THE HOPI TRIBE

2025-2030
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

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EXECUTIVE SUMMARY AND MISSION

The Hopi Tribe is extraordinarily complex. The Hopi Villages have existed since time immemorial, and it was only the discovery of natural resources by the United States federal government that created the Hopi Tribal government as we know it today. The energy and defense objectives of the United States served to formulate the Hopi Tribal Council and the existing governing structure. Today, a few of the Tribe's 12 Villages refuse to accept this federally-imposed government structure and, by choice, decide not to have representation on the Hopi Tribal Council.

The Hopi Tribe, the Tribal Council, Tribal Committees, Villages, non-profits, and other entities and individuals remain committed to assisting the Hopi people to improve their economic conditions and quality of life.

For decades, the basis of the Hopi government and village budgets have been the extraction of coal to support two coal-fired power plants – the Mohave Generating Station (MGS) (which closed in 2005), and the Navajo Generating Station (NGS) (which closed in 2019). Years after the closure of NGS, the Hopi Tribe is feeling the dramatic impact on its budget. The ability of Hopi to draw upon its accumulated savings and grant funding have prevented the collapse of governance, its and services, and limited funding to the Villages.

The threats to Hopi economy are primarily economic leakage and lack of business opportunity. The resilience of Hopi has been through its culture, farming, and art. The culture provides opportunities for families to create income from art and food products. The employment opportunities for Hopis allow them to afford groceries, housing and transportation on the reservation while other opportunities provide for employment outside the reservation.

The Top 5 Strategies have been identified through Hopi Tribal Council input along with Action Plans to assist the Tribe in implementing them for the next 5 years. In addition the remaining strategies which did not rank in the top 5 are considered for future action plans beyond the next 5 years. The Top 5 Strategies are:

1. Development of Twin Arrows Parcels
2. Improve Cellular Services
3. Housing Development
4. Improve the Waste Management Program
5. Develop and Adopt a Hopi Tax Code

MISSION

The Hopi Tribe **Comprehensive Economic Development Strategy** (CEDS) was developed as part of a systematic approach by the Tribal Council, villages and departments to create a self-sustaining economy, income and employment opportunities that are consistent with the Tribe's community, cultural and environmental values.

CEDS COMMITTEE

Timothy Nuvangyaoma, Chairman of the Hopi Tribe
Jamie Kootswatewa, Chief Administrative Officer
Terri Honani, Senior Advisor, Office of the Chairman
Leroy Shingoitewa, Hopi Tribal Council, Water/Energy Committee Chair
William Charley, Hopi Tribal Council
Raymond Namoki, Hopi Tribal Council
Nick Brokeshoulder, Hopi Tribe Economic Development Corporation, Director
Kim Secakuku, Tribal Operations
Bonnie Secakuku, Lower Moencopi Community Service Administrator
Andrew Gashwazra, Planner, OCPEDLIS

HOPI TRIBAL COUNCIL 2025

Chairman: Timothy L. Nuvangyaoma
Vice Chairman: Craig Andrews
Tribal Secretary: Vacant
Tribal Treasurer: Nada Talayumptewa
Sergeant-At-Arms: Alfonso Sakeva

Village of Moenkopi
William Charley
Robert Charley
Philton Talahytewa, Sr.
Leroy N. Shingoitewa

Village of Bacavi
Mikah Kewanimptewa
Alfred Lomahquahu, Jr.
Cliffort Qotsaquahu

Village of Kykotsmovi
Norman Honanie
Wendell Honanie
Kristofer Kelhoyouma
Nona Tuchawena

Village of Sipaulovi
Robinson Honanie
Raymond Namoki
Maude Yoyhoeoma

Village of Mishongnovi
Arthur Batala
Du Vaughn Figueroa
Marilyn Tewa
Vacant Seat

First Mesa Consolidated Villages
Vacant Seat
Vacant Seat
Vacant Seat
Vacant Seat

The villages of Hotevilla, Oraibi, and Shungopavi, choose not to have any council representation. The Chartered Community of Yuwehloopahki is under the jurisdiction of First Mesa. Moenkopi includes the Upper Village of Moenkopi and Lower Village of Moencopi. The village of First Mesa includes Walpi, Sichomovi, and Tewa.

BACKGROUND

The limited population base on the Hopi Reservation, even with the additional population of the non-Hopi communities of Winslow (population of 10,194), which is about 60 miles from the center of the Hopi Reservation, and Holbrook (population of about 5,000) —about 90 miles distant, comprises a small local trade area and labor market. The regional trade area grows to nearly 33,000 with the inclusion of some neighboring Navajo towns such as Tuba City, adjacent to the Hopi village of Moenkopi and U.S. Route 160 on the north-western portion of the Reservation. Adding Flagstaff, Arizona and Gallup, New Mexico, as well as the bordering Navajo Census Designated Place (CDP) areas, the trade area expands to just over 120,000 (involving considerable drive-time).

