business Cultivation**  
**Business Recruitment**  
**Cultural Tourism**  
**Destination Tourism**  
**Downtown Development**  
**Education Development**  
**Energy Development**  
**Entrepreneurial Development**  
**Environmental Restoration**  
**Health Care Expansion**  
**Infrastructure Development**  
**Local/Regional Tourism**  
**Pass-through Visitor Services**  
**Value-added Agriculture**  
**Value-added Forest Products**  
**Value-added Mining**



## Selected Strategies

### Nahata Dziil's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of 18 strategies to enhance the economic condition and overall quality of life for Nahata Dziil.

On the following pages, each strategy is listed and described. In addition, the overall objective of the strategy is presented as well as the strategy-specific results of the Key Success Factor Analysis.

**Additional information is shown at the top of each strategy's page - "Category," "Rank," "Score," "Jobs," "Livability," and "Complexity."**

**Category** - This represents one of the six categories of strategies.

**Rank** - This represents the position of each strategy of all of the strategies, based on its score.

**Score** - This represents each strategy's overall score on a basis of 100 points, and is the result of the Steering Committee's collective responses to the Key Success Factor Analysis in the first session of Plan Week. A score of 75 or higher indicates a strategy that is highly recommended for advancement. A score 60-74 indicates a strategy that should be seriously considered for advancement. A score of under 60 indicates that there likely exists serious impediments to successful implementation of the strategy.

**Jobs** - On a scale of 1-10, this shows the propensity for job creation.

**Livability** - On a scale of 1-10, this shows the contribution toward community livability.

**Complexity** - On a scale of 1-10, this shows the relative complexity for strategy implementation.

The strategies **selected** by the Nahata Dziil Steering Committee are:

- Attracting Government Jobs
- Business Cultivation
- Business Recruitment
- Business Retention and Expansion
- Cultural Tourism
- Destination Tourism
- Downtown Development
- Education Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care Expansion
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Agriculture
- Value-added Forest Products
- Value-added Mining

The strategies **not selected** include:

- Attracting Lone Eagles
- Attracting Retirees
- Bedroom Community Development
- Business Retention and Expansion
- Leading-edge Development
- Logistics Centers
- Value-added Fisheries



# Attracting Funding

<b>CATEGORY:</b> Other	<b>RANK:</b> 20	<b>SCORE:</b> 31
<b>JOB:</b> 6	<b>LIVABILITY:</b> 4	<b>COMPLEXITY:</b> 5

## Objectives of Strategy Implementation

The selection of 18 economic development strategies and seven Quality-of-Life Initiatives means there is tremendous work to be done by Nahata Dził in order to implement this Transition Plan. As noted throughout the Plan, however, the needed capacity to implement this Plan does not exist today. An investment in capacity is needed. One of the three types of capacity (human, financial and technical) is funding.

Nahata Dził seeks to implement its Attracting Funding strategy in two ways. First, funding for the needed administrative capacity to implement the Plan is requested from the Office of Navajo and Hopi Indian Relocation. Substantial funding has been invested over the past two decades at New Lands, and this investment will serve as the capstone to ensure that the economic development and quality of life Promise is met.

Second, this strategy will be addressed by a systematic implementation of all of the strategies and initiatives defined in the Plan. Many of these strategies and initiatives contain projects that are eligible for federal funding. Agencies such as USDA Rural Development, the U.S. Department of Commerce Economic Development Administration and others have existing programs that can fund the priority projects, strategies and initiatives contained in this Transition Plan. Nahata Dził intends to engage Native Builders and its subcontractor, Building Communities, to aggressively pursue federal, state and foundation funding in order to implement the Plan.

### The Promise Kept

Nahata Dził will not only have sufficient funding to implement this Plan, but it will also successfully apply for federal, state and foundation grants to implement the Plan.

## Strategy Summary

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

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

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

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

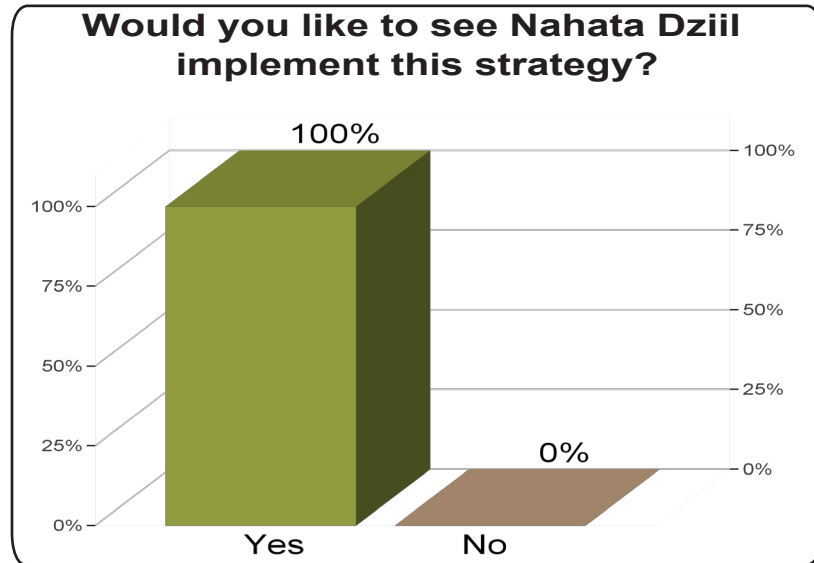
## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.

## Findings from the Key Success Factor Analysis

The only Key Success Factor that scored as a comparative advantage relates to strong community support for selecting and implementing Attracting Funding. The people of Nahata Dziil realize that they do not have funding within their own Chapter to implement projects and strategies that will give them the quality of life that they expected when they moved here.

The remainder of the Key Success Factors paint a bleak picture about the ability and likely failure of the community to secure funding to implement improvements. The Chapter officials and volunteers do not have the ability to develop a funding proposal (beyond what is in this strategic plan), and they are generally not familiar with funding sources to address the problem. The low-scoring Key Success Factors speak to the need for increased capacity. Chapter officials and community members would like to see Native Builders continue to serve them to offer such capacity.



### KEY SUCCESS FACTOR

### SCORE

Strong community support	4
Local ability to identify and advance a funding proposal	1
Strong state and/or federal legislative delegation	1
Availability of appropriated funds	0

## Key Success Factor Report - Attracting Funding

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



# Attracting Government Jobs

<b>CATEGORY:</b> Other	<b>RANK:</b> 4	<b>SCORE:</b> 74
<b>JOB:</b> 6	<b>LIVABILITY:</b> 7	<b>COMPLEXITY:</b> 5

## Objectives of Strategy Implementation

The Attracting Government Jobs strategy was selected for one primary reason: the people of Nahata Dziil do not believe that the work being conducted by the Office of Navajo and Hopi Indian Relocation (ONHIR) is completed. The people believe that a promise was made when the Chapter was established in 1988. That promise was the relocatees would enjoy the benefits of economic development activities. The types of strategies and opportunities described in this Transition Plan have never been pursued. While much of the activity of ONHIR to facilitate the relocation of families may be completed (and this matter is still in dispute), the economic development mission of ONHIR is only beginning.

ONHIR should remain in place for the length of time necessary for this Transition Plan to be implemented. The fact that Nahata Dziil has 18 viable Economic Development Strategies and 7 viable Quality of Life Initiatives underscores the need for a continued presence of ONHIR. The people of Nahata Dziil do not believe that there is another Navajo or federal agency that has the interest, understanding and capacity to fulfill this role.

Funding should be provided to the Chapter in order that it has the capacity to oversee the implementation of the strategy, and ONHIR should remain in place as the primary federal entity that communicates the needs of the people and helps to secure the human, financial and technical resources necessary for plan implementation. Of note, ONHIR currently has 12 employees in offices based at New Lands. Included with these operations is a Range Management Office based in Chambers.

## Strategy Summary

In most communities, particularly rural communities, government job wage levels far exceed median (often also referred to as “family wage”) income levels. As such, increasing the number of government jobs can provide a local economic stimulus.

In general, federal jobs pay more than state jobs; state jobs pay more than local government jobs; and local government jobs pay more than the community’s average wages.

One significant factor in considering a government job attraction strategy is the attitude of the local community toward such a strategy. Communities with a more conservative political viewpoint may shun such a strategy as being inconsistent with core beliefs.

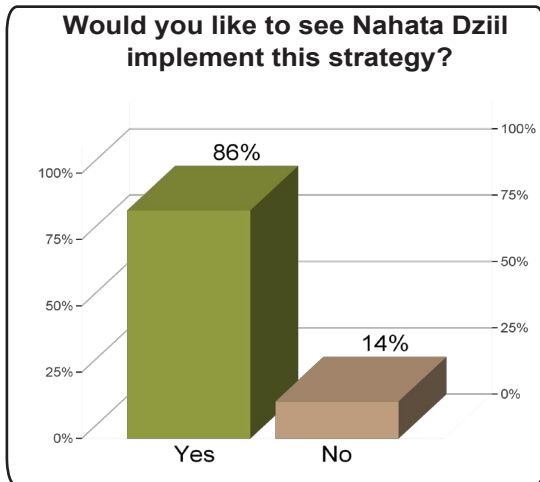
Another key consideration is the trend line for the total number of government jobs. In times of economic recession, for example, many government jobs may be eliminated. On the contrary, during good economic times—or perhaps when a state is responding to a policy change that increases government jobs in one or more specific departments—communities can benefit by targeted government office recruitment strategies.

Communities should also consider their strategic location with respect to the Federal Government’s (or State’s) desire to locate jobs in a key graphically-strategic manner.

## The Promise Kept

Nahata Dziil and ONHIR will seamlessly collaborate to implement this Plan. ONHIR will gradually be phased out while administrative capacity is built at Nahata Dziil.

Simultaneously, Nahata Dziil Commission Governance looks to substantially increase its administrative capacity. The vision of Nahata Dziil is to be a fully functioning Chapter, with strong professional staff, an in-house planning office, and other staffing capable of implementing this Transition Plan.



### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.

### Findings from the Key Success Factor Analysis

Key Success Factors for this Strategy scored surprisingly high, with six of the eight factors scoring as strengths. The Steering Committee believes that it has the land, location and community support for Attracting Government Jobs. Most specifically, there is strong support for the continuation of the operation and services provided by ONHIR. Especially with this strategic plan, a roadmap is now in place which gives the local community members hope that progress can be made. The only relevant weakness in this Strategy is projected growth in government budgets. Nahata Dziil believes this can be overcome once state and federal leaders and agencies recognize that for the first time, there is an Economic Development Strategic Plan ready to be implemented.

#### KEY SUCCESS FACTOR

#### SCORE

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

### Key Success Factor Report - Attracting Government Jobs

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Advantageous location for government or education expansion</li> <li>Availability of land for business prospects</li> <li>Favorable state policies with respect to office locations</li> <li>Local government support</li> <li>Strong community support</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>Capable, experienced economic development professionals</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Projected growth in government budgets</li> <li>Availability of local buildings</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>No Entries</li> </ul>



# Business Cultivation

<b>CATEGORY:</b> General Business	<b>RANK:</b> 12	<b>SCORE:</b> 51
<b>JOB:</b> 6	<b>LIVABILITY:</b> 2	<b>COMPLEXITY:</b> 5

## Objectives of Strategy Implementation

The 44-mile drive between Sanders, Arizona and Gallup, New Mexico is well known to the people that live at Nahata Dziil. For what most people is simply a drive across town is a half-day trek for Nahata Dziil residents that are looking for the most basic of provisions. This led to the selection of the Business Cultivation strategy.

Chapter officials, Steering Committee members, and the community at large can easily list the goods and services that they need the most that still require the 90-mile roundtrip. The basics such as hay, grain, minerals, auto parts and other provisions cannot be purchased at home.

One specific opportunity would be to identify the top commercial and retail needs, and then to redevelop the Red Barn to provide such provisions. It is estimated that \$16,000 is needed to clean up the Red Barn and the associated property, and then this could be an ideal location for business and commerce activity. The Business Cultivation strategy could help to pinpoint the specific type of goods and services that can be provided at this location.

### The Promise Kept

The people of Nahata Dziil will improve their quality of life by accessing goods and services at home. Both locals and passersby will find Nahata Dziil a destination for purchasing routine goods and services.

## Strategy Summary

Opportunities for business expansion and business recruitment can evolve from the concept and methodology of import substitution. Import substitution is the process of identifying goods and services that are "imported" into the city/county/region that have the potential to be produced/provided locally.

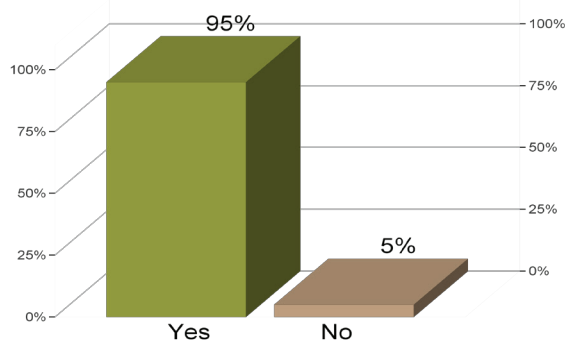
One example would be the provision of cabinetry for the recreational vehicle industry. If a community has one or more recreational vehicle manufacturers that are purchasing cabinetry out of the county/region in large quantities, there may be a business case for an existing or new company to fill that need. Many other examples exist in other industries.

By identifying products and services imported into the area in large volumes, business development strategies can be created. Similarly, industrial clustering recognizes that many communities have a variety of businesses that operate within the same industry (or serve as suppliers to a common industry). By bringing together the cluster of businesses within an industry, many opportunities and benefits present themselves:

- Efficiencies can be gained by understanding and advancing the needs of an entire industry rather than simply one business at a time;
- Frequently new business relationships between individuals in the same community generate advantages simply by getting to know one another;
- Communities can "adopt an issue." That is, a group of business leaders can identify a problem or issue that can best be addressed and advanced by local government or economic development organizations. Goodwill is built and jobs can be retained or created;
- Import substitution opportunities can be realized. A group of similar businesses may be able to identify new business opportunities (suppliers, professional services, etc.) that may generate business activity and create jobs by producing locally what has been "imported" into the county/region.



### Would you like to see Nahata Dziil implement this strategy?



### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.

### Findings from the Key Success Factor Analysis

Seven of the 12 Key Success Factors for this strategy are positive. Implementation of this Strategy would focus on the ability to identify products and services that are needed in the community (which is virtually everything). Relevant high-scoring Key Success Factors include the availability of a low-skill labor pool, a willingness by the community to work with supportive economic development organizations, and the ability to rally the community around filling such product or service gaps.

KEY SUCCESS FACTOR	SCORE
Availability of land for business prospects	4
Local, available, low-skill labor pool	4
Local pro-business climate	4
Proximity and access to markets	3
Ability to identify product and service gaps	3
Capable, experienced economic development professionals	3
Strong relations between economic development organization and local	3
Access to small business financing	1
Availability of local buildings	1
Local, available, high-skill labor pool	1
Sufficient base of local businesses	0
Availability of local infrastructure	0

Relevant low-scoring factors include the lack of access to small business finance, the lack of a high-skill labor pool and the lack of local businesses and infrastructure.

### Key Success Factor Report - Business Cultivation

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Availability of land for business prospects Local, available, low-skill labor pool Local pro-business climate	Proximity and access to markets Ability to identify product and service gaps Capable, experienced economic development professionals Strong relations between economic development organization and local businesses
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Access to small business financing Availability of local buildings Local, available, high-skill labor pool	Sufficient base of local businesses Availability of local infrastructure



# Business Recruitment

<b>CATEGORY:</b> General Business	<b>RANK:</b> 13	<b>SCORE:</b> 50
<b>JOB:</b> 10	<b>LIVABILITY:</b> 2	<b>COMPLEXITY:</b> 10

## Objectives of Strategy Implementation

If you ask the people of Nahata Dziil if they want more business in their community, they will almost universally say “yes.” Immediately coming to mind would be an auto parts store, a lumber yard, hardware, restaurants, clothing, movies and entertainment and a general store. The new commercial development on the north side of the freeway at Sanders will help to address some of these needs, but much of that development, aside from the grocery store, will serve the traveling public.

One specific opportunity for Nahata Dziil is the management of liquor licenses. Historically, this has become problematic because of the abuse of alcohol caused by poor management of the sale and control of such alcohol. In the future, Nahata Dziil would strive to manage such alcohol sales in order that it supports many of the business development objectives in this Transition Plan.

A Business Recruitment strategy is typically considered to be one of the most complex and long-term endeavors to implement. Fully 18 of the 88 key success factors, for example, are relevant for this strategy. For Nahata Dziil, however, the type of business activity to be recruited would be far less sophisticated than it would be in Gallup, Flagstaff or Phoenix. Nonetheless, the community will need to increase its business and economic development capacity to target and implement this strategy.

## Strategy Summary

Perhaps the most widely recognized economic development strategy is business recruitment, which is the act of proactively soliciting existing businesses located out-of-region to expand or relocate into a community.

Business recruitment can be very advantageous for local communities desiring to establish new jobs, focus on family wage jobs, expand the local tax base—and generally enhance community vitality.

However, business recruitment can have drawbacks. Communities that do not have the desire or infrastructure capacity for growth may view business recruitment negatively.

Communities that rely on business recruitment as a substantial component of their economic development strategy should view their effort as a long-term endeavor. Frequently, communities can go months (even years) without tangible results. This does not necessarily mean their efforts are poorly planned or executed. The fact is, there are far more communities chasing new businesses than there are businesses looking for new communities.

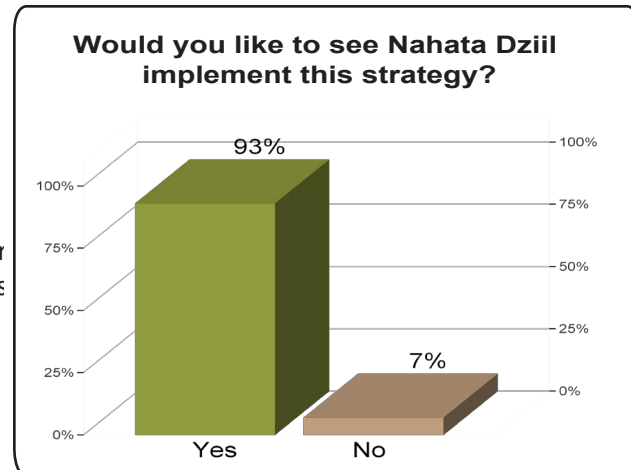
Business recruitment activity can also be costly. Advertising, public relations, attendance at industry trade shows, website development and maintenance, and informational and promotional materials are expensive.

## The Promise Kept

By 2025, the stretch of Interstate 40 between Chambers and Sanders will be a proud representation of business activity on the Navajo Nation. New businesses will be recruited that will meet the needs of local residents and area travelers.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.



## Findings from the Key Success Factor Analysis

Exactly half of the 18 Key Success Factors for the implementation of this relatively complex economic development strategy are positive.

Relevant high-scoring Key Success Factors include the availability of land, availability of low-skill labor, proximity and access to markets, ability to compete in a global market and some of the expertise gained by operating the Padres Mesa Demonstration Ranch (including successful use of the Internet for marketing) and the pro-business orientation of industry leaders in agriculture.

Relevant low-scoring Key Success Factors include access to capital, any sophistication around business recruitment incentives, lack of a track record attending trade shows and working with the economic development community, poor proximity to scheduled air service, the lack of a high-skill labor pool and the lack of local infrastructure. Overcoming many of the low-scoring Key Success Factors is virtually impossible, leading to the need to select specific projects that can overcome these deficiencies.

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

## Key Success Factor Report - Business Recruitment

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
<ul style="list-style-type: none"> <li>Availability of land for business prospects</li> <li>Strong community support</li> <li>Support from local businesses</li> <li>Local, available, low-skill labor pool</li> <li>Local government support</li> </ul>	<ul style="list-style-type: none"> <li>Proximity and access to markets</li> <li>Ability to compete in a global market</li> <li>Sophisticated use of the internet for marketing</li> <li>Capable, experienced economic development professionals</li> </ul>
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
<ul style="list-style-type: none"> <li>Access to large-scale capital</li> <li>Competitive recruitment incentives</li> <li>Ability to network and attend relevant trade shows</li> <li>Availability of local buildings</li> <li>Local, available, high-skill labor pool</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated local financial resources for staffing recruiters</li> <li>Proximity to scheduled air service</li> <li>Relationship with site selectors</li> <li>Availability of local infrastructure</li> </ul>



# Cultural Tourism

<b>CATEGORY:</b> Tourism	<b>RANK:</b> 9	<b>SCORE:</b> 63
<b>JOB:</b> 3	<b>LIVABILITY:</b> 9	<b>COMPLEXITY:</b> 7

## Objectives of Strategy Implementation

Much of the description and benefit of the Cultural Tourism strategy is described in the Destination Tourism strategy section. In addition to that description, other measures to promote the culture and history of Navajo Nation are intended to be designed and built into every project. The promotion of the Navajo language, culture, history, food, dance, art and jewelry is of paramount importance to the people.

An opportunity to make and sell Navajo rugs would build upon the unique history of the wool growers and rug makers.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dził implement this strategy.

## Findings from the Key Success Factor Analysis

Two of the five Key Success Factors for this Strategy are positive. Most notably, the people of Nahata Dził would like to develop a cultural attraction, and they have a specific proposal in mind. Another strength is the availability of low-skill labor to staff such a facility.

Two of the three low-scoring Key Success Factors must be overcome. First, such a facility would have to have a marketing and promotions budget. Identifying a long-term source of funds to promote the cultural center is needed. Given the prominent prospective location along Interstate 84, the facility could serve at its "own promotional budget" to the tens of thousands of passersby along Interstate 40.

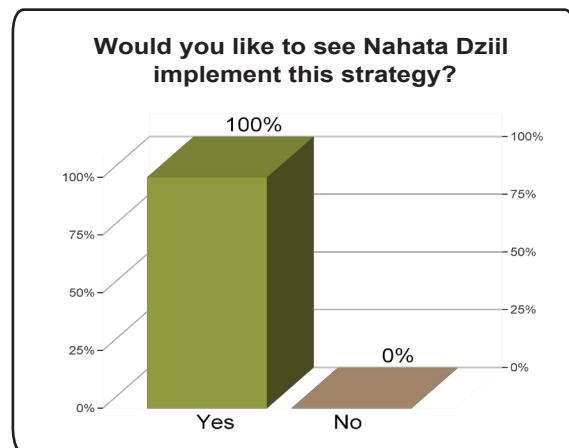
The other low-scoring Key Success Factor is the lack of a cultural development and advocacy organization.

## Strategy Summary

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

In order to be successful in capitalizing on cultural tourism, a high standard of excellence must be set and pursued. People will travel from hundreds of miles away, for example, for an excellent Shakespearean Festival.

The pursuit of a new cultural tourism attraction should not be undertaken without significant research into the prospective competitive advantages that the community would enjoy, and the long-term operational and marketing obligations required.



## The Promise Kept

Through the development of a first-class Navajo cultural center, people throughout the world will travel to Nahata Dził to understand and appreciate the story of the Navajo Code Talker and the beauty of Navajo Nation.

Nahata Dziil would have to overcome this by partnering with the Navajo Tourism Department, the Arizona Office of Tourism and other entities with expertise in design, development and operations of such a cultural visitor attraction.

**KEY SUCCESS FACTOR****SCORE**

Existing or prospective cultural attraction	4
Local, available, low-skill labor pool	4
Sufficient marketing, promotion, or public relations budget	1
Local, available, high-skill labor pool	1
Cultural development and advocacy organization	0

**Key Success Factor Report - Cultural Tourism**

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



# Destination Tourism

<b>CATEGORY:</b> Tourism	<b>RANK:</b> 7	<b>SCORE:</b> 66
<b>JOB:</b> 9	<b>LIVABILITY:</b> 4	<b>COMPLEXITY:</b> 9

## Objectives of Strategy Implementation

The top destination attractions near Nahata Dziil include the Petrified Forest National Park, the Painted Desert, the Canyon de Chelly National Monument, Route 66 and El Morro National Monument.

Nahata Dziil Chapter officials believe that the Pinta Exit along Interstate 84 offers a high-profile location to promote itself as the gateway to Navajo Nation, thus drawing hundreds of thousands of people annually to discover Navajo Nation.

The Pinta site offers the perfect opportunity for development for many reasons. First, all the archaeological clearances and land withdrawal requirements have been met due to the prior consideration for casino development. Second, the Arizona Department of Transportation (ADOT) has plans to invest \$28 million to establish a new Port of Entry for the state. Third, the site offers ideal topography as it is visible from both the east and the west for several miles. Fourth, its location on Interstate 40 serves to connect Interstate 40 to the Navajo Nation. Fifth, Nahata Dziil Chapter officials envision major aesthetic improvements to the overpass in order that it welcomes people to the Chapter and Navajo Nation. And sixth, the location is within just a few miles of the “western border” of Navajo Nation as it meets Interstate 40.

The Destination Tourism strategy is primarily implemented by one project: the Pinta Exit Development. In addition to the ADOT Port of Entry, the 500-acre site (300 acres on the south and 200 acres on the north) provides sufficient acreage for a truck stop, Class II gaming/bingo, an 80-120-unit motel (with room for expansion) and a welcome center/cultural center. Given the prominence of the site, the development of the welcome/cultural center at the northwest corner on the south side of the freeway is ideal.

Travelers would then learn about the many destinations within a short drive. In addition to the major attractions listed above, new events such as a Native American Arts Festival, balloon tours and short trips to the White Mountains could be offered from this location.

## Strategy Summary

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

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

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

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

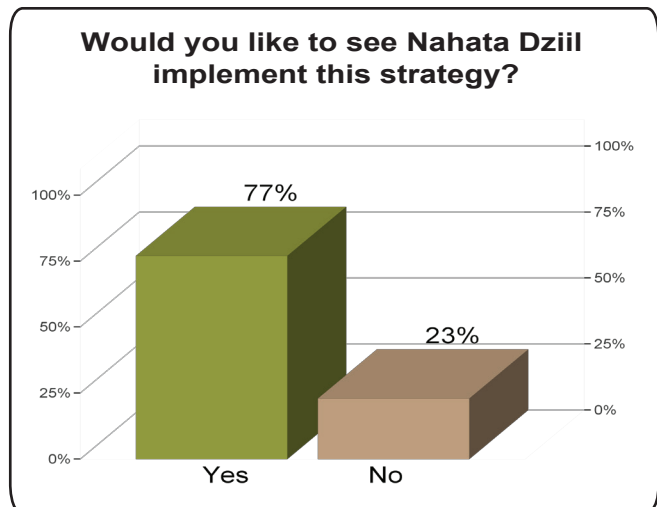
## The Promise Kept

With the development of the Pinta Exit site, Navajo Nation will be placed on the map. We will become the front door to access all of the magic, wonder and adventure contained in Navajo Nation’s 27,000 square miles.

Separate from the Pinta Exit Development is an opportunity to capitalize on an abundance of trophy elk. Trophy animal permits on the Navajo Nation can go for \$5,000, and yet no funding is currently returned to the Chapter. Administrrating hunting permits at the Chapter level rather than the Navajo Nation level may be a significant opportunity.

### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.



### Findings from the Key Success Factor Analysis

Four of the nine Key Success Factors for this Strategy are positive.

Most important, Nahata Dziil offers great proximity to nationally recognized attractions. There is strong community acceptance of the visitor industry, both as a means to promote the history and culture of Navajo Nation as well as to create local jobs. There is a strong supply of low-skill labor to support the Destination Tourism Strategy and the Nahata Dziil Commission Governance favors this Strategy.

#### KEY SUCCESS FACTOR

#### SCORE

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

Low-scoring Key Success Factors include lack of local funding for advertisement, the lack of expertise in tourism development and promotion, the lack of available housing for the expanded workforce that would be necessary to implement the Strategy, and distance to scheduled air service.

### Key Success Factor Report - Destination Tourism

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Proximity to nationally recognized attractions</li> <li>Community acceptance of the visitor industry</li> <li>Local, available, low-skill labor pool</li> <li>Local government support</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>No Entries</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Sufficient marketing, promotion, or public relations budget</li> <li>Sophisticated tourism development &amp; promotion</li> <li>Local, available, high-skill labor pool</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Adequate housing for labor force</li> <li>Proximity to scheduled air service</li> </ul>





# Downtown Development

<b>CATEGORY:</b> Community Development	<b>RANK:</b> 25	<b>SCORE:</b> 10
<b>JOB:</b> 4	<b>LIVABILITY:</b> 6	<b>COMPLEXITY:</b> 6

## Objectives of Strategy Implementation

Downtown Nahata Dziil. Make this statement in front of the people of the Chapter, and you will only get blank stares. There is no city center. There is no common place of commerce. While the new shopping center will create economic activity, there is not a “sense of place” on the chapter. Yet with the full-scale implementation of all the strategies in this Transition Plan, it may set the stage for creating that sense of place.

Possible locations to centralize this strategy could be the new shopping center, or in Sanders on the south side of the freeway, or possibly at Chambers. Telling the story of the Padres Mesa Demonstration Ranch and building the downtown around a culture of cowboys and ranching might provide a unique opportunity to tell the Navajo story. There may be an opportunity to work with the Arizona Department of Transportation on future infrastructure improvements (highways and sidewalks) to create a greater sense of place.

This is the lowest scoring strategy amongst the 25 based upon Key Success Factors. Therefore, targeting the specific purpose and activities of this strategy will be essential.

## Strategy Summary

Most communities have a central business district commonly referred to as their “downtown”. Frequently, this area is recognized as the community’s business center, and can become the emotional heart of the community.

The National Trust for Historic Preservation created the National Main Street Center approach which recognizes a four-point method for downtown advocacy:

- Organization (volunteers, staffing, board of directors)
- Promotion (events, public relations, advertising)
- Design (building and amenity stabilization, preservation, beautification)
- Economic Restructuring (supporting existing businesses; promoting new businesses)

Often ignored is the large employment centers represented by downtowns. While most downtown business activity is in response to serving other businesses and residents, it still represents a vital economic sector for most communities.

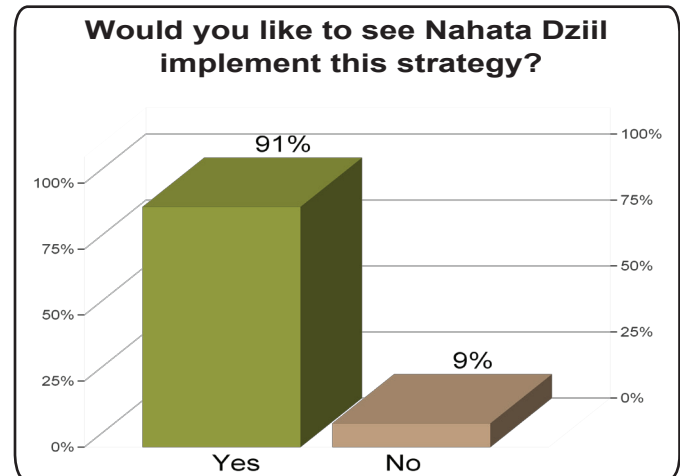
By capitalizing on the four-point approach described above, jobs are created, communities have increased vitality, and a sense of pride and optimism is maintained.

## The Promise Kept

Nahata Dziil will be more than just a collection of new businesses. It will be a community. We will create a downtown business environment which will allow our vendors and entrepreneurs a place to connect to the rest of the world.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.



## Findings from the Key Success Factor Analysis

With five of the six Key Success Factors scoring a '0', this Strategy would seem virtually impossible to successfully implement. The only strong-scoring Key Success Factor is support by Nahata Dziil Commission Governance.

Relevant low-scoring Key Success Factors include the lack of a recognizable central business district, the lack of funding for downtown development, the lack of any organization or staff to implement the Strategy, and a lack of awareness by business operators that such a Strategy is even possible.

### KEY SUCCESS FACTOR

### SCORE

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

## Key Success Factor Report - Downtown Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> Local government support	<b>Slight Comparative Advantages</b> <hr/> No Entries
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> No Entries	<b>Major Comparative Disadvantages</b> <hr/> Recognizable central business district/downtown Local funding for downtown development Downtown organization and staff Implementation of national Main Street Four-Point Approach™ Active engagement of downtown building and business owners



# Education Development

<b>CATEGORY:</b> Community Development	<b>RANK:</b> 2	<b>SCORE:</b> 83
<b>JOB:</b> 4	<b>LIVABILITY:</b> 7	<b>COMPLEXITY:</b> 5

## Objectives of Strategy Implementation

As many of the Business Development strategies get implemented and new jobs are created, there will be a need for job training and other educational services at Nahata Dziil.

Nahata Dziil looks to partner with one or more post-secondary educational institutions to meet these emerging needs. Potential partnerships could come from Navajo Technical University, Diné College or Northland Pioneer College.

Educational services could be both in the humanities and vocational realms. One specific concern of Nahata Dziil leaders and elders is the inability of Navajo Nation to retain its language over future generations. The Navajo language is still the primary language spoken at Nahata Dziil community gatherings and meetings. Future generations, however, are trending much more toward the use of the English language than the Navajo language.

A variety of vocational skills will be needed as business activity increases. One specific skill that will likely be in increased demand is trucking and driving. The issuance of Commercial Driver's Licenses (CDLs) will be necessary.

The Nahata Dziil leadership is inspired to implement this strategy based upon the success they have seen by Northland Pioneer College. NPC has successfully established classes within the region with enrollment of 60 students with little, if any, marketing activity.

The collaboration with education providers could also address a broader need: building capacity to implement the entirety of this Transition Plan. Educational offerings and certificates of business, tourism and construction management could be offered at Nahata Dziil.

Finally, Nahata Dziil envisions taking a leadership role with respect to the preservation of the Navajo language. The Nation is facing a crisis in that its new generation is not maintaining the same level of commitment for language fluency as previous generations. This trend threatens to undermine the rich culture of the Navajo Nation.

## Strategy Summary

The provision of educational services, especially in rural communities, comprises a significant portion of the overall economy of a community. Communities that are home to community colleges, and especially four-year higher education institutions, benefit from an even higher percentage of economic impact derived from provision of educational services.

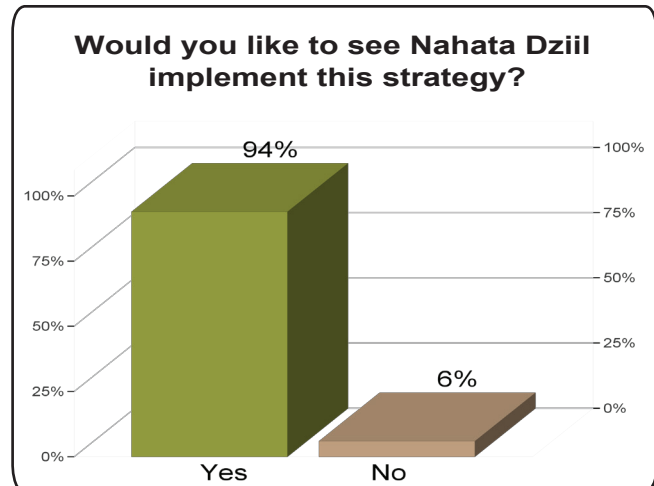
More and more, the ability to derive a family-wage is dependent upon educational attainment. As such, counties, states and regions that have a more educated population tend to compete better in the 21st century marketplace.

## The Promise Kept

Nahata Dziil will enjoy a new partnership with a post-secondary educational institution which will support the educational and job training needs for Nahata Dziil and the surrounding region.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.



## Findings from the Key Success Factor Analysis

Four of the five Key Success Factors relevant to this Strategy are positive.

The Nahata Dziil Steering Committee believes that one or more of the educational institutions that serve the region could expand to provide more services in the area. Nahata Dziil offers an excellent location, especially with its proximity to Interstate 40. There is strong local government support for the implementation of this Strategy. A location for higher-education facility development is certainly available at various locations throughout the Chapter.

The only low-scoring Key Success Factor relates to the fact that this Strategy has not been thoroughly discussed with prospective education service providers. Discussions, however, with the leadership at Navajo Technical University and Diné College during the summer of 2017 indicated positive support from both institutions to take a creative approach to service delivery in support of Nahata Dziil.

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

## Key Success Factor Report - Education Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <hr/> Expandable educational institution Advantageous location for government or education expansion Local government support	<b>Slight Comparative Advantages</b> <hr/> Land/Buildings/Campus for education development
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <hr/> Cooperation of economic development staff and educational community	<b>Major Comparative Disadvantages</b> <hr/> No Entries



# Energy Development

<b>CATEGORY:</b> Sector-specific	<b>RANK:</b> 5	<b>SCORE:</b> 72
<b>JOB:</b> 6	<b>LIVABILITY:</b> 3	<b>COMPLEXITY:</b> 9

## Objectives of Strategy Implementation

The closure of coal-fired power plants on and near the Navajo Nation has created economic and budgetary hardship for Navajo Nation and its people. At the same time, Nahata Dziil and the Navajo Nation offer abundant renewable energy resources that could create jobs and income for the people. This is most certainly the case at Nahata Dziil.

It is well documented that both the solar and wind resources are abundant in the region. Conducting specific solar and wind resource analyses might confirm that industry-scale energy development is possible on the Chapter. Proximity to transmission lines and strong renewable energy purchasing requirements (especially from California) combine to set the stage for energy development at New Lands. Chapter officials have also considered a relatively new technology, transmitting power by microwave.

The Nahata Dziil Commission Governance would like to purchase the Turquoise Ranch in order to develop it as a solar energy farm.

## Strategy Summary

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

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

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

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

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

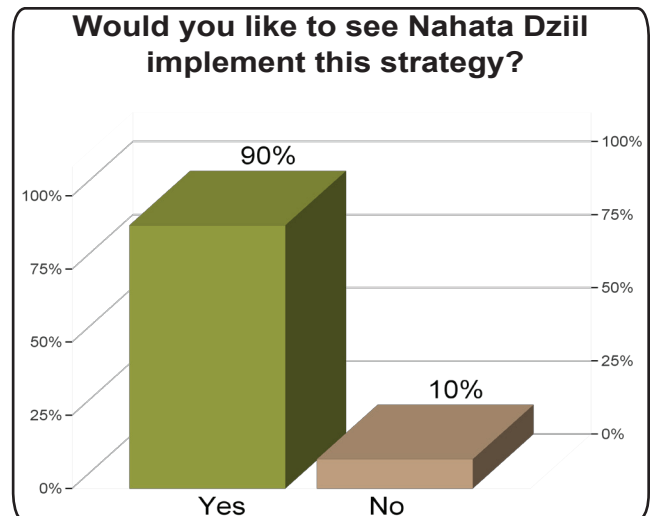
America's commitment to energy independence is generally seen as dependent upon all forms of energy development—both renewable and non-renewable. At the same time, increasing emphasis on energy conservation--efficiency though green building practices and retrofitting is becoming a more common element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

## The Promise Kept

Large-scale renewable energy development will not only serve to meet the environmental needs of our planet, but it will also support Chapter operations in perpetuity.

### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.



### Findings from the Key Success Factor Analysis

Notably, six of the eight Key Success Factors for this Strategy are positive. Relevant high-scoring Key Success Factors include the expertise of Chapter officials in understanding the needs and opportunities within this Strategy. This expertise leads to the ability to negotiate power purchase agreements, access energy development expertise and work with the state and regional energy development industry. Proximity to available energy resources and access to transmission lines with excess capacity are significant advantages for this Strategy.

KEY SUCCESS FACTOR	SCORE
Ability to secure power-purchase agreements	4
Local government support	4
Availability of energy resources	3
Ability to build a team comprised of energy-development experts	3
Proximity to transmission lines with excess capacity	3
Capable, experienced economic development professionals	3
Access to large-scale capital	1
Supportive state energy policies and incentives	1

The challenges to this Strategy are accessing funding and incentives for project implementation.

### Key Success Factor Report - Energy Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> Ability to secure power-purchase agreements Local government support	<b>Slight Comparative Advantages</b> Availability of energy resources Ability to build a team comprised of energy-development experts Proximity to transmission lines with excess capacity Capable, experienced economic development professionals
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> Access to large-scale capital Supportive state energy policies and incentives	<b>Major Comparative Disadvantages</b> No Entries



# Entrepreneurial Development

<b>CATEGORY:</b> General Business	<b>RANK:</b> 21	<b>SCORE:</b> 23
<b>JOB:</b> 6	<b>LIVABILITY:</b> 5	<b>COMPLEXITY:</b> 2

## Objectives of Strategy Implementation

Connecting the artisans of Navajo Nation to the traveling public is one of the top opportunities for economic development throughout Navajo Nation. This is certainly the case for Nahata Dziil.

The consultant for Nahata Dziil, Native Builders LLC, has a team member with international jewelry marketing and sales expertise. She is looking for connection points between Navajo Nation and markets in Europe. There is very high interest in the Indians of the Southwest.

The subcontractor for Native Builders, Building Communities, has conducted research on the income potential of Navajo artisans. Because all of this activity is untaxed, there is very little information about incomes generated by vendors. The research from Building Communities demonstrates that a concerted effort to improve facilities and marketing for such vendors could generate substantial incomes throughout Nahata Dziil and all of Navajo Nation. Combined with the international marketing angle, this strategy could become a game changer for the entire Nation.

## Strategy Summary

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

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

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

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

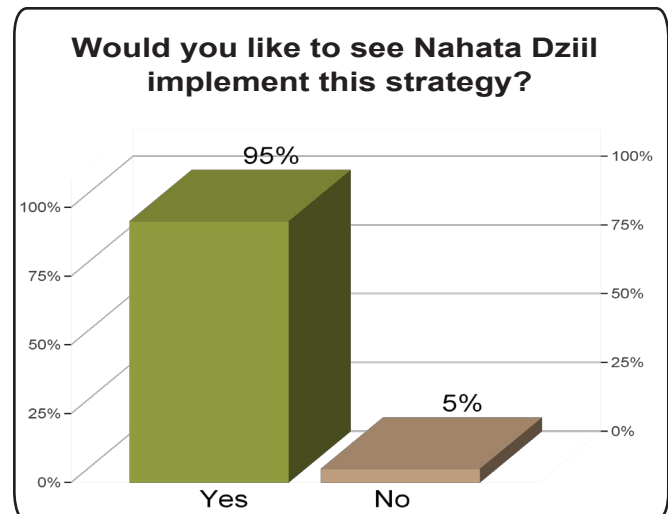
## The Promise Kept

Navajo Nation arts and crafts, jewelry and rug makers will promote and sell their hand-crafted wares in vending facilities that tell the story of the Navajo Nation and increase margins in order to improve the local economy.



### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.



### Findings from the Key Success Factor Analysis

Only one of the six Key Success Factors are positive for this Strategy. There is a perception by Steering Committee members that a pro-business climate could be fostered that would encourage local entrepreneurs to increase the production of jewelry, baskets and rugs.

Challenges to this Strategy relate to the lack of available business financing, the lack of local business development expertise, the lack of connection to post-secondary educational providers and poor telecommunications capacity.

KEY SUCCESS FACTOR	SCORE
Local pro-business climate	4
Sufficient local entrepreneurial base	2
Access to small business financing	1
Dedicated business coaching staff	0
Supportive post-secondary education training program	0
High-speed internet	0

### Key Success Factor Report - Entrepreneurial Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	Slight Comparative Advantages
Local pro-business climate	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	Major Comparative Disadvantages
Access to small business financing	Dedicated business coaching staff Supportive post-secondary education training program High-speed internet





# Environmental Restoration

<b>CATEGORY:</b> Sector-specific	<b>RANK:</b> 6	<b>SCORE:</b> 68
<b>JOB:</b> 4	<b>LIVABILITY:</b> 3	<b>COMPLEXITY:</b> 4

## Objectives of Strategy Implementation

There are several existing sites around the Nahata Dziil Chapter that provide opportunities for environmental restoration.

- Chapter officials speculate that there may be environmental remediation efforts needed at the mining site for Preferred Sands. It has been noted that the likelihood of detecting uranium down river on the Puerco River from the Preferred Sands mine is higher than locations upriver. Nahata Dziil Chapter officials have been coordinating with Congressman Tom O'Halleran in order that land at the Chapter along the Puerco River Valley be included in an existing superfund site that is east of the Chapter boundaries. Additional study is needed of this environmental problem. The Chapter is coordinating with Tolani Lake Enterprises, a 501(c)(3) non-profit corporation, to analyze the contamination of wells down-river from Preferred Sands.
- A former gas station was operated at the Navajo Travel Center. A portion of that site is likely impacted by oil/gas residue. It is speculated that these contaminants exist, and are creeping toward the south.
- A historic hotel, the Old Painted Desert Inn, was demolished at the site of the current Navajo Travel Center. It is believed that an oil/gas plume leaked from the storage tank. ONHIR is currently investing \$2 million in a clean-up project in coordination with the Navajo Nation EPA.
- The site of an alternator rebuilding shop is likely in need of remediation.
- A runway for B52s existed at East Mill, and probably has left contaminants.

## Strategy Summary

Communities have the opportunity to "turn lemons into lemonade" by focusing on derelict industrial buildings and sites for redevelopment.

Frequently, communities may have industrial sites from a bygone era that are not currently in use. These sites relate to natural resource-based extraction industries that may have utilized chemicals or compounds that have left the industrial land unusable for future use without first completing clean-up activities.

The benefits of this strategy are twofold: 1) jobs can be created initially by clean-up activities; and 2) the residual industrial site becomes available for promotion and development thus creating jobs in the long-term.

First and foremost, communities must have an eligible site for an environmental restoration strategy. One or more former industrial sites that have environmental contamination preventing future redevelopment are essential to advance this strategy. These sites are frequently referred to as brownfield sites.

A community must then mobilize itself by first assessing the condition of the property, and then developing a specific action plan to remediate the environmental problem.

Of critical importance is the formation of a local team that can network with state and/or federal contacts to attract the funding necessary to assess and address the environmental problem.

Finally, communities must have the local sophistication to redevelop and market the restored site for future use.

## The Promise Kept

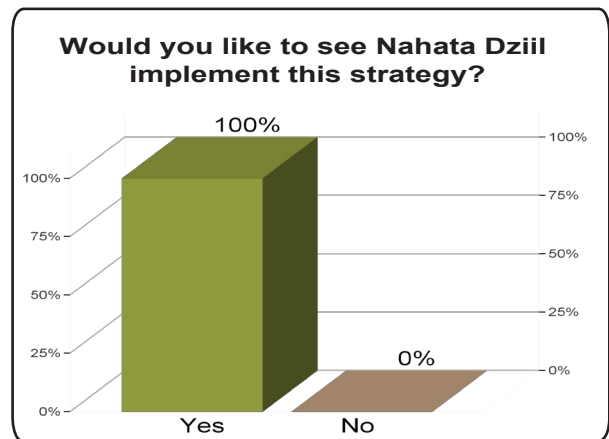
No longer will Nahata Dziil be disheartened with the remains of poor business decisions and environmental mismanagement. Proactive business site cleanup will render our Chapter environmentally safe and financially secure.

- Above ground storage tanks have been removed at the Burnt Water Trading Post and this site is now believed to be remediated.
- Finally, environmental remediation may need to take place at the Cedar Point Exit.

One additional environmental restoration activity would be the establishment of a solid waste disposal site that could serve the solid waste needs of all of the Navajo Nation. A preliminary site has been identified north of the Pinta Road Exit for this purpose.

### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dził implement this strategy.



### Findings from the Key Success Factor Analysis

The high availability of brownfield sites throughout Nahata Dził provides the most relevant positive-scoring Key Success Factor. The Steering Committee also believes that it can work with the local economic development community and local consultants (including Native Builders) to further develop and implement this Strategy.

Low-scoring Key Success Factors generally relate to the lack of funding to implement the Strategy. This can be overcome through political advocacy, especially efforts to expand the existing EPA-funded clean-up work to include Nahata Dził.

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

### Key Success Factor Report - Environmental Restoration

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> Local government support	<b>Slight Comparative Advantages</b> Capable, experienced economic development professionals Availability of brownfield sites
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> Strong state and/or federal legislative delegation Access to large-scale capital	<b>Major Comparative Disadvantages</b> No Entries



# Health Care Expansion

<b>CATEGORY:</b> Community Development	<b>RANK:</b> 10	<b>SCORE:</b> 62
<b>JOB:</b> 5	<b>LIVABILITY:</b> 7	<b>COMPLEXITY:</b> 6

## Objectives of Strategy Implementation

Tséhootsooí Medical Center is a 638-funded organization, and therefore not administrated by the Navajo Nation. Led by a chief executive officer and Board of Health, Tséhootsooí Medical Center has independent decision-making authority which allows for a more streamlined administration of health care services. The governance and primary decision making for Tséhootsooí resides in Fort Defiance, and therefore there are still some limitations on local decision-making authority to invest in improved facilities and services. Nonetheless, an effort to effectively advocate for more and better health care services should be made by Nahata Dziil.

One of the greatest challenges for Tséhootsooí is the lack of local housing for the health care work force. Improving such housing availability is a key action step for this strategy. Without such housing, turnover will remain high and productivity will be impacted.

Although Tséhootsooí is an attractive and functional health clinic that is increasingly supported by the local population, there is no ambulance service and the community is at the mercy of the Puerco Valley Fire Department for such emergency care.

Virtually all 25 strategies were very popular at the Voice of the Community session, but only Health Care Expansion received a 100% support vote. The people at Nahata Dziil value their Tséhootsooí facility and services, and are utilizing the facility and services in increasing numbers.

### The Promise Kept

Our beautiful healthcare facility will enjoy increased use while our elderlies enjoy better facilities and services.

## Strategy Summary

Communities that have established notable centers of excellence for broad-based health care or specific health care specialties benefit from an unusually large cadre of well-paid professionals.

Communities such as Rochester, Minnesota, home of the Mayo Clinic, for example, benefit substantially from having a high health care location factor. ("Location factors" are an economic term referring to a high density of employment in an industry within a specific region.)

National trends have a significant impact on health care, especially in rural communities. Mergers and acquisitions create a dynamic where there are fewer health care conglomerates controlling hospitals dispersed throughout the country.

Additionally, federal policies on Medicaid and Medicare reimbursements have created a significant financial challenge for rural hospitals.

Communities desiring to pursue a health-care-based business development strategy should begin with a very objective analysis of the true competitive position of their local hospital and medical community. While every community likes to boast that they have competitive superiority with respect to health care professionals and facilities, a realistic assessment may prove otherwise.

It may be more realistic to target a specialty area of health care. For example, many rural hospitals have targeted orthopedic care based upon the superiority of one or more orthopedic surgeons and the investment in state-of-the-art orthopedic assessment and surgery equipment.

A higher level of service is needed to meet the needs of the Chapter and the traveling public. An ambulance ride to Gallup, for example, will cost upwards of \$15,000. Virtually no one living at Nahata Dziil can afford such a service, and so people in need of emergency care are often transported by friends and family.

The nearest emergency room services in the region are at Gallup, Winslow and Ft. Defiance. Adding trauma treatment services to the existing clinic is also highly desired.

One very specific objective of this Strategy is to ensure that a promise is kept. When the industrial building at Sanders was transformed into the new Tséhootsooí Medical Center, a commitment of \$400,000 was made for the development of a Wellness Center. This was a part of the overall real estate transaction which transferred the building for one dollar and ensured a commitment of \$5 million for health clinic facility and equipment needs. While the health clinic has been renovated and outfitted, the promise of the Wellness Center has yet to be realized.

In 2018, Nahata Dził community members have become increasingly concerned with some of the personnel decisions being made at the Tséhootsooí Medical Center. Some of the experienced Navajo Medical Service Providers (primarily nurses) have been replaced by east coast-based personnel. In-fighting amongst several of the service units has been reported, and morale has dropped. Needed equipment and provisions for sweat lodges remain in storage, and not benefiting the general public.

Finally, although the community does have a senior center, it does not have housing facilities with specialized services for the elderly such as a nursing home or memory care facility. With the aging of the Nahata Dził citizenry, an increase in services is needed.

### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dził implement this strategy.

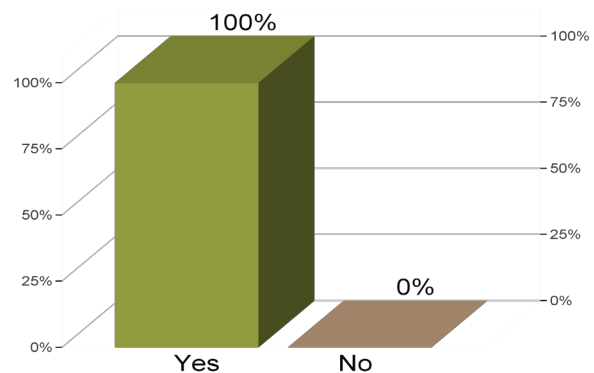
### Findings from the Key Success Factor Analysis

Key Success Factors split right down the middle for the Health Care Expansion Strategy.

Perhaps the strongest scoring Key Success Factor relates to community support for the Strategy. Universal support from the 65 attendees of the Voice of the Community meeting shows understanding of the need for services. Nahata Dził's location on Interstate 40 provides a strategic location for expanded services, not only for community members but also passersby. To the extent necessary, an available low-skill labor pool could support expanded services for the strategy.

The greatest challenge to implement this strategy is the distance from Nahata Dził to the leadership team in Ft. Defiance that would make such decisions.

**Would you like to see Nahata Dził implement this strategy?**



#### KEY SUCCESS FACTOR

#### SCORE

Prospect of an expanded geographic market for health care	4
Strong community support	4
Local, available, low-skill labor pool	4
Financially sound existing health care facility	3
Sufficient marketing, promotion, or public relations budget	1
Competent, strategic-minded hospital and health-care executives	1
Existing excellence in local health care	1
Local, available, high-skill labor pool	1

## Key Success Factor Report - Health Care Expansion

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Prospect of an expanded geographic market for health care</li> <li>Strong community support</li> <li>Local, available, low-skill labor pool</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>Financially sound existing health care facility</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Sufficient marketing, promotion, or public relations budget</li> <li>Competent, strategic-minded hospital and health-care executives</li> <li>Existing excellence in local health care</li> <li>Local, available, high-skill labor pool</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>No Entries</li> </ul>



# Infrastructure Development

<b>CATEGORY:</b> Other	<b>RANK:</b> 17	<b>SCORE:</b> 38
<b>JOB:</b> 2	<b>LIVABILITY:</b> 4	<b>COMPLEXITY:</b> 3

## Objectives of Strategy Implementation

Before the closure of ONHIR, a full-scale engineering analysis of the existing conditions and needed improvements of all infrastructure should be conducted. This would include the condition of the existing water system, and the study of a lagoon system that could replace the septic tanks for portions of Nahata Dziil.

All of the residences at Nahata Dziil are served by septic tanks. For certain areas of the Chapter, however, a more efficient and environmentally-sound approach would be to serve residences with a sewer lagoon. An analysis of the cost-benefit (including environmental considerations) of sewer lagoon development should be conducted.

Special attention needs to focus on the improvement of water lines to the business district. Indian Health Services (IHS) builds such infrastructure and then turns it over to the Navajo Tribal Utility Authority for management and maintenance. Addressing all of the business infrastructure needs along Interstate 40 is necessary for creating jobs and fulfilling the Promise.

Other needed analysis of infrastructure conditions relates to the condition of the roads, telecommunications and power infrastructure. The people of Nahata Dziil are most concerned about the next generation, and they desire to have the same – and better – infrastructure for the generations ahead.

## Strategy Summary

The term infrastructure describes all of the basic utilities and public services needed by communities and businesses. Infrastructure includes, but is not limited to, power, water, sewer, storm sewer, street/roads, and telecommunications.

Although “infrastructure development” is an economic development strategy, it is typically viewed of a means-to-an-end in terms of providing the necessary input for other strategies to be successful.

Infrastructure development is considered an economic development strategy in-and-of-itself in that it is a long-term commitment toward the betterment of communities and the businesses that they support.

Communities need to examine the infrastructure requirements both of their current residents, as well as their projection of future residential, commercial, and industrial demands.

The federal government, and most state governments, provide long-term, low-interest debt financing to advance eligible infrastructure projects. At times, particularly when immediate job creation opportunities arise, grant funding is available for infrastructure development.

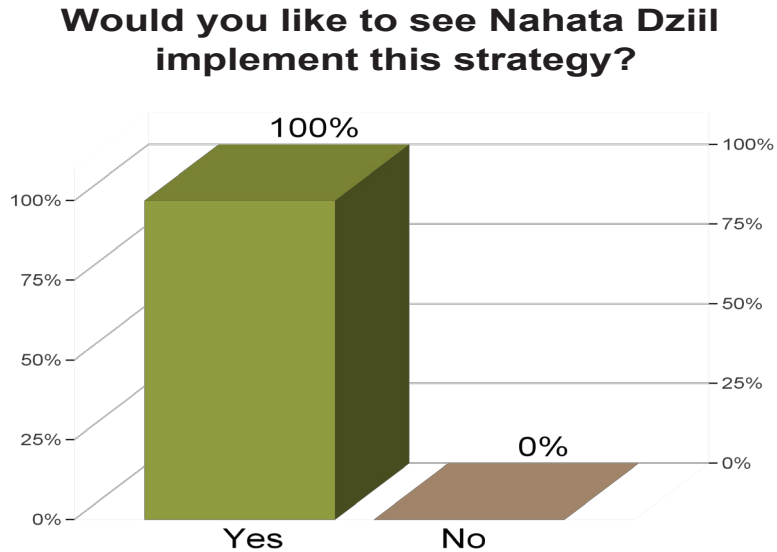
Communities pursuing an infrastructure development strategy should strategically assess their needs, and engineer solutions consistent with long-term projections.

## The Promise Kept

Nahata Dziil will be served by state-of-the-art water and sewer systems, and new telecommunications and power infrastructure will better protect and connect our people.

### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.



### Findings from the Key Success Factor Analysis

Two of the four Key Success Factors are positive, while the other two present an extreme challenge for the successful implementation of this Strategy.

In general, the community is prepared to organize to support infrastructure development funding and improvement. Nahata Dziil lacks a clear understanding of the specific needs and costs for infrastructure improvements, and, without the help of professional services from ONHIR, does not have a clear pathway to funding to make needed improvements happen.

#### KEY SUCCESS FACTOR

#### SCORE

Team approach to infrastructure finance	3
Community support for needed infrastructure rate increases	3
Accurate, long-term analysis of infrastructure needs and costs	0
Access to long-term infrastructure loans and grants	0

### Key Success Factor Report - Infrastructure Development

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





# Local/Regional Tourism

<b>CATEGORY:</b> Tourism	<b>RANK:</b> 11	<b>SCORE:</b> 58
<b>JOBS:</b> 3	<b>LIVABILITY:</b> 8	<b>COMPLEXITY:</b> 3

## Objectives of Strategy Implementation

The Local/Regional Tourism strategy is focused around making more and better use of the rodeo grounds facility. Nahata Dziil is cattle country, and the entire culture and economy is based upon the ranching industry. As such, there is opportunity to celebrate around horsemanship, managing cattle and other livestock. The rodeo culture is so embedded into the Navajo culture that a cowboy from Tuba City is the world champion at the National Rodeo Finals. Navajo cowboys also excel in the Professional Bull Riders (PBR).

Although rodeo grounds are prolific throughout Navajo Nation, an opportunity exists for a destination rodeo facility. The superb location of Nahata Dziil near Interstate 40 may present the Chapter with an opportunity to host events that draw cowboys from throughout Indian Country. The rodeo grounds have already played host to two-three day cutting horse competitions that have drawn cowboys from as far away as Texas and Oregon.

A Diné Nation Celebration event could be hosted that could draw Navajo people from throughout the nation. Another opportunity is to host pow wows.

Although the local rodeo grounds have fine facilities, there is a need for upgrading of the rodeo grounds. Recently, improved lighting was installed but additional lighting is needed.

## Strategy Summary

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

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

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

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

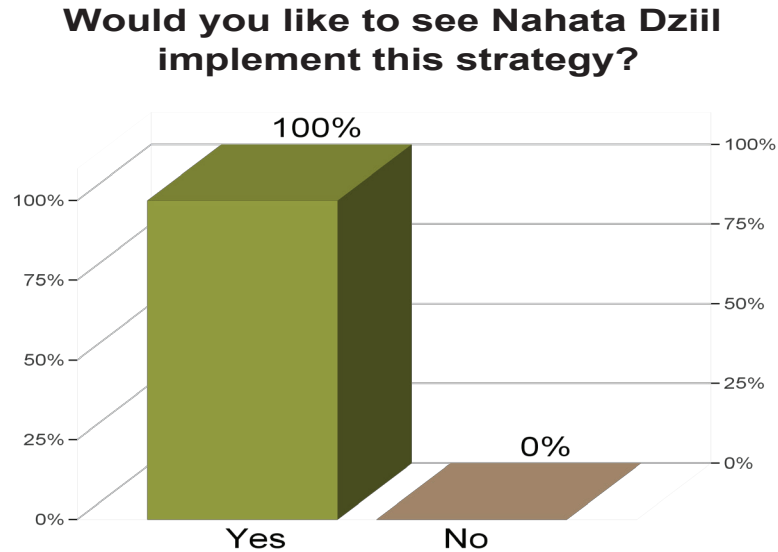
## The Promise Kept

In the short-term, improvements will be made to our rodeo grounds in order that we host the finest rodeo events at Navajo Nation. In the long-term, Nahata Dziil will host the National Indian Country Rodeo Finals.



### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.



### Findings from the Key Success Factor Analysis

Two of the four Key Success Factors are positive for this Strategy. This Strategy enjoys strong community support for new events that would provide entertainment and share the culture of Navajo Nation. The local rodeo grounds would likely provide the venue for more events.

Low-scoring Key Success Factors include the lack of available funding for promotions as well as any local expertise in event planning and implementation.

KEY SUCCESS FACTOR	SCORE
Strong community support	4
Local recreational and visitor attractions	3
Sufficient marketing, promotion, or public relations budget	1
Relative sophistication in coordinating and marketing local events	1

### Key Success Factor Report - Local/Regional Tourism

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



# Pass-through Visitor Services

<b>CATEGORY:</b> Tourism	<b>RANK:</b> 1	<b>SCORE:</b> 89
<b>JOB:</b> 2	<b>LIVABILITY:</b> 7	<b>COMPLEXITY:</b> 1

## Objectives of Strategy Implementation

With 17,000 cars and trucks passing through Nahata Dził daily on Interstate 40, the Pass-Through Visitor Services Strategy is an obvious choice. The interconnection between Hwy 191 and Interstate 40 is unique in that it connects both at Sanders and Chambers. Both interchanges are developed, and both offer an opportunity for new business activity.

Nahata Dził has a tremendous opportunity to re-create the image of the entirety of the Navajo Nation through development along Interstate 40. Currently, roadside billboards and make-shift shopping and vending areas do not proudly display the history and culture of the Navajo Nation.

Although more fully described in the Destination and Cultural Tourism strategies, this strategy is also implemented by the recommended development of a Navajo Cultural Center along Interstate 40 that would double as a visitor's center, adding visitor accommodations, Class II gaming, and a steakhouse at the Pinta Exit.

This strategy provides an opportunity for local craftsman to sell their wares. In addition to arts and crafts and jewelry, local wool weavers and rug makers would be provided a new and better location for sales.

A positive and proactive collaboration with the Arizona Department of Transportation and other entities that manage roadside signage should be developed. Blue (interstate logo) signs that provide information about the availability of food, gas and lodging should be utilized to increase the awareness to the traveling public of shopping opportunities at Nahata Dził.

### The Promise Kept

Travelers on Interstate 40 will be absolutely certain that they have entered into the Navajo Nation. Proud Navajo art, 40-foot flags and stately visitor and cultural centers will greet them at the Pinta exit.

## Strategy Summary

Depending on a community's proximity to major interstates, highways, scenic byways, and other significant travel routes, communities can enjoy the benefits of non-destination visitor expenditures.

Travel expenditures can be categorized as destination travel expenditures or pass-through travel expenditures. Unlike destination travel, pass-through travel simply represents the activity that a traveler conducts on the way to their destination. These expenditures are typically fuel, meals, and sometimes lodging.

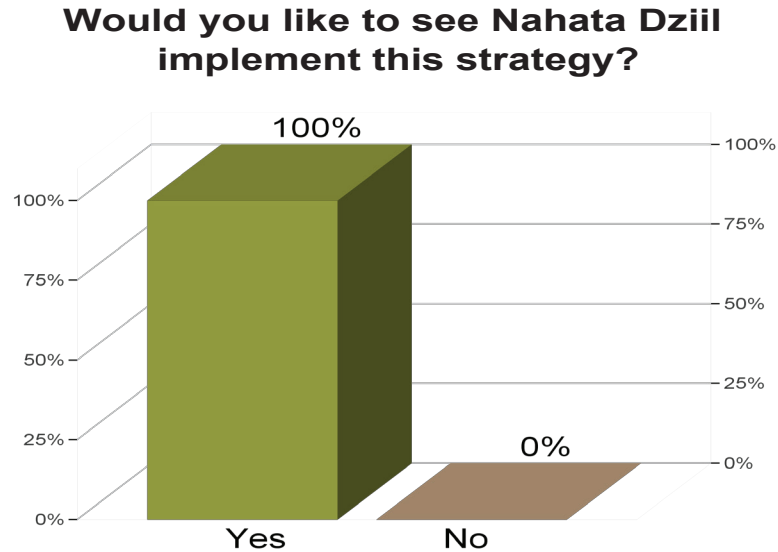
Generally, these expenditures happen regardless of efforts made by local communities. Certain targeted efforts, however, can have a modest impact on pass-through visitor expenditure patterns:

- Signage on travel routes (freeways, highways, etc.)
- Community entrance beautification efforts
- Low-frequency AM Radio transmitters
- Hospitality training educating front-line workers about local visitor destinations

In March of 2015, the Navajo Tourism Department issued their Navajo Nation Tourism Strategic Plan which made a series of recommendations to increase the benefit of tourism activity throughout the Navajo Nation. Nahata Dził has an opportunity to take a lead implementation role with respect to many of the recommendations.

### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.



### Findings from the Key Success Factor Analysis

Clearly the most relevant Key Success Factor for this Strategy is the proximity of Nahata Dziil to Interstate 40. Doubling as Route 66, truckers and tourists bisect Nahata Dziil daily. A low-skill labor force is available to support the implementation of this Strategy.

KEY SUCCESS FACTOR	SCORE
Proximity to travel routes	4
Local, available, low-skill labor pool	4
Local focus on revenues from visitors	2
Local, available, high-skill labor pool	1

Scoring “average,” the orientation of the community to develop businesses and promotional strategies to attract funding from tourists would need to be improved.

### Key Success Factor Report - Pass-through Visitor Services

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



# Value-added Agriculture

<b>CATEGORY:</b> Value-added	<b>RANK:</b> 8	<b>SCORE:</b> 65
<b>JOB:</b> 9	<b>LIVABILITY:</b> 2	<b>COMPLEXITY:</b> 9

## Objectives of Strategy Implementation

The people of the Nahata Dziil Chapter are virtually 100%-dependent upon the agriculture industry for their livelihood. Upon the establishment of Nahata Dziil, 14 Range Management Units were created, assuring relocatees not only of a home but also the opportunity to graze cattle for their livelihood. Aside from some public facilities and services, however, very little economic development has been established in order to diversify the economy.

Because of this, it can be argued that the Value-added Agriculture strategy is the most important of all. The establishment and operations of the Padres Mesa Demonstration Ranch has given the herdsman of Nahata Dziil an opportunity not only to raise cattle but also to facilitate a farm-to-market approach in which the value-added high-quality beef would be processed and sold at Navajo casinos. The Padres Mesa Demonstration Ranch boasts the best forage carrying capacity in all of Navajo Nation

Today, Navajo Nation Gaming Enterprises is purchasing 100% of the high-quality beef produced at Nahata Dziil.

ONHIR is providing the essential oversight and management of the operations. Without the leadership, ranching expertise and business acumen of ONHIR, the ranching operations and value-added beef sales would collapse. This would be a tragedy given the long-standing commitment made by ONHIR and the Nahata Dziil herdsmen to bring the program to the point that it is today. Ultimately, Nahata Dziil would like to assume full responsibility for the operations, management and marketing of the Padres Mesa Demonstration Ranch and all aspects of ranching operations. This transition period needs to be properly planned and executed. Key to the successful future management and operations of the Padres Mesa Demonstration Ranch is the authority of Nahata Dziil to control operations and continue to utilize federal funding. Creating this authority, which allows Nahata Dziil to continue to “solely benefit the relocatees,” is a critical initial step.

## Strategy Summary

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

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

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

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

## The Promise Kept

Navajo Beef is only the beginning. Our vision is to be the leading beef producer in all of Indian Country—Native Beef. Nahata Dziil will continue its celebrated land management practices, and grow our production and sales not only to meet all of the needs of the Navajo Nation Gaming Enterprise, but also the broader needs of people wanting a taste of our proud Indian culture.

ONHIR's ranch management responsibilities include training the cowboys to maximize production and to comply with regulations. The goal of ONHIR is to "get the small producers to produce." In total, today's value of the cattle being managed is \$2.3 million. Most of the funding generated by operations go to the producers themselves. The operations of ONHIR cover everything from genetics to vaccinations to feed and other aspects of operations. ONHIR has established its own vaccination program. This vaccination program is being utilized and replicated by the University of Arizona to teach their students. In addition, a partnership with the Future Farmers of America (FFA) and the ASU Agricultural/Animal Youth Education/Husbandry programming could be beneficial.

It is estimated that without the improved market and overall operations that ONHIR provides, the average head of beef would immediately decline by \$200. At that point, the entire operation would become a "bottom feeder" operation, fetching only the minimal prices and eliminating the market that has taken years to build.

A total of 52 families and organizations (multiple families) currently participate in the production. Notably, the beef production is one of the very few commodities produced on the Navajo Nation and shipped beyond the Navajo Nation.

One of the comparative advantages of the ranch is the ability to track the beef from farm to fork. In effect, every calf has its own social security number. Ultimately, the ONHIR operations would be ideally served if they can maintain their authority to operate the way they historically have, rather than falling under the Navajo Nation, Bureau of Indian Affairs or some other outside operator. Again, this will require an increase in capacity by Nahata Dził Commission Governance to maintain and expand successful operations.

One of the great current challenges for cattle operations is the influx of cheap beef that is being produced overseas, primarily in South America. It is recognized that American beef is the best beef in the world, but certain markets will not pay a premium price. This allows the opportunity for beef importers into the United States.

Recently, Navajo beef has expanded its partnership with the White Mountain Apache Tribe. Renamed Native Beef, this collaboration may bring new opportunities for production and sales.

In addition to beef, the Chapter is interested in the production, sales and distribution of hemp. Chapter officials believe that an ideal location for the growing operation would be at the Northwest corner of the Middlewell Range Management Unit. Such production could also take place at Navajo Springs and East Mill.

Chapter officials believe that a hemp growing operation could create a lucrative cash crop in which some of the proceeds could be utilized for new and better social and economic services throughout Nahata Dził. The Chapter would seek to be in strong conformance with all regulations related to the industry. The Chapter is currently taking a leadership role in coordinating with the Navajo Nation Council to develop legislation to become a pilot project for the Nation.

More traditional crop production is also possible, especially with corn, beans and squash. Chapter officials respect the cultural and spiritual importance of corn. All three crops could be grown and sold to Bashas' in order that local produce can be purchased by local people.

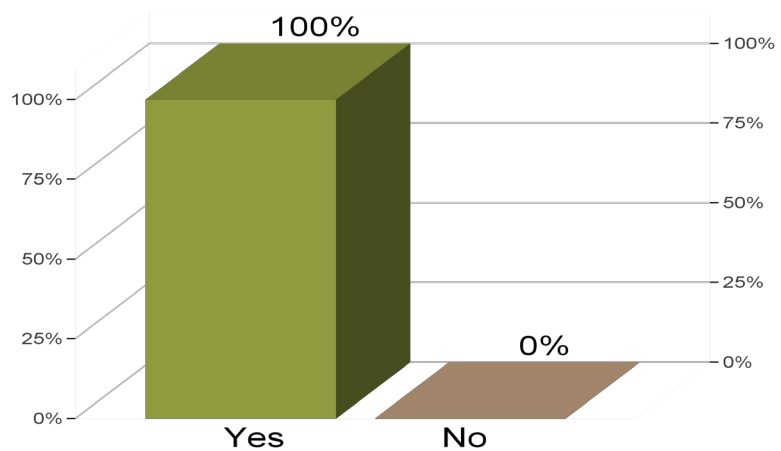
### The Nahata Dził Herdsmen

Permitees at Nahata Dził are allowed up to 20 head of cattle. Currently, there are 79 permittees, thus allowing for 1580 head of cattle. Permittees can request that their permit be increased to 30 head of cattle when certain conditions are met. One of the challenges at Nahata Dził is the inability of some of the community members to successfully manage their cattle. This is a challenge for the elderly. Because of this dynamic, the total cattle production at Nahata Dził can be compromised. Simply "hanging on" to a permit for the sake of "hanging on" is problematic.

### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.

### Would you like to see Nahata Dziil implement this strategy?



### Findings from the Key Success Factor Analysis

Approximately half of the 11 Key Success Factors for this Strategy are positive.

Relevant high-scoring Key Success Factors include the proximity to large volumes of agricultural commodities (beef), proximity and access to markets (Interstate 40), the ability to successfully market materials (Padres Mesa Demonstration Ranch), and the availability of land.

Relevant low-scoring Key Success Factors include the lack of funding for large-scale physical improvements, the lack of excess water availability (with the possible exception of land at Navajo), and other forms of needed infrastructure for certain agriculture-development opportunities.

#### KEY SUCCESS FACTOR

#### SCORE

Availability of land for business prospects	4
Local, available, low-skill labor pool	4
Proximity to large volumes of agricultural commodities	3
Proximity and access to markets	3
Ability to successfully market materials	3
Ability to understand industry trends and opportunities	3
Access to large-scale capital	1
Availability of local buildings	1
Local, available, high-skill labor pool	1
Excess water and sewer infrastructure capacity	0
Availability of local infrastructure	0

## Key Success Factor Report - Value-added Agriculture

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Availability of land for business prospects</li> <li>Local, available, low-skill labor pool</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>Proximity to large volumes of agricultural commodities</li> <li>Proximity and access to markets</li> <li>Ability to successfully market materials</li> <li>Ability to understand industry trends and opportunities</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Access to large-scale capital</li> <li>Availability of local buildings</li> <li>Local, available, high-skill labor pool</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Excess water and sewer infrastructure capacity</li> <li>Availability of local infrastructure</li> </ul>



# Value-added Forest Products

<b>CATEGORY:</b> Value-added	<b>RANK:</b> 15	<b>SCORE:</b> 49
<b>JOB:</b> 8	<b>LIVABILITY:</b> 3	<b>COMPLEXITY:</b> 9

## Objectives of Strategy Implementation

At first glance, a Value-added Forest Products strategy selection seems odd. Not a tree is visible from anywhere near Sanders or Chambers. But when one realizes that Navajo Nation has its own forest just to the north of Nahata Dziil and three National Forests exist to the south and west of New Lands, implementing elements of a Value-added Forest Products strategy may work. Adding to this dynamic is the Four Forest Restoration Initiative (4FRI), in which the Kaibab National Forest, the Coconino National Forest, the Tonto National Forest, and the Apache-Sitgreaves National Forest have collaborated to conduct restoration planning and implementation efforts designed to better sustain the local ecosystems and economies. In effect, Nahata Dziil could provide one of the connection points between the forest restoration efforts and the railroad/interstate system. The effort could also serve to better integrate forest management activities of the Navajo Nation in this regard.

Specific economic development opportunities could range from forest planting and thinning education to value-added manufacturing.

This strategy may be a long-shot, but the Chapter could find itself partnering with a development interest that would have the financial capacity and forest management acumen to successfully implement projects within this strategy.

## Strategy Summary

A variety of products can be produced from our federal, state, and private forests. Most commonly, lumber is produced from timber. Additionally, forests produce other potential products including fuel for biomass energy, hardwood for furniture manufacturing and flooring, and miscellaneous forest products such as mushrooms.

Policy changes on federal forests over the past 20 years have reduced the availability of the timber supply, causing the lumber production industry to be more centralized amongst fewer large-scale companies. Replacing these mill jobs with new jobs in a related industry can be an attractive strategy for communities.

In addition, the nation's increasing demand for renewable energy is increasingly making biomass-to-energy plants economically viable.

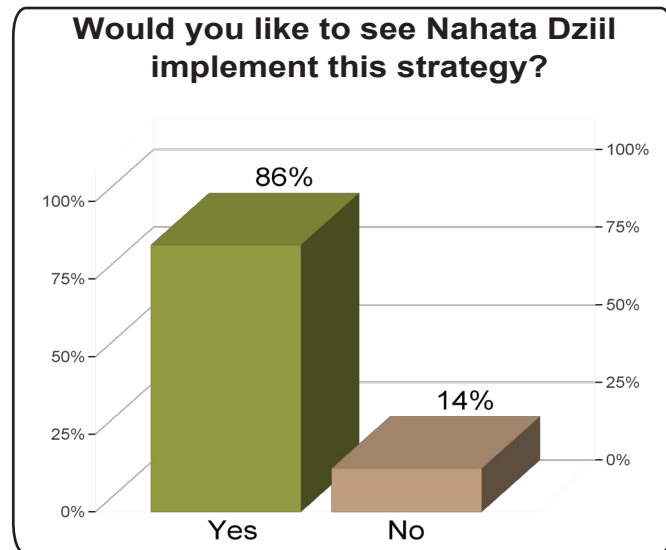
## The Promise Kept

Nahata Dziil will carve out a niche in the forest products industry that builds upon our proximity to surrounding forests and access to rail and interstate commerce.



## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dziil implement this strategy.



## Findings from the Key Success Factor Analysis

Surprisingly, most of the Key Success Factors for this Strategy are positive.

Even though there is “not a tree in sight,” Nahata Dziil provides an excellent location as the connection point between surrounding forests and the Interstate system. With a natural resource-based local economy (almost exclusively ranching), there is some local expertise in the realm of natural resource production and sales.

Low-scoring Key Success Factors are generally relevant to funding, infrastructure and high-skill labor in order to successfully implement the Strategy.

### KEY SUCCESS FACTOR

### SCORE

Availability of land for business prospects	4
Local, available, low-skill labor pool	4
Ability to secure long-term contracts for forest materials	3
Ability to successfully market materials	3
Proximity and access to markets	3
Ability to understand industry trends and opportunities	3
Proximity and access to forests and forest products	1
Access to large-scale capital	1
Availability of local buildings	1
Local, available, high-skill labor pool	1
Availability of local infrastructure	0

## Key Success Factor Report - Value-added Forest Products

### STRENGTHS TO BUILD UPON

#### Major Comparative Advantages

Availability of land for business prospects  
Local, available, low-skill labor pool

#### Slight Comparative Advantages

Ability to secure long-term contracts for forest materials  
Ability to successfully market materials  
Proximity and access to markets  
Ability to understand industry trends and opportunities

### CHALLENGES TO OVERCOME

#### Slight Comparative Disadvantages

Proximity and access to forests and forest products  
Access to large-scale capital  
Availability of local buildings  
Local, available, high-skill labor pool

#### Major Comparative Disadvantages

Availability of local infrastructure



# Value-added Mining

<b>CATEGORY:</b> Value-added	<b>RANK:</b> 3	<b>SCORE:</b> 75
<b>JOB:</b> 6	<b>LIVABILITY:</b> 1	<b>COMPLEXITY:</b> 9

## Objectives of Strategy Implementation

The existing Preferred Sands operation mines and transports fracking sand, supporting many jobs at Nahata Dziil. The Preferred Sands operation provides a secondary benefit to Nahata Dziil Commission Governance with funding that can support local government operations and priorities.

The prevalence of helium on at least three Range Management Units presents a specific job-creating opportunity for this Value-added Mining strategy.

The quantity and quality (medical grade) of the helium is leading to current exploration of the resource. A 2005 study was conducted by Magnum Hunt Consulting. The study analyzed the availability of helium at Navajo Springs.

About five years ago, interest in the exploration and mining of potash emerged. For Nahata Dziil, this opportunity is at the far southern end of the Chapter on the Hogan Well Range Management Unit. While there was speculation of tremendous potash mining activity five years ago, much of the interest and energy in the prospective development has dissipated with the realization that the quality of the potash is reduced due to the prevalence of salt water. Interest in the mining of potash might soon regenerate, as a specialized consulting firm, Techsource Inc., completed an analysis in August of 2017 concluding that a mining operation might generate a 10-20% internal rate of return on 11 million tons of mineable potash with a net profit estimated between \$9 million and \$18 million per year over a 25 year production capacity.

Another mineral exploration opportunity is with salt. It is estimated that there is a 25-year salt deposit beneath the ground at Nahata Dziil. Techsource concluded that a local salt mine could produce about 3.66 million tons of ore per year, assuming a 300 day per year operating schedule. This would require an underground mining operation of 12,000 tons per day with a staff of 400 that would mine and mill the ore. Additional management and office staff would be required. A capital investment of \$350 million would be generated. Average wages would be approximately \$70,000 per year.

## Strategy Summary

A variety of materials and minerals are extracted from the Earth. Generally, these raw products become the basis for commercial products through a variety of procedures such as crushing, heating, pressure, and other procedures.

Value-added mineral processing such as steel and aluminum smelting and refining operations are very capital-intensive operations. A sampling of products includes: 1) rolled, cast, forged, and extruded products, 2) wire and wire products, 3) nonmetallic mineral products, 4) motor vehicle parts, 5) fabricated metal products, and 6) cable for energy and communications firms.

## The Promise Kept

No longer will our subsurface minerals be extracted by others, only leaving us a hole in the ground. Nahata Dziil will proactively mine our resources in a manner that is environmentally sustainable and financially supportive of our people.

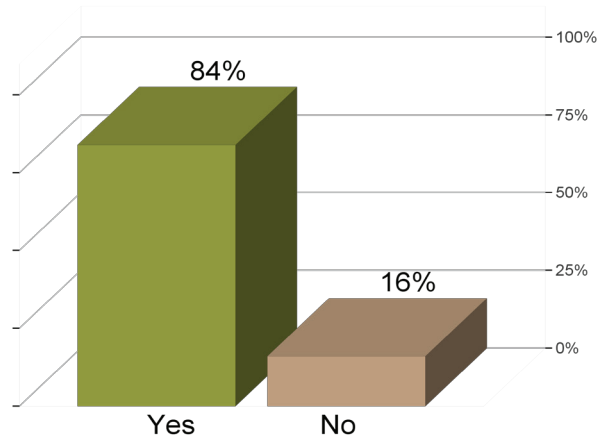
For this strategy to best benefit Nahata Dziil, operationalizing Business Site Leasing is required. It is the intention of the Chapter to bolster its budget by benefitting from royalties from mining operations. In addition, the Chapter looks to take an ownership and management role with respect to mining operations throughout the area. The establishment and function of Ndziil LLC will also create the legal and managerial capacity to retain revenues locally to benefit the people of the Chapter.

One of the historical challenges to Nahata Dził is the Santa Fe Railroad. Predating the establishment of the Chapter, the Santa Fe Railroad bisected the area and claimed the subsurface mineral rights. The long-term goal of Nahata Dził is to have control of the subsurface rights in order to benefit the relocatees. The Range Management Units most impacted by subsurface mineral rights include Navajo Springs, East Mill and Parker Draw.

### Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on whether or not they wanted to see Nahata Dził implement this strategy.

#### Would you like to see Nahata Dził implement this strategy?



### Findings from the

#### Key Success Factor Analysis

Five of the nine Key Success Factors for this Strategy are positive. The most relevant Key Success Factor is the proximity to many types of mineral resources. With access not only to Interstate 40 but also to the railroad, the ability to transport mined resources is high.

Relevant low-scoring Key Success Factors include local infrastructure, access to large-scale capital and the lack of a high-skill labor pool.

#### KEY SUCCESS FACTOR

#### SCORE

Proximity to raw materials and minerals	4
Availability of land for business prospects	4
Local, available, low-skill labor pool	4
Proximity and access to markets	3
Ability to understand industry trends and opportunities	3
Access to large-scale capital	1
Availability of local buildings	1
Local, available, high-skill labor pool	1
Availability of local infrastructure	0

### Key Success Factor Report - Value-added Mining

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> <ul style="list-style-type: none"> <li>Proximity to raw materials and minerals</li> <li>Availability of land for business prospects</li> <li>Local, available, low-skill labor pool</li> </ul>	<b>Slight Comparative Advantages</b> <ul style="list-style-type: none"> <li>Proximity and access to markets</li> <li>Ability to understand industry trends and opportunities</li> </ul>
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Access to large-scale capital</li> <li>Availability of local buildings</li> <li>Local, available, high-skill labor pool</li> </ul>	<b>Major Comparative Disadvantages</b> <ul style="list-style-type: none"> <li>Availability of local infrastructure</li> </ul>

Section 3:

# Quality-of-Life Initiatives

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Animal Control  
Elderly Care  
Housing Development  
Law Enforcement  
Local Parks  
Senior Center  
Youth Facilities and Programming



## Quality-of-Life Initiatives

### Background

For most communities, economic development is not just about creating jobs. Many communities are recognizing that they must take proactive measures to sustain and improve the quality of life for their residents and future generations.

Building Communities approaches this by asking Steering Committee members and *Voice of the Community Session* attendees the following question: “What is impacting the quality of life in your community?”

Invariably, a thoughtful discussion ensues. Typically, between 10-40 issues are identified. Where logical and convenient, many of the issues/projects are then combined into manageable efforts that could be handled by the community in order to improve its quality of life.

Ultimately, the Steering Committee discusses all of the potential *Quality-of-Life Initiatives* and selects a subset of such initiatives for implementation.

### Initiatives Selected by Nahata Dziil

Ultimately, Nahata Dziil selected 7 Quality-of-life Initiatives for implementation. Below is a brief description of each of these selected initiatives.

#### Animal Control

Stray dogs are affecting the quality of life at Nahata Dziil. A coordinated animal control initiative would be welcomed by many.

#### Elderly Care

Navajo Nation has a tradition of honoring its elders. Unfortunately, however, adequate services and facilities to support the elderly are not available at Nahata Dziil. A specialized facility should be developed and operated that provides assisted living and memory care services for the elderly.

#### Housing Development

With respect to housing, there are a variety of issues to address.

First, Native Builders LLC is conducting a housing assessment for the East Mill Range Management Unit. It is generally agreed that the condition of the housing in this area is extremely compromised. Given the prevalence of helium in this valley, the structural condition of many of the homes is in question. It may be necessary to relocate and rebuild housing for all the occupants of this area. Ultimately, a housing assessment needs to be performed for all homes at Nahata Dziil.



Second, a paramount concern is the housing needs of the second generation at Nahata Dziil. Because economic conditions do not allow for the upcoming generation to support housing costs, there is the need for new consideration for additional housing. With the full implementation of this Transition Plan, it can be expected that the “third generation” can be self-sufficient and support their own housing needs. Until then, however, there is an obligation to prevent overcrowding and to allow the second generation to enjoy their own housing.

Third, Nahata Dziil needs to address work force housing. Most urgent is the need to provide housing for the medical and healthcare community. One of the greatest challenges for the health clinic to retain its labor force is the need to provide appropriate housing. The universal support for the Health Care Expansion strategy, as demonstrated during the Voice of the Community meeting, underscores the importance of this priority.

### Law Enforcement

Although located on Interstate 40, Nahata Dziil is relatively isolated with respect to law enforcement services. Many horror stories exist about the unaddressed crimes that have been committed over the last 30 years. A call for law enforcement support may not even be addressed on the same day. As such, a local police department should be established, providing 24/7 service for Nahata Dziil and the surrounding area. A possible collaboration with Apache County may serve to address the situation. Nahata Dziil may be benefitted by a neighborhood watch program.

### Local Parks

As initially designed, each Range Management Unit would have a common recreational place – a park. An assessment should be conducted in order to determine the cost-benefit of park development for the various Range Management Units.

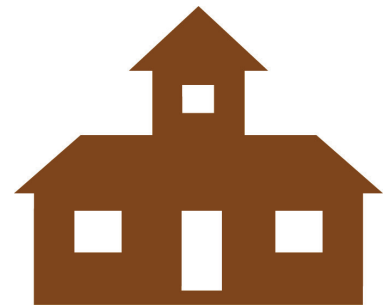
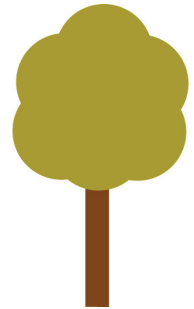
### Senior Center

One significant part of Navajo culture and tradition is to support the elderlies. Yet, despite this priority, there is not a senior center facility to be utilized by the elderlies. An assessment should be conducted to determine the probable use of a new senior center.

### Youth Facilities and Programming

Other than school activities, very little programming is available to support the youth of Nahata Dziil. The development of a Youth Center with associated programming would provide positive, wholesome activity that would facilitate the transition from youth to adulthood.

During the Voice of the Community meeting, stories were shared about how the elderly fear the “youth generation.” Only through positive activities for youth that serve to positively connect all generations will such fears and problems be addressed.



Section 4:

# Community Organizer Results

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# Community Organizer Results

## Overview

In order to avoid the proverbial “report sitting on the shelf,” Nahata Dziil must have the capacity to implement the Plan.

With the selection of 18 Strategies and seven Quality-of-Life Initiatives, substantial capacity is necessary.

Capacity is defined as the human, financial and technical ability of the Chapter to implement the Strategies, Initiatives, and projects defined in the Plan.

To establish a baseline level of capacity, Building Communities administered the Community Organizer Assessment for Nahata Dziil.

## Community Organizer Report

The capacity needed to implement this Transition Plan represents a level of human, financial and technical expertise well beyond that of any Chapter on the Navajo Nation. As such, a special investment in such capacity is required. Given the investment made to date by ONHIR over the past two decades, this investment is relatively modest, and serves to “cap off” the investment to date by creating administrative and economic sustainability for the people of Nahata Dziil.

Building Communities completed the Community Organizer Assessment on behalf of Nahata Dziil Commission Governance. The Assessment offers up to 142 questions related to 66 capacity factors. Just as the 88 Key Success Factors shape what communities should do in terms of strategy selection, these 66 capacity factors inform Nahata Dziil and ONHIR of how it can implement the Plan. 42 of the capacity factors relate to business development capacity, while the remaining 24 capacity factors are specific to community development.

The analysis of capacity is intended to be comprehensive (considering all relevant capacity factors), objective (specific, factual considerations) and expeditious (the Community Organizer

Assessment was completed in less than 30 minutes and yields the following instantaneous report).

Building Communities administrated the Community Organizer Assessment on November 20, 2017. The findings of this Assessment are considered in the development of the Plan Implementation Workbook associated with this Transition Plan.

### Recommendations for Implementation

The scope and complexity of this Transition Plan will require professional services to assist Nahata Dziil Commission Governance for implementation. It is recommended that Nahata Dziil retain the services of Native Builders LLC and its subcontractor Building Communities for the duration of this plan in order to successfully implement all of the strategies, initiatives and projects identified in the plan.



# Business Development Capacity

## 1. Business Development Strategy

### 1a. Priority of Business Development in Chapter's Strategic Plan

The Chapter is currently engaged in a strategic planning effort.

### 1b. Interest in Business Development Activity

The Chapter has a high level of interest in business development activity and is moderately interested in seeing its population grow.

### 1c. Appropriateness of Business Development Activities

After considering existing “uncontrollable factors” (e.g., Chapter location, available labor force, access to markets, available infrastructure, business climate), the Chapter still has moderate business development potential. In spite of this, however, the community is only somewhat focused on its most promising business development priorities.

### 1d. Foundation of Support for and from Existing Businesses

The Chapter has not conducted an outreach effort to local businesses in the recent past.

### 1e. Business Climate

The perception among local businesses is that the overall business climate in the Chapter could be improved.

## 2. Local Staff and Team Development

### 2a. Focused Business Development Organization

The Chapter does not have a business development organization that focuses on the implementing business development priorities.

## 3. Industrial Land and Infrastructure

### 3a. Availability of Industrially Zoned Land

The Chapter has land that is sufficient in size and configuration to accommodate business development priorities.

### 3b. Potential for Land

The Chapter has existing land that could be zoned and developed as industrial land and is motivated to take measures to add new land to its industrial land inventory.

### 3c. Public Control of Land

The Chapter has public control over the price and availability of some, if not all, of its industrial land.

### 3d. Environmental Considerations

The Chapter is not very confident that its industrial land is environmentally safe and clean.

**3e. Land Price**

The price of the Chapter's industrial land is very competitive, as compared to other communities.

**3f. Availability of Buildings**

The Chapter does not have existing industrial buildings for sale.

**3g. Basic Infrastructure**

The industrial land is not generally served by basic infrastructure and the Chapter will not likely be able to offer such services within the next year.

**3h. Access Infrastructure—Roads**

The industrial land site is not served by a paved street at this time.

**3i. Access Infrastructure—Interstate Access**

The industrial land site is within five miles of an interstate freeway system.

**3j. Access Infrastructure—Barging Service**

The industrial land site is not adjacent to a body of water on which goods are transported via barge.

**3k. Access Infrastructure—Rail Access**

The industrial land site is served by a rail spur.

**3l. Access Infrastructure—Air Service**

The industrial land site is not within 40 miles of scheduled air service.

**3m. Special Infrastructure**

The Chapter is generally aware of additional, specialized infrastructure requirements which may be important for particular business development prospects (e.g., broadband telecommunications, high volumes of low-cost power, immediate proximity to an international airport, etc.), but it probably cannot meet such specialized infrastructure requirements.

**3n. Land/Target Compatibility**

The Chapter does not generally understand the specific land requirements of the types of businesses most likely to locate in the community.

**4. Targeted Industries****4a. Import Substitution Analysis**

The Chapter has not conducted an import substitution analysis within the last four years, but could likely determine viable import substitution possibilities with some accuracy even without such a study.

**4b. Economic Clusters Analysis**

The Chapter has not conducted an economic clusters analysis within the last four years.

#### **4c. Targeted Industry Analysis**

It has been more than four years since the Chapter has professionally conducted a targeted industry analysis.

### **5. Marketing**

#### **5a. Marketing Track Record**

The Chapter does not have a very successful business development marketing track record.

#### **5b. Professional Marketing Advice**

The Chapter has not engaged a professional business development marketing firm within the last year.

#### **5c. Diversification of Marketing Techniques**

The Chapter does not currently utilize a very wide variety of marketing tools to achieve its business development objectives. (e.g., cold calling, direct mail, search-engine marketing, trade shows, etc.)

#### **5d. Financial Resources**

The Chapter's annual marketing budget is under \$5,000.

#### **5e. Internet Presence**

The Chapter does not have a website dedicated to promoting business development.

#### **5f. Chapter Profile**

The Chapter does not have a "community profile" document developed for use in business recruitment efforts.

### **6. Prospect and Lead Management**

#### **6a. Professional Community Response**

The Chapter has an individual specifically assigned to respond to business development leads which typically responds to such leads within 24 hours, although ultimately providing the inquiring business with only generic information on the community.

#### **6b. Availability to Travel**

The Chapter does not regularly send representatives to meet with business development prospects. The Chapter has not designated anyone for such purposes, nor does it have funds in place to cover business-development-related travel expenses.

## **7. Closing the Deal**

### **7a. Deal Making Experience**

The Chapter has successfully negotiated and closed at least one business development deal within the last four years.

### **7b. Experience with Incentives**

The Chapter does not have a functioning relationship with state business development officers, and is not currently aware of available business development incentives and/or resources.

### **7c. A Winning Attitude**

The Chapter generally exudes a “winning attitude” with regard to its business development prospects.

### **7d. Chapter Sophistication**

The Chapter does have access to an attorney that could assist with any contracting requirements for business development opportunities.

### **7e. Project/Contract Monitoring**

The Chapter is currently able to monitor its business development deals to ensure contractual compliance over time.

## Community Development Capacity

### 1. Experience with Strategic Planning

#### 1a. History of Strategic Planning Activity

The Chapter has not completed a community and economic development strategic plan within the last four years.

### 2. Project and Issue Development

#### 2a. Identification of Specific Chapter Development Priorities

The Chapter is currently engaged in a strategic planning process.

#### 2b. Identification of Regional Strategic Issues

The Chapter is aware of strategic regional issues which are expected to impact the Chapter and is currently involved in the advancement or resolution of at least one such issue, although its efforts are not necessarily coordinated with those of other Chapters in the region.

#### 2c. Large-scale Project Advocacy

The Chapter has not successfully advanced a large-scale community development project within the last four years. Nor does the community use advocacy groups to advance such projects.

#### 2d. Coordinating Projects with State and Federal Processes

The Chapter has not participated in any state or federally coordinated project funding processes.

### 3. Organizational Capacity

#### 3a. Organizational Connectedness

The Chapter does not have an organization in place to advance community development priorities.

### 4. Staffing

#### 4a. Existing Staffing

Currently, Nahata Dziil does not have a staff person that is focused upon community development priorities.

#### 4b. Staff Support

Not only does Nahata Dziil not have a community development staff person, but there is not administrative support for such a person should it exist.

## 5. Civic Volunteerism

### 5a. Opportunities for Service

Civic volunteerism is widely encouraged in the Chapter, although opportunities for service by citizens on boards and commissions, or in ad-hoc project groups, is limited.

### 5b. Celebration of Volunteerism

The Chapter does not regularly recognize civic volunteerism, such as during annual Chamber of Commerce banquets or other similar events.

## 6. Chapter Attitude

### 6a. Proactive versus Reactive Chapters

The Chapter is generally proactive to community development opportunities, but does not have a clear direction for the future. This Transition Plan is providing that direction.

### 6b. Viewing the Glass Half Full

The Chapter generally views its community development posture and opportunities as a glass “half empty.” Successful implementation of this Transition Plan will change this point.

## 7. Maintaining the “Chapter” as the Goal

### 7a. Commitment to Strategic Direction

With this Transition Plan, the Chapter has a clearly defined strategic direction that is accepted by both leaders and citizens.

### 7b. Subordination of Projects to Chapter

Project advocates typically fail to see a relationship between individual development projects and the Chapter’s overall strategic direction. This Transition Plan will provide this broader vision.

# Appendices

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- A. Prioritized Strategy Report**
- B. Enhanced Strategy Report**
- C. Recommended Strategies Report**
- D. Strategies by Group**
- E. Alphabetical Listing of Strategies**
- F. Key Success Factor Report**

## Appendix A

## Prioritized Strategy Report

STRATEGY	SCORE	WANT	STRATEGY GROUP
Pass-through Visitor Services	89	100%	Tourism
Education Development	83	94%	Community Development
Value-added Mining	75	84%	Value-added
Attracting Government Jobs	74	86%	Other
Energy Development	72	90%	Sector-specific
Environmental Restoration	68	100%	Sector-specific
Destination Tourism	66	77%	Tourism
Value-added Agriculture	65	100%	Value-added
Cultural Tourism	63	100%	Tourism
Health Care Expansion	62	100%	Community Development
Local/Regional Tourism	58	100%	Tourism
Business Cultivation	51	95%	General Business
Business Recruitment	50	93%	General Business
Logistics Centers	50	82%	Sector-specific
Value-added Forest Products	49	86%	Value-added
Business Retention and Expansion	43	95%	General Business
Infrastructure Development	38	100%	Other
Leading-edge Development	35	90%	Sector-specific
Value-added Fisheries	33	81%	Value-added
Attracting Funding	31	100%	Other
Entrepreneurial Development	23	95%	General Business
Attracting Retirees	23	78%	Other
Attracting Lone Eagles	18	70%	Other
Bedroom Community Development	11	93%	Community Development
Downtown Development	10	91%	Community Development



## Appendix B

## Enhanced Strategy Report

STRATEGY	SCORE	WANT	STRATEGY GROUP
✓ Pass-through Visitor Services	189	100%	Tourism
✓ Education Development	171	94%	Community
✓ Environmental Restoration	168	100%	Sector-specific
✓ Value-added Agriculture	165	100%	Value-added
✓ Cultural Tourism	163	100%	Tourism
✓ Health Care Expansion	162	100%	Community
✓ Local/Regional Tourism	158	100%	Tourism
✓ Energy Development	152	90%	Sector-specific
✓ Attracting Government Jobs	146	86%	Other
✓ Value-added Mining	143	84%	Value-added
✓ Business Cultivation	141	95%	General Business
✓ Infrastructure Development	138	100%	Other
✓ Business Recruitment	136	93%	General Business
Business Retention and Expansion	133	95%	General Business
✓ Attracting Funding	131	100%	Other
✓ Value-added Forest Products	121	86%	Value-added
✓ Destination Tourism	120	77%	Tourism
Leading-edge Development	115	90%	Sector-specific
✓ Logistics Centers	114	82%	Sector-specific
✓ Entrepreneurial Development	113	95%	General Business
Bedroom Community Development	97	93%	Community
Value-added Fisheries	95	81%	Value-added
✓ Downtown Development	92	91%	Community
Attracting Retirees	79	78%	Other
Attracting Lone Eagles	58	70%	Other

## Appendix C

### Recommended Strategies Report

To aid communities in determining which community and economic development strategies are most viable for them, Building Communities answers three questions using input gathered from the community:

- What should we do?
- What do we want to do?
- What can we do?

The “Recommended Strategies Report” is based on the findings of the *Key Success Factor* (KSF) Analysis and answers the question “What should we do?”

In the KSF analysis, the Steering Committee considered Nahata Dził’s comparative advantage relative to a host of specific factors in categories such as community assets, public- and private-sector expertise, access to funding, etc. Responses were run through Building Communities’ strategy-selection algorithm which returned a rank-based list of strategies—the Prioritized Strategy Report—from which the recommendations below are drawn. Recommendation thresholds used in the Prioritized Strategy Report are:

**Recommended** (score of 75 and above) - It is highly recommended that these strategies be considered for implementation:

- Pass-through Visitor Services
- Education Development
- Value-added Mining

**Borderline** (score between 60 and 74) - These strategies may be pursued with a degree of confidence, although existing obstacles may make successful implementation more challenging:

- |                              |                           |
|------------------------------|---------------------------|
| • Attracting Government Jobs | • Value-added Agriculture |
| • Energy Development         | • Cultural Tourism        |
| • Environmental Restoration  | • Health Care Expansion   |
| • Destination Tourism        |                           |

**Challenging** (score under 60) - Serious impediments exist which are likely to make successful implementation of these strategies very difficult:

- |                                    |                                 |
|------------------------------------|---------------------------------|
| • Local/Regional Tourism           | • Value-added Fisheries         |
| • Business Cultivation             | • Attracting Funding            |
| • Business Recruitment             | • Entrepreneurial Development   |
| • Logistics Centers                | • Attracting Retirees           |
| • Value-added Forest Products      | • Attracting Lone Eagles        |
| • Business Retention and Expansion | • Bedroom Community Development |
| • Infrastructure Development       | • Downtown Development          |
| • Leading-edge Development         |                                 |

As indicated, these recommendations are viewed in reference to the question, “What should we do?” Strategies are not selected on the basis of these recommendations alone, but are determined after considering the other two questions as well. Material examined and data gathered in the *Voice of the Community* and *Community Organizer Assessment* sessions was also considered before final selection of strategies took place.

## Appendix D

## Strategies by Group

GROUP	STRATEGY	SCORE
<b>General Business</b>	Business Recruitment	50
	Business Retention and Expansion	43
	Business Cultivation	51
	Entrepreneurial Development	23
<b>Sector-Specific</b>	Energy Development	72
	Environmental Restoration	68
	Logistics Centers	50
	Leading-edge Development	35
<b>Value-added</b>	Value-added Agriculture	65
	Value-added Forest Products	49
	Value-added Fisheries	33
	Value-added Mining	75
<b>Community Development</b>	Destination Tourism	66
	Cultural Tourism	63
	Local/Regional Tourism	58
	Pass-through Visitor Services	89
<b>Tourism</b>	Downtown Development	10
	Education Development	83
	Health Care Expansion	62
	Bedroom Community Development	11
<b>Other</b>	Infrastructure Development	38
	Attracting Retirees	23
	Attracting Lone Eagles	18
	Attracting Government Jobs	74
	Attracting Funding	31

## Appendix E

## Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Funding	31	Other
Attracting Government Jobs	74	Other
Attracting Lone Eagles	18	Other
Attracting Retirees	23	Other
Bedroom Community Development	11	Community Development
Business Cultivation	51	General Business
Business Recruitment	50	General Business
Business Retention and Expansion	43	General Business
Cultural Tourism	63	Tourism
Destination Tourism	66	Tourism
Downtown Development	10	Community Development
Education Development	83	Community Development
Energy Development	72	Sector-specific
Entrepreneurial Development	23	General Business
Environmental Restoration	68	Sector-specific
Health Care Expansion	62	Community Development
Infrastructure Development	38	Other
Leading-edge Development	35	Sector-specific
Local/Regional Tourism	58	Tourism
Logistics Centers	50	Sector-specific
Pass-through Visitor Services	89	Tourism
Value-added Agriculture	65	Value-added
Value-added Fisheries	33	Value-added
Value-added Forest Products	49	Value-added
Value-added Mining	75	Value-added

## Appendix F

### Key Success Factors Report

#### Key Success Factors with a Score of “4” - Major Comparative Advantage:

Desirable climate  
 Existing or prospective cultural attraction  
 Expandable educational institution  
 Proximity to nationally recognized attractions  
 Proximity to raw materials and minerals  
 Proximity to travel routes  
 Ability to secure power-purchase agreements  
 Community acceptance of the visitor industry  
 Favorable state policies with respect to office locations  
 Local government support  
 Local pro-business climate  
 Strong community support  
 Support from local businesses  
 Availability of industrial-zoned land for industrial park development  
 Availability of land for business prospects  
 Local, available, low-skill labor pool  
 Advantageous location for government or education expansion  
 Prospect of an expanded geographic market for health care



#### Key Success Factors with a Score of “3” - Slight Comparative Advantage:

Availability of energy resources  
 Financially sound existing health care facility  
 Local recreational and visitor attractions  
 Proximity to large volumes of agricultural commodities  
 Ability to secure long-term contracts for forest materials  
 Ability to build a team comprised of energy-development experts  
 Ability to compete in a global market  
 Ability to identify product and service gaps  
 Ability to successfully market materials  
 Ability to understand industry trends and opportunities  
 Capable, experienced economic development professionals  
 Sophisticated use of the internet for marketing  
 Team approach to infrastructure finance  
 Community support for needed infrastructure rate increases  
 Strong relations between economic development organization and local businesses  
 Availability of brownfield sites  
 Land/Buildings/Campus for education development  
 Proximity to transmission lines with excess capacity  
 Proximity and access to markets

#### Key Success Factors with a Score of “2” - Average:

Sufficient local entrepreneurial base  
 Local focus on revenues from visitors

### Key Success Factors with a Score of “1” - Slight Comparative Disadvantage:

- Quality residential neighborhoods
- Proximity and access to forests and forest products
- Access to small business financing
- Access to large-scale capital
- Competitive recruitment incentives
- Sufficient marketing, promotion, or public relations budget
- Ability to network and attend relevant trade shows
- Competent, strategic-minded hospital and health-care executives
- Cooperation of economic development staff and educational community
- Existing excellence in local health care
- Local ability to identify and advance a funding proposal
- Relative sophistication in coordinating and marketing local events
- Sophisticated tourism development & promotion
- Staff focused on attracting retirees and/or lone eagles
- Support from local education professionals at all levels
- Projected growth in government budgets
- Strong state and/or federal legislative delegation
- Support for attracting retirees
- Local policies and ordinances supporting quality neighborhood development
- Supportive state energy policies and incentives
- Availability of local buildings
- Local, available, high-skill labor pool
- Strategic location for distribution centers

### Key Success Factors with a Score of “0” - Major Comparative Disadvantage:

- Accurate, long-term analysis of infrastructure needs and costs
- Available, desirable housing
- Existence of recreational amenities
- High availability of urban services
- Proximity to fisheries commodities
- Proximity to urban population and workforce centers
- Recognizable central business district/downtown
- Sufficient base of local businesses
- Insulation from industrial business annoyances
- Access to long-term infrastructure loans and grants
- Availability of appropriated funds
- Dedicated local financial resources for staffing recruiters
- Local funding for downtown development
- Cultural development and advocacy organization
- Dedicated business coaching staff
- Downtown organization and staff
- Implementation of national Main Street Four-Point Approach™
- Relationship with site selectors
- Supportive post-secondary education training program
- Active engagement of downtown building and business owners
- Adequate housing for labor force
- Adequate telecommunications infrastructure
- Availability of local infrastructure
- Excess water and sewer infrastructure capacity
- High-speed internet
- Proximity to scheduled air service

## Appendix G

### Planning Methodology

In order to maximize Chapter participation in the planning process, and to quickly transition the Chapter to plan implementation, Nahata Dziil engaged Building Communities to employ its unique strategic planning methodology in the development of this plan. The Building Communities approach to strategic planning bypasses traditionally used planning and research components—such as lengthy demographic studies, which often add little to a plan in terms of usefulness over time and focuses instead on the development of action-oriented projects and initiatives. The Building Communities planning approach is objective, comprehensive and expeditious.

- **Objective:** The Chapter select community and economic development strategies and initiatives based on a logical analysis of the factors most relevant to Chapter advancement
- **Comprehensive:** Communities consider a host of possible strategies and initiatives to improve local economic conditions, and to sustain and advance overall quality of life
- **Expeditious:** The process is fast-paced (typically 13 hours total) and excludes discussion unrelated to the development and implementation of the strategic plan

#### Vision and Mission

The development of vision and mission statements has long been “standard procedure” in traditional community and economic development strategic planning processes. These statements are crafted to inspire, convey core values, and to indicate the direction communities desire to head as they implement their plans. These are all important ingredients in any strategic plan. In the Building Communities planning methodology, vision and mission statements assume a different form. In fact, vision and mission statements appear to be absent in the planning process and final plan, at least as traditionally seen. But they are anything but missing.

The Building Communities methodology recognizes that communities embrace similar values, missions, objectives and visions for the future—leadership, integrity, health, quality services, safe environments, responsible use of resources, economic growth and quality living, to name a few. Fully recognizing that these values and ideals are both common to, and important in, nearly all communities (if not all!), the Building Communities methodology integrates vision and mission statements seamlessly into the strategic plan, both expanding their content and application, and making them unique to the Chapter.

As part of the Building Communities planning approach, Nahata Dziil’s vision—“what we aim to become based on who and where we are”—is presented in a lengthier format than just a sentence or two. It is found under the header “Our Chapter and Vision” in the Executive Summary. The plan itself can also be considered an extension of Nahata Dziil’s vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define Nahata Dziil’s mission—“what we want to do to enact our vision.”

Defining a Chapter’s vision and mission is at the core of the Building Communities planning approach. For Nahata Dziil, these elements emerged as participants were guided through a planning process that had two over arching objectives—improving local economic conditions and enhancing quality of life in the Chapter.

## Objectives of Methodology

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

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

## Major Components of Planning Approach

The Building Communities planning approach brings together three important components to produce a strategic plan—people, analysis and action. These components were carefully combined and organized for Nahata Dziil in order to minimize time spent on relatively fruitless planning activities, while maximizing the power that each of the components brings to the process:

- People: The Plan Director, Plan Facilitator, Building Communities Support Staff, Steering Committee—and the Chapter at large
- Analysis and Action: Plan Week, which included these analyses and action-assignment sessions:
  - Key Success Factor Analysis
  - Quality-of-Life Initiatives (QOLIs) Session
  - Community Organizer Assessment
  - Voice of the Community Meeting
  - Strategy & QOLIs Selection Session
  - Assigning Essential Action Steps
  - Elevator Speech Session

## The People

This strategic plan is a road map to better the individual and collective lives of its people. As such, the Building Communities methodology places high value on involvement of the people. In fact, perhaps more than any other strategic planning process currently in use, the Building Communities approach invites—no, requires!—Chapter members themselves to do the analyses and evaluations, determine the strategic projects and initiatives to be pursued, develop the content which constitutes the “meat” of the completed strategic plan and conduct follow-up activities to ensure that it is implemented, with Building Communities guiding the process.

Contrast this to traditional approaches in which often “detached” hired consultants do most or all of the analyses, interpret local conditions, write the plan, and Chapter members accept the resulting plan as “their own.” Though this is the common formula, it in many cases leads to strategic plans being little more than



expensive dust collectors. This is no future, and the Building Communities methodology does not use this model.

The Building Communities methodology employed the services of the following people:

- **Plan Director:** Darrell Tso, President, Nahata Dził Commission Governance - Serves as the liaison between Building Communities and Nahata Dził; oversees Chapter outreach efforts; assists in creating the Steering Committee; coordinates all planning and implementation efforts over the life of the plan.
- **Plan Facilitator:** Brian Cole, Building Communities Inc. - Deploys the Building Communities Strategic Planning methodology, tools and software; provides guidance and assistance to the Plan Director; conducts planning, analysis and content-development sessions; delivers the plan in its various drafts and forms.
- **Building Communities Support Staff:** Though rarely visible to the Chapter, Building Communities' support staff works behind the scenes to provide communities with effective and efficient planning tools, and to deliver a polished plan they can be proud of and use effectively.
- **Native Builders:** Thomas Tso and Brian Kensley provided support and Navajo translation during Plan Week.
- **Steering Committee:** Includes the Plan Director and represents the interests of Nahata Dził in the planning process; participates in all Plan Week work sessions; invites Chapter participation in the planning process; weighs all Chapter input; selects strategies and initiatives for implementation; reviews and provides feedback on the draft final plan; leads implementation efforts during the life of the plan. Nahata Dził Steering Committee members:

**Darrell Tso**  
*President*

**Margaret Bedonie**  
*Secretary*

**Eunice Yesslith**  
*Manager*

**Wayne Lynch**  
*Vice President*

**Jemez Horseson**  
*Treasurer*

**Inann Johns**  
*Council Delegate's LDA*

**Darryl Ahasteen**  
*Member*

- **Citizens of Nahata Dził:** Includes all citizens and elected officials; provides crucial input during the Voice of Community Meeting and during plan review and adoption proceedings; assists and supports the Steering Committee during planning and implementation.

## Overview of Plan Week

The bulk of the analysis and data gathering needed to build the strategic plan were accomplished during Plan Week—a term actually coined by a Building Communities client to describe the series of rapid-fire Building Communities planning sessions. For Nahata Dził, Plan Week consisted of the seven sessions listed previously and was conducted November 15-16, 2017.



Data-gathering and analysis sessions were first in the process. They drew on the knowledge and experience of Steering Committee members and Chapter members. Evaluation sessions followed, in which collected data and information were assessed and weighed. Next were decision-making sessions during which Steering Committee members determined the strategies and initiatives which would define Nahata Dził's mission during the life of the plan. Initial plan implementation steps were also determined by the Steering Committee in the later sessions, and finalization of these "Essential Action Steps" will be developed by Building Communities. In the final session of Plan Week, Steering Committee members were invited to reflect on the results of the preceding sessions, and to merge these with Nahata Dził's identity and

aspirations to create an expanded statement of its vision and direction.

The seven sessions of Plan Week are designed to capture the “full body” of community and economic development considerations:

- A logical assessment of what the Chapter should do based on the likelihood of success (the “mind”)
- The passion the Chapter has to advance in a desired direction, or what it wants to do (the “heart”)
- The capacity of the Chapter to advance based on its human, financial and technical resources, or what it can do (the “muscle”)

### Prior to Plan Week: Community Organizer Assessment



One part of community and economic development strategic planning often ignored is determining the capacity of the Chapter to implement its plan. Capacity relates to the human, financial and technical resources needed to generally engage in community and economic development activities, and considers such things as unity of vision, land-use policy, Chapter attitude and

organizational stability.

The Building Communities planning approach addressed this critical element in Session 3—the Community Organizer Assessment—in which were presented a series of questions specific to the Chapter and business development development aspirations of the Chapter. This yielded a report detailing specific recommendations about how Nahata Dziil can increase its capacity in order to successfully implement its strategic plan. The results of the Community Organizer Assessment can be found in Section 5 of this plan.

### Session 1: Key Success Factor Analysis



Plan Week began with a fast-paced analysis of Nahata Dziil’s comparative advantage for a host of Key Success Factors—conditions, assets, abilities, etc. possessed by the Chapter—related to 25 community and economic development strategies the Chapter could pursue to improve economic

condition and enhance quality of life.

The graphic below shows in “thumbprint” showing all the strategies the Steering Committee considered in this first session, and that the broader community also considered in a later session. Strategies ultimately selected appear as dark spokes, with the length of the spoke indicating the strategy’s potential for successful implementation.

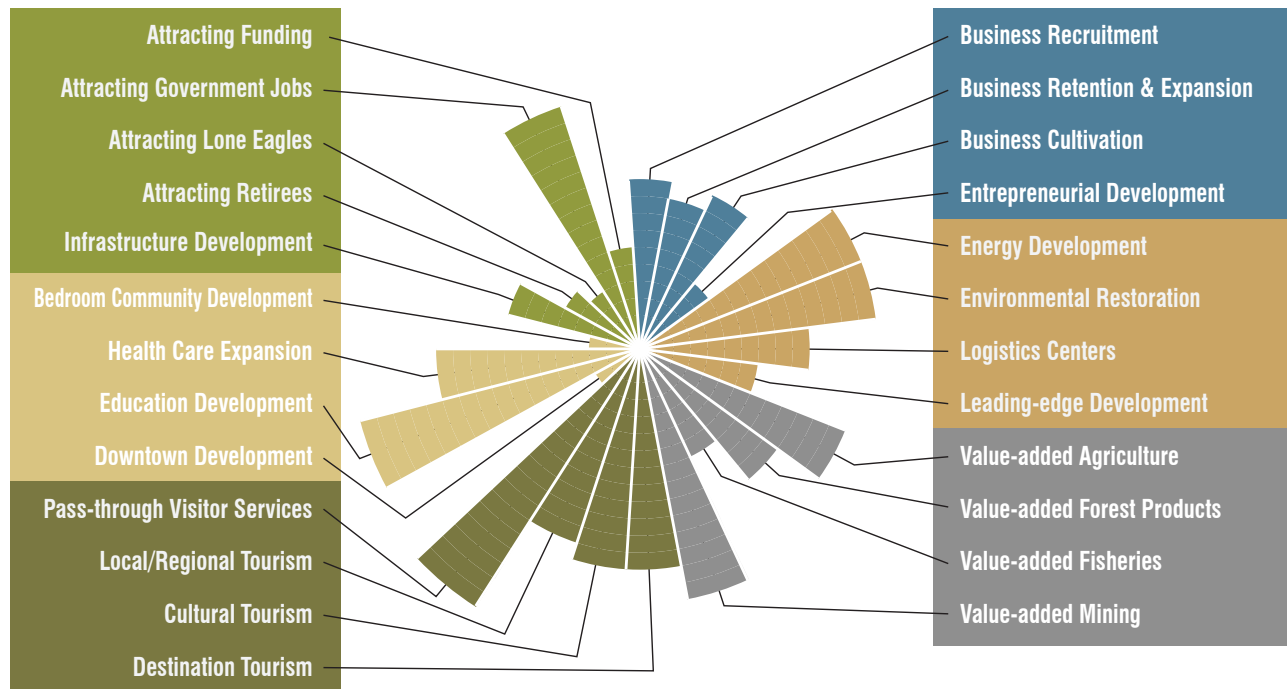
The input from this session yielded Nahata Dziil’s Prioritized Strategy Report—a ranking of the 25 strategies on a scale of 0 to 100 based on the likelihood of successful implementation. This report, along with a more detailed explanation of its content, can be found in Section 1 of this plan.

### Session 2: Quality-of-Life Initiatives



Unlike the 25 strategies, which are presented as a finite list, Quality-of-life Initiatives are an “open book” whose main purpose is to address quality-of-life issues of concern to the Chapter. In Session 2 members of the Steering Committee were asked the question, “What would improve the quality of life in your Chapter?” and invited to consider major issues or concerns they have about the livability in Nahata Dziil.

These initiatives were presented to the broader community in a later session for their consideration and input, before the final selection of initiatives to pursue was completed by the Steering Committee.



### Session 3: Voice of the Community Meeting



The entire Chapter was invited to Session 4, a town-hall-style meeting carefully designed to receive broader input about the same strategies and initiatives being considered by the Steering Committee. During this meeting, two overall objectives were met.

First, the Chapter was asked to consider the 25 strategies earlier presented to the Steering Committee and answer the following question: Would you like to see this strategy implemented in Nahata Dziil?

The second objective was to present the results of the Steering Committee's work on Quality-of-life Initiatives (from Session 2) and to receive feedback and other input on these topics. The results of the Voice of the Community Meeting were added to those of the Key Success Factor Session and presented to the Steering Committee in a later session as the Enhanced Strategy Report. This report can be found in Section 2 in this plan.

### Session 4: Strategy and Quality-of-Life Initiatives Selection



After the Steering Committee considered the "full body" of community and economic development considerations it made a final selection of strategies and Quality-of-life Initiatives in Session 5. For the strategies, this was accomplished during a detailed review of all strategy-related information from previous sessions. Where consensus could not immediately be reached about how

to treat specific strategies, they were "held" and reviewed again later. This pattern continued until an acceptable subset of "selected" strategies was complete.

Additionally, the Steering Committee reviewed all previously considered Quality-of-life Initiatives, along with all related information collected in previous sessions. From the original list of topics, the Committee chose to "act on," "write about" or "ignore" the concern or issue. Topics selected for action became full-fledged initiatives and were slated, along with the selected strategies, for further development in Session 6.

## Session 5: Assigning Essential Action Steps



Deciding what to do is almost always easier than determining how to get things done. Making decisions about how to begin implementation of selected strategies and initiatives, about who will lead these efforts for each strategy/initiative and determining exactly what steps need to be taken along the way is challenging

work in the Building Communities methodology. And, equally important (perhaps even more so) is Chapter members assuming ownership of making these implementation decisions. The “Achilles heel” of many strategic plans is the disconnect between Chapter members and their plan when implementation consists of little more than “the consultant says this is what we should do.”

Building Communities will assist Nahata Dziil by recommending all of the Action Steps and Tasks in order to implement this Transition Plan.

## Session 6: Elevator Speech



The final session returned to the heart of the matter: why are we doing strategic planning in the first place? Steering Committee members were asked to reflect on why they care about their Chapter and what they desire for the future. During this time, the group explored and discussed what is unique about Nahata Dziil

and what they expect as a result of conducting the strategic planning process. The result of this last session became the opening message in the plan and makes a unique statement about the heart of the Chapter and what to expect in the plan—and during the years to come.

## Objectivity of Planning Methodology

Great care was taken during Plan Week to avoid traditional strategic planning pitfalls. One of the most common of these pitfalls is the tendency in communities for the “loudest voice” or “most important person in the Chapter” to dominate discussions and to silence (intentionally or otherwise) those who might disagree or, quite frankly, have better ideas. The Building Communities methodology used by Nahata Dziil employed a system which collected participants’ public responses to important questions anonymously in real-time. Because initial responses were given privately and silently, results were very likely genuine and representative of participants’ true positions. This ensured that discussions were fruitful, and that the issues, initiatives and concerns discussed were representative of the group rather than reflective of the opinion of one or two people. In other words, this provision for anonymity made what is, by its nature, very subjective work as objective as possible.



## Nahata Dziil

*Community Thumbprint™ by Building Communities, Inc.*