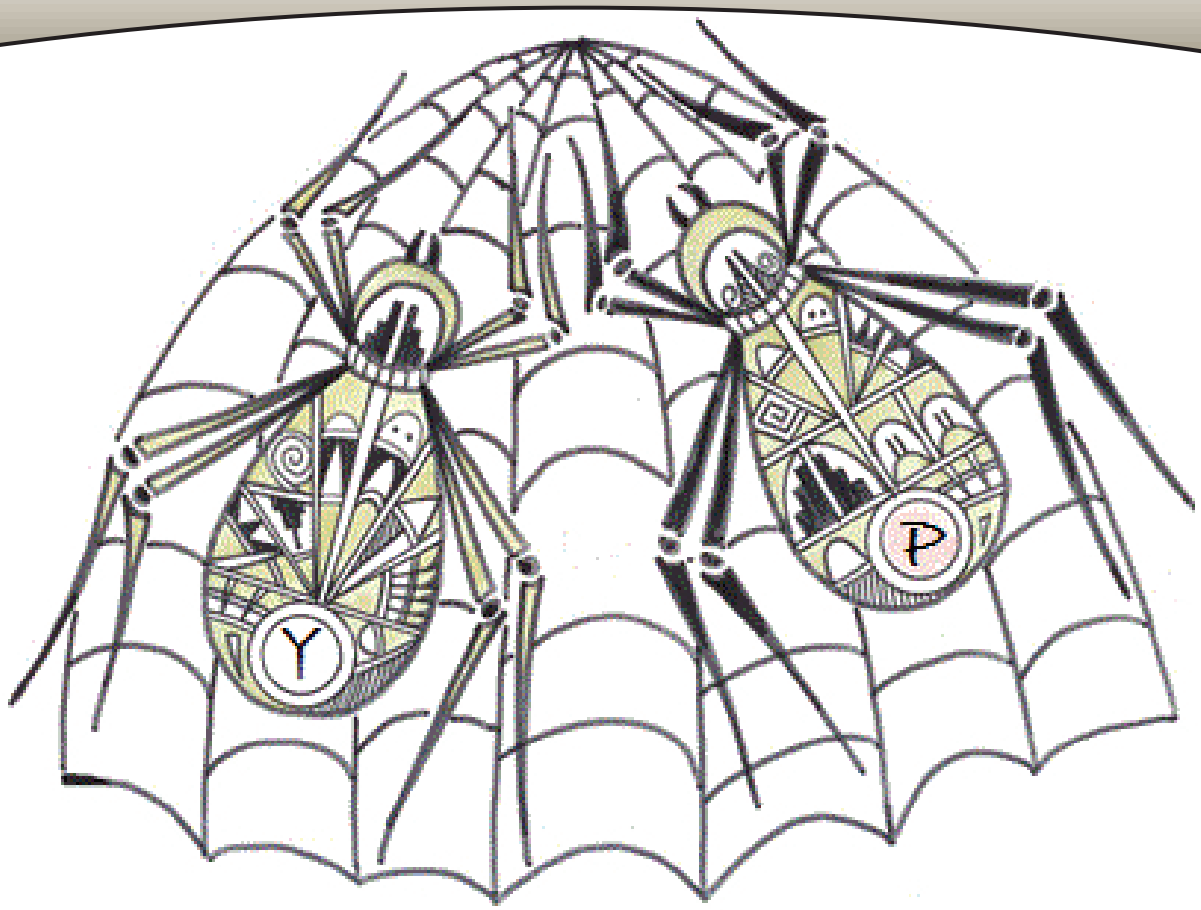
Yuwehloo Pahki Community



Transition Plan

Final Plan – January 2019

A Building Communities™
Strategic Plan

Yuwehloo Pahki Community
Hopi Tribe, Arizona
Transition Plan

Updated: February 15, 2019

Final Plan

Prepared by

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Every community in the world is unique. Building Communities utilizes the Key Success Factor Analysis to determine the "DNA" of communities by asking 88 questions that relate to the viability of 25 community and economic development strategies. The graphic above presents an abstract visual of the DNA of the Yuwehloo Pahki Community. For more on the underlying meaning of the graphic above, see page 1.13.

Purpose of Plan

The Yuwehloo Pahki Community has a two-fold reason for completing this plan. First, our community members see the value of our citizenry coming together and "being on the same page" in order that we can effectively marshal our volunteer and limited financial resources to make improvements to our community. After over four decades of dealing with the relocation effort, we have come to realize that it is only through our efforts, to define our own future and then reach out for help, will anything ever happen.

Second, our community is aware of the pending closure of the Office of Navajo and Hopi Indian Relocation (ONHIR). Although our community and the Hopi Tribe have not been satisfied with the service that we have received from ONHIR, we know that this time of transition presents a window of opportunity for us to voice our needs, desires, strategies, initiatives and projects. That is exactly what this plan does.

We believe that a Promise was made by the federal government. If we were to relocate, roads would be built and paved, schools would be constructed, homes would be provided, healthcare services would be established and jobs would be available. To date, our community has not realized any of this Promise.

Our belief is that we should not simply come forward asking for a "hand out." Rather, it is the purpose of this plan to request a "hand up." That is, if we can gain a one-time level of support from the federal government that enables our community and the Hopi Tribe to realize the Promise, we, through the implementation of this plan, can sustain those investments and improvements, and lead better lives – the very lives that were envisioned four decades ago.

It is this two-fold purpose of this plan that gives us hope that the Promise will finally be realized.

A DIFFERENT APPROACH TO SOLVE AN AGE-OLD PROBLEM

This is not the first time that the Hopi Tribe or one of its communities or villages has worked to make the case to receive funding in order to fulfill the Promise made by the United States.

Testimony of well-intentioned Hopi leaders fills the internet. Presentations before Congressional subcommittees have been taking place for years. Well-intentioned people have made presentations to well-intentioned Congressional leaders, and yet, the Promise goes unfulfilled.

What is new about this planning effort is that this is not simply a "needs list." This is an economic development strategic plan that recognizes that funding to meet the Promise should be embedded in a broader approach that creates economic self-sufficiency in a way that the funds provided by the federal government support investments that are sustained in perpetuity.

Creating a self-sufficient economy for the Native American people is not a new idea. It is enshrined in many Acts of Congress, most notably the Native American Housing Assistance and Self-Determination Act (NAHASDA). And yet, Indian Country suffers economically despite the expectations set by Congress.

What has been missing in most cases is a locally-based economic development strategic plan that identifies economic potential and strengths, and then advances strategies and initiatives designed to capture the economic possibilities. In short, we are not looking for a Hand Out. We are looking for a Hand Up.

Total victory for this planning effort, therefore, is not simply the ability to finally receive the funding in order to meet the Promise. It is also funding that jumpstarts our economic development efforts in order to create an economically sustainable environment for generations to come.

Plan Director

John Hawkins
Community Service Administrator
Yuwehloo Pahki Community

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Table of Contents

Executive Summary i

- Our Community and Vision iv
- Background and Context for Planning vi
- Scope of Plan xi
- Looking to the Future xi
- Community Development and Infrastructure Budget xii

1. Plan Week Results 1.1

- Overview 1.3
- Strategy Selection Process 1.4
- Importance of Recommendations 1.5
- SWOT Analysis 1.6
- Community Thumbprint™ Denoting Selected Strategies 1.13

2. Selected Strategies 2.1

- Selected Strategies 2.3
- Recommendations for Implementation 2.4

Attracting Funding 2.6

- Community Development and Infrastructure Budget 2.8

Attracting Retirees 2.9

Bedroom Community Development 2.11

Business Recruitment 2.13

Cultural Tourism 2.16

Downtown Development 2.18

Energy Development 2.20

Entrepreneurial Development 2.22

Environmental Restoration 2.24

Health Care Expansion 2.26

Infrastructure Development 2.28

Local/Regional Tourism 2.30

Pass-through Visitor Services 2.32

3. Quality-of-Life Initiatives 3.1

- Background 3.3
- Initiatives Selected by Yuwehloo Pahki Community 3.3

4. Civic Condition Assessment Results 4.1

5. Community Organizer Results 5.1

- Overview 5.3

Business Development Capacity 5.4

Community Development Capacity 5.10

Appendices **A.1**
- Prioritized Strategy Report A.3
- Strategies by Group A.4
- Alphabetical Listing of Strategies A.5
- Planning Methodology A.6

Executive Summary

Executive Summary

This Yuwehloo Pahki Community Transition Plan is intended to help the people of the community to realize the Promise that was made to them at the time of forced relocation due to the implementation of the Navajo-Hopi Land Settlement Act of 1974. Now 44 years later, the people of the community, despite repeated efforts, have not benefited from the Promise of infrastructure, community facilities and economic development.

This is not the first time that the Yuwehloo Pahki Community and the Hopi Tribe have worked to realize these benefits. This plan and approach, however, is different than past efforts in that it presents the "needs list" in the broader context of an economic development strategic plan.

This plan is referred to as a Transition Plan as it is responding to the announced intended closure of the Office of Navajo and Hopi Relocation (ONHIR). Although there have been past unsuccessful efforts to close the ONHIR office, the Yuwehloo Pahki Community is taking the potential for closure seriously and sees a window of opportunity closing for the federal government to meet its long-standing promises to the Community and to Hopi. It is for this reason that the Plan is being developed now.

In the summer of 2017, the Hopi Tribe began an initiative to identify and implement economic development efforts to mitigate the probable economic and budgetary impacts of the announced intended closure of the Navajo Generating Station and the Peabody Mine. One of the results of that initiative was the selection of Native Builders LLC and its subcontractor, Building Communities, Inc., to conduct outreach efforts to Hopi Villages to identify community and economic development projects that could offset such job and budgetary losses. It was in this context that the Yuwehloo Pahki Community was approached. This Transition Plan is a response by the Yuwehloo Pahki Community to this current opportunity created by the Hopi Tribe.

Building Communities has expertise working in Indian Country to develop and implement economic development strategic plans designed to create jobs and improve local quality of life. Over 70 such plans have been developed throughout the United States, including 14 in Indian Country. The approach uses a local Steering Committee to assess local economic comparative advantages and to identify and implement strategies and initiatives related to improving the local economic condition and quality of life.

Coordinated by Community Service Administrator John Hawkins, a 14-member Steering Committee was formulated and participated in Plan Week on October 4-5, 2018. The Steering Committee identified and selected 13 economic development strategies and 15 quality-of-life initiatives.

In addition to the economic development activities, this Transition Plan recognizes the efforts made in the past by Yuwehloo Pahki Community members and the Hopi Tribe to realize the Promise made to the Relocatees. As such, this Plan includes historical information about such activities and a community and infrastructure development budget designed to meet past promises by the federal government.

It is the intention of Yuwehloo Pahki Community to coordinate with the Hopi Tribe in order to once again approach Congress and other funders in order to help realize the Promise and to create a sustainable economic condition whereby the funds received by the community can have a lasting, beneficial impact.

Our Community and Vision

The Steering Committee members and Voice of the Community participants were asked about their vision for their community's future. Everyone participating in the process offered a response. The responses below underscore the heartfelt desire by everyone involved with this process to see a better day.

When people move to our community, "relocation" is probably just another word in the dictionary to them. But just a few conversations with the old timers from our community will result in a much deeper understanding – indeed, appreciation – of what the word ***Relocatee*** *means.*

Indeed, relocation is the very reason why the Yuwehloo Pahki Community was established in the first place. The community was not established because it was the desire of the people to do so. The community was established because of the settlement of a land dispute between the Hopi and Navajo Tribes. Although it wasn't anyone's decision to come here, those of us that have remained have made a decision to make this home, and to give our best efforts to creating quality of life. Our efforts and pleas for help have largely gone unnoticed, and yet we believe that it is the creation of this plan that gives us a new chance to be a part of meeting and creating the Promise that was made nearly two generations ago.

I moved here as a Pahana from San Diego. I moved from a place where I lived amongst millions to a place where I live amongst dozens. And yet, I am concerned that increasingly we are facing big city problems. Without a quality community and public safety services, we are going to get run over.

We want our efforts to justify a sustainable, independent community. We have existed for decades, and now we are ready to thrive.

"We have existed for decades, and now we are ready to thrive."

We are developing this plan because we realize that "business as usual" is impossible now for Hopi. It used to be that our people could rely on ranching, but the prolonged drought conditions have virtually wiped out that part of our economy. It used to be that we could count on coal mining, but that no longer is a promise we can count on. We know that many of our kids will want to explore the world, but, almost invariably, they will want to come back at some point in their lives. But will there be jobs for them? Will they have opportunities in the 21st century?

"The only way to be heard is to speak for ourselves."

We know that we cannot count on the Hopi Tribe. The Tribe has its own set of problems dealing with the closure of the Peabody Mine. And besides, we know that we are at the end of the road. The only way to be heard is to speak for ourselves.

Our ancestors came from the underworld. They had to migrate to get here. And in turn, the people at YP had to migrate from Jeddito to get here. So, in effect, we are pioneers of pioneers. We have had to stick together.

Despite the fact that the Promise has not been delivered, we have not given up. And we want to be in control of our destiny. This is why we are doing this plan.

I have now lived in this community for 40 years. I still remember the promise that was made in the 1970s. But I have not witnessed any help to make any of this come true. I hope something can happen before my time. I want to be around when something comes to reality.

I am relatively new to the community, but I have already determined that I belong here. If I belong here, I must do what I can to make this place livable and sustainable. We have a couple of advantages going for us – the greatest of which is our ability to offer land for businesses and homes. We do not have the clan disputes that challenge so many of our traditional Villages. On the contrary, we are a clean slate… we are a place of opportunity.

It is tradition that when people come into a Hopi Village, they need to ask the local clan's permission to join the people. In turn, the clans will ask: "What will you give to help the community?" The implementation of this plan is now our answer to what we will give to YP.

Why are we working on this now? Why weren't all these promises filled years ago?

I have never served on a committee before, but I feel like I need to to make a difference now. I spent 15 years in the United States military to make a difference for our nation. It is now time for our nation to help deliver its Promise for those of us that live here.

I wish it were otherwise, but the word "Relocatee" is not a positive word to me. I am a Relocatee. And I feel as if I do not belong. Yet I yearn to belong to a place. I yearn to be a member of Yuwehloo Pahki. I want my efforts with this plan to serve as a role model for others.

"I want my efforts with this plan to serve as a role model for others."

All the Relocatees come from the Spider Clan. These were Tewa people that moved from New Mexico to help the Hopi. They had to move in order to help us. And then they had to move again in order to be a part of a community on Hopi land. Life has not been easy.

"This is not just a couple of days of sitting around a table – this is a commitment for a better community."

It is time for us to stick together. It is time for us to be united. Soon we will have a plan. We need to stick together to implement it.

I am personally going to dedicate a lot of my time to the implementation of this plan. This is not just a couple of days of sitting around a table – this is a commitment for a better community. I am the oldest of my siblings, and I have a responsibility for all of their welfare. My mother and my brother have already passed away. I have another sibling who has a terminal disease. Now is the time to make the difference.

I am so glad that this plan is putting all of us on the same page. We really cannot rely on the Tribe to help us realize the Promise. We have to do this ourselves. If the Tribe can help, that will be even better.

My dream is to have a quiet place to live, and yet a place of opportunity for the next generation.

My mother passed away when I was 13 years of age. My mother's mother was the matriarch of Yuwehloo Pahki. She was the leader at the time of relocation. She had a big dream as to what would become of her family. And yet her daughter – my mother – passed away so young. I feel like it is my duty – indeed, my destiny – to make something of this community for my children.

I want my mother's vision realized. I want to see her dreams come true. I believe that it is our generation's responsibility to make this happen. I do not want my mother's work to be in vain. Both my grandmother and my mother worked hard for the community. I am dedicated to doing the same. Much of what we are trying to do with this plan should have been done decades ago.

My aunt lives here but she struggles economically. Everyone does. It does not have to be this way. I believe we can come together and create a better living and a better economy for our current and future people.

I know that my child wants to live in this community. But when we talk about what my child will do, it becomes almost impossible. My child does not want to live in the big city. My child wants to live at Yuwehloo Pahki Community.

Background and Context for Planning

The genesis of this plan was created by efforts of the Hopi Tribe during the summer of 2017 to prepare for the probable closing of the Kayenta Mine and the Navajo Generating Station. At that time, the Hopi Tribe identified a series of community and economic development efforts that would serve to address this pending crisis. One of the commitments by the Hopi Tribe was to engage the services of Native Builders LLC and its subcontractor, Building Communities, Inc., to conduct a series of outreach efforts under the oversight of the Hopi Office of Community Planning and Economic Development. For the period of time from December 2017 through September 2018, over 40 meetings were held with Village leaders to identify such economic development projects.

During the first outreach meeting to the Yuwehloo Pahki Community in January 2018, one of the meeting participants introduced herself as a "Relocatee." Given the background of Native Builders and Building Communities in conducting transition planning for a Navajo Chapter dealing with the potential closure of the Office of Navajo and Hopi Indian Relocation (ONHIR), the self-identification as a *relocatee* was significant. This set the stage for further dialogue about how to meet the needs of the Relocatees.

During the spring of 2018, numerous discussions were held at the Yuwehloo Pahki Community and the leadership of Upper Moenkopi Village and Village of Moencopi, Lower. Moenkopi was impacted by another set of federal decisions, creating what is now known as the Former Bennett Freeze Area (FBFA). At this time, Native Builders and Building Communities convened a series of planning meetings to identify the benefits of a joint planning effort between the three villages/ communities to itemize the promises that were made by the federal government but never realized due to such federal decisions. Yuwehloo Pahki Community made the first decision to proceed with the planning project, and this plan is the result of that commitment. One purpose of this plan is to approach the federal government to address the needs of the Hopi Relocatees. The door is still open to augmenting this planning process to include the needs of both Upper Moenkopi Village and Lower Moencopi Village to broaden the plan and the related funding requests.

ABOUT YUWEHLOO PAHKI COMMUNITY

Yuwehloo Pahki Communities, aka Spider Mound, is the Eastern Gateway to the Hopi Indian Reservation. The Yuwehloo Pahki area was re-acquired in a land swap with the Navajo Nation after a 100-year land dispute.

Through Hopi custom, Yuwehloo Pahki was established as a village in traditional fashion by the kik'mongwi (traditional leader) of First Mesa and was formally recognized as a community by the Hopi Tribal Council in March of 2000.

Yuwehloo Pahki is intermingled with cattle grazing districts and residential and commercial areas. The residents are diligently working to provide an economy and build infrastructure for their current and future residents. Past efforts include the village-owned Spider Mound Gallery at the Hopi Cultural Center which operated until 2010.

Today our resident population is 67 persons. We are looking forward to the future growth of our community.

The residents of Yuwehloo Pahki invite you to visit the Hopi Indian Reservation and hope you will again and again.

Recent Efforts to Realize the Promise

On January 23 and 24, 2015, a Congressional delegation from the US House Appropriations Subcommittee on the Interior, Environment and Related agencies visited the Hopi Tribe to hear concerns regarding the operations of the Office of Navajo-Hopi Indian Relocation (ONHIR), the primary Agency assigned to oversee the implementation of the Navajo-Hopi Indian Relocation Act of 1974, established by the Federal Government.

(As was reported in the January 20, 2015 edition of the Hopi Tutuveni, Hopi tribal members were forced to move off Hopi lands, partitioned to the Navajo Tribe, per the "Act" and relocate to new lands known as Hopi Partitioned Lands. Although they fought tirelessly to hold on to their aboriginal home lands, they were forced to succumb to less desirable lands and relinquish all their property. During negotiations, "they were promised paved roads to every house, water, electricity, a community building, and a school." To date, they continue to wait on the promises and seek assistance to develop their community).

On the afternoon of January 23, 2015, in a packed Moenkopi Legacy Inn meeting room, in Moenkopi, AZ, Hopi Chairman Herman G. Honanie and Hubert Lewis, Governor of the upper Village of Moenkopi, greeted and welcomed the U.S. Congressional Delegation to the Hopi Reservation. Hopi Tribal Council representatives and tribal members were also present to greet and to share the adverse impacts of the Navajo-Hopi Indian Relocation "Act."

EXCERPT OF TESTIMONY

Testimony of Rosa Honani
Yuwehloo Pahki Community of the Hopi Tribe
Before the Committee on Appropriations
Subcommittee on the Interior, Environment and Related Agencies
March 25, 2015

Nukwungtalongva, Good morning, Chairman Calvert and members of the Interior Subcommittee, Committee of House Appropriations, my name is Rosa Ellen Honani. I am Water/Cloud Clan from Yuwehloo Pahki, (Spider Mound Community). I am an Elected Hopi Tribal Representative from the Hopi Nation. I will not read from my prepared statement. I will only speak from it. The focus of my statement is to call your attention to your plight at Yuwehloo Pahki, and the failure of the Office of Navajo Hopi Relocation to

Clayton Honyumptewa, Director of the Hopi Department of Natural Resources, provided a brief summary of the historical background of the Hopi Tribe's aboriginal land base and the treatment by the federal government leading up to the present conditions.

1850: Navajo encroachment and occupation of Hopi Lands.

1863: Col. Kit Carson, US Army captured and imprisoned marauding Navajos at Bosque Redondo, NM.

1868: Navajo Treaty signed with US; established the 2.4-million-acre Navajo Reservation (AZ & NM).

1882: Dec. 16, Executive Order by President Chester A. Arthur established the Moqui (Hopi) Indian Reservation; approximately 3863 sq. miles/2.4million acres.

1878-1934: Ten Presidential Executive Orders and four Congressional Acts removed lands from Hopi and added more acreage to the Navajo Reservation, completely surrounding the Hopi reservation in 1934. A total of 12.4 million acres were added to Navajo.

1936: Dec. 19, the Hopi Constitution and Bylaws approved, and the Hopi Tribal Council was established

YUWEHLOO PAHKI COMMUNITY OR SPIDER MOUND

Recognizing that the formal name of the area is the Yuwehloo Pahki Community, other terms are utilized to make reference to the area including "Yuwehloo Pahki," "YPC" and "Spider Mound." These terms are used interchangeably but all reference Yuwehloo Pahki Community.

1943: April, Hopi District 6 was designated by the Bureau of Indian Affairs as exclusive Hopi Reservation, approximately 650,285+ acres.

1958: July 22, the Hopi Tribe filed a lawsuit for "Quiet Title" to the 1882 Hopi Reservation, resulting in the Healing vs. Jones case.

1962: Sept. the Court ruled the original 1882 Hopi Reservation as a Joint Use Area (JUA) to be shared by both tribes, with one-half interest apportioned to each; excluding District 6. The Hopi Tribe lost 911,041 acres of the original 2.4 million acres, which was awarded to the Navajo Nation.

1974: Dec. 22 PL 93-531, "the Navajo-Hopi Land Settlement Act" authorized partitioning of the JUA and established

the Navajo-Hopi Indian Relocation Commission which would relocate Hopi and Navajo people from the reservation of the other.

1977: Feb 10, the District Court issued an Order of Partition.

1979: Aug 30, an interim Partition Line was constructed; with each tribe receiving 911,041 acres of the 1882 Hopi Reservation land base. This established the Hopi Partitioned Lands (HPL) and Navajo Partitioned Lands (NPL)

1986: July 6, the Relocation Deadline was not met by the NHIRC and extended by Congress based on the appropriations language.

1988: Amendments were made to P.L. 93-531 & P.L. 96-305, which abolished the Navajo-Hopi Relocation Commission and replaced with a single Commissioner.

1991: May 10 the 9th Circuit Court of Appeals ordered mediation and negotiations between the parties.

1996: Oct 11, President Clinton signed Senate Bill 1973 into law. Hopi/Federal out of court settlement & Accommodation Agreement (AA) leases were ratified. Through SB1973/ PL104-301, the Navajo-Hopi Land Dispute Settlement Act of 1996, ratified the AA Lease Agreements and approved the settlement of the Claims Court cases against the Federal Government and authorized the Hopi Tribe to purchase up to 500,000 acres of land to be put into Trust. This was based on the percentages of HPL Navajo families signing the "AA" leases, with 85% being the maximum.

HISTORIC BACKGROUND

The Jeddito Wash area, and its surrounding arroyos and valleys, was a traditional homeland for both Hopi and Navajo families. After the Settlement Act, Hopi families were forced to move out of the Jeddito Valley. Some of these families moved to a previously unsettled Hopi Partitioned Lands grazing area to the east of Jeddito to an area now known as Yuwehloo Pahki (Spider Mound). The community is in the extreme southeastern portion of the Hopi Indian Reservation along the Navajo County and Apache County line. Yuwehloo Pahki is the first tribally recognized community. The Yuwehloo Pahki Community Charter was adopted by Hopi Tribal Council resolution on March 27, 2000.

The Office of Hopi Lands administered the signing of the "AA" leases in coordination with the US DOJ, Hopi Land Team and the NHLCO. Initially, there were 112 "AA" Navajo signers who chose to continue living on Hopi lands. Eighty were approved. To date, there are 47 approved AA leases in place and 6 Resisters…non-signers residing on HPL.

ONHIR was the agent assigned to oversee the implementation the Act of 1974. However, serious concerns of neglect, unaccountability and unethical business dealings have adversely impacted the Hopi Tribe and its tribal members.

After the presentations at the Moenkopi Legacy Inn, the entourage toured the small deteriorating Moenkopi Day School, where a child was seen holding up a sign that read "we need a new school." Conditions of the school and living quarters for school personnel has been a priority issue that the school board has been fighting for many years.

The next day, Jan 24, the group again boarded the charter bus and made short stops to see the new Navajo community in Coal Mine Mesa built with relocation funds; the old remaining structures of the Coal Mine Mesa Chapter house, trading post and other buildings on Hopi lands needing to be dismantled; they passed by the old rock school Hotevilla-Bacavi Community School as they made their way to the BIA detention center in Keams Canyon.

The detention center has many structural issues, is deteriorating and has been determined unsafe by the Department of Justice. The facility can no longer be used to house inmates. With the closure of the facility, adult inmates are transported many miles to Yuma, Arizona to be incarcerated and serve out their sentencing. Juveniles are transported to Colorado to a treatment facility. This puts much stress on the families and inmates themselves and the costs of transportation, housing, food, etc., is extremely high.

The group toured the facility and it was clearly evident by the large cracks in the walls and floors including the smell of mold, that the building was unsafe and cannot be used. Discussions ensued with the Police Chief, Chief Judge and other Law Enforcement/Judicial authorities regarding the situation. The group promised to look into the situation and hopefully come up with a solution to rectify the Judicial/Detention facilities issue soon.

The Charter bus then proceeded to the Yu-weh-loo Pahki (Spider Mound) community, where they were greeted by community members and treated to a Native Hot Beef meal.

Melvina Navasie, was one of the first Hopis forced to relocate with her 13 children and is one of the oldest members of the community. Navasie spoke quietly, but with passion as she talked about how she and her husband and 13 children endured the plight of the relocation process. Early on, during the negotiations of the 1974 Settlement Act, although she and her late husband were limited in English, they stood up and spoke on behalf of themselves, the community and the Hopi Tribe at Court hearings all the way up to Washington, DC. She said she fought hard for what she knew rightfully belonged to the Hopi people. Her story is strong and heart wrenching.

The entourage then toured the community of Yu-weh-loo Pahki (thankfully it did not rain and the roads were dry). After the tour, the group left Hopi and went on to meet with Navajo in Window Rock for the next two days.

"With the enactment of the "Navajo-Hopi Indian Relocation Act of 1974", the Hopi Tribe lost 911,041 acres of the original 2.5 million acre 1882 Hopi Indian Reservation. Twenty-seven Hopi families were forced to relocate and were the first to move off the Navajo Partitioned Lands and were provided the cheapest homes available to lands now called Spider Mound Community. They were promised roads, streets, water, electricity, fire suppression and other improvements to better living conditions. The Spider Mound Community is still waiting for these promises to become a reality. As of today, the Hopi relocatees and their families have received the "short end of the stick". There are still no paved roads, streets, fire hydrants, community buildings or infrastructure at the Spider Mound Community. The open dumps still remain to be cleaned up." January 23, 2015 Press Release from the Office of the Hopi Chairman.

ECONOMIC HISTORY

The Yuwehloo Pahki community is located 12 miles east of Keams Canyon, near the junction of State Highway 264 and Navajo Highway 6. Hopi and Hopi/Tewa families began settling in the area in 1976. The Tribal Council assigned homesteads to relocated tribal members. Over the years the community has grown to its present size of more than 80 people.

Yuwehloo Pahki is bordered mainly by the Navajo Nation—Jeddito Chapter to the west, White Cone Chapter to the south, Steamboat and Chinle Chapters to the east and north. The community is a sparsely settled rural area with a few dirt roads connecting approximately 24 homesteads to highway access points and to each other. The most notable landmark is a water tower that is located approximately at the center of the community.

1974 Settlement Act Impacts and Concerns

The Hopi Tribe has developed the following 15-item list that provides a comprehensive summary of efforts made to realize the Promise.

1. With the partitioning of the Joint Use Area (JUA) lands, **the Hopi Tribe lost 911,041 acres** of the original 2.5 million acre 1882 Hopi Indian Reservation, which was awarded to the Navajo Nation-Navajo Partitioned Lands (NPL).

2. In addition to these lands, **the Navajo Nation through the Act, received an additional 250,000 acres of land in Arizona and an additional 35,000 acres (Paragon Ranch) of land in New Mexico**, and most recently purchased 450+ acres of land for the Twin Arrows Casino, purchasing and taking these lands into trust under the Act. The Navajo Nation already encompasses 17.5 million acres and according to ONHIR, there was no land to relocate the Navajo families to.

3. Since the enactment of the 1974 Act, approximately $600+ million dollars has been spent on the relocation of Navajo and Hopi families. **What has been spent on each tribe?** What has been spent on ONHIR Administration and staff? How many families have been relocated, how many remain to be relocated and what is the accurate amount spent to date on the relocation process?

4. Under the Act, the **subsurface mineral rights** are shared equally with Navajo Nation, 50/50, meaning when mining of coal resources occur on Hopi Partitioned Lands, 50% of the coal royalties are paid to the Navajo Nation, and vice versa. Can this be repealed to where each tribe has 100% subsurface mineral rights on lands under its jurisdiction? Federal environmental regulations has affected the tribe's ability to utilize its coal reserves and is affecting the tribal revenues and economy.

5. Under the Act, the land was to be partitioned based on equal value (Owelty Case), but the Navajo Nation was awarded lands and received all the infrastructure, paved roads, trading posts, schools, etc. **The Hopi Tribe has received far less and has given up the most under the Act**.

6. Under the Act, a **high school and a medical center/hospital** was to be built. The Hopi Junior Senior High School was finally built in 1986, but was scaled down due to not enough funding for a larger school. The Hopi Health Care Center was built in 1996, but only as an ambulatory care center with less than 16 beds for patients. The Hopi Tribe had to lobby and submit for funding to built these facilities, while on Navajo, specifically New Lands, new Schools, a hospital with infrastructure, roads, etc. were built using ONHIR funds. Without proper funding for the Health care center, Hopi Tribal members still have to be flown to off reservation hospitals for care and emergency cases.

7. Under the Amendments to the Act, the number of Commissioners was reduced from 3 to 1. In 1991, Carl Kunasek was appointed as the lone Commissioner, he only served 2 years and resigned in 1993. Since 1993, no Commissioner has been appointed and ONHIR has been run by the Executive Director. Does he have the **authority to make decisions on behalf of the Federal Government?**

8. Under the Act, the Hopi Tribe and Navajo Nation receive funding for the HPL and NPL **border fence lines, water resources, range conservation and restoration.** Will these funds cease upon the closure of the ONHIR? Today we have boundary issues with non-maintenance of the Northern boundary fence line by the Navajo Nation/NPL-BIA, leading to trespass of livestock, illegal woodcutting, illegal dumping and illegal water hauling, among other issues. The Navajo Nation/NPL-BIA need to be held accountable for the funds meant to be used for the maintenance of the northern HPL/NPL boundary fence line.

9. Under the Act, the Hopi Tribe and Navajo Nation were authorized to file lawsuits on the Quiet Title to the 1934 Navajo Reservation. In the final court decision, the Hopi Tribe was awarded only 60,518 acres, less than 1% of the 7.5 million acres that was involved in the litigation, again losing more aboriginal Hopi Lands. These lands included the **Bennett Freeze Order Area (BFOA)** 1.5 million acres, where construction was restricted in 1966 and which the Act codified. The BFOA issue needs to be addressed and the needs of the residents. **Both Hopi (Villages of Moenkopi) and Navajo need to be addressed fairly by the Federal Government.**

10. **Twenty-seven (27) Hopi families who were forced to relocate and were the first to move off Navajo Partitioned Lands and were provided the cheapest homes available, average cost of approximately $75,000 with infrastructure.** Navajo families are receiving homes that range in price of $150,000 to $250,000 with infrastructure. In the early 1990's the Hopi Tribe received funding in the amount of $1.0 million dollars for a water well, storage tank and water lines for the relocation homes located at the Yuh Weh Loo Pahki (Spider Mound) Community. Funding came from the Indian Health Service, which was funneled through the ONHIR. A road feasibility study was conducted by ONHIR for 13 miles of upgraded roads (Rt#47) at a cost of $6.0 million dollars, but ONHIR informed the Tribe and families that it was not feasible to serve 11 Hopi relocation families. ONHIR has built entire communities for Navajo relocatees on the Navajo Nation (Coalmine Mesa, Pinon, Tuba City, etc.) and on new Lands in Sanders/Chambers with all the infrastructure, fire suppression, and paved roads, even replacement of a bridge over the Rio Puerco

River. The Hopi relocatees have requested numerous times for assistance to ONHIR for Discretionary funds to improve their living conditions, home repairs and community needs. ONHIR finally in the past five years provided a community building-modular trailer. This structure is insufficient to meet the long term needs of the relocated families. These measures are minimal and do not meet the intent of the Act. The Hopi relocated families should be entitled to the same benefits allowed for Navajo relocatee families.

11. The Hopi Tribe's Office of Hopi Land Administration received funds through cooperative agreements with ONHIR since the late 80's to provide technical assistance with the relocation process, such as seeking **land assignments, legal surveys, archeological surveys, electrical and sanitation services, counseling.** In the early 90's the Tribe entered into contracts with ONHIR to implement the Property Dismantling/Disposal Project. The purpose of the project was to dismantle and **dispose of relocated Navajo family structures** (houses, hogans, sheds, outhouses, corrals, abandoned vehicles, etc.) left on HPL which had been quit claimed to the Hopi Tribe. The project had been ongoing until 2012, when ONHIR refused to fund the project anymore, due to budget cuts. Dilapidated, unsafe structures such as the old Coalmine Mesa Chapter House building and other quitclaim sites need to be dismantled and disposed of immediately.

According to ONHIR, they have funded the Tribe to date, approximately $14.0 million for the cooperative agreements and property dismantling project. In 2010, the Hopi Tribe submitted a funding proposal for $2.1 million to clean up over 100 open dumpsites on the HPL that are associated with the former Navajo family home sites, but the proposal was not funded due to ONHIR funding reductions. ONHIR funding continues to be funneled to the Navajo for various projects. The costs to continue the **disposal of the refuse** left by the relocated Navajo families is beyond the means of the Hopi Tribe to carry.

12. Currently on the HPL, remain seven (7) **Navajo families resisting relocation** and who opted not to sign "AA" Leases with the Hopi Tribe. In 1999, these families have been served with 90 day notices to vacate Hopi lands by the ONHIR, and it was up to the US Attorney General's office to follow up with Federal Lawsuits (25CFR SS700.139) to carry out the evictions; but instead, in Nov. 2002, the Attorney General sent a letter to the Hopi Tribe informing them it was not under his jurisdiction to evict these individuals and it was under Hopi Jurisdiction, leaving it up to Hopi. The Bureau of Indian Affairs and the Act label these individuals as "Awaiting Relocation" and are still under the protection of the Federal Government, therefore, the Hopi Tribe cannot evict them. It is the Trust responsibility of the Federal Government to uphold this decision, not to be thrust upon the Hopi Tribe to undertake. The Navajo Resistors continue residing on the Hopi lands and allow outside supporters to continue to lodge complaints and encourage animosity between the two tribes.

13. Currently 47 Navajo families (approximately 182 individuals) reside on the Hopi Reservation under the Accommodation Agreement Leases and a majority of these individuals now want to relocate, but their cases have been closed by ONHIR.

The Hopi Tribe had been negotiating with ONHIR on an agreement to allow these **individuals to relocate** if the Hopi Tribe would accommodate the seven (7) resisting families. An Agreement had almost been reached, when the Department of Justice became involved and required additional conditions be met prior to the Agreement. These involve concessions to Navajo families that were outside the realm of the Accommodation Agreements and issues that had already been addressed during the negotiations/mediation of the AA's.

14. The Hopi Tribe currently utilizes the 25USC 640d-15 for billing the Navajo Nation for Navajo family **home sites, agricultural sites, grazing fees and trespass fees** on the HPL. There is currently no rental agreement between the parties. These rental determinations are forwarded to BIA-Hopi Agency for review and onto BIA-Western Regional Office, who in turn submits them to the Arizona Federal District Court for review and then forwarded to the Navajo Nation for payment or appeals. This has been a cumbersome process and has cost the Tribe a large amount in attorney fees having to litigate the Navajo appeals all the way to the Ninth Circuit Court of Appeals.

15. Through the Act, the Tribes are reimbursed for **attorney fees** in dealing with issues related to the Act, but

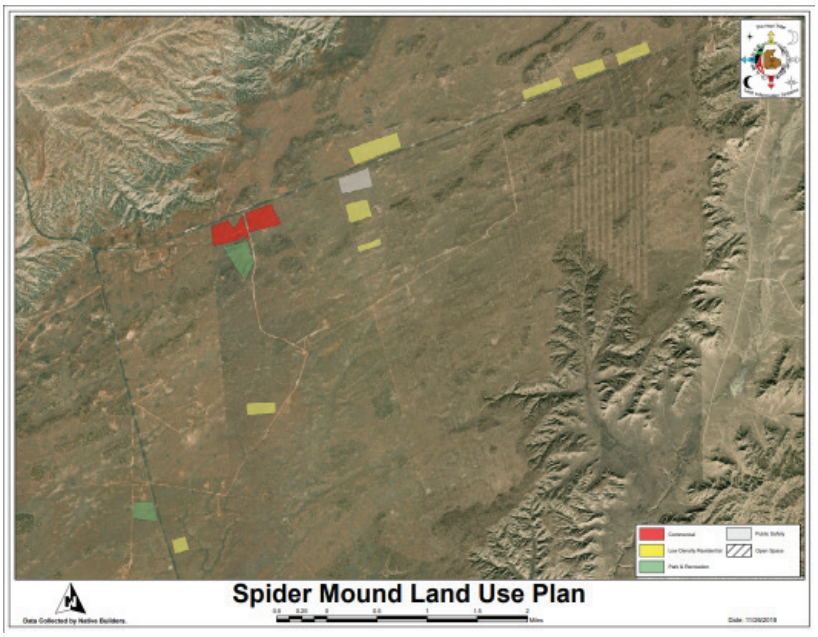
the small appropriation in the Act does not meet the amount of attorney fees that the Hopi Tribe has to pay, thereby using tribal resources to make these payments for addressing issues arising from the Act.

Scope of Plan

This plan relates to the needs of the Yuwehloo Pahki Community as well as the overall needs of The Hopi Tribe as it relates to meeting the needs of the Relocatees.

Looking to the Future

It is the intention of the Yuwehloo Pahki Community to utilize this plan to approach federal appropriators and agencies, as well as other funders to secure the funding necessary in order to realize the Promise made to the Relocatees. The Yuwehloo Pahki Community looks to collaborate with Hopi leaders in making this case.



Simultaneous to the development of this Transition Plan, Yuwehloo Pahki collaborated with the Hopi Tribe Office of Community Planning and Economic Development to complete drone-based mapping to ultimately create a land use map for the community. Because of this integrated strategic planning/land use planning effort, YPC has a vision for the future and a coordinated approach to land use to bring the broader vision to fruition.

Community and Economic Development Strategies

- Attracting Funding
- Attracting Retirees
- Bedroom Community Development
- Business Recruitment
- Cultural Tourism
- Downtown Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care Expansion
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services

Quality-of-Life Initiatives

- Cemetery
- Clean, Safe Drinking Water
- Emergency Services
- Farmer's Market/Vending Area
- Housing
- Power to Homes
- Recreation Center/Multi-purpose Building
- Roads
- Rural Addressing/E-911
- Senior Center
- Signage
- Solid Waste Management
- Transit/Taxi Service
- Walking Trails
- Wastewater Lagoon

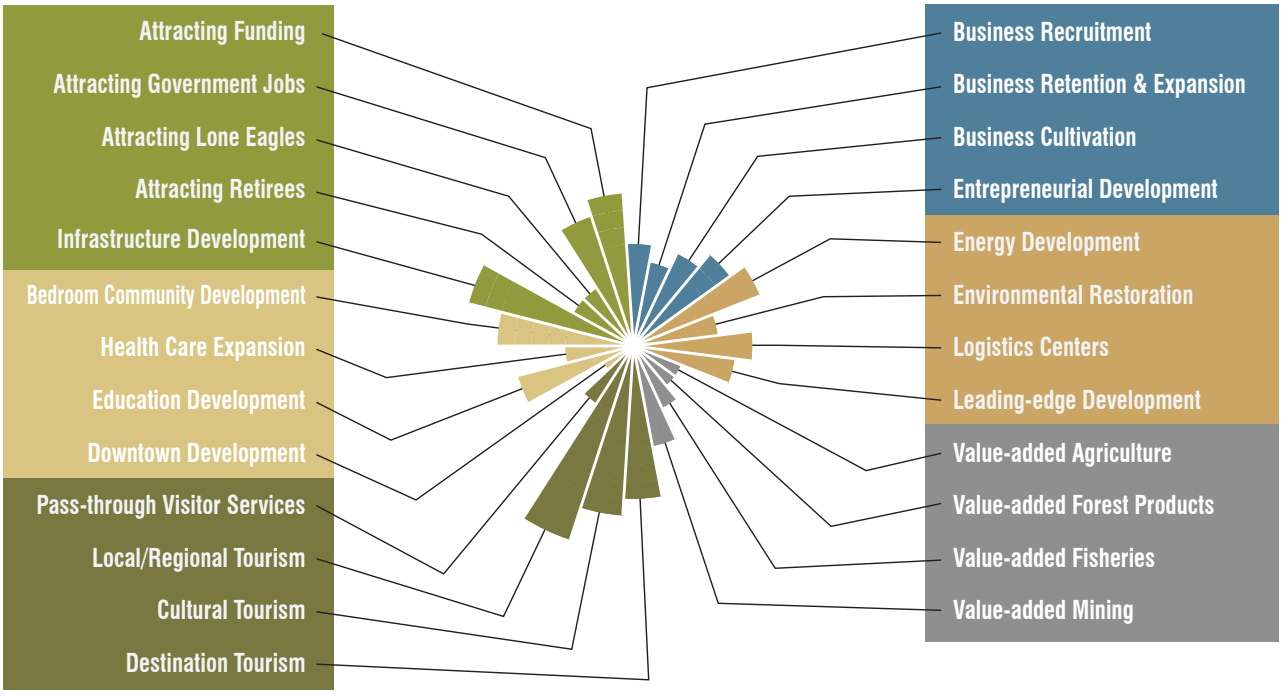
Yuwehloo Pahki Community Community Development and Infrastructure Budget				
Budget Category	**Project**	**Description**		**Budget**
Community Development	Administration Building with Multi-purpose Functionality (Cost to Include Staffing)	The present office is too small. A new office space with a multi-purpose meeting area would be a safe, healthy working place for staff with room to expand departments/programs as a one-stop service for the residents and businesses.		$2,700,000
	Redesigning/ Improvements to YPC Administrative Compound (six-acre land assignment)	As of January 2017, this Compound includes the Administrative Building, Youth and Elderly Program meeting trailer,a storage trailer and material warehouse. Buildings need to be relocated to improve administrative efficiency. It is important to make YPC more appealing to potential new businesses and residents while providing a professional appearance.		$315,000
	Multi-use Gymnasium	A multi-purpose indoor recreation facility is needed in order to meet the health and well-being needs of the Relocatees of Yuwehloo Pahki Community. A gym would be developed and operated which would also serve the community in times of emergency disaster preparedness. For this reason, the building should include a kitchen and restrooms. *The 2018 ONHIR cost estimate is $2,500,000 for a 9,000-sf gymnasium.*		$2,500,000[2]
	Parking Area and Security Fencing for Community Vehicles	The condition of the parking area at the Administrative Building is exceptionally poor. During times of rain, the parking area becomes unusable. In addition, security fencing needs to be installed to help prevent vandalism and to protect community property and utility infrastructure from game and livestock.		$52,500
	New Furniture and Equipment	New furniture and equipment would improve the efficiency of office staff to administrate services for YPC residents.		$30,000
	Update Software/ Hardware	Up-to-date computers and software would provide more access to resources online and improved communication.		$10,000
	Material Warehouse and Storage	New warehousing/storage is needed in order to provide space for administrative and youth supplies. This would increase the safety of the environment and protect equipment, supplies and materials. Additionally, this facility will provide for dry storage of wood and coal utilized for heating homes for the elderly.		$26,000[1]
Youth	Youth Center with Park and Playground, Basketball Court	A new Youth Center needs to be developed to support the children of the community. This would allow the youth to enjoy indoor/ outdoor sports and complete homework assignments where computer/library research is needed.	In 2018, YPC was awarded $375,000 from the Hopi Tribe to purchase and install a modular building that will be utilized as the Youth Center.	$375,000[1]
			A need for funding remains for park development, playground equipment and the basketball court.	$182,500
	Continuing Education: Youth Education Programs (Social, Economic, GED, etc.)	Equipment and supplies are needed to promote educational development for both the youth as well as for college preparation.		$18,000
Transportation	New Vehicles (Handicap-accessible Van)	A handicap-accessible vehicle is necessary in order to provide all citizens with the social, recreation, and educational benefits promised. This vehicle could also ensure the emergency transportation needs are met for this particular population. *November 2018 ONHIR estimate of $45,000 to $60,000.*		$60,000[2]
Roads	Road Construction	In total, there is a need for 50 miles of paved roads *(estimated by ONHIR in November 2018 at $1.2 million per mile)* which will accommodate emergency and school transports to enter and serve the Yuwehloo Pahki Community (regardless of weather conditions). Improved roads also increase the health and well-being for all residents and guests. The Promise to the Relocatees was that the roads would be paved, especially accommodating emergency and school transportation during all times of the year, especially during winter months. These roads will also provide access to the planned development areas to promote development of safe housing.		$60,000,000[2]
	Bus Stops	The road improvement project should include four bus stops in order to ensure children have a safe and sheltered location to wait for bus transportation to and from school. *ONHIR's November 2018 budget estimate was at $100,000 per bus stop.*		$400,000[2]
	Street Lights in Community	Installation of street lights in the community would provide for a safer and more protected community and reduce the local crime rate.		$250,000

Roads (con't)	Street Signs	Street signage would provide residents with greater certainty and improved response rates during times of emergency.	$10,000
	Heavy Equipment Part 1	New heavy equipment would provide the capacity to the community to help maintain some of the roads improved through the implementation of this planning process. The equipment will also serve the emergency needs and assist with community and ranching use. This includes a Trencher, a ¾-ton Utility Truck, a Tractor/Trailer, and a Grader.	$540,750
	Heavy Equipment Part 2	Heavy equipment and trucks are needed for the Relocatees to experience the lifestyle that was defined during the Promise. This would include one four-yard dump truck *($167,000)*,one snow plow *($90,000)*, one 220 HP tractor *($64,000)*, and one industrial tractor to be used as a stone and rock crusher *($539,000). (ONHIR November 2018 estimates)*	$860,000[2]
Housing	Homes for Dependents of Original Relocatees	Similar to the benefits that should be received by the original Relocatees, housing benefits should be received by the dependents of the Relocatees. The Yuwehloo Pahki Community currently maintains a listing of individuals who need home improvements and new homes. These homes should benefit those that were impacted by the Relocation Act. The Hopi Tribe is looking for the housing benefits for the Hopi Relocatees to be equivalent to the benefits received by the Navajo Relocatees and their Dependents. This line item/fund would be managed by the Hopi Tribe rather than YPC. It would likely be the Hopi Tribal Housing Authority that would oversee and maintain housing improvements.	$7,700,000
	Renovation of Dilapidated Homes	A total of 12 homes that were built by ONHIR were constructed of poor material, thus rendering most of the homes in a state of disrepair. Some of the homes are 40 years old and no maintenance has been conducted. Common problems include leaking roofs and lack of electricity and insulation. The first step should be conducting a housing assessment to determine existing conditions and needed housing investments.	$750,000
Community Improvements	Cemetery Beautification/ Expansion/Fencing	The burial area for loved ones remains in their original resting place as they should, however the family cemetery remains in the jurisdiction of the land partitioned to the Navajo Tribe.	$131,000
Utility Improvements	Water Tanks, Domestic Drinking Water Well, Sewer Lagoon, Natural Gas, Electricity	New infrastructure is necessary to meet the Promise made to the Relocatees as well as to provide for safe and healthy community in an area where the US Federal Government has allocated lands for the Hopi.This includes the development of one or more water tanks, a provision for NTUA natural gas and electricity to Yuwehloo Pahki residents (solar electricity systems are acceptable if hard line wiring is not the optimal choice), a new sewer lagoon system to serve all the existing and potential new homes and finally, a new domestic drinking water well is necessary. *The November 2018 ONHIR[2] cost estimate includes: Water Tanks 30,000 gal. = $72,500--$105,700 each; Well drilling--1,000 linear feet = $300,000; Pumphouse = $160,000 each; Well Pump installation = $60,000 each; Water Tank--100,000 gal. = $100,000 each; 8-inch sewer line--10,000 linear feet = $260,000; Manholes--$6,750 each; Lagoon--10 acres = $6,000,000[3]; Sewer Service Lines--5,000 linear feet = $60,000.*	$17,000,000
Contract Services	Equipment Maintenance	A provision for long-term maintenance of equipment is needed.	$343,000[4]
Agriculture	Farming Equipment and Attachments	Ranching equipment (including two tractors with full equipment including two tillers) is necessary to enable farmers in the Yuwehloo Pahki Community to reestablish the lifestyle that was taken away from them during the Relocation. *In November 2018, ONHIR provided a cost estimate of Farm Tractors costing between $50,000 and $250,000 each and tillers at $1,000 to $2,000 each.*	$315,000[2]
Total			**$94,568,750**
Deduction due to Previously Completed Projects by Yuwehloo Pahki Community *(see orange boxes on previous page)*			**<$401,000>**
Grand Total			**$94,167,750**

[1] Cells highlighted in orange reflect progress already completed by YPC as of the end of 2018.
[2] *Cost estimates provided by ONHIR in November of 2018 are shown in blue italics.*
[3] YPC adjusted the budget estimate for the 10-acre lagoon from $600,000 to $6,000,000.
[4] Long term equipment maintenance cost based on the equipment selected by YPC from the information provided by ONHIR. This is calculated as a percentage of value each year, after depreciation, starting from those values and using the equipment a minimum of 10 years without selling or trading in.

Section 1:

Plan Week Results



Plan Week Results

Overview

To gather the information from which to begin formulating Yuwehloo Pahki Community's strategic plan, the Steering Committee participated in a multi-session planning process called Plan Week, which is outlined in detail in Appendix D. During these sessions, the Steering Committee considered 25 specific community and economic development strategies and a community-generated list of initiatives to improve the area'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 Yuwehloo Pahki Community:

- Attracting Funding
- Attracting Retirees
- Bedroom Community Development
- Business Recruitment
- Cultural Tourism
- Downtown Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care Expansion
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services

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

- Cemetery
- Clean, Safe Drinking Water
- Emergency Services
- Farmer's Market/Vending Area
- Housing
- Power to Homes
- Recreation Center/Multi-purpose Building
- Roads
- Rural Addressing/E-911
- Senior Center
- Signage
- Solid Waste Management
- Transit/Taxi Service
- Walking Trails
- Wastewater Lagoon

Strategy Selection Process

The Yuwehloo Pahki Community 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 the community'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 Yuwehloo Pahki Community 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 the community, it was given a score of 'E'. Intermediate scores from 'B' to 'D' were given for factors in the middle of the range.

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

Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Local/Regional Tourism	58	Tourism
Infrastructure Development	50	Other
Cultural Tourism	49	Tourism
Destination Tourism	46	Tourism
Attracting Funding	43	Other
Energy Development	42	Sector-specific
Bedroom Community Development	39	Community Development
Attracting Government Jobs	37	Other
Education Development	35	Community Development
Entrepreneurial Development	33	General Business
Logistics Centers	33	Sector-specific
Value-added Mining	32	Value-added
Leading-edge Development	29	Sector-specific
Business Cultivation	28	General Business
Business Recruitment	27	General Business
Business Retention and Expansion	23	General Business
Environmental Restoration	23	Sector-specific
Value-added Fisheries	19	Value-added
Pass-through Visitor Services	19	Tourism
Health Care Expansion	19	Community Development
Attracting Lone Eagles	19	Other
Attracting Retirees	18	Other
Value-added Agriculture	16	Value-added
Value-added Forest Products	16	Value-added
Downtown Development	8	Community Development

Key

Score = This represents each strategy's overall score on a basis of 100 points. A score of 75 or higher indicates a strategy that is highly recommended for advancement. A score of 60 to 74 indicates a strategy that should be seriously considered for advancement. A score below 60 indicates that there likely exist serious impediments to successful implementation of the strategy.
Strategy Group = One of six types of strategies

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

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 strategic 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.

Enhanced Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Local/Regional Tourism	258	100%	100%	Tourism
Infrastructure Development	250	100%	100%	Other
Bedroom Community Development	239	100%	100%	Community
Entrepreneurial Development	233	100%	100%	General Business
Environmental Restoration	223	100%	100%	Sector-specific
Energy Development	222	100%	90%	Sector-specific
Attracting Funding	207	100%	82%	Other
Pass-through Visitor Services	187	92%	92%	Tourism
Health Care Expansion	183	90%	92%	Community
Education Development	179	82%	90%	Community
Business Cultivation	169	83%	88%	General Business
Cultural Tourism	167	77%	82%	Tourism
Business Retention and Expansion	159	86%	82%	General Business
Business Recruitment	149	75%	86%	General Business
Attracting Retirees	114	73%	75%	Other
Attracting Government Jobs	75	55%	64%	Other
Downtown Development	30	55%	56%	Community
Value-added Agriculture	6	45%	50%	Value-added
Destination Tourism	-2	36%	40%	Tourism
Leading-edge Development	-79	36%	10%	Sector-specific
Attracting Lone Eagles	-91	45%	0%	Other
Logistics Centers	-101	33%	0%	Sector-specific
Value-added Fisheries	-129	18%	8%	Value-added
Value-added Mining	-148	10%	0%	Value-added
Value-added Forest Products	-162	0%	11%	Value-added

Key

Score = Total Score which adds the Prioritized Strategy Report score to the findings of the Voice of the Community Session ("Does the community want to implement the strategy," and "Does the community think that the strategy could be successfully implemented?")
Want = The percentage of the Voice of the Community attendees desiring to implement the strategy
Can = The percentage of the Voice of the Community attendees that believe this strategy can be successfully implemented
Strategy Group = One of six types of strategies

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.

While it is recommended that the Steering Committee review the *Essential Action Steps* on a monthly (or more frequent) basis, it may only be necessary to review the *Community Organizer Assessment* recommendations on a quarterly or semi-annual basis.

NOTE: It was beyond the initial scope of this planning project to define and implement the Essential Action Steps for each of the selected strategies and initiatives. Ideally, the planning project will be expanded in order to create and implement such Essential Action Steps.

IMPLEMENTING RECOMMENDATIONS

Essential Action Steps
Primary Focus

Community Organizer Assessment
Secondary Focus

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:

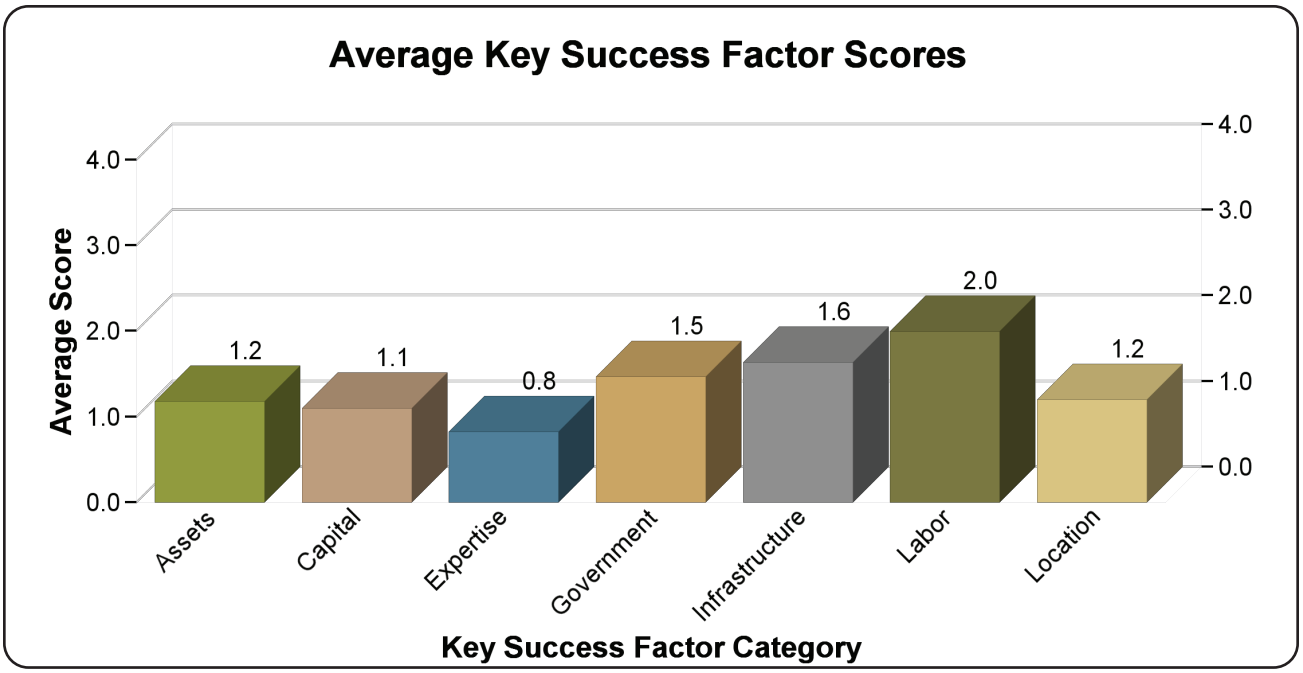
- Assets
- Capital
- Expertise
- Government
- Infrastructure
- Labor
- Location

As the table indicates, Yuwehloo Pahki Community scored at or below an average of 2.0 for each of the seven Key Success Factor categories. This means that it is an uphill battle for Yuwehloo Pahki Community to successfully implement strategies.

The highest scoring category is Labor, but this may be somewhat inflated due to the “above average” scoring that the Steering Committee gave for low-skill labor. While this may be true, the small population of the immediate area will make it a challenge for any business that needs a labor force of 10 or more people.

The lowest scoring category relates to Expertise. The Steering Committee readily recognizes that it will take teamwork to implement the strategic plan. This teamwork will need to draw expertise from the Hopi Tribe in addition to Navajo County, the State of Arizona and the federal government. If possible, drawing expertise from the non-profit sector would also be advisable.

Of the 88 Key Success Factors, the Steering Committee only ranked 21 factors as “above average.”



	Key Success Factor Categories	AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	1.2
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.	0.8
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	1.5
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	1.6
Labor	The labor force of a community.	2.0
Location	The relative proximity of the community to the marketplace.	1.2
Scores reflect the community's relative capacity in each category on a scale from 0 to 4.		

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

Of the 23 factors in the Assets category, the Steering Committee ranked six factors above average and two factors at average. One of the very few factors to receive an "A" score is "insulation from industrial business annoyances." It may be that this factor – and the superior fiber optics that run through the community – form a unique tandem of advantages that could create economic opportunity for the small, isolated community. Other factors that score above average generally relate to tourism and very small business opportunities.

Fully half of the Asset categories scored "significantly below average." It is for this reason that so many of the economic opportunities that are available to larger, more connected communities are generally not available to Yuwehloo Pahki Community. Nonetheless, the strong desire by Steering Committee members to make a positive difference in their life may help to overcome some of these factors.

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	3
Access to small business financing	3
Access to long-term infrastructure loans and grants	2
Access to large-scale capital	1
Availability of appropriated funds	1
Dedicated local financial resources for staffing recruiters	1
Ability to secure long-term contracts for forest materials	0
Competitive recruitment incentives	0
Local funding for downtown development	0
Sufficient marketing, promotion, or public relations budget	0

Only two of the 10 factors related to Capital scored above average, while one factor scored at average. The Steering Committee does believe that it does have expertise to deal with some of the business and financial ramifications related to energy development. An additional area of expertise relates to the ability to access small business financing. Such financing can come from the Tribe as well as from some federal programs.

In general, however, accessing capital will be a challenge for Yuwehloo Pahki Community, as evidenced by seven of the 10 factors scoring below average.

While many of these factors are irrelevant for the strategies that will likely be focused upon, it is notable that the lack of a “sufficient marketing, promotion, or public relations budget” will likely impede the ability of the community to implement tourism development strategies.

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

Of the seven key success factor categories, Expertise may be the most challenging. Fully 20 of the 23 factors scored below average. The only factors that scored above average relate to putting together a funding proposal, promoting local events and teaming up to advance infrastructure projects. While only three of the factors are above average, these three could form the basis for success in implementing several strategies.

The community is benefited by the Hopi Office of Community Planning and Economic Development. The staff, especially Andrew Gashwazra and Fred Shupla, are very knowledgeable about resources to assist Hopi communities and Villages. Andrew Gashwazra participated in the entirety of Plan Week, and is very familiar with the dreams, aspirations and limitations of Yuwehloo Pahki Community.

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

Six of the 15 factors score at or above average, led by "Local Government Support." That is, there is strong support and leadership at the local level (board and staff) to finally make a difference and to receive the Promise that was made by the federal government. If the adage "if there is a will there is a way" is true, then many of the low-scoring factors can and will be overcome by this singular key success factor.

The Steering Committee also believes that the people that are working as entrepreneurs and to establish businesses are supportive of the efforts of the community to realize the Promise.

The average-scoring factors relate to tourism development, community advocacy and support for the mapping and planning effort that is underway.

One of the lowest scoring factors relates to the political power representing Hopi at this time. With two long-standing US Senators no longer utilizing their seniority and expertise to serve the State and the Hopi Tribe, an extra effort will need to be made by Yuwehloo Pahki Community and the Hopi Tribe to gain the understanding and receive the support necessary to implement this plan. On the flipside, this may provide an immediate window of opportunity to create fresh new relationships, utilizing government relations to finally realize the Promise.

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

There is a wide disparity of strengths and weaknesses with respect to Infrastructure factors. Very notably, Yuwehloo Pahki Community has a significant comparative advantage with respect to the availability to high speed fiber optics which run right through the community. In addition, unlike many of the challenges of having a "clear title" to land at Hopi, Yuwehloo Pahki Community has a land use plan with designated zones for future activity. This could make Yuwehloo Pahki Community the "growth center" for the entire Tribe. All five high-scoring infrastructure Key Success Factors relate to land and internet capacity.

Other forms of basic, traditional infrastructure, however, are less advantageous. One exception to this, however, is the service provided by the Navajo Tribal Utility Authority (NTUA) which is seen by community members as very positive.

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	3
Local, available, high-skill labor pool	1

Like many rural communities, the availability of labor depends upon the type of labor needed. Steering Committee member believe that Yuwehloo Pahki Community has a comparative advantage with respect to the availability of low-skill labor. Like most rural communities, the availability of high-skill labor is in short supply.

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	3
Prospect of an expanded geographic market for health care	2
Proximity and access to markets	1
Proximity to scheduled air service	0
Strategic location for distribution centers	0

In general, Yuwehloo Pahki Community is very isolated from population centers and work force centers. Steering Committee members do believe that Yuwehloo Pahki Community does offer a reasonable location for expanded education and health care services. In particular, efforts to reach out to health care providers might yield new services – and maybe even a facility – for the community and region.

Community Thumbprint™ Denoting Selected Strategies

Building Communities has developed the Comunity 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 Yuwehloo Pahki Community Thumbprint
The Community Thumbprint is a graphical representation of the results of Session 1 of Plan Week, the Key Success Factor Analysis. In this session, 88 questions were answered by the Steering Committee related to the relative comparative advantages and disadvantages of Spider Mound on factors critical to the successful implementation of one or more of the economic development strategies. The result of the Key Success Factor Analysis is to score each of the 25 strategies on a scale of 0 to 100.

The graphic shows the relative strength of the 25 strategies shown by the length of each of the "spokes." The longer the spoke, the greater the likelihood of successful strategy implementation.

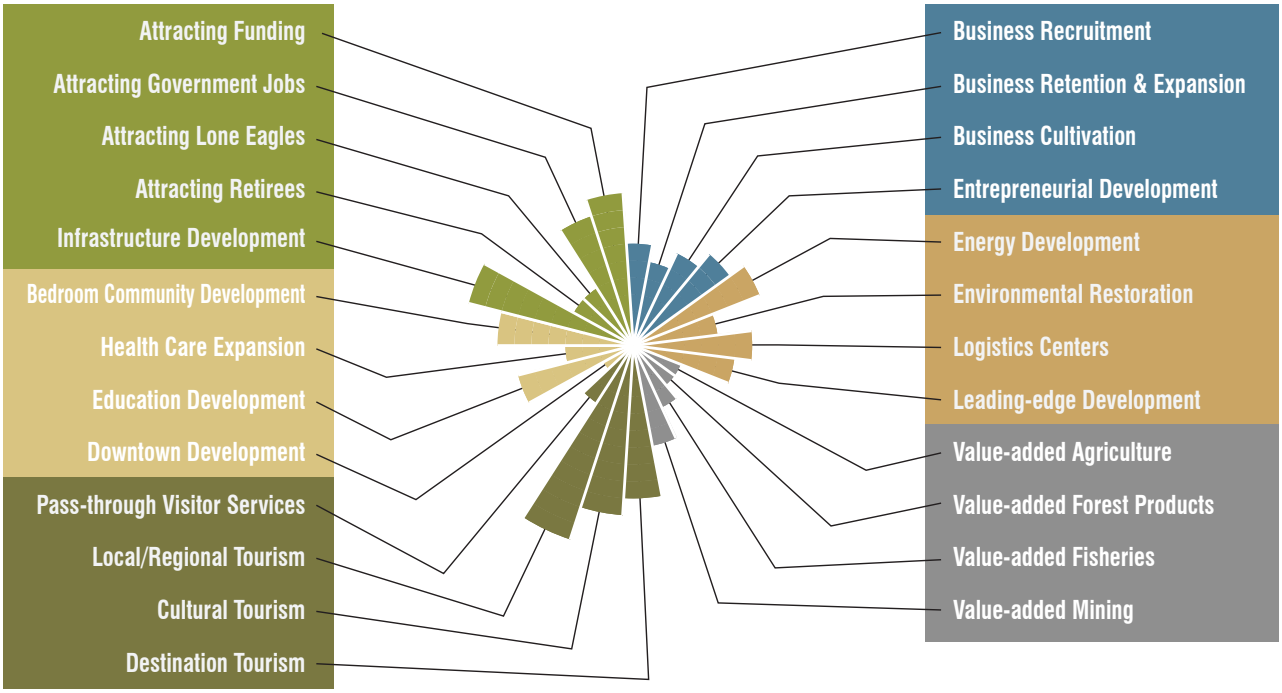
There are several observations that can be made from the graphic. The first observation is that the length of the spokes are all relatively short. The longest spoke represents a strategy score of 58 for "Local/Regional Tourism." With the overall size of the Thumbprint being relatively small, it underscores the general challenge of successfully implementing this Transition Plan. But this is why funding is not simply requested for implementing the strategies, but also to enhance the capacity of Yuwehloo Pahki Community and the Hopi Tribe to successfully implement the Plan.

A second observation about the Thumbprint is that three of the longest spokes relate to the tourism industry. This underscores that tourism development offers some of the best opportunities for economic development for Spider Mound.

Another observation is that three of the longest spokes relate to the "Other Strategies" category (from

"9 o'clock to noon" on the graphic). Infrastructure Development, Attracting Funding and Attracting Government Jobs all score relatively high.

Yet another observation from the graphic is how poorly the value-added strategies scored. All four strategies have Key Success Factors that scored below average thus yielding low strategy scores. The very fact that the basic industries of America's original economy (agriculture, forest products, fisheries and mining) scored low underscores why the Yuwehloo Pahki Community area was not settled in the first place. Thus, it became home to the Relocatees. (Yet another testimony as to why the federal government should correct past wrongs with the relocation effort.)



STRATEGY SELECTOR

Section 2:

Selected Strategies

Attracting Funding
Attracting Retirees
Bedroom Community Development
Business Recruitment
Cultural Tourism
Downtown Development
Energy Development
Entrepreneurial Development
Environmental Restoration
Health Care Expansion
Infrastructure Development
Local/Regional Tourism
Pass-through Visitor Services

Selected Strategies

Yuwehloo Pahki Community's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of 13 strategies to enhance the economic condition and overall quality of life for Yuwehloo Pahki Community.

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

Two figures are shown on top of each strategy's page—"Score" and "Rank."

Score - This represents each strategy's overall score on a basis of 100 points, and is the result of the Steering Committee's collective responses to the Key Success Factor Analysis in the first session of Plan Week. A score of 75 or higher indicates a strategy that is highly recommended for advancement. A score of 60 to 74 indicates a strategy that should be seriously considered for advancement. A score below 60 indicates that there likely exist serious impediments to successful implementation of the strategy. It is noted that all 25 of the strategies actually score under 60. Successful implementation of this Transition Plan, therefore, will not only require funding for projects but also funding for the capacity to successfully advance the Plan.

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

Jobs/Livability/Complexity - Relative contribution of the implementation of the Strategy on a scale of 0 (low) to 10 (high).

The strategies selected by the Yuwehloo Pahki Community Steering Committee are:

- Attracting Funding
- Attracting Retirees
- Bedroom Community Development
- Business Recruitment
- Cultural Tourism
- Downtown Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care Expansion
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services

Strategies not selected include:

- Attracting Government Jobs
- Attracting Lone Eagles
- Business Cultivation
- Business Retention and Expansion
- Destination Tourism
- Education Development
- Leading-edge Development
- Logistics Centers
- Value-added Agriculture
- Value-added Fisheries
- Value-added Forest Products
- Value-added Mining

Recommendations for Implementation

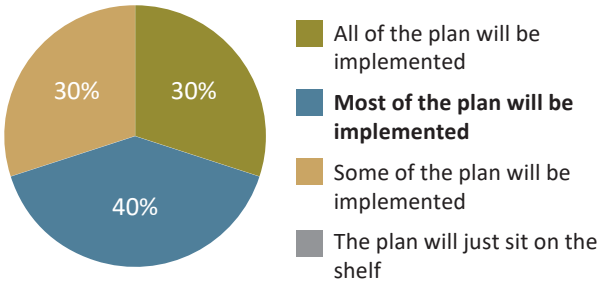
During Plan Week, the Steering Committee had a serious discussion about how they would go about implementing their plan.

The Yuwehloo Pahki Community staff took the lead in reaching out to the Hopi Tribe as well as Upper Moenkopi Village and Lower Moencopi Village to develop a team approach for planning and implementation. Although this approach initially yielded a commitment of funding from the Hopi Economic Development Board, that funding was (at least temporarily) withdrawn due to some internal communications issues between the Villages and the Tribe. Should that funding be reinstated, it would allow for support from Native Builders and Building Communities over a 12-month period in order to implement the plan. Absent the reinstatement of this funding, it will fall to the Yuwehloo Pahki Community board, volunteers and staff to successfully implement the plan.

This Strategic Plan will become nothing more than a report sitting on the shelf if there is not a local resolve to implement the Plan. For this reason, Steering Committee members were asked a series of five questions related to their "resolve to implement."

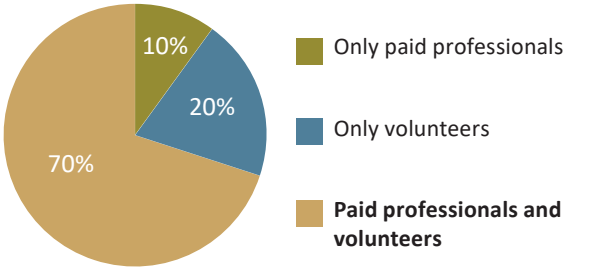
What percentage of the plan will be implemented? Steering Committee members were first asked a high-level question about their intention to implement the plan. Options ranged from "all of the Plan will be implemented" to "the plan will just sit on the shelf."

The highest scoring response indicated that "most of the Plan would be implemented."



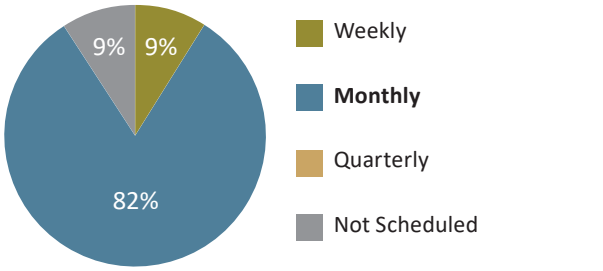
Who is going to implement the plan? Next, the Steering Committee was asked about who would actually do the plan implementation—would it be paid professionals, volunteers, or both?

Steering Committee members envisioned that paid professionals would join the volunteers in plan implementation.

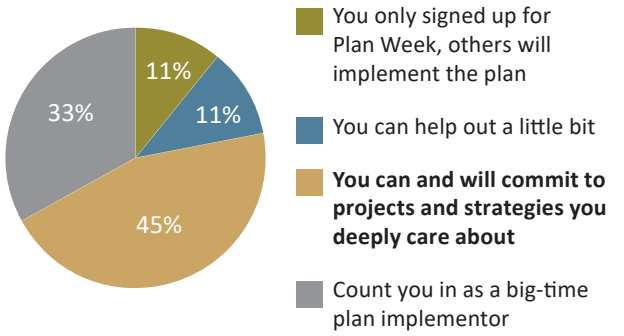


How often will an implementation committee meet? Presuming that there is an intention to implement the plan, Steering Committee members were then asked about the frequency of meetings dedicated to plan implementation.

Virtually every member of the Steering Committee envisioned a monthly meeting for this purpose.

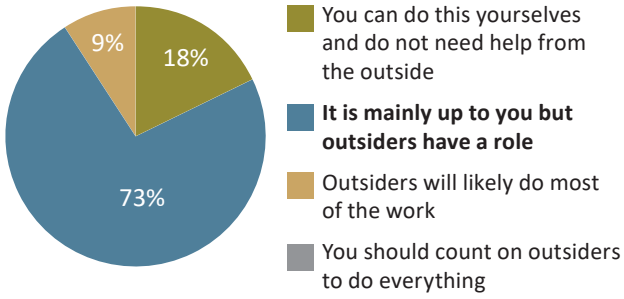


What is your personal commitment to plan implementation? It is not communities or even committees that actually implement plans, it is people—specific individuals committing to specific tasks at specific times. Steering Committee members then responded to a question related to their personal commitment on plan implementation.



The highest scoring response indicates that Steering Committee members will focus on the projects and initiatives that they care most deeply about. In addition, fully one-third of the Steering Committee members envision themselves as a "big-time plan implementor.

Will the Community seek outside assistance for plan implementation? In addition to the local commitment for plan implementation, Steering Committee members were asked if they envisioned outside assistance, perhaps in the form of regional economic development organizations and/or private-sector consultants.



Steering Committee members indicated that they expect to do most of the work themselves, but outside consulting and expertise would be needed as well.

So in general, the Steering Committee should meet and hear reports from its members about the progress in advancing the Action Steps for each strategy.

In addition to the regular meetings, the Steering Committee should hold a meeting approximately every nine months to consider every Act ion Step in a systematic fashion. For each step: 1) completion of the step should be noted; 2) progress should be noted; 3) if needed, efforts to restart the effort should be planned; or 4) the particular step should be recognized as no longer relevant. This systematic approach will ensure that nothing falls through the cracks during strategy implementation.

Attracting Funding

RANK: 5 | SCORE: 43

Objectives of Strategy Implementation

The selection of the Attracting Funding strategy goes to the heart of the efforts by the community to hold the federal government to the Promise made because of the relocation.

To implement the many strategies and initiatives identified in the plan, funding will be needed. The level of funding needed is far beyond that of the annual appropriation that the community receives from the Hopi Tribe. Those funds, totaling about $225,000 annually, are only enough for local government administration and the provision of the limited services available at the community level.

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.

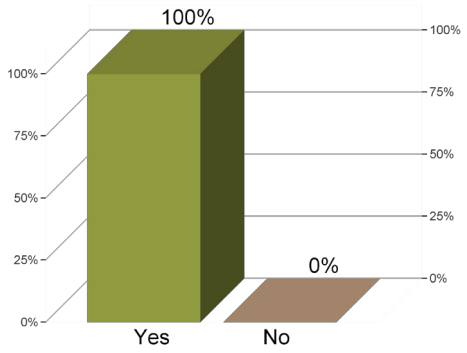
While the vast majority of such funding either goes to formula-based entitlement programs or for competitive grant processes, a small percentage of the funding is directed by state and federal appropriators, thus bypassing the formula or competitive approach.

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

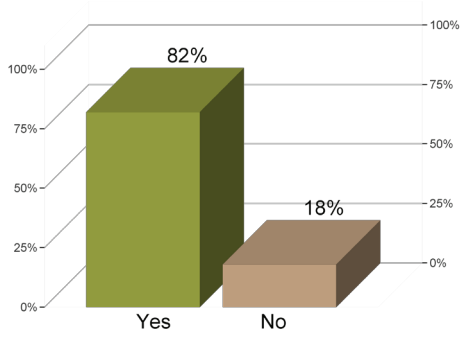
Voice of the Community Survey Results

There is unanimous support for the selection of this strategy, and there is high expectation that strategy implementation will yield results.

Would you like to see Spider Mound implement this strategy?



Do you believe that Spider Mound can successfully implement this strategy?



Findings from the Key Success Factor Analysis

The strongest key success factor is the local ability to develop a funding proposal. This capacity might be augmented if Native Builders/Building Communities can provide additional support in identifying funding sources and developing proposals for Yuwehloo Pahki Community to submit.

The efforts by Yuwehloo Pahki Community are receiving strong support from the Hopi Office of Community Planning and Economic Development. The department's director, Andrew Gashwazra, has excellent contacts with many federal agencies that could lead to federal funding. The combination of the job and revenue losses stemming from the closing of the Navajo Generating Station and the Peabody Mine provide additional

"points" in grant applications. There is widespread awareness of the economic crisis of the Hopi Tribe, and this strengthens future funding proposals.

The planned closure of the Office of Navajo and Hopi Indian Relocation (ONHIR) creates an immediate situation for the pursuit of funding. The transition from ONHIR to the Department of Interior Office of Special Trustee might provide a one-time transition period in which special attention can be placed upon the Hopi Tribe in order to meet the Promise that was made when relocation took place.

Another positive Key Success Factor is Community Support. There is strong support by the Yuwehloo Pahki Community Board of Directors, staff and Steering Committee to pursue help and support. It is believed that other members of the community will be supportive of such pursuits if success begins to be achieved.

In general, there is less funding available at the federal level for earmarks than there was one decade ago. This makes federal funding allocation challenging. Nonetheless, a special case can be made by the Hopi Tribe and the Yuwehloo Pahki Community for this type of support.

Finally, it should be noted that the federal delegation representing Northern Arizona is in a period of transition. With the passing of Honorable Senator John McCain and the retirement of Honorable Senator Jeff Flake, the tenure in the US Senate will be significantly less than it has been over the past two decades. Coordinating with the Congressman and the two US Senators will be essential in order to secure federal funding.

Of less importance but still notable are opportunities to secure funding from federal and state agencies. USDA Rural Development, the US Department of Commerce Economic Development Administration, the Bureau of Indian Affairs, the U.S. Environmental Protection Agency and the US Department of Housing and Urban Development all have programming that could support Yuwehloo Pahki Community.

The Promise Kept

The funding necessary in order to meet the Promise made by the federal government to the Relocatees will finally come about through the implementation of this plan. Implementation of the remainder of the strategies and initiatives will create a sustainable dynamic whereby this "one-time final investment" serves to maintain the improvements funded through this plan.

Key Success Factor Report - Attracting Funding

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

In addition to the *Major Comparative Advantages*, Yuwehloo Pahki Community can make a very strong case that the federal government has not met its obligation to the Relocatees. This should result in federal funding to support priority projects and strategies.

Community Development and Infrastructure Budget

This 2018 strategic planning effort is not the first time that the leaders and residents of YP have created a needs list that identifies the community and infrastructure development priorities to meet the Promise. The table on pages xiii and xiv presents the Community Development and Infrastructure Budget.

Attracting Retirees

RANK: 22 | SCORE: 18

Objectives of Strategy Implementation

The Attracting Retirees strategy was selected primarily because the community enjoys its current tranquil lifestyle and believes that the existing lifestyle could be beneficial for new retirees to the area.

In part, the Steering Committee believes that it can successfully implement this strategy without a lot of proactive effort. The availability of land, combined with the tranquil lifestyle, is a recipe for success.

The approval of the Master Land Use Plan also reinforces the conditions and lifestyle that would be desired by retirees.

Strategy Summary

The aging of America presents a larger demographic of older, financially-independent individuals looking for high quality of life in their communities.

These individuals may be looking for a new permanent place to live, or perhaps a location for a vacation home in which they may reside for multiple months per year (i.e., "snow birds").

High-amenity communities can employ marketing strategies to attract such retirees.

Key amenities include a desirable climate, available cultural and educational resources, quality housing, nearby scheduled air transportation, urban services, proximity to recreational opportunities, local business services and restaurants, and an extraordinary quality of life.

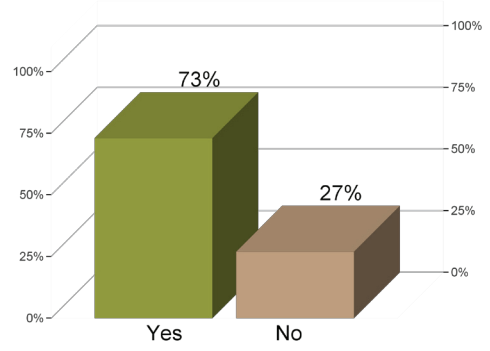
Advantages of this strategy include increasing disposable income within a community without significantly increasing the demand on local services (education, infrastructure, etc.).

The implementation of other Strategies and Quality-of-Life Initiatives will also contribute to the implementation of this strategy. For example, successful implementation of the Health Care Expansion strategy would bring new health services and possibly facilities that could be enjoyed by retirees. Implementing the Housing Quality-of-life Initiative could also contribute to providing attractive locations for retirees to live.

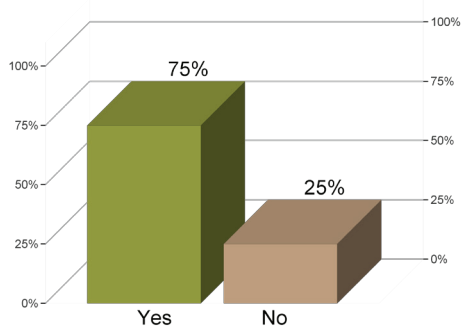
Voice of the Community Survey Results

About three out of four of the planning participants desired to see this strategy implemented. A similar proportion believed that the strategy can be successfully implemented.

Would you like to see Spider Mound implement this strategy?



Do you believe that Spider Mound can successfully implement this strategy?



Findings from the Key Success Factor Analysis

There are two high-scoring Key Success Factors in support of the Attracting Retirees strategy: the desirable climate of Northern Arizona and the local support for bringing new people and retirees into the community. In general, Arizona is one of the strongest states in the Nation for attracting retirees. Although most of that success has happened in the Phoenix-to-Tucson corridor, there are still many factors, especially the climate.

KEY SUCCESS FACTOR	SCORE
Desirable climate	3
Support for attracting retirees	3
Existing excellence in local health care	1
High availability of urban services	0
Existence of recreational amenities	0
Available, desirable housing	0
Sufficient marketing, promotion, or public relations budget	0
Proximity to scheduled air service	0
Staff focused on attracting retirees and/or lone eagles	0

There is an internal desire by many of the Hopi people to return to their homeland if they can. For people that have ventured off the reservation and have reached the point in their life that they are about to retire, "coming home" is desirable. The challenge in many of the Villages, however, are land disputes that make finding acceptable housing nearly impossible. This could provide a comparative advantage for Yuwehloo Pahki Community.

There are several low-scoring Key Success Factors that would make the implementation of this strategy a challenge. For many retirees, having immediate access to health care services is critical. Retirees to Yuwehloo Pahki Community still would have to travel to Polacca, Chinle, Tuba City or even Flagstaff for such medical services.

Yuwehloo Pahki Community may have a difficult time "getting the word out" that the community is desiring retirees to locate in the community. The lack of budgetary funding makes it difficult to implement many of the strategies that require public relations and marketing.

The Promise Kept

Due to the positive outreach by community members and the availability of land, Yuwehloo Pahki Community will be recognized as the premier location for the Hopi people to return to their roots, serve their community and enjoy their retirement years.

Finally, constructing housing for retirees may be necessary in order to successfully implement the strategy.

Key Success Factor Report - Attracting Retirees

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Desirable climate Support for attracting retirees
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Existing excellence in local health care	High availability of urban services Existence of recreational amenities Available, desirable housing Sufficient marketing, promotion, or public relations budget Proximity to scheduled air service Staff focused on attracting retirees and/or lone eagles

In addition to the *Major Comparative Advantages*, Yuwehloo Pahki Community has significant advantages with respect to available land for development. In addition, the Chartered Community status of Spider Mound provides for local autonomy in decision making.

Bedroom Community Development

RANK: 7 | SCORE: 39

Objectives of Strategy Implementation

At first, the selection of a Bedroom Community Development strategy in a community with such a small population and isolated from workforce centers seems highly unlikely. But, specific project ideas actually support the selection of this strategy as…strategic!

Yuwehloo Pahki Community has made efforts to reach out to Indian Health Service (IHS) to not only expand health services to the area, but to also construct homes for those who work in the health care field.

A second specific outreach activity has been to the Hopi Resources Enforcement Services (HRES). HRES has completed 638 contracting which will enable them to replace the role of the Bureau of Indian Affairs (BIA) and potentially develop a substation at Yuwehloo Pahki Community which could include three or four homes to house the Hopi Rangers. Some funding has been allocated for this purpose, and the implementation of this strategic plan would be reinforced by successfully coordinating with HRES to accomplish this project.

A third opportunity might be to attract funding and develop planning for some form of Recovery House or Women's Shelter. The remote location of the community is a comparative advantage for this type of development. The Master Land Use Plan also identifies this type of development as an acceptable use.

Voice of the Community Survey Results

After discussing the specific activities that would be accomplished to implement this strategy, all of the planning participants recommended that this strategy be selected. They also all believed that it could be successfully implemented.

Strategy Summary

Many communities, particularly suburbs, have established themselves—intentionally or not—as bedroom communities.

A "bedroom community" refers to a city that is largely void of industrial and other basic industry activity. "Basic industry" refers to businesses that sell their goods and services largely outside of the local market area. Basic industry businesses are typically pursued by economic development professionals because they do more than simply exchange money and income within a community.

Urban areas and their suburbs have outperformed the rest of the nation economically over the past three decades. Consequently, many communities proximate to urban centers have experienced extraordinary housing construction and residential growth. As these communities get established and grow, frequently public opinion forms that commercial and residential development is welcomed but industrial development is not. A not-in-my-backyard (NIMBY) attitude forms.

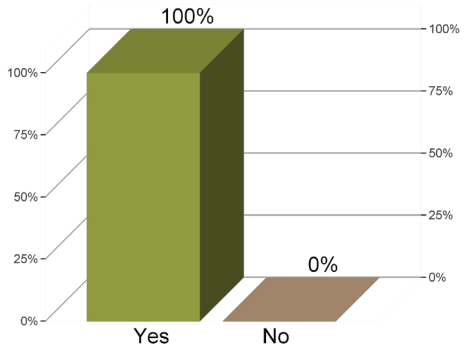
A "bedroom community development" strategy is unlike virtually all of the other strategies in that it excludes the pursuit of some of the other strategies. For example, bedroom communities are unlikely to pursue distribution centers, value-added industry activity, and possibly even business retention and expansion strategies.

While a bedroom community development strategy might optimize real estate values, there are relatively few other economic benefits other than the preservation and enhancement of local quality of life.

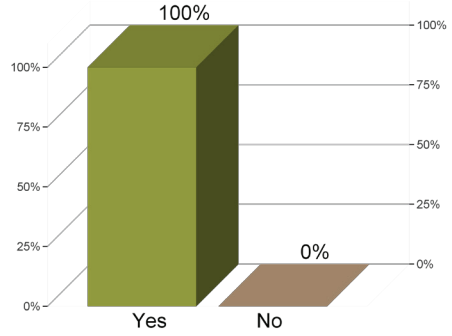
The Promise Kept

The Yuwehloo Pahki Community will grow and better serve its people through a series of collaborative partnerships with outside agencies and organizations that look to integrate housing development with the provision of government services.

Would you like to see Spider Mound implement this strategy?



Do you believe that Spider Mound can successfully implement this strategy?



Findings from the Key Success Factor Analysis

The remote, quiet, largely undeveloped nature of Yuwehloo Pahki Community clearly creates a significant comparative advantage for the traditional advancement of a Bedroom Community Development strategy. This is one of only three overall Key Success Factors that scored a "4."

KEY SUCCESS FACTOR	SCORE
Insulation from industrial business annoyances	4
Local policies and ordinances supporting quality neighborhood development	2
Proximity to urban population and workforce centers	1
Quality residential neighborhoods	1
Sufficient marketing, promotion, or public relations budget	0

Three of the Key Success Factors scored below average. The lack of a traditional neighborhood and distance from traditional urban centers and workforce centers makes the typical deployment of this strategy virtually impossible. It is only the unique deployment of this strategy where workforce housing is constructed alongside of governmental offices that makes this strategy possible. Additional public services would also be needed to ensure the success of this strategy.

In addition to the *Slight Competitive Advantages*, Yuwehloo Pahki Community has significant advantages with respect to available land for development. In addition, the Chartered Community status of Spider Mound provides for local autonomy in decision making.

Key Success Factor Report - Bedroom Community Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
Insulation from industrial business annoyances	No Entries
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Proximity to urban population and workforce centers Quality residential neighborhoods	Sufficient marketing, promotion, or public relations budget

In addition to the *Slight Comparitive Advantages*, Yuwehloo Pahki Community has local policies and community support for a Bedroom Community Development strategy.

Business Recruitment

RANK: 15 | SCORE: 27

Objectives of Strategy Implementation

While recognizing that fostering entrepreneurship in the community represents the most likely form of business development, the Steering Committee also identified recruiting new business enterprises to the community as a priority. Several specific types of business development were envisioned.

Bakery/Coffee Shop. The existence of an outstanding baker already in the community sets the stage for a bakery that might be combined with a coffee shop.

Commercial/Retail Space. Perhaps tied into other developments along Hwy 264, commercial and retail space would provide a location for small businesses and entrepreneurs to operate.

Convenience Store/Gas Station. Like so many of the Villages at Hopi, having a local place to purchase basic provisions and gasoline is highly important. The citizenry of Yuwehloo Pahki Community would like to see a convenience store/gas station/market place located as a part of their community along Highway 264.

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.

Financial Institution. One specific type of business that would be highly desirable would be a financial institution. Currently community members must drive nearly an hour in any direction to deposit a check or conduct any form of financial transaction.

The Promise Kept

The Yuwehloo Pahki Community will be viewed throughout Hopi as a progressive place of successful business development resulting in the provision of goods and services that serve the community, all of Hopi, and passersby.

Grinding Mill. Like other Hopi Villages which have received a grinding mill, Yuwehloo Pahki Community also believes this would be an asset. The grinding mill could be operated as a business or a do-it-yourself operation.

Motel/Restaurant Complex. Consistent with the selection of some of the tourism strategies, developing a motel and restaurant complex, probably near the junction of Hwy 264 and Hwy 77 would create jobs in the community.

Ranching Assistance. Supporting existing area ranchers is important. Assisting the ranchers with fencing, resource management, growing produce and providing information would be beneficial. Establishing a Range Management Plan would serve to address many of these issues.

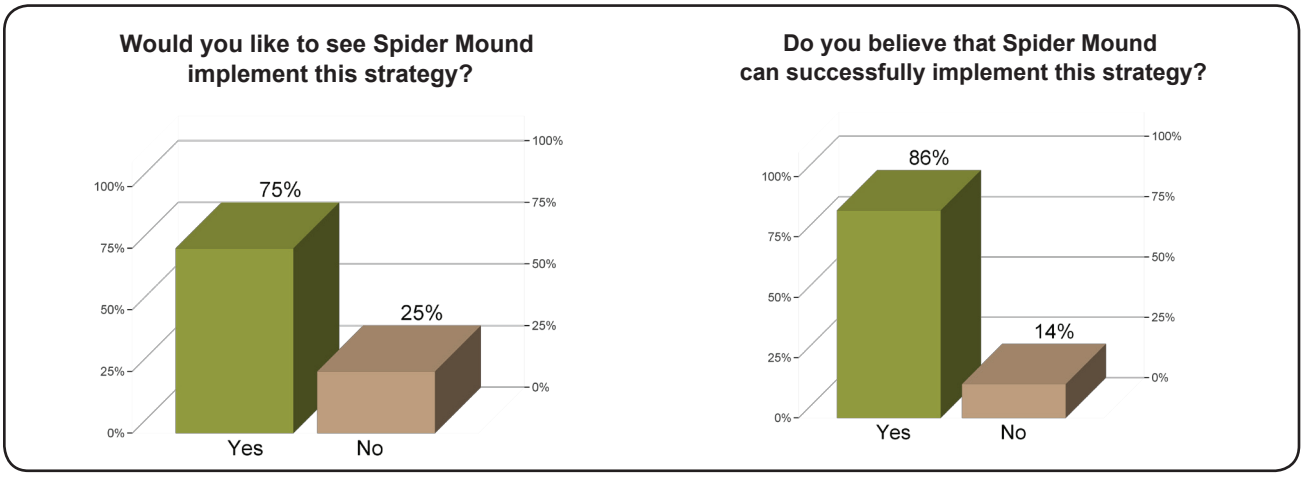
RV Park/Campground. One of the money-generating operations for Yuwehloo Pahki Community could be the establishment and operations of an RV Park and a Campground.

Saloon. One of the more novel ideas is the establishment of a "saloon." After discussed by the Steering Committee, the idea of establishing a common location that would serve non-alcoholic beverages would do a lot to bring the community together and to improve local quality of life.

Transportation/Multipurpose Facility. Outreach to the Hopi Department of Transportation (HDOT) could lead to an HDOT facility in the community. Attracting a substation for first responders and/or fire/paramedic/police is also an attractive development for the community. There may be a possibility to move the facilities at Keams Canyon to Yuwehloo Pahki Community.

Voice of the Community Survey Results

75% of the planning participants desired to see this strategy selected and an even higher percentage believed that they will be successful.



Findings from the Key Success Factor Analysis

The unique nature of Yuwehloo Pahki Community in terms of the availability of land (unencumbered by Clan-based land disputes) gives Yuwehloo Pahki Community a significant comparative advantage for Business Recruitment. Other strengths are the support that this strategy would receive from the Steering Committee and the availability of low-skill labor for smaller businesses.

13 of the 17 Key Success Factors score below average. In a traditional sense, this would render this strategy virtually impossible. A strategy score of 27 underscores the challenge of this strategy. Only by being exceptionally targeted to the unique circumstances and opportunities at Yuwehloo Pahki Community will this strategy be successfully implemented.

Key Success Factor Report - Business Recruitment

STRENGTHS TO BUILD UPON

Major Comparative Advantages	Slight Comparative Advantages
Availability of land for business prospects	Support from local businesses
	Local, available, low-skill labor pool
	Local government support

CHALLENGES TO OVERCOME

Slight Comparative Disadvantages	Major Comparative Disadvantages
Access to large-scale capital	Proximity to scheduled air service
Dedicated local financial resources for staffing recruiters	Ability to compete in a global market
Proximity and access to markets	Competitive recruitment incentives
Sophisticated use of the internet for marketing	Relationship with site selectors
Capable, experienced economic development professionals	Ability to network and attend relevant trade shows
Availability of local infrastructure	Availability of local buildings
Local, available, high-skill labor pool	

Cultural Tourism

RANK: 3 | SCORE: 49

Objectives of Strategy Implementation

Implementation of the Cultural Tourism strategy could be conducted in conjunction with the implementation of the Downtown Development and Business Recruitment strategies. The development of the plaza and the kiva forms the basis for showcasing the culture of Hopi. Developing some type of "hands on" interpretive center where visitors could "touch and see" Hopi history and culture would round out this strategy.

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.

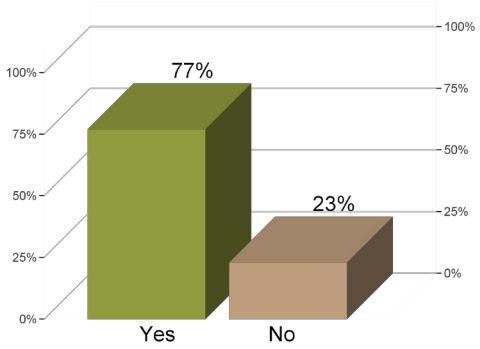
In order to be successful in capitalizing on cultural tourism, a high standard of excellence must be set and pursued. People will travel from hundreds of miles away, for example, for an excellent Shakespearean Festival.

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.

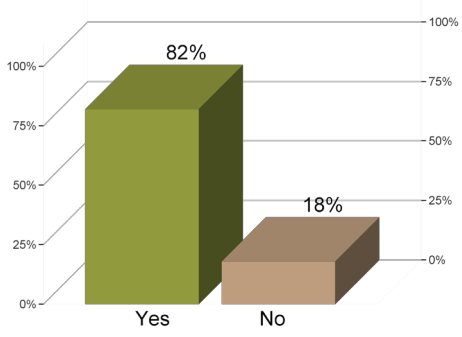
Voice of the Community Survey Results

A strong majority of the planning participants wanted to see this strategy as a part of the Plan and, an even higher percentage believed that they can successfully implement the strategy.

Would you like to see Spider Mound implement this strategy?



Do you believe that Spider Mound can successfully implement this strategy?



Findings from the Key Success Factor Analysis

Steering Committee members believe that they have a good basis for a cultural attraction to be developed at Yuwehloo Pahki Community. While the Hopi Cultural Center provides visitors with a lot of the "Hopi story," Yuwehloo Pahki Community's location as the "eastern entrance" to Hopi provides an opportunity for additional story telling about Hopi history and culture.

KEY SUCCESS FACTOR	SCORE
Existing or prospective cultural attraction	3
Local, available, low-skill labor pool	3
Cultural development and advocacy organization	1
Local, available, high-skill labor pool	1
Sufficient marketing, promotion, or public relations budget	0

The greatest challenge for this strategy will be a lack of human and financial resources. Developing, managing and promoting a cultural attraction will require a creative approach to overcoming these deficiencies.

Key Success Factor Report - Cultural Tourism

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

In addition to the *Major Comparative Advantages*, Yuwehloo Pahki Community has a significant edge with its location as the "eastern entrance to Hopi."

The Promise Kept

In addition to the Hopi Cultural Center and the Moenkopi Legacy Inn and Suites, YPC will become a destination for visitors looking to understand and appreciate Hopi tradition and culture.

Downtown Development

RANK: 25 | SCORE: 8

Objectives of Strategy Implementation

The primary vision for the development and implementation of a Downtown Development strategy would relate to creating a "community center" that would include a plaza, not unlike the traditional Villages of Hopi. Much of the other business activity that traditionally would take place in a Downtown Development strategy is in the Master Land Use Plan as development along the 264-corridor.

The Promise Kept

Just as traditional Hopi Villages are centered around areas dedicated to culture and ceremonies, the "downtown" of the Yuwehloo Pahki Community will feature a plaza for events and community gatherings.

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)

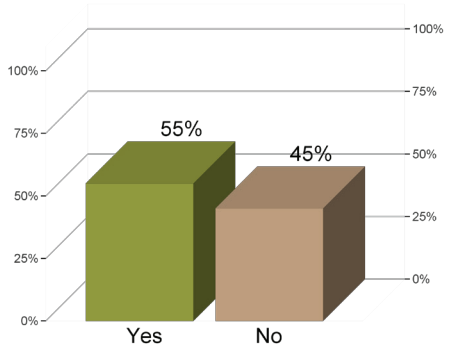
Often ignored is the large employment centers represented by downtowns. While most downtown business activity is in response to serving other businesses and residents, it still represents a vital economic sector for most communities.

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.

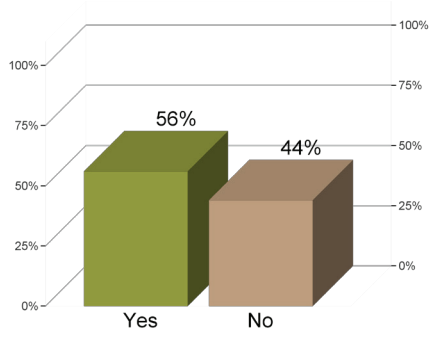
Voice of the Community Survey Results

Planning participants were less enthusiastic about this strategy, but ultimately selected it for implementation. Planning participants also recognize that this strategy will be challenging to implement.

Would you like to see Spider Mound implement this strategy?



Do you believe that Spider Mound can successfully implement this strategy?



Findings from the Key Success Factor Analysis

The only high-scoring key success factor relates to support from Yuwehloo Pahki Community itself to advance this strategy. Steering Committee members see an opportunity to plan for the implementation of many of their projects and strategies under the auspices of this strategy.

KEY SUCCESS FACTOR	SCORE
Local government support	3
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 challenges for implementation of this strategy include the lack of an existing recognizable business district, funding and staffing for downtown development and a current lack of engagement with business-oriented people to implement that strategy.

Key Success Factor Report - Downtown Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Local government support
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	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

In addition to the *Major Comparative Advantage*, the status as a *Chartered Community* provides Yuwehloo Pahki Community with the autonomy for local decision making. On the flipside, the Community does have a *Slight Comparative Disadvantage* due to the lack of traffic within the region.

Energy Development

RANK: 6 | SCORE: 42

Objectives of Strategy Implementation

The abundance of the local wind resource motivated the Steering Committee members to select the Energy Development to generate income and perhaps some jobs for the Community.

Yuwehloo Pahki Community believes that it can rely on the expertise of the Tribe, and even perhaps of the Hopi Tribe Economic Development Corporation (HTEDC) to advance the strategy. One immediate challenge, as noted in the analysis of the Key Success Factors below, is the lack of capacity on nearby transmission lines that would take the energy produced to the regional marketplace. There may be an opportunity to develop a community-scale energy development project in collaboration with NTUA.

The Promise Kept

Similar to all of its surroundings, the Yuwehloo Pahki Community has tremendous energy development resources in the form of solar and wind. YPC's entrepreneurial and visionary posture will lead to energy development projects which will add to the fiscal sustainability of the Community.

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.

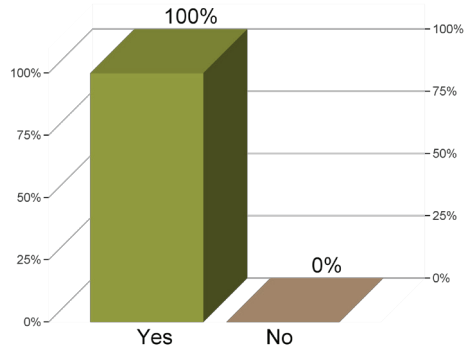
Renewable energy options include wind, solar, biomass, bio-energy, geothermal, and hydropower.

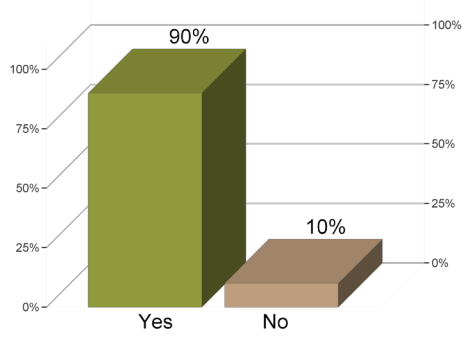
Both the federal government and many states have approved new policies and incentives to foster the development of the renewable energy industry.

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.





Voice of the Community Survey Results

There is unanimous support for the selection of this strategy, and there is high expectation that strategy implementation will yield results.

Findings from the Key Success Factor Analysis

One of the surprisingly positive Key Success Factors is the conclusion by the Steering Committee that they have expertise in constructively working on a power purchase agreement and other financial mechanisms associated with an Energy Development project.

Fully five of the Key Success Factors for this strategy score below average. These deficiencies primarily relate to a lack of expertise. The lack of excess transmission capacity on existing power lines is a significant infrastructure hurdle.

KEY SUCCESS FACTOR	SCORE
Ability to secure power-purchase agreements	3
Local government support	3
Availability of energy resources	2
Access to large-scale capital	1
Ability to build a team comprised of energy-development experts	1
Supportive state energy policies and incentives	1
Capable, experienced economic development professionals	1
Proximity to transmission lines with excess capacity	0

Key Success Factor Report - Energy Development

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

Entrepreneurial Development

RANK: 10 | SCORE: 33

Objectives of Strategy Implementation

One of the surprising findings by the Steering Committee was the recognition of how many people in the Community are entrepreneurs. As Steering Committee members were enjoying fresh, locally-baked donuts during Session Five of Plan Week, they were realizing how many goods and services are generated at Yuwehloo Pahki Community and how it would be beneficial to help local people start and grow their business ideas.

An entrepreneurship development program would likely consist of coordinating with people (on and off reservation) that have expertise in business planning, business finance and marketing services. It may be possible to coordinate with the Hopi Office of Community Planning and Economic Development in this regard. Other potential collaborators could be the Small Business Administration, the Small Business Development Center, Northern Arizona University and the Hopi Credit Association.

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.

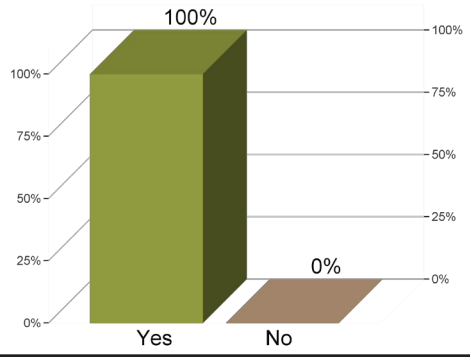
Often referred to as microenterprise development, some programming exists to assist businesses with access to capital, resources for labor force improvement, business coaching and/or partnerships with local educational institutions.

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.

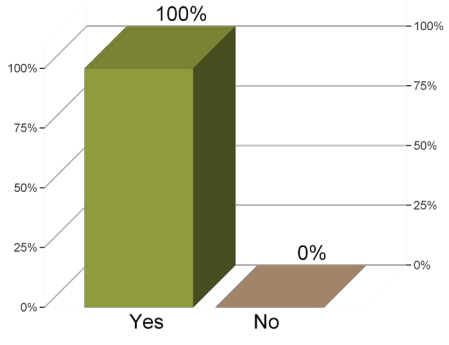
Voice of the Community Survey Results

There is unanimous support for the selection of this strategy, and there is also universal belief that this strategy will be successfully implemented.

Would you like to see Spider Mound implement this strategy?



Do you believe that Spider Mound can successfully implement this strategy?



Findings from the Key Success Factor Analysis

The Steering Committee is quite confident that they can be successful with the implementation with an Entrepreneurial Development strategy for many reasons. There are three Key Success Factors that underscore this possibility. First, for the size of the community, there are an inordinately high number of entrepreneurial-oriented people. Second, the Steering Committee believes that it can make connections to various options for small business financing. Finally, the availability of high-speed internet is a comparative advantage.

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

The lack of local expertise in the form of a business coach or education training program form the hurdles to successfully implementing the project. The Steering Committee would also need to work to create a greater pro-business climate for entrepreneurs.

The Promise Kept

The natural entrepreneurial skills of the people that have relocated to the Yuwehloo Pahki Community will be fostered, creating new jobs and better lifestyles for those that live here.

Key Success Factor Report - Entrepreneurial Development

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

Environmental Restoration

RANK: 17 | SCORE: 23

Objectives of Strategy Implementation

Although the Community does not have a brownfield which traditionally is the "base" from which to implement an Environmental Restoration strategy, Steering Committee members recognize that the entire Hopi Tribe has a problem with illegal dumping of waste. Trash can be found throughout the Hopi Reservation.

The likely implementation project for this strategy would be the development of a transfer station for waste and even recyclables. A companion public education program would help area people best understand how to best dispose of their waste and to recycle.

Voice of the Community Survey Results

There is unanimous support for the selection of this strategy, and planning participants universally believe that this strategy can successfully be implemented.

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.

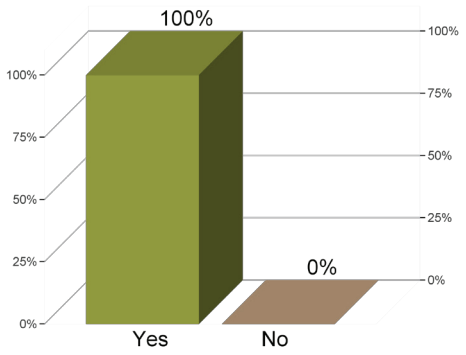
First and foremost, communities must have an eligible site for an environmental restoration strategy. One or more former industrial sites that have environmental contamination preventing future redevelopment are essential to advance this strategy. These sites are frequently referred to as brownfield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

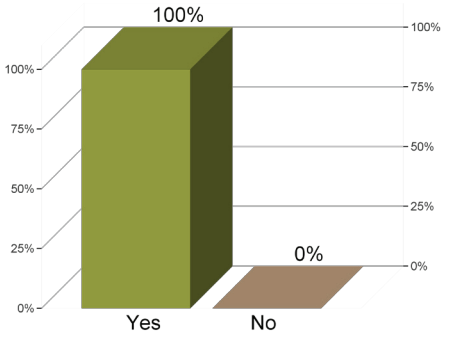
Of critical importance is the formation of a local team that can network with state and/or federal contacts to attract the funding necessary to assess and address the environmental problem.

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

Would you like to see Spider Mound implement this strategy?



Do you believe that Spider Mound can successfully implement this strategy?



Findings from the Key Success Factor Analysis

The only high scoring key success factor for Environmental Restoration relates to local government support. The Steering Committee, however, took a very specific and unique approach to identifying specific projects that would comprise such a strategy. This targeted approach may help Yuwehloo Pahki Community to overcome the challenges.

The Promise Kept

The desire of Yuwehloo Pahki Community residents to build an economy while preserving our planet will lead to job creation while addressing the waste management needs of the region.

Key Success Factor Report - Environmental Restoration

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

Health Care Expansion

RANK: 20 | SCORE: 19

Objectives of Strategy Implementation

People that live in Yuwehloo Pahki Community access health care at one or more of four locations: Polacca, Chinle, Tuba City and/or Flagstaff. Outreach to any or all of these health care providers would determine if there is a possibility for the expanded provision of services within the Community.

Once specific example might be to coordinate with the Hopi Women Infants and Children (WIC) program to develop a community building that would offer expanded health services through this programming.

The Promise Kept

The Yuwehloo Pahki Community will be viewed by providers of health care in the region as a superb location for the provision of clinic-based health care services leading to new 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.

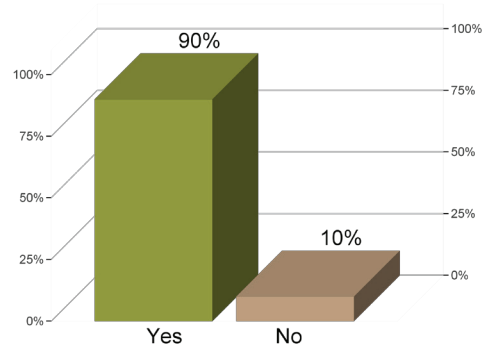
Communities desiring to pursue a health-care-based business development strategy should begin with a very objective analysis of the true competitive position of their local hospital and medical community. While every community likes to boast that they have competitive superiority with respect to health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

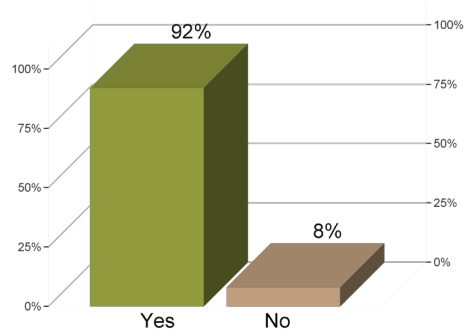
Voice of the Community Survey Results

90% of the planning participants desired to see the selection of the Health Care Expansion strategy, and 92% of the participants believe that they will be successful.

Would you like to see Spider Mound implement this strategy?



Do you believe that Spider Mound can successfully implement this strategy?



Findings from the Key Success Factor Analysis

Virtually all the Key Success Factors for a Health Care Expansion strategy are challenging. These challenges relate to a lack of expertise, high-skill labor, and funding. These Key Success Factors can only be overcome through a unique partnership with a health care provider such as Indian Health Services or an existing, successful hospital or health clinic that may wish to provide expanded services to a remote location.

KEY SUCCESS FACTOR	SCORE
Local, available, low-skill labor pool	3
Prospect of an expanded geographic market for health care	2
Strong community support	2
Competent, strategic-minded hospital and health-care executives	1
Existing excellence in local health care	1
Local, available, high-skill labor pool	1
Financially sound existing health care facility	0
Sufficient marketing, promotion, or public relations budget	0

Key Success Factor Report - Health Care Expansion

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Local, available, low-skill labor pool
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Competent, strategic-minded hospital and health-care executives Existing excellence in local health care Local, available, high-skill labor pool	Financially sound existing health care facility Sufficient marketing, promotion, or public relations budget

Infrastructure Development

RANK: 2 | SCORE: 50

Objectives of Strategy Implementation

Roads that turn into mud bogs during times of inclement weather. Homes that were constructed four decades ago with a promise that someday they would be served by electricity. Septic tanks that were a temporary solution until the waste water treatment plant was designed and built. Water lines, where they exist at all, are not maintained and eventually will fail. Coordinating with NTUA is the solution to this problem.

These are not the promises that the Relocatees received when they disrupted their lives and their families to relocate to Yuwehloo Pahki Community. These are the promises unfulfilled.

Yuwehloo Pahki Community selected the Infrastructure Development strategy as a statement that says, "please pay attention to the promises that were made."

Information on the infrastructure needs and estimated costs for such infrastructure are summarized at the front of this plan, as well as in the Attracting Funding strategy. Successful implementation of the Infrastructure Development strategy is essential for the other strategies and initiatives identified in the plan.

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.

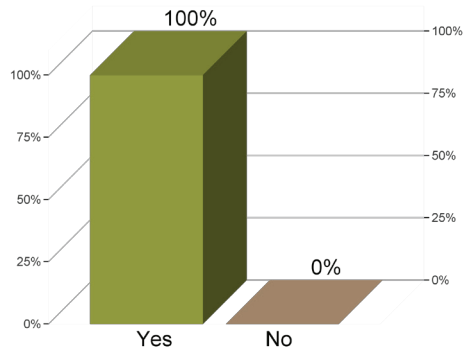
The Promise Kept

After decades of defining the infrastructure needs of the Community, funding will finally be in place to build all forms of infrastructure required in order to meet the Promise.

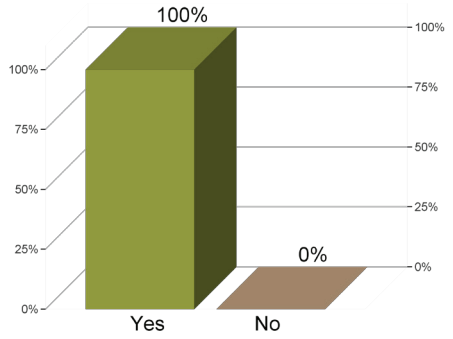
Voice of the Community Survey Results

There is unanimous support for the selection of this strategy, and there is very high expectation that strategy implementation will yield results.

Would you like to see Spider Mound implement this strategy?



Do you believe that Spider Mound can successfully implement this strategy?



Findings from the Key Success Factor Analysis

The Steering Committee believes that it can come together and bring expertise to the table to take a team approach to identifying infrastructure funding resources. A challenge, however, will be the lack of willingness or ability by community members to contribute to infrastructure projects by paying monthly rates.

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

Key Success Factor Report - Infrastructure Development

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Team approach to infrastructure finance
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
Community support for needed infrastructure rate increases	No Entries

Local/Regional Tourism

RANK: 1 | SCORE: 58

Objectives of Strategy Implementation

As the highest scoring strategy on the Prioritized Strategy Report, the Local/Regional Tourism strategy holds great promise for the Community.

Currently, the Community does not have a significant festival or event that draws local people together and "puts the community on the map." Having said this, the Steering Committee brainstormed a series of ideas that, if combined, could formulate such an annual event and, thus, implement this Local/Regional Tourism strategy.

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.

Yuwehloo Pahki Community could build upon the strength of a couple of its ranching families to develop a rodeo at its existing small rodeo facility. This could be tied into 4-H event activities and even be developed in conjunction with the recreation building that is envisioned with this Plan.

The Promise Kept

Yuwehloo Pahki Community can and will become "the place" for people from throughout the region to enjoy regional events, rodeos and festivals.

The Community also believes that it could host an annual music-based event that could draw people from the Community and the surrounding area. A nearby example of a successful event is the Shonto Music Festival Rock the Canyon.

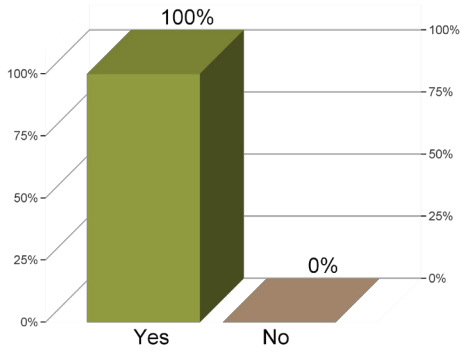
Yet another angle to the Local/Regional Tourism strategy is the desire by the Community to develop an RV park/campground which would also develop a series of trails and horse-riding possibilities. Coordinating regional sports events tied into the new recreation facility would also contribute to strategy implementation.

Finally, Yuwehloo Pahki Community has submitted a couple of proposals to the Arizona Diamondbacks (professional baseball team) for a grant to develop a baseball facility in the Community. Perhaps another attempt at that grant application, supported by the recommendations in this Plan, could successfully implement the strategy.

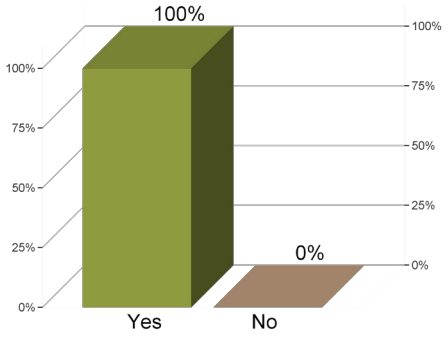
Voice of the Community Survey Results

There is unanimous support for the selection of this strategy, as well as in the belief that the strategy can be successfully implemented.

Would you like to see Spider Mound implement this strategy?



Do you believe that Spider Mound can successfully implement this strategy?



Findings from the Key Success Factor Analysis

On this highest-scoring strategy, Steering Committee members conclude that Yuwehloo Pahki Community does have good proximity to local recreational and visitor attractions. In addition, the Steering Committee and community is confident that they can successfully market local events.

KEY SUCCESS FACTOR	SCORE
Local recreational and visitor attractions	3
Relative sophistication in coordinating and marketing local events	3
Strong community support	2
Sufficient marketing, promotion, or public relations budget	0

On the downside, the community lacks discretionary funding to market and promote local activities.

Key Success Factor Report - Local/Regional Tourism

STRENGTHS TO BUILD UPON	
Major Comparative Advantages	**Slight Comparative Advantages**
No Entries	Local recreational and visitor attractions Relative sophistication in coordinating and marketing local events
CHALLENGES TO OVERCOME	
Slight Comparative Disadvantages	**Major Comparative Disadvantages**
No Entries	Sufficient marketing, promotion, or public relations budget

Pass-through Visitor Services

RANK: 19 | SCORE: 19

Objectives of Strategy Implementation

The adopted Master Land Use Plan calls for a series of commercial developments on Highway 264 designed to capture traffic that is going back and forth from Tuba City to Window Rock (and points beyond). The development of a motel and convenience store would help to implement this strategy. Erecting a reader board (marquee sign) would advise motorists of area events and activities.

The Promise Kept

The Yuwehloo Pahki Community will be the convenient "stop along the route" for travelers as they explore the Hopi and Navajo nations.

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.

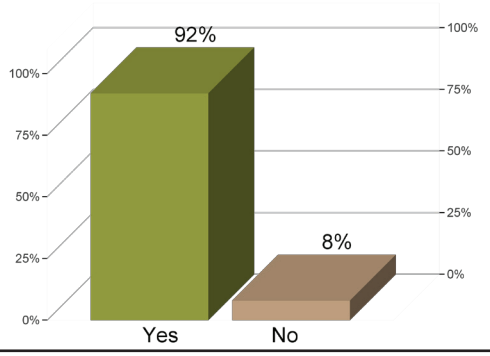
Generally, these expenditures happen regardless of efforts made by local communities. Certain targeted efforts, however, can have a modest impact on pass-through visitor expenditure patterns:

- 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

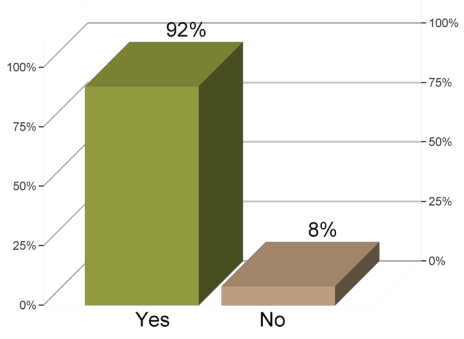
Voice of the Community Survey Results

Of the planning participants, 92% of those that voted believed that the strategy should be implemented and will be successful.

Would you like to see Spider Mound implement this strategy?



Do you believe that Spider Mound can successfully implement this strategy?



Findings from the Key Success Factor Analysis

One of the available Key Success Factors is low-skill labor for the implementation of a Pass-through Visitor Services strategy. The challenge for this strategy is the relative isolation of the community. Neither Highway 77 nor Highway 264 are designated travel routes. In addition, the community will have to step-up its focus on capturing the interest (and money!) from motorist passing by.

KEY SUCCESS FACTOR	SCORE
Local, available, low-skill labor pool	3
Local focus on revenues from visitors	1
Local, available, high-skill labor pool	1
Proximity to travel routes	0

Key Success Factor Report - Pass-through Visitor Services

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

QoLI
QUALITY-OF-LIFE INITIATIVES

Section 3:

Quality-of-Life Initiatives

Cemetery
Clean, Safe Drinking Water
Emergency Services
Farmer's Market/Vending Area
Housing
Power to Homes
Recreation Center/Multi-purpose Building
Roads
Rural Addressing/E-911
Senior Center
Signage
Solid Waste Management
Transit/Taxi Service
Walking Trails
Wastewater Lagoon

Quality-of-Life Initiatives

Background

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

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

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

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

Initiatives Selected by Yuwehloo Pahki Community

Ultimately, Yuwehloo Pahki Community selected 15 Quality*-of-Life Initiatives* for implementation. Below is a brief description of each of these selected initiatives.

Keeping the Promise

Relocatees were promised a series of benefits in exchange for giving up their land. Included in this promise were:

- A paved road system
- Housing
- Safe, clean domestic drinking water
- Electricity to homes
- A school
- Community building
- Hospital/healthcare facilities
- Shopping center
- Investments to ensure that everyone is "safe and sanitary"

A key component of the promise on schools was the establishment of a Head Start program. Very clearly, Relocatees were told that they would have "schools for their children" in their community. Relocatees speak first-hand of hearing these promises, especially related to education, housing and roads.

Cemetery

Given the need and the availability of land, the development of a cemetery as a part of the overall development plan would be beneficial. A portion of the cemetery could be dedicated for veterans.

Clean, Safe Drinking Water

One Promise understood by the Relocatees coming from the federal government is the provision of clean, safe drinking water. This requires the planning and development of a complete system that meets all of the needs of the current Relocatees and the next generation.

Emergency Services

The remote nature of the Yuwehloo Pahki Community makes the provision of emergency services critically important. Training and organizing first responders, developing an area helipad and creating an emergency medical services "substation" are high priorities.

Farmer's Market/Vending Area

Possibly designed and construction in conjunction with the development of a large parking lot for multiple uses, a designated vending area and a farmer's market is needed in the community. This area could also be used for storing HDOT equipment and school busses. Adding lighting to the existing parking lot for the administrative building might be a part of the solution.

Housing

Yet another promise made by the federal government at the time of relocation was the provision of housing for the Relocatees. Steering Committee members prioritized housing improvements to the existing housing stock, and the construction of new homes at YP. The community is maintaining a list of people who need such housing improvements. Currently, 20 homes are identified on that list. The development of apartments as a part of the housing project was seen as desirable by the Steering Committee.

Power to Homes

Another unmet promise of the federal government during the time of relocation was bringing electricity to all the homes at Yuwehloo Pahki Community. This could be done through a combination of hard-wired electricity as well as distributed solar energy units.

Recreation Center/Multi-purpose Building

Perhaps the greatest amount of time spent by Steering Committee members was discussing the need for a Recreation Center/Multi-purpose Building that would provide a widespread set of a facilities and programming for area youth. This functionality would include, but not be limited to, an indoor gymnasium, outdoor sports fields for soccer and football and other activities, baseball field, frisbee golf, and agricultural activities such as 4H. This could also be a location for activities such as Indian Days.

It is envisioned that much of the recreation center/parks/ballfields development will be done in conjunction with improvements at the existing administrative building.

Roads

One of the first things that will come to mind to any Relocatee when they are asked about unmet promises by the federal government is the poor condition of local roads. This is a particular concern in serving the youth of the community. Combining road improvements with the establishment of designated areas where kids can be picked up by the school bussing system is a very high priority. The poor condition of roads also has implications for the provision of emergency services.

Rural Addressing/E-911

Along with the rest of Hopi, YP could benefit from a rural addressing system. Receiving packages and benefitting from timely emergency services would be improved by the establishment of such a system.

Senior Center

A separate building, distinct from a facility for youth, to be utilized for senior services and meals is a priority.

Signage

Traveling to and through YP can be challenging for visitors to the area. Improving city entrance signage as well as directional signage would be a valuable improvement.

Solid Waste Management

One of the greatest problems at Hopi is litter and the lack of provision of solid waste management services. An organized solution to this problem is needed.

Transit/Taxi Service

The mobility of the local citizenry is highly important, but this need is not met by all of the members of the community. Having improved transit to the community or even some privately-operated "taxi service" was found desirable by Steering Committee members.

Walking Trails

One easy, low-cost Quality-of-Life Initiative would be the development of designated walking and running trails throughout the community. This could be a part of the mapping and land use planning effort by Yuwehloo Pahki Community. The trail system could also be used for horse riding.

Wastewater Lagoon

Currently, all of the homes at Yuwehloo Pahki Community are on septic tanks. The development of a wastewater lagoon system, possibly reutilizing treated wastewater for agriculture, is a priority.

CIVIC CONDITION ASSESSMENT

Section 4:

Civic Condition Assessment Results

Civic Condition Assessment Results

Overview

During Session Three of Plan Week, the Steering Committee completed the Civic Condition Assessment. Civic Condition is defined by Building Communities as the "quality and intent of a community's civic dialogue." That is, what is the purpose of the community's most engaged citizens as they discuss matters central to the community's social and economic direction?

Building Communities finds that there are four stages of civic condition: apathy, argumentative, action and alliance. Each of these stages then predict the reaction of community members to the planning and implementation phase of this project.

- Apathy Communities tend to be driven by affiliation-oriented civic leaders. People interrelate civically primarily for the experience of socializing.
- Argumentative Communities are dominated by leaders who strive to maintain and enhance their authority. While the civics of the community may have the flavor of teamwork and cooperation, the underlying motivation is the control of the community agenda.
- Action Communities are characterized by a drive to achieve projects and address issues. An achievement ethic stimulates the actions of the community.
- Alliance Communities orient themselves with the holistic advancement of the entire community, and are primarily motivated by the possibility of actualizing the community's ultimate potential.

Reactions to the Planning & Implementation Process

Civic Condition	Planning Phase	Implementation Phase
Apathy	Engaging, Positive	Disengaged, Disinterested
Argumentative	Regimented, Controlled	Selective, Forced
Action	Engaging, Productive	Collaborative, Effective
Alliance	Studious, Complete	Deliberate, Purposeful

During the session, Steering Committee members were asked to find the best response to a series of 20 questions that yield clues with respect to the community's civic condition. Electronic response cards (i.e. "clickers") were used, and the most frequent response to each of the 20 questions leads to the table below.

Civic Condition for Yuwehloo Pahki Community

Apathy	Argumentative	Action	Alliance
7	5	3	2

This was the first time ever that the Civic Condition Assessment was conducted in Indian Country. The Steering Committee participants did struggle on three of the 20 questions, and ultimately those questions were dropped from the analysis.

As the figures above indicate, the most frequent response relates to being an ***Apathy Community***. The second most frequent response relates to being an Argumentative Community. The characteristics of an Apathy Community were then explained to the Steering Committee members, and the question was posed: "Does this sound like Spider Mound?"

With virtually no exception, the Steering Committee members believed that Spider Mound has displayed the

characteristics of being an Apathy Community. They felt that there were only a small number of the people that engaged constructively in the future of the community. Most people, when asked to become involved, typically reply: "You have already approached me about this in the past and nothing happened, so why should I do it now?" or "I've already told you what I think." In other words, many people in the community have demonstrated that they are not willing to roll up their sleeves to make a difference.

Until now.

All of the Steering Committee members have renewed hope that this strategic planning process followed by a coordinated request for federal support can and will lead to success. In effect, it is the planning process itself that will begin to transform an Apathy Community into an Action Community.

The table below describes each of the four civic condition stages, and provides some recommendations for how to navigate each stage in order to successfully implement an economic development strategic plan.

Stage	Actions to Develop and Implement Strategic Plan
Apathy Stage. Communities at the Apathy Stage are characterized by having little, if any, drive amongst their civic leaders (elected and non-elected). Perhaps the simplest test is: "How many people wake up on a Saturday morning thinking about civic projects that are being advanced by the community?" While many communities have paid staff charged with advancing community development projects, are there individuals who are self-motivated to advance the project beyond any professional requirements? Apathy Stage communities are characterized by the lack of vision and drive for community achievements. The community may be largely composed of impressive individuals with other worthy values related to family and their religion but not those with a civic focus. These communities typically assume or decide that they cannot control their destiny, that state and federal government serves only as a regulator rather than a partner and that any attempts to change that philosophy will be doomed to failure.	The primary motivation for Apathy Stage leaders and volunteers is association. That is, such community members simply want to affiliate with one another in a social context. The challenge for achievement-oriented professionals and volunteers is to gain serious commitment to the community. While people may show up to the planning process, especially if there is good opportunity to socialize, the key is to get people to dedicate themselves in the long-term. Recommended actions: • Select a small number of strategies and initiatives to include in the plan • Carefully select dates and times that Steering Committee members find most convenient for meetings • Provide snacks or rewards at the meetings • Celebrate small victories as the plan is being implemented • Be on the lookout for and reinforce new members who might want to make targeted commitments (specific projects or initiatives)

Stage	Actions to Develop and Implement Strategic Plan
Argumentative Stage. Argumentative Stage communities move significantly forward on the willingness continuum but generally have not advanced on the *ability continuum*. Argumentative Stage communities are characterized by a group of civic leaders who do have goals and dreams for their community. These communities, however, generally lack both the *professional capability* and the *unity* to carry these dreams forward. *Professional capability* refers to a community's investment in an individual and/or organization that serves as an advocate. Although the individual need not be a paid professional, communities generally find this necessary in order create the stability needed for long-term advocacy. Unity refers to the community's acceptance of the individual development projects being advanced. A lack of unity creates a dynamic in which the greatest obstacles to project advancement are created within the community itself. Argumentative Stage communities frequently create a "lose-lose" dynamic.	Argumentative Stage community leaders are typified by their behind-the-scenes power plays designed to carry out their personal agendas. This stage presents the greatest challenge to professionals and volunteers simply looking to improve their community. It is sometimes difficult for such altruistic volunteers to understand the gamesmanship that such power-grabbing people have, as it is so different from their own. Recommended actions: • Co-opt one or more of the good ol' boys into the process by offering them power on one or more of the plan's priorities • Withhold publicity on key projects or initiatives until such efforts are beyond being vulnerable to attack or subversion • Invite power players to ceremonies and ribbon-cuttings; share the credit (even if undeserved) • If possible, facilitate the desires of authority-seekers to serve on out-of-town boards and commissions
Action Stage. Action Stage communities are characterized by a track record of consistently identifying and advancing development projects. These communities have a high level of willingness and a high level of ability. They typically have a sense of overall direction whereby they can immediately identify whether or not proposed projects are consistent with that direction. Projects that are inconsistent are typically discarded. Projects that fit the direction of the community are usually embraced and advanced. Like Argumentative Stage communities, however, Action Stage communities are still faced with limited resources. While there are, at times, opportunities for collaboration amongprojects in Action Stage communities, typically the agenda becomes so large that competition for available technical and financial resources becomes a limiting factor. As such, Action Stage communities sometimes face a "win-lose" situation.	Action Stage communities generally have an army of professionals and (especially) volunteers dedicated to achieving all that is possible for their community. The Action Stage setting is perfect for both planning and implementing the desired future of the community. People serving on Steering Committees will be right at home in their achievement-seeking environment. Recommended actions: • Invite a broad array of interests to the planning process • Acknowledge and include existing projects and initiatives when developing the strategic plan • Proactively promote the planning and implementation process to the community • Ensure that implementation steps are broadly assigned in order to capture full implementation potential • Use the planning process to broaden public awareness of the many strategies, initiatives and projects of the community

Stage	Actions to Develop and Implement Strategic Plan
Alliance Stage. Alliance Stage communities take the ultimate step on the ability continuum. These communities are not only willing but are completely able to advance their development agenda. Like Action Stage communities, Alliance communities are skilled at envisioning, defining and advancing development projects. They have a record of success which reinforces a "we will succeed at this–it is only a matter of time" approach. Alliance Stage communities make a paradigm shift from project orientation to community orientation. That is, it is simply not enough to succeed with advancing community development projects–it is necessary to examine how each of these projects serves larger community goals.	Alliance Stage communities are very rare. They have leaders who work to successfully elevate their Action Stage capabilities to actualize and sustain long-term progress. While this stage should be the "ultimate level" of civic condition, there are some unique challenges to the planning and implementation stage, as such communities can at times become preoccupied with process over results. Recommended actions: • Ensure that strategies and initiatives include action steps and assigned implementers • Be wary of analysis paralysis (studying ideas to death) • If certain strategies and initiatives seem to be falling victim to debate and study, consider advancing doable elements of such efforts

Section 5:

Community Organizer Results

Community Organizer Results

Overview

After *Plan Week*, the Yuwehloo Pahki Community staff considered the *Community Organizer Assessment*. This assessment focuses upon the capacity of the community to successfully implement community and economic development initiatives.

Up to 142 questions related to 66 capacity factors are considered by community leaders and development staff. Just as there are 88 *Key Success Factors* that shape what communities should do in terms of strategy selection, these 66 capacity factors inform the community of how it can implement the plan. Forty-two 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* session takes less than two hours and yields an instantaneous report).

The *Community Organizer Assessment* has two ultimate functions:

- Informs steering committee members of capacity implications during the plan implementation phase of the work
- Advises the community of the current and potential business and community development capacity in order to implement the plan

Business Development Capacity

The information below itemizes the specific “capacity building action steps” needed in order for the community to reach its desired level of capacity for both business development and community development activities.

1 - Business Development Strategy

Definition

A business development strategy, which can be viewed as a subset of a community and economic development strategy, should be very clear in its scope. In addition to answering the question “What types of business development activities should we engage in?”, the strategy should be equally clear in identifying “What business development activities are beyond the scope of our community?” That is, many communities, due to limitations in factors such as labor force, proximity to markets, and available infrastructure, ought to conclude that the recruitment of large-scale business development opportunities is beyond the realistic grasp of the community.

Business development strategies should also assess the desirability of business growth for a community. Many urban and suburban cities experienced such dramatic growth in the 1990s that they became very selective about new job creating possibilities. Times of economic recession cause communities to rethink these policies.

Often overlooked, and frequently most important, are activities to support existing businesses within a community. In the end, a large percentage of jobs created in any community will come from the expansion of existing businesses. Additionally, communities can often offset the threat of curtailment of business operations with proactive business retention efforts.

Communities must also assess the business development climate that they offer. What is the condition of the state and national economy? How competitive is the state’s business climate? How streamlined is the community’s regulatory process for businesses?

1a. Relationship with Community’s Strategic Plan

The community is currently engaged in a strategic planning effort.

1b. Desirability of Business Development

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

1c. Appropriateness of Business Development

After considering existing "uncontrollable factors" (e.g., community location, available labor force, access to markets, available infrastructure, business climate), the community 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. A Foundation of Support for Existing Businesses

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

2 - Local Staff and Team Development

Definition

Similar to the community development capacity requirements, business development requires strong staffing, organization, and volunteerism to succeed. Communities must be careful not to assume that simply because they have broader community development organizations in place (that advocate for community livability, tourism development, downtown development, historic preservation, arts and culture, and/or other priorities), that they have a business development organization. Business development advocacy can be coordinated through an organization with broader purposes, but in order to be effective, the specific skills and focus of business development cannot be lost.

2a. Focused Business Development Organization

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

3 - Industrial Land and Infrastructure

Definition

Many communities get geared up to conduct business development—and particularly business recruitment—activities without first conducting an objective analysis of the existing availability of land and infrastructure.

Frequently, communities confuse the availability of land "zoned industrial" with the true availability of such land for business expansion and business recruitment endeavors. Simply because land exists does not mean that it is for sale. It does not mean that it is for sale at a competitive price. It does not mean that the land is necessarily served by infrastructure. It does not mean that the land is served by specialized infrastructure requirements of a particular industry. And it does not mean that the land is clear from environmental constraints.

Indeed, the availability of land, or lack thereof, that is truly available, appropriate, and competitive for business development uses becomes a huge opportunity or constraint for a community.

Issues of land ownership must also be considered. Although the community may think it has land available, what really happens when the existing expanding business or the industrial prospect comes seriously knocking on the door? Will the price of the land suddenly escalate? Is the landowner truly motivated to sell? Are they legally empowered to sell?

Communities may wish to consider the public ownership of industrial land to ensure that the public interest, rather than an individual or corporation's private interest, dominates the motivations of a future transaction.

Perhaps this public ownership is in place through a port, county, city, or other public entity. Even if the land is publicly owned, does the public body have a strategy for its ultimate use?

3a. Availability of Industrially-Zoned Land

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

3b. Potential for Land

The community 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. Land Ownership

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

3d. Environmental Considerations

The community is very confident that its industrial land is environmentally safe and clean and has documentation to support this conclusion.

3e. Land Price

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

3f. Availability of Buildings

The community does not have existing industrial buildings for sale.

3g. Basic Infrastructure

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

3h. Access Infrastructure

The industrial land site is served by an existing paved street.

3i. Special Infrastructure

The industrial land site is not within five minutes of an interstate highway system.

3j. Land/Target Compatibility

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 not 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 community 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.) and can meet such specialized infrastructure requirements.

3n. Land/Target Compatibility

The community understands the specific land requirements of the types of businesses most likely to locate in the community and could probably meet such land requirements.

4 - Targeted Industries

Definition

Similar to communities being focused on specific objectives within the context of a strategic plan, communities must also have a focus in their business development activities in order to be successful.

The concept of "targeted industries" is the most often used procedure to identify, on a selective basis, the types of industry that are consistent with the development and recruitment desires of a particular community.

Typically, businesses are targeted based on the type of industry they represent utilizing the North American Industry Classification System (NAICS). This system replaced the U.S. Standard Industrial Classification (SIC) system. There are additional methods for targeting industries that can be done either in addition to, or in replacement of, the industry selection process. Communities may target industries based upon a geographic region or based upon other factors such as the size of typical companies.

Communities may wish to begin their Targeted Industry Analysis by analyzing the types of companies that could locate in their community to produce products that are typically imported into their community. That is, they can substitute the local manufacturing of goods and services that have historically been imported into the community. This is a process known as "import substitution."

Still other communities may wish to conduct their Targeted Industry Analysis to be consistent with other objectives and priorities within a community. For example, communities that have historic strength—or current strategies—to expand the visitor industry, may wish to recruit businesses consistent with this focus.

Targeted Industry Analysis is a very sophisticated field, and communities can initiate fairly complex strategies and contract with specialized consultants to conduct such industry targeting.

4a. Import Substitution

The community 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. Connection with Strategic Plan

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

4c. Targeted Industry Analysis

A targeted industry analysis is being developed for the Hopi Tribe at this time.

5 - Marketing

Definition

Once the business development strategy is in place, a local development team is poised, land and infrastructure is ready, and some level of Targeted Industry Analysis has been completed, the community is only then prepared to conduct specific business development marketing activities.

The sequential nature of the elements of business development capacity must be recognized. Conducting marketing activities without land to be offered is a waste of resources. Conducting a marketing strategy without some form of targeting, or market segregation, can be very inefficient—if not completely unproductive.

The community needs to take a holistic, sophisticated approach to marketing techniques including direct

mail, industry trade shows, web sites, cold calling, alliances with site selectors, and other methods.

Finally, communities may wish to conduct business development–and, in particular, business recruitment–activities in concert with other communities and counties in their region. By conducting a regional approach, costs can be shared, and the possibility of attracting a company to the region increases.

5a. Marketing Track Record

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

5b. Professional Marketing Assistance

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

5c. Diversification of Marketing Techniques

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

5e. Use of the Internet

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

5f. Community Profile

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

6 - Prospect and Lead Management

Definition

All of the activities thus far in this business development capacity assessment tool are designed to ultimately generate business development leads or prospects (these terms are used interchangeably here, although prospects can refer to a more developed stage of relationship between a community and a business).

Businesses can take two years—or more—to make a business location decision after they have made preliminary contacts with cities and states for site information. Generally, however, this process takes between six and twelve months. Regardless of the duration of this period, communities must be prepared to address each and every concern and need of a prospect.

Business development—and particularly business recruitment—is a process of elimination. Companies come to their ultimate site decision through a process of eliminating other communities that have one or more significant variances from the ideal conditions being sought by the company. Given this, communities must manage prospects by addressing each and every need.

Prospect management requires a very steady, professional approach to businesses. The combination of a strong network of civic advocates and, especially, a well-trained business development professional maximizes the likelihood of business development success.

6a. Community Profile

The community has a team specifically assigned to respond to business development leads which typically responds to such leads within three days, ultimately putting together an information package custom- tailored to the inquiring business's needs.

6b. A Professional Community Response

The community does not regularly send representatives to meet with business development prospects, although it does have at least one person assigned for such purposes. However, no funds are currently in place to cover business-development-related travel expenses.

7 - Closing the Deal

Definition

All of the prior steps in this business development capacity assessment mean virtually nothing if the community is not capable of "closing the deal." Generally, closing the deal is the process of eliminating any remaining uncertainties in the minds of the company decision makers. Almost always, these details—as well as the overall commitment by all parties (the company, the community, the state, and possibly other entities)—are formalized in a contract or memorandum of understanding.

Communities, therefore, have to be willing to put their commitment in writing. Both the company and the community may have to back up their commitment with potential penalties in the event that either party does not perform. Typically, performance from a community would be the guarantee of the delivery of land, infrastructure, and local incentives. Communities, and particularly the State, typically require a guarantee by the company to create the jobs negotiated in the site location process.

It is typical—and most preferable from the State's perspective—for the topic of incentives to be seriously discussed late in the site location process. Companies that insist upon detailed incentive commitments early in the process may have the importance of incentives out of balance with respect to other site location factors (access to markets, cost of labor, etc.). Nonetheless, incentives of some form almost always become a required provision of the memorandum of understanding.

7a. Deal Making Experience

The community has not engaged in negotiations to close any business development deals within the last four years.

7b. Expertise with Incentives

The community does not have a functioning relationship with state business development officers and is currently aware of available business development incentives and/or resources, although it currently struggles to competitively package such incentives in the final stages of business development deals.

7c. A Winning Attitude

The community generally struggles to display a "winning attitude" with regard to its business development prospects.

7d. Community Sophistication

Should the community need to develop agreements in order to legally advance the projects, the community would need to seek outside professional services.

7e. Project/Contract Monitoring

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

Community Development Capacity

1 - Strategic Plan/Vision

Definition

Communities are in various stages of commitment to a strategic planning process. Some communities have never engaged in such an effort to collectively envision the future and set specific projects in motion to capture that vision. Conversely, some communities not only have a strategic planning process in place, but have engaged in professional strategic planning consultants, widely participated in the development of the plan, reviewed the plan regularly, and have even engaged one or more times in updating their strategic plan.

1a. Existence of Community-wide Strategic Planning Document

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

2 - Project and Issue Development

Definition

Typically, a strategic planning process yields an overall vision statement and then a series of goals and objectives related to projects and issues.

For the purposes of this evaluation tool, projects and issues are separated from the strategic planning process.

Ultimately, it is the success, or lack thereof, of a community in advancing projects and issues that reinforces the community's commitment to long-term strategic planning. Communities must see this "pay-off" to reinforce a long-term outlook.

2a. Community Wish List

The community is currently engaged in a strategic planning process.

2b. Identification of Strategic Issues

The community is aware of strategic regional issues which are expected to impact the community and is currently involved in the advancement or resolution of at least one such issue, coordinating its efforts with those of other communities in the region.

2c. Large Project Advocacy

The community has not successfully advanced a large-scale community development project within the last four years, but it has advanced at least one such project during the last 15 years. However, the community does not utilize advocacy groups to advance such projects.

2d. Coordinating Projects with State and Federal Processes

The community participates in state and/or federally coordinated project funding processes, but only infrequently.

3 - Organizational Capacity

Definition

Strategic planning and project identification means very little to a community if it does not have the organizational capacity to carry out the city's priorities. Although there is not "one correct way" to organize a community to conduct community development activities, there are some basic principles that apply. First of all, the scope of the community development activities needs to be defined. Communities may desire to implement projects and address issues that deal with the following types of community development activities: tourism development, historic preservation, arts and culture development, infrastructure improvements, and community facilities. A community's priority list may even stretch longer than this.

A community may seek to empower one organization to advance the full gamut of community development priorities. Conversely, a community may wish to have more than one organization focused on specific priorities (a visitor and convention bureau, a downtown development association, a business recruitment organization, etc.). This Continuum is designed so as not to advocate for one form of organizational structure over another, but rather to simply advance the notion that the community must be specific in the priorities that it tends to advance and to empower one or more organizations to successfully advance these priorities.

This process advances, therefore, the following specific principles with respect to a community's "organizational structure":

- A community must have one or more organization(s) dedicated to advancing specific priorities identified in the strategic plan.
- If a community has more than one organization serving a community development advocacy role, the organizations must avoid duplication of services and serve to reinforce each other.
- Organizations should have adequate, stable funding and dedicate a majority of their time to reaching stated objectives rather than simply keeping the organization afloat.
- Organizations must meet frequently enough to advance identified priorities.

3a. Connectedness and Focus of Organization(s)

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

4 - Staffing

Definition

For community development organizations to reach optimal effectiveness, a professional staff person must serve them. Community development organization staffing requires a talented individual (or team of individuals), strong staff support, a connection to organizational objectives and long-term staff training and development.

Given that the Yuwehloo Pahki Community does not have designated community development staff--and it would be unreasonable to budget for this type of staff given the small size of the community--this section is irrelevant.

5 - Civic Volunteerism

Definition

Individuals are frequently motivated to commit time to their community because they are willing to give to a greater cause. Volunteers appreciate being a part of a "winning team" and desire to see their community succeed. Successful communities inspire civic volunteerism, and often reward volunteers for their time and service.

5a. Opportunities for Service

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

5b. Celebration of Volunteerism

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

6 - Community Attitude

Definition

Although it is intangible, the attitude of a community is a major factor in the community's capacity for community development. Like individuals, communities can be either proactive or reactive. They can believe that they are in charge of their destiny or be resigned to the fact that too many issues are uncontrollable.

Success is contagious. Failure is contagious. Communities that have established a track record of envisioning and completing community development projects believe that their next success is imminent. Likewise, communities that have either tried and failed—or have not tried at all—do not sense a control of their destiny. It's all about attitude.

6a. Proactive vs. Reactive Communities

The community is generally reactive to community development opportunities, but sill has a clear direction for the future—one that is identifiable by citizens and leaders alike.

6b. Viewing the Glass Half-Full

The community generally views its community development posture and opportunities as a glass "half empty."

7 - Maintaining the "Community" as the Goal

Definition

A community completes a strategic planning exercise. The exercise yields a series of community development projects. Local organizations, equipped with staff and volunteers, focus on the implementation of the strategic projects. How does the community, at that point, view the importance of the projects? Do the projects become of paramount importance over the broader, strategic direction of the community? Or do civic leaders maintain the appropriate perspective of successful projects fitting into the broader community development vision?

Ideally, civic leaders will view their efforts to advance a project in the broader context. Even the chairperson for the largest community development project should view their project as subordinate to the community's strategic plan.

7a. Depth of Community "Vision" or "Mission Statement"

Prior to the development of this Strategic Plan, the Community did not have a clearly defined strategic direction. That direction is emerging from this planning process.

Appendices

Prioritized Strategy Report
Strategies by Group
Alphabetical Listing of Strategies
Planning Methodology
YPC Project List

Appendix A

Prioritized Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Local/Regional Tourism	58	100%	100%	Tourism
Infrastructure Development	50	100%	100%	Other
Cultural Tourism	49	77%	82%	Tourism
Destination Tourism	46	36%	40%	Tourism
Attracting Funding	43	100%	82%	Other
Energy Development	42	100%	90%	Sector-specific
Bedroom Community Development	39	100%	100%	Community Development
Attracting Government Jobs	37	55%	64%	Other
Education Development	35	82%	90%	Community Development
Entrepreneurial Development	33	100%	100%	General Business
Logistics Centers	33	33%	0%	Sector-specific
Value-added Mining	32	10%	0%	Value-added
Leading-edge Development	29	36%	10%	Sector-specific
Business Cultivation	28	83%	88%	General Business
Business Recruitment	27	75%	86%	General Business
Business Retention and Expansion	23	86%	82%	General Business
Environmental Restoration	23	100%	100%	Sector-specific
Value-added Fisheries	19	18%	8%	Value-added
Pass-through Visitor Services	19	92%	92%	Tourism
Health Care Expansion	19	90%	92%	Community Development
Attracting Lone Eagles	19	45%	0%	Other
Attracting Retirees	18	73%	75%	Other
Value-added Agriculture	16	45%	50%	Value-added
Value-added Forest Products	16	0%	11%	Value-added
Downtown Development	8	55%	56%	Community Development

Appendix B

Strategies by Group

GROUP	STRATEGY	SCORE
General Business	Business Recruitment	27
	Business Retention and Expansion	23
	Business Cultivation	28
	Entrepreneurial Development	33
Sector-Specific	Energy Development	42
	Environmental Restoration	23
	Logistics Centers	33
	Leading-edge Development	29
Value-added	Value-added Agriculture	16
	Value-added Forest Products	16
	Value-added Fisheries	19
	Value-added Mining	32
Community Development	Destination Tourism	46
	Cultural Tourism	49
	Local/Regional Tourism	58
	Pass-through Visitor Services	19
Tourism	Downtown Development	8
	Education Development	35
	Health Care Expansion	19
	Bedroom Community Development	39
Other	Infrastructure Development	50
	Attracting Retirees	18
	Attracting Lone Eagles	19
	Attracting Government Jobs	37
	Attracting Funding	43

Appendix C

Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Funding	43	Other
Attracting Government Jobs	37	Other
Attracting Lone Eagles	19	Other
Attracting Retirees	18	Other
Bedroom Community Development	39	Community Development
Business Cultivation	28	General Business
Business Recruitment	27	General Business
Business Retention and Expansion	23	General Business
Cultural Tourism	49	Tourism
Destination Tourism	46	Tourism
Downtown Development	8	Community Development
Education Development	35	Community Development
Energy Development	42	Sector-specific
Entrepreneurial Development	33	General Business
Environmental Restoration	23	Sector-specific
Health Care Expansion	19	Community Development
Infrastructure Development	50	Other
Leading-edge Development	29	Sector-specific
Local/Regional Tourism	58	Tourism
Logistics Centers	33	Sector-specific
Pass-through Visitor Services	19	Tourism
Value-added Agriculture	16	Value-added
Value-added Fisheries	19	Value-added
Value-added Forest Products	16	Value-added
Value-added Mining	32	Value-added

Appendix D

Planning Methodology

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

- **Objective:** Communities select community and economic development strategies and initiatives based on a logical analysis of the factors most relevant to community advancement
- **Comprehensive:** Communities consider a host of possible strategies and initiatives to improve local economic conditions, and to sustain and advance overall quality of life
- **Expeditious:** The process is fast-paced (typically 12 hours total) and excludes discussion unrelated to the development and implementation of the strategic plan

Vision and Mission

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

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

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

Defining a community's vision and mission is at the core of the Building Communities planning approach. For Yuwehloo Pahki Community, 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 community.

Objectives of Methodology

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

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

Major Components of Planning Approach

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

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

The People

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

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

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

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

- **Plan Director:** John Hawkins, Yuwehloo Pahki Community CSA - Serves as the liaison between Building Communities and Yuwehloo Pahki Community; oversees community 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 community, Building Communities' support staff works behind the scenes to provide communities with effective and efficient planning tools, and to deliver a polished plan they can be proud of and use effectively.
- **Steering Committee:** Includes the Plan Director and represents the interests of Yuwehloo Pahki Community in the planning process; participates in all Plan Week work sessions; invites community participation in the planning process; weighs all community input; selects strategies and initiatives for implementation; reviews and provides feedback on the draft final plan; leads implementation efforts during the life of the plan. Yuwehloo Pahki Community Steering Committee members:
    - Claudina Burgener
    - Marisa Calnimptewa
    - Robert Collateta, Sr.
    - Andrew Gashwazra
    - John Hawkins
    - Bertina Kisto
    - George Mase
    - Nathan Navasie
    - Carol Sahmea
    - Bonnie Secakuku
    - Milburn Sequi
    - Roberta Sequi
    - Jennie Talahongva
    - Hillis Tootsie
- **Citizens of Yuwehloo Pahki Community:** 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 Yuwehloo Pahki Community, Plan Week consisted of the seven sessions listed previously and was conducted October 4-5, 2018 at the YPC Administrative Building.

Data-gathering and analysis sessions were first in the process. Evaluation sessions followed, in which collected data and information were assessed and weighed. Next were decision-making sessions during which Steering Committee members determined the strategies and initiatives which would define

Yuwehloo Pahki Community's mission during the life of the plan. 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 Yuwehloo Pahki Community's identity and aspirations to create an expanded statement of its vision and direction.

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

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

Prior to Plan Week: Community Organizer Assessment

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

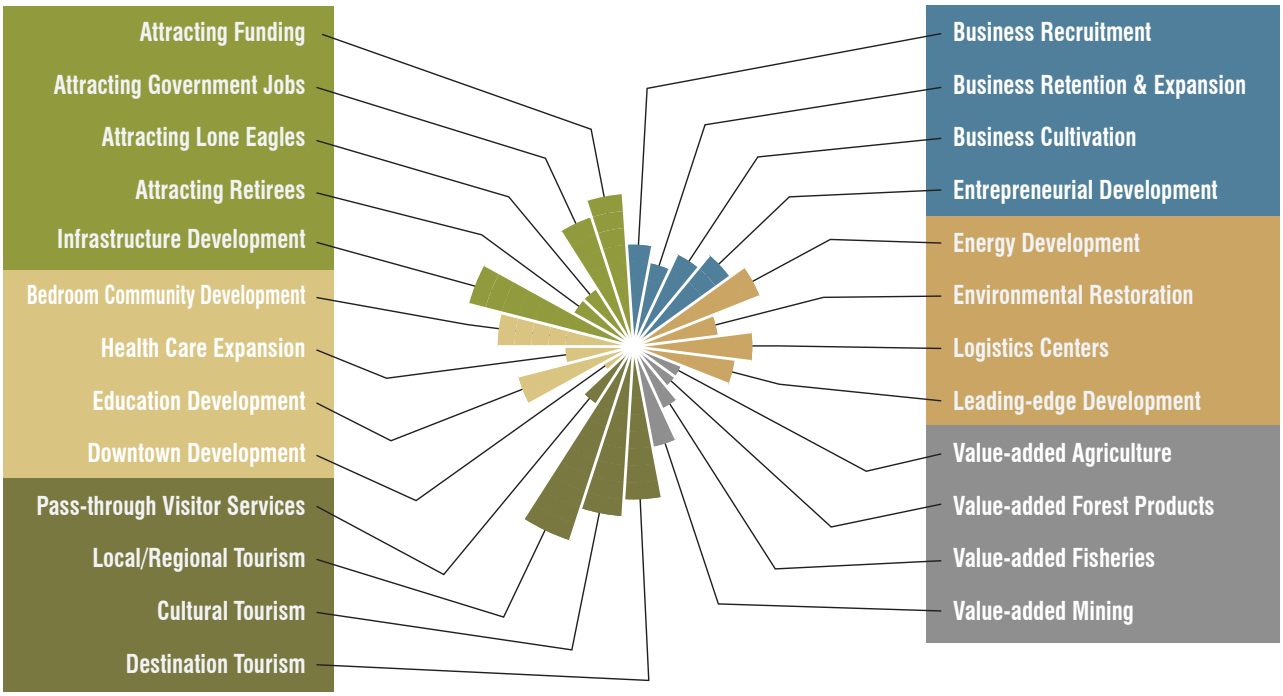
The Building Communities planning approach addressed this critical element in Session 3—the *Community Organizer Assessment*—in which were presented a series of questions specific to the community and business development development aspirations of the community. This yielded a report detailing specific recommendations about how Yuwehloo Pahki Community 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 Yuwehloo Pahki Community's comparative advantage for a host of Key Success Factors—conditions, assets, abilities, etc. possessed by the community—related to 25 community and economic development strategies the community could pursue to improve economic condition and enhance quality of life.

The graphic on the next page is a "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 Yuwehloo Pahki Community's Prioritized Strategy Report—a ranking of the 25 strategies on a scale of 0 to 100 based on the likelihood of successful implementation. This report, along with a more detailed explanation of its content, can be found in Section 1 of this plan.



Session 2: Quality-of-Life Initiatives

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

These initiatives were presented to the broader community in a later session for their consideration and input, before the final selection of initiatives to pursue was completed by the Steering Committee. A more detailed treatment of the Quality-of-life Initiatives follows in Section 4 of this plan.

Session 3: Civic Condition Assessment

During Session Three of Plan Week, the Steering Committee completed the Civic Condition Assessment. Civic Condition is defined by Building Communities as the "quality and intent of a community's civic discourse and interaction." That is, what is the purpose of the community's most engaged citizens as they discuss matters central to the community's social and economic direction?

It is the overall civic condition and related capacity of the community that either contributes to—or compromises—the strategic planning and implementation process.

Steering Committee members considered 20 measures of civic condition, and utilized their electronic response cards ("clickers") to identify one of four stages of civic condition for Yuwehloo Pahki Community: Apathy, Argumentative, Action or Alliance. They then received information on how to navigate the remainder of the planning and implementation process based upon their civic stage.

Session 4: Voice of the Community Meeting

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

First, the community was asked to consider the 25 strategies earlier presented to the Steering Committee and answer the following questions in relation to each:

- Would you like to see this strategy implemented in Yuwehloo Pahki Community?
- Do you believe that Yuwehloo Pahki Community can successfully implement this strategy?

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

Session 5: Strategy and Quality-of-Life Initiatives Selection

After the Steering Committee considered the "full body" of community and economic development considerations it made a final selection of strategies and *Quality-of-life Initiatives* in Session 5. For the strategies, this was accomplished during a detailed review of all strategy-related information from previous sessions. Where consensus could not immediately be reached about how to treat specific strategies, they were "held" and reviewed again later. This pattern continued until an acceptable subset of "selected" strategies was complete.

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

Session 6: Assigning Essential Action Steps

Deciding *what* to do is almost always easier than determining *how* to get things done. Making decisions about how to begin implementation of selected strategies and initiatives, about who will lead these efforts for each strategy/initiative and determining exactly what steps need to be taken along the way is challenging work in the Building Communities methodology. And, equally important (perhaps even more so) is community members assuming ownership of making these implementation decisions. The "Achilles heel" of many strategic plans is the disconnect between community members and their plan when implementation consists of little more than "the consultant says this is what we should do."

It was beyond the scope of the initial planning project to identify the action steps to implement the plan. In general, there is one overarching action step, which is to present this plan to federal funders in order to secure the funding to realize the Promise made to the Relocatees.

Session 7: Elevator Speech

The final session returned to the heart of the matter: why are we doing strategic planning in the first place? Steering Committee members were asked to reflect on why they care about their community and what they desire for the future. During

this time, the group explored and discussed what is unique about Yuwehloo Pahki Community and what they expect as a result of conducting the strategic planning process. The result of this last session became the opening message in the plan and makes a unique statement about the heart of the community and what to expect in the plan—and during the years to come.

Objectivity of Planning Methodology

Great care was taken during Plan Week to avoid traditional strategic planning pitfalls. One of the most common of these pitfalls is the tendency in communities for the "loudest voice" or "most important person in the community" to dominate discussions and to silence (intentionally or otherwise) those who might disagree or, quite frankly, have better ideas. The Building Communities methodology used by Yuwehloo Pahki Community 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.

Appendix E

Yuwehloo Pahki Community (YPC) Project List	
Strategy Name	**Projects**
Attracting Funding	• Develop Funding Proposal and Seek Additional Funding
Attracting Retirees	• Fulfilled Through Other Strategy Implementation (i.e. Health Care Expansion and Housing)
Bedroom Community Development	• Hopi Resources Enforcement Services (HRES) Housing Project • Indian Health Services Housing and Health Care Expansion • Recovery House or Women's Shelter
Business Recruitment	• Recruit New Businesses: ○ Bakery/Coffee shop ○ Commercial/Retail Space ○ Convenience Store/Gas Station ○ Financial Institution ○ Grinding Mill ○ Motel/Restaurant Complex ○ Ranching Assistance ○ RV Park/Campground ○ Saloon ○ Transportation/Multipurpose Facility
Cultural Tourism	• Development of Plaza and Kiva along with an "Interpretive Center"
Downtown Development	• Development of a Community Center and Plaza
Energy Development	• Development of a Community-scale Energy Development Project in Collaboration with NTUA
Entrepreneurial Development	• Develop an Entrepreneurship Development Program in collaboration with the Hopi Office of Community Planning and Economic Development (or with the Small Business Administration, The Small Business Development Center, Northern Arizona University, or the Hopi Credit Association)
Environmental Restoration	• Development of Transfer Station for Waste and Recyclables
Health Care Expansion	• Expansion of Health Care to YPC from Polacca, Chinle, Tuba City and/or Flagstaff • Potentially reach out to Hopi Women Infants and Children (WIC)
Infrastructure Development	• Coordinate with NTUA to Fix Roads, Homes, Septic Tanks and Water Lines
Local/Regional Tourism	• Creation of an Annual Event (rodeo, music festival, etc.) • Development of RV Park • Develop Baseball Facility
Pass-through Visitor Services	• Development of Motel, Convenience Store and Marquee Sign

Yuwehloo Pahki Community

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