The Hopi Reservation**,** approximately 3,000 square miles in area, is comprised of lands surrounding the main population center (District 6), the adjoining Hopi Partitioned Lands (HPL), and the separated Moenkopi District.[1] The 1882 Executive Order Reservation consists of approximately **2.5 million acres** and was established by an Executive Order dated December 16, 1882, issued by President Chester A. Arthur. The 1882 Executive Order Reservation is completely surrounded by the Navajo Reservation. Lands within the 1934 Act Reservation consist of Upper **Moenkopi and Lower Moencopi Villages** (sometimes referred to as Moenkopi District) and allotted lands.

Following years of land disputes, the U.S. District Court in 1962 designated **1.8 million acres** as a **Joint Use Area** to be used by both the **Hopi** and **Navajo** Nations. The Navajo-Hopi Land Settlement Act of 1974 gave the federal courts the power to equally divide the *Joint Use Area* land between the Hopi and Navajo. Five years later the courts equally divided the land into **900,000-acre** segments labeled **Hopi Partitioned Lands** (HPL) and **Navajo Partitioned Lands** (NPL).

- **Hopi Main Reservation—1,615,686 Acres (District Six and HPL restored to Hopi Tribe in 1974)**
- **Moenkopi District Reservation—61,604 Acres (Restored to Hopi Tribe in 1996)**
- **Hopi Three Canyon Ranch Lands—175,441 Acres (Purchased lands converted to Hopi Trust Lands in 2010 and managed by Department of Natural Resources)**

[1] *Final Hydrographic Survey Report for the Hopi Indian Reservation: In re The General Adjudication of the Little Colorado River System and Source*. Arizona Department of Water Resource. December 2015.

- **In addition, there is Hopi Tribe fee simple land (land owned by the Hopi Tribe, but not held in trust) on the southern boundary of the Reservation.**

The Hopi Reservation is located in Northeastern Arizona and part of the **Four Corners** region where the states of **Arizona, New Mexico, Colorado** and **Utah** meet. The Four Corners regional economy is based upon fossil energy resources, primarily oil, gas and coal. The San Juan Basin, which is mostly in New Mexico, but extends into the border area of northeastern Arizona, is the second largest natural gas field in the world, with over 40,000 drilled wells. The energy sector, including coal mining, has provided good paying, skilled work for generations of area residents. Starting in 1963, one of the largest industrial developments in the country was initiated on the Colorado Plateau in the Four Corners region of Arizona and New Mexico.

The burgeoning metropolises of Los Angeles, Phoenix and Albuquerque spurred an immense need for power. Large coal deposits were found to exist in the Four Corners region far enough away from the cities so as not to produce pollution, but close enough to deliver cheap power. Over the next few decades power plants were built, and coal mines were opened to fuel them. An all-out effort to tap these energy resources led a coalition of 21 utility companies from Arizona, California, New Mexico, Colorado, Nevada, Utah and Texas to join forces as Western Energy Supply and Transmission Associates (WEST). Efforts to develop these resources created the division of joint-use ancestral lands through the 1974 Navajo-Hopi Land Settlement Act which led to the relocation of Navajo and Hopi people.

Another impact to Hopi was the inability to develop on lands in the Moencopi area due to a federally imposed moratorium for Hopi known as the Bennett Freeze. The ban on development was ordered by the Commissioner of Indian Affairs, Robert L. Bennett, in 1966 as a result of land disputes due to encroachment from the Navajos. The Freeze was not lifted until 2009.

The shut-down of the Navajo Generating Station and the Mojave Generating Station along with the Black Mesa mines resulted in the termination of the Hopi/Peabody coal contract, ending a 40-year reliance on coal leases with Peabody Energy to produce the bulk of its non-governmental revenues (historically 88% of the Hopi Tribe's General Fund). The closure of the Four Corners power plants and generating stations has resulted in a major budget issue for the Tribal government.

PREVIOUS TRIBAL PLANS

The work of the Hopi Tribal Council, Village leaders, and the Hopi citizenry over the past quarter century led to two foundational documents for Hopi's future: The Hopit Tunatya'at 2000: The Hopi Strategic Land Use and Development Plan and The Hopit Pötskwaniat (Hopi Tribal Consolidated Strategic Plan 2001). These foundational documents acknowledge the challenge of economic development at Hopi, and set forth community development plans and tribal government goals for the future. Hopi leaders came together and concluded that the future growth of Hopi was dependent upon the identification and development of six new communities

that would provide growth opportunities while much of the remainder of Hopi was “land-locked" due to clan disputes and other dynamics which made development within the villages a challenge or impossible. Both plans may be considered by the Tribe for updating to meet the requirements of an equivalent CEDS plan and possible nesting of plans.

THE HOPIT TUNATYA’AT 2000

While the Hopi Tribe faces many issues, there are also many opportunities. The Hopit Tunatya‘at 2000: The Hopi Strategic Land Use and Development Plan approved by resolution H-71-2001 is one such opportunity—to adopt a set of strategies to grapple with the critical issues that face the tribe and its people. The plan is a foundation to establish investment and policy choices that will guide the Hopi Tribe in making decisions or granting approvals for development projects on the reservation.

The plan calls for the creation of five Planned Community Development Districts located four on the main reservation and one in the Moenkopi District. Districts would be large tracts of land, several thousand acres, in which a Planned Community would be developed.

The proposed Planned Communities areas would incorporate a mix of commercial, institutional, recreational and medium and high-density development. They would be limited in size to 400-500 acres. The communities would be fully serviced. Eventually, they would be able to undertake local governance. The Planned Community Development Districts, with one exception, would be closed to home site development. These areas would be co-managed by the residents of Planned Community Development (PCD) and the tribal government.

A sixth Planned Community Development is the Hopi Winslow Property where there would be no surround district associated with this light industrial and community development.

Development of these communities would provide the opportunity to address the issues of replenishing and adding to the reservation housing stock without infringing on village and clan rights. The plan also calls for some development, particularly residential development, to take place in the vicinity of the existing villages consistent with and regulated by traditional land allocation practices.

The plan identified an immediate need for 765 new homes to alleviate structural deficiencies in existing homes and overcrowding with an additional need for 90 new houses each year for the next twenty years to keep pace with projected population growth.

YUWEHLOO PAHKI (SPIDER MOUND) PCD is a second evolving community based on an existing scatter of home site development that was created under the HPL land assignment guidelines. The community is located in Range Units 565, 567, 568 and 570. It is composed of approximately twenty-four scattered home sites assigned to families who relocated to the HPL from the Jeddito area of the Navajo Reservation. The land set aside for the Yuwehloo Pahki Planned Community Development District (PCDD) is approximately 6,278 acres.

TAWA'OVI PCD is an area located in Range Unit 351, on BIA 4 about 17 miles north of the Cultural Center. The Tawa'ovi Planned Community District (PCD) is approximately 473 acres. The Hopi Tribe developed the Tawa'ovi Community Development project final report in 2005 which included NEPA compliance which includes the completion of an Environmental Assessment and Finding of No Significant Impact.

HOWELL MESA EAST PCD is a mixed residential and commercial subdivision development initiated by the Village of Hotevilla under a special land assignment made by the tribe in the early 1990's. The proposed PCD area in Range Unit 256 is approximately 2,680 acres.

SIDE ROCK WELL PCD presently consists of a half dozen scattered home sites located in an area that was identified in the Comprehensive Development Plan of 1988 as a place suitable for residential and commercial development. The unique asset of the locality is that it fronts US 160 for a distance of almost a quarter mile which offers significant commercial development opportunities to the community.

MOENKOPI DISTRICT PCD was initiated by Lower Village of Moencopi in 1999 with the assistance of Faculty of Environmental Design at Arizona State University. They are considering and researching three areas for siting a PCD within a 13,650-acre area located in the Moenkopi District on the south side of the Moenkopi Wash.

WINSLOW PCD is a 200-acre parcel adjacent to the City of Winslow, was a gift made to the tribe in 1968 for the specific purpose of developing an industrial park that would offer employment opportunities for both Hopi and Navajo people. A manufacturing plant was built on a 15-acre subdivision of the original parcel in 1968 and operated for ten years. The plant has been vacant since that time, except for one period of occupancy in the early 1990's.

Two of the projects are tribal initiatives, two are village initiatives and two stem from a pre-existing concentrated settlement of people in an area. Development of these communities would provide the opportunity to address the issues of replenishing and adding to the reservation housing stock without infringing on village and clan rights. The plan also calls for some development, particularly residential development, to take place in the vicinity of the existing villages consistent with and regulated by traditional land allocation practices.

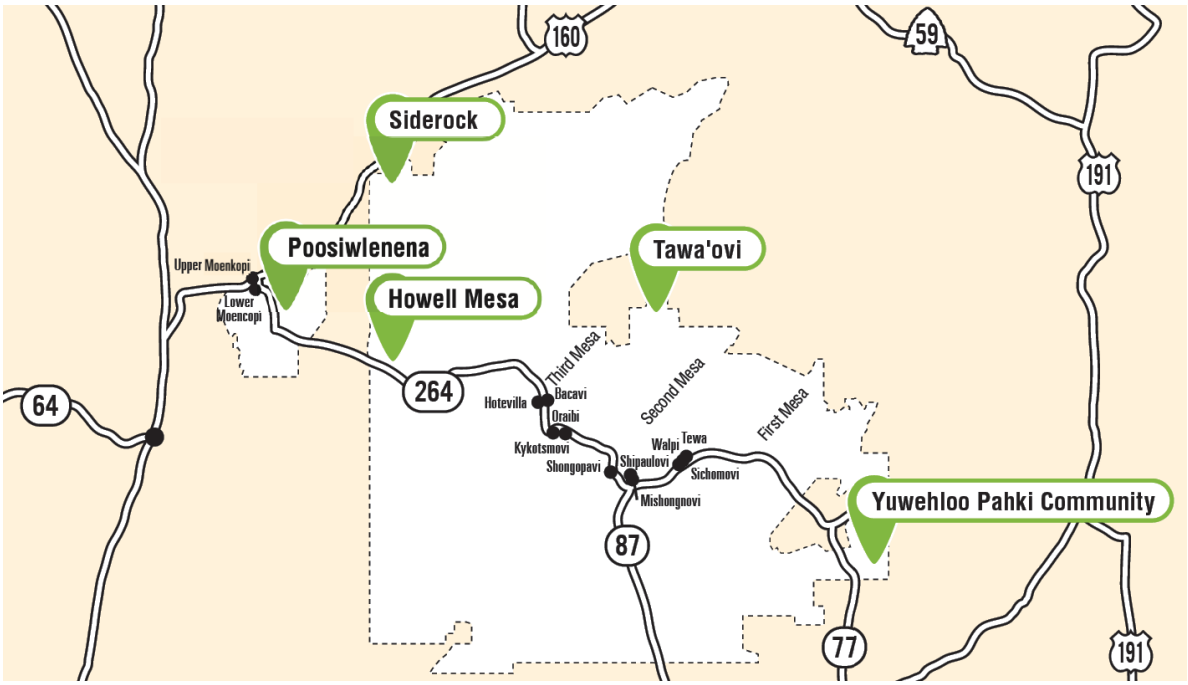
The major infrastructure projects the *Hopit Tunatya'at 2000* calls for are continuing efforts to secure an allocation of Colorado River water at Lake Powell and construction of a pipeline to deliver the water to the Hopi communities. Three alternative corridors are described. Also called for in the plan is a continued effort to secure financing for construction and completion of the Turquoise Trail (BIA 4) as an all-weather road from the present terminus north to US 160. Minor infrastructure development called for in the plan includes enhancing and extending the electrical supply, improving and increasing air transportation facilities, and expanding the telecommunications network to include satellite Internet links.

HOPIT PÖTSKWANIAT

The Hopit Pötskwaniat (Hopi Tribal Consolidated Strategic Plan), approved by Tribal Council in 2011 by Resolution H-098-2011, is intended to be the vision and goal plan addressing the needs of the *Hopit Tunatya' at 2000: The Hopi Strategic Land Use and Development Plan*. The plan is currently used by Tribal Programs to develop their goals and objectives on an annual basis for the next four years and to allocate resources to the departments/programs by the Tribal Council. This is the general action plan which defines goals for specific areas of concern under for major avenues: Towards Self Governance and Self Sufficiency, Towards Preservation and Protection of Cultural Resources, Towards Quality Human Services, and Towards Conservation and Effective Use of Natural Resources.

STRATEGIC PLANNING

The 13 Hopi Villages and Communities include Bacavi, Hotevilla, Oraibi, Kykotsmovi, Lower Moencopi Village, Upper Moenkopi Village, Shungopavi, Mishongnovi, Sipaulovi, Spider Mound (Yuwehloo Pahki), Tewa, Sichomovi, and Walpi.



VILLAGE-BASED OUTREACH

Strategic planning meetings were held with Hopi Villages and identified projects that might address the pending jobs and budgetary crisis. The outreach work that resulted in the village-by-village project identification was conducted in 2017-2018 through the Office of Community Planning Economic Development and Land Information Services. From December of 2017 through September 2018, over 40 face-to-face meetings were held with Village leaders, staff, and volunteers. The following tables show the Village work plans and economic development projects along with the meeting activity for the 11 Villages/Communities that chose to participate in the process:

THE OUTREACH MEETINGS

VILLAGE/ COMMUNITY	DECEMBER 5-7, 2017	JANUARY 23-26, 2018	MARCH 12-15, 2018	APRIL 17-19, 2018	MAY 15-18, 2018	JUNE 11-15, 2018	JULY 24-26 AUGUST 1, 2018	AUGUST 27, 2018
Bacavi						●		
Lower Moencopi	●	●	●	●	●	●	●	
Kykotsmovi	●	●	●	●		●		
Mishongnovi							●	●
Sichomovi	●	●	●	●	●		●	
Sipaulovi				●	●	●		
Shungopavi				●		●	●	
Spider Mound		●	●	●	●	●		
Tewa				●				
Upper Moenkopi		●	●	●	●	●		
Walpi						●		

PRIORITIZATION OF PROJECTS • AS OF SEPTEMBER 2018

Village/ Community	ACTION ITEM	TYPE OF SERVICE								
		BUSINESS/ MARKETING	CAPACITY BUILDING	ENGINEERING ANALYSIS	GRANT WRITING	HOUSING ASSESSMENT	LAND USE PLANNING	PROJECT DEVELOPMENT	STRATEGIC PLANNING	VILLAGE OUTREACH
Bacavi	FIVE (5) PROJECTS ARE IN THE PRELIMINARY DISCUSSION STAGES	●			●			●		
Hotevilla	OUTREACH EFFORTS TO ENGAGE THE VILLAGE HAVE YET TO RESULT IN A MEETING									
Kykotsmovi	LAND USE PLAN INCLUDING COMMUNITY MAPPING AND LAND OWNERSHIP						●			
Lower Moencopi Village	POOSIWLELENA PROJECT DEVELOPMENT					●			●	
	HYDROPONICS PROJECT DEVELOPMENT	●				●			●	
Mishongnovi	THE FIRST MEETING WITH MISHONGNOVI VILLAGE TOOK PLACE IN JULY 2018									
Shungopavi	GRINDING MILL PROJECT				●			●		
Sichomovi	TOURISM DEVELOPMENT STRATEGY								●	
	MESA GEOLOGIC ANALYSIS AND RECOMMENDATIONS			●						
Sipaulovi	MARKETPLACE PROJECT	●		●	●			●		
Spider Mound	UPDATE MASTER LAND USE PLAN						●			
Tewa	EIGHT (8) PROJECTS ARE IN THE PRELIMINARY DISCUSSION STAGES	●		●	●		●	●		
Upper Moenkopi	ADMINISTRATIVE OFFICE SPACE PROJECT				●			●		
Walpi	OUTHOUSE SYSTEM				●			●		
Multiple Village Services	JOINT VILLAGE STRATEGIC PLAN								●	
	HOPI TOURISM STRATEGIC PLAN								●	

PHASE THREE WORK • ONGOING

VILLAGE	PRIORITY	PROJECTED ACTIVITY
Bacavi	Yet to officially designate Priority Project	Offering business planning assistance to the community service administrator (CSA) for a preliminary agriculture-related business development project
Hotevilla	Still awaiting invitation for first meeting; no projects identified	To Be Determined
Kykotsmovi	Land Use Plan including Community Mapping and Land Ownership Identification	Drone-based mapping services were completed; Final land use plan yet to be delivered
Oraibi		A rupture and leak in the Village of Moencopi (Lower) water storage tank is leading to a tank replacement project. VML has coordinated with OCPEDLIS and JVSP to elevate the priority of this project. Although the Village desires an above-ground tank, the engineering requirements generally lead to the replacement of the underground tank (due to gravity requirements). The Village would like to expand the tank replacement project with a road improvement project and other project elements. Communications with IHS are underway.
Lower Moencopi Village	Water Storage Tank Replacement 2024	
	Hydroponics Project Development	Funding from the Economic Development Administration (EDA) - assisting Building Communities
Mishongnovi	Yet to officially designate …	To Be Determined
Shungopavi	Mill Business Plan	The project priority was changed in the summer of 2018 from "Water Filtration Project" to "Grinding Mill" … the next step for the project might be the development of a Business Plan
Sichomovi	Tourism Development Strategy	This project has been funded by the Economic Development Administration (EDA) Assisting Coal Communities (ACC) program. The Tourism Strategic Plan has been completed.
	Mesa Geological Analysis	Outreach has been conducted to the United States Geological Survey (USGS). Pending the response from USGS and potentially from universities, this analysis may proceed.
Sipaulovi	Marketplace Project	Up through August 2018, it was presumed that this project would be positioned for a Grant Request for Indian Community Development Block Grant (ICDBG) funding. potential conflicts amongst villages and clans caused the project not to be submitted for ICDBG funding in early 2019. This situation is in flux at the moment …
Spider Mound	Updated Land Use Plan	The drone-based mapping activity has been completed and a report is in process for Yuwehloo Pahki Community. This will enable their engagement with the Joint Village Strategic Plan (JVSP) to be more successful.
Tewa	Eight (8) projects are under consideration as the 'Priority Project' for Tewa	Awaiting invitation by village to focus upon project selection and implementation
Upper Moenkopi Village	Administrative Office Space Project	The Village is coordinating with the tribe to gain consensus on the historic ownership situation of the building and any current environmental hazards (asbestos, for example). Grant writing services for the project can begin once preliminary issues are resolved.
Walpi	Outhouse Project	Assistance is being provided to understand Outhouse System alternatives and funding sources. Grant writing services can then be offered.

Again in 2024, the Hopi Office of Community Planning Economic Development and Land Information Services (OCPEDLIS) participated in a session with the Village Community Service Administrators (CSAs) to conduct the Key Success Factors (KSF) analysis The CSAs provide an informed audience in which to conduct an anonymous analysis. In general, CSAs are aware of the opportunities, challenges and priorities of their Villages and have administrative skills to support priorities. The Key Success Factors are divided into seven KSF Categories: Assets, Capital, Expertise, Government, Infrastructure, Land and Location. The SWOT and summary results of the KSFA are presented here. The villages utilized a tool, Key Success Factor Analysis (KSFA), to help in determining relevant strategies during their SWOT analysis. The most challenging issues for village implementation of projects is due to lack of budget, infrastructure, jurisdictional conflicts, or capacity. Tribal departments can support the efforts upon request by the villages in consideration of their sovereignty.

STRATEGY	SCORE	STRATEGY GROUP
Cultural Tourism	58	TOURISM
Value-Added Mining	55	VALUE-ADDED
Local/Regional Tourism	50	TOURISM
Destination Tourism	40	TOURISM
Energy Development	34	SECTOR-SPECIFIC
Environmental Restoration	34	SECTOR-SPECIFIC
Health Care Expansion	29	COMMUNITY DEVELOPMENT
Logistics Centers	28	SECTOR-SPECIFIC
Attracting Government Jobs	22	OTHER
Attracting Funding	21	OTHER
Value-Added Agriculture	20	VALUE-ADDED
Education Development	20	COMMUNITY DEVELOPMENT
Bedroom Community Development	20	COMMUNITY DEVELOPMENT
Business Recruitment	19	GENERAL BUSINESS
Pass-Through Visitor Services	19	TOURISM
Entrepreneurial Development	18	GENERAL BUSINESS
Business Cultivation	14	GENERAL BUSINESS
Leading-Edge Development	14	SECTOR-SPECIFIC
Attracting Lone Eagles	14	OTHER
Business Retention And Expansion	13	GENERAL BUSINESS
Value-Added Fisheries	13	VALUE-ADDED
Value-Added Forest Products	12	VALUE-ADDED
Attracting Retirees	10	OTHER
Downtown Development	00	COMMUNITY DEVELOPMENT
Infrastructure Development	00	OTHER

SOCIOECONOMIC

The Hopi Tribe is a recognized Indian entity and eligible to receive services from the United States Bureau of Indian Affairs (BIA) pursuant to Federal Register Vol. 81,No. 86, May 4, 2016. Census data to substantiate demographic information for federal grants has always been problematic for Hopi.

There are traditional Hopi members who will decline to participate in any type of survey or count that may be conducted by the U.S. Census Bureau or the Tribe or Villages.

Other aspects impact demographic information as well, such as having a home on the Hopi Reservation with some family members living and working off-Reservation for part of the year, making it difficult to include such part-time residents in the count. A varying percentage of Hopis live and work off the main Reservation and return for ceremonies and other family obligations. Some Hopi residences may also have multiple families living in one home.

	MEDIAN INCOME		POVERTY RATE	UNEMPLOYMENT RATE
	Households	Families		Estimate
United States	$77,719	$96,401	12.5%	5.2%
Arizona	$77,315	$93,553	12.4%	5.2%
Navajo County	$50,754	$62,216	25.6%	8.8%
Hopi Reservation	$44,603	$48,021	32.2%	12%

2019-2023 American Community Survey 5-year

ENROLLMENT

As of April 2024, approximately 14,394 Enrolled Tribal members live on and off the Hopi Reservation. Tribal member population growth was **76%** between 1990 and 2023 Hopi Tribal members living on reservation live within 13 residential communities or villages. The majority of these residents live along the State Highway 264 corridor in villages near or on First, Second, and Third Mesas. However, four outlying communities exist – Spider Mound (Yuwehloo Pahki) and Keams Canyon to the east, and to the west the Villages of Moenkopi (Upper and Lower) located adjacent to the Navajo community of Tuba City.

The Hopi Tribal database shows an upward trend in Tribal member population growth—a 2020 snapshot shows increase by an impressive 76% between 1990 and 2020, with a 15.7% increase in population from 2010-2020.

The Hopi Constitution provides under Article II the membership qualifications all Hopi have to meet. In some instances, some Hopis are not officially enrolled due to the membership requirements or due to voluntary dis-enrollment, although they speak Hopi fluently and live on and off the Hopi Reservation. The Hopi Tribal requirements for enrollment depend upon documentation of parents and grandparents and the degree of Indian Hopi blood. Tribal membership provides individual eligibility for the various Tribal programs such as Tribal housing, land assignments and grazing permits, scholarships, jobs and various social service programs of Tribal government.

POPULATION

The Hopi Reservation (including Reservation Trust Land) contained a total population of 7,486[2]. 3,882 (51.9%) females and 3,604 (48.1%) males. An estimated 25.1% of the population was under 18 years, 33.8% was 18 to 44 years, 22.1 percent was 45 to 64 years, and 19% was 65 years and older. The median age was 37.8 years.

HOUSEHOLDS AND FAMILIES

In 2019-2023, there were 2,421 households in Hopi Reservation and Off-Reservation Trust Land, with the average household consisting of 3.07 people.

Married-couple households made up 23.7% of the households while cohabiting couple households made up 17.3 percent of households. Female householders with no spouse or partner present were 46.7 % of all households, while 12.4% of households had male householders with no spouse or partner present. Some households had on person, as 9.5 % of households were male householders living alone, and 15.5% were female householders living alone, for a total of 25% of all households.

Many Hopi households are married the traditional Hopi way rather than by Civil Law and could not be counted by the Census as *married*.

POVERTY

In 2019-2023, 32.2% of Hopi people were in poverty compared to 12.5% in the U.S[3]. An estimated 37.6% of children under 18 were below the poverty level, compared with 31.1% of people 65 years and over. An estimated 30.1% of people 18 to 64 years were below the poverty level.

EMPLOYMENT

40.6% of the population 16 and over were employed and 53.9% were not currently in the labor force. An estimated 53.2% were federal, state, or local government workers; 33.6% of the people employed were private wage and salary workers; and 13.2% were self- employed in their own (not incorporated) business.

Further breaking down the statistics, a large number of jobs preside within the educational services, health care, and social assistance at 44.5%. Public administration and retail trade round out the top three industries at 18.5% and 10.5%, respectfully. Employment on the Reservation is primarily derived from Tribal Government, the School system, the Hopi Health Center and from tourism, along with cottage industries and a few retail establishments. Hopi Tribal Administration, IHS and The Moenkopi Legacy Inn/Denny's Restaurant represent a generous proportion of the employment opportunities for Tribal members, with Hopi Tribal Administration being by far the largest employer.

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[2] *2019-2023 American Community Survey 5-Year*, Hopi Reservation and Off Reservation Trust Land, AZ.
[3] *2019-2023 American Community Survey 5-Year*; The United States

The unemployment rate for the Hopi civilian labor force is 12%[4] as compared to the US unemployment rate of 3.3%.[5] Many Tribal members do not register as being unemployed, leaving the real unemployment rate as potentially much higher at both the Village and Tribal levels.

MEDIAN INCOME

The median household income on the Hopi Reservation was $44,603 compared to the U.S. of $77,719[6]. An estimated 14.5 % of households had income below $10,000 a year and 0% had income of $200,000 or more.

The Tribal members that live off-Reservation seek other job opportunities as well as higher secondary education by way of obtaining a **post-secondary college degree** or **vocational certification**. Other reasons for living off the Reservation may be to seek housing and other common household amenities that are not available on the Reservation. Given the importance of **family** to the Hopi culture, the population out-flow has special meaning that far exceeds the economic impact for Hopi not living on their homelands.

EDUCATION and LANGUAGE

In 2019-2023, 87.5% of people 25 years and over had at least graduated from high school and 8.4% had a bachelor's degree or higher. An estimated 12.5% did not complete high school. Among people at least five-years old living in Hopi in 2019-2023, 66.8% spoke a language other than English at home. Spanish was spoken by 0.5%; 12.8% do not speak English "very well." The total school enrollment in the Hopi Reservation and Off- Reservation Trust Land was 1,739. Nursery school enrollment was 124 and kindergarten through 12th grade enrollment was 1,477. College or graduate school enrollment was 135.

Hopi's current education system includes **seven elementary schools:** *Moenkopi Day School, Hotevilla-Bacavi School, Hopi Day School, Second Mesa Day School, First Mesa Day School, Hopi Mission School,* and *Keams Canyon Elementary School*. A total of **six** of the **seven** schools receive **full funding** from the Bureau of Indian Education (BIE); *Hopi Mission School* is privately funded.

The Hopi Board of Education, made up of Members from each school, is a regulated entity that reports directly to the Hopi Tribal Council. The purpose is to develop a more consistent education policy. The existing education ordinance was developed under the BIA, now known as the **Bureau of Indian Education**. The Department's goal is to structure the ordinance to meet the education needs of the Hopi people according to the current Arizona State Standards on providing a quality education.

Education has been a high priority for the Hopi people. In 2000, the Tribal Council established a Hopi Education Endowment Fund (HEEF) of $10 million. HEEF was created by Tribal Ordinance through a Tribal Resolution to preserve and protect the education fund.

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[4] *Table DP03 2023 ACS 5 Year Estimates Data Profile*; Hopi Reservation; US Census Bureau
[5] *Table DP03 2023 ACS 5 Year Estimates Data Profile*; United States; US Census Bureau
[6] *2019-2023 American Community Survey 5-Year*; The United States

The Hopi Tribe's Higher Education program works with graduating seniors and other Tribal members who want to further their education. As a result of the Mohave Generating Station closure in 2005, funding was cut dramatically for Hopi education, including individual scholarships. For example, in 2005 the Hopi Tribe received just over $1.9 million in educational funding from Peabody Western Coal Company. In 2006 the figure dropped to $169,000 and in 2007 the figure remained at $170,000. Due to the more recent shutdown of Navajo Generating Station and the termination of the coal contract, the scholarship fund has been changed to the Hopi Academic Achievement Award and receives funding by invested funds from the Hopi Education Endowment Fund.

Most vocational training programs are off-reservation in Flagstaff or even as far as Albuquerque and Phoenix. Training options are mostly limited to demand occupations where graduates can get jobs. There are options for local training provided by Northland Pioneer College (NPC). Northland Pioneer College has issued Certificates of Proficiency in Restaurant Operations, Accounting, Emergency Medical Training (EMT) and Medical Assistant which are careers needed at Hopi.

SWOT ANALYSIS

The CEDS planning team created a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis that identified several key areas informing eventual strategic directions. The sessions were helpful in gathering feedback for the SWOT analysis.

STRENGTHS

- Strong Culture and History
- Resiliency (since Year 1100!)
- Determination of People
- Reputation
- Sovereignty
- Wise Use of CARES Act and ARPA Funding

WEAKNESSES

- Lack of Infrastructure and Employment Opportunities
- Historical Coal Economic Dependence
- Limited Business Capacity
- Lack of Tax Policy
- Isolation
- Poor/Insufficient Housing

- Communication Gaps
- Difficult Land Issues

OPPORTUNITIES

- Population Growth
- Grant Eligibility
- Mineral Resources
- Renewable Energy
- Tourism Development
- Water Rights Settlement
- Tribal / Federal Relationship

THREATS

- Economic Leakages
- Negative Social Media Impacts
- Declining Language Proficiency
- Federal Government Support/Grant Funding Impacts
- Declining Revenue for Tribe and Villages

STRENGTHS

CULTURE

All Hopi villages are experiencing annual population growth. The traditional villages must deal with ownership issues which are complicated when it comes to clan, farm, home and/or village lands. However, under the Hopi Tribal Government, some lands are being set aside for future communities that do not fall under strict land classifications per the traditional *Kikmongwi.* With this parallel plan for future economic development, the difficult dilemma facing the Hopi people is the task of maintaining Hopi values and other community values, while living and operating within a larger, more dominant society. Finding a delicate balance to co-exist within the two worlds is difficult but necessary to achieve the Tribe's vision for the future without having to sacrifice the "Hopi Way".

Some villages continue to practice the traditional form of leadership and do not have elected individuals representing them on the Hopi Tribal Council. The "majority rule" western perception continues to be a point of contention when long time respect and understanding for

the Kikmongwi traditional knowledge and ways have been in existence for hundreds of years. This approach differs from the practice of democracy as known to the modern world.

HOPI WATER and the HOPI ARSENIC MITIGATION PROJECT (HAMP)

The Hopi Tribe has participated in water rights settlements and negotiations on several occasions over the past six decades. In the arid west, water rights agreements are challenging. A settlement agreement represents what the participating parties agree to and is designed to meet the needs of all involved. Hopi strives to affirm and quantify enforceable rights to water in Arizona and to secure funding to build much needed water delivery infrastructure for Hopi.

This settlement offers a path forward in closing the severe water access equity gap that exists for Hopi and others, and offers the promise of a healthy and vibrant future for Hopi. Hopi is in negotiations to settle water rights claims in the State of Arizona, regarding the Little Colorado River.

Groundwater, and more specifically the Navajo sandstone aquifer (N-aquifer), along with two other smaller aquifers, are the primary source of water for all Hopi Villages on the Hopi Reservation. The aquifers are also the source of water to numerous springs and perennial water flows that are sacred to the Hopi. Remote springs and geographically isolated wetlands of Black Mesa and surrounding areas have sustained the Hopi people for close to 2,000 years.

The Hopi Arsenic Mitigation Project (HAMP) which is a $20 million project funded by the federal Environmental Protection Agency (EPA) and Indian Health Services (IHS) to bring healthy drinking water from the northern eastern edge of the Hopi Reservation to the Second Mesa Villages and to the Hopi Villages and communities east into Keams Canyon. It was designed and funded to address the fact that water for eight of the Tribe's Villages and communities were contaminated with high levels of naturally occurring arsenic. The first phase of HAMP provides water to designated Villages. The second phase of HAMP will provide water to sites such as BIA schools, health care facilities and employee housing. The level of arsenic contamination currently exceeds the Environmental Protection Agency's (EPA) safe drinking water standards by as much as three times the allowable contaminants. The EPA has ranked the contamination on the Hopi Reservation as one of its highest priorities and longest running arsenic drinking water violations. While the primary purpose of the HAMP is to provide arsenic compliant drinking water, additional benefits to the regional system will include an increase in the quantity of water available and improved water system reliability. HAMP was funded at roughly $20 million primarily by the EPA and the IHS with additional funds coming from the Tribal reserve account to develop a new field, drill new wells and provide over forty miles of pipe to connect to village water systems. The project was administered by the Hopi Tribe's Utility Corporation (**HUC)** with a completion date of April 2022. Under HUC management, the construction project laid as much as 2,000 feet of new water line per day.

HUC is a Section 17 corporate entity that functions independently from the Tribe but is 100% owned by the Tribe and is accountable to the Tribe as its sole stockholder. The HUC Board includes engineers and utility managers in addition to Tribal stakeholders.

The Office of Mining and Mineral Resources (OMMR) has the opportunity to use an existing U.S. DOE grant to plan for the future re-use and conservation of Water Well #9 for long-term benefits to Hopi.

Up to now, all but the Village of Walpi – have been served by community water systems. All Hopi communities on the main Reservation, except Yuwehloo Pahki (Spider Mound), are dependent on the N-Aquifer (groundwater) as their source of domestic water. Annual water consumption by Hopi communities in 2000 was approximately 300 acre-feet/year.

POWER

Electric service on the Hopi Reservation is substandard when compared to the reliable service in many cities. Reservation electricity infrastructure exists mainly along Arizona Highway 264, serving most of the Villages, but is essentially *non-existent* elsewhere on the Reservation. The villages of Hotevilla, Oraibi, and Walpi have chosen not to allow electrical utilities within their central village boundaries, however, some have been favorable to solar.

Arizona Public Service (APS) and the Navajo Tribal Utility Authority (NTUA) provide electrical services on the Hopi Reservation. Approximately 65% of the Hopi homes have electricity. A majority of the homes and businesses with electricity are served by APS. A 69-kilovolt-transmission line provides electrical service from Holbrook (through the Navajo Nation) to a substation several miles west of Keams Canyon. The APS lines are now well over 40 years old. Distribution system maintenance records, which have been provided to the Tribe only recently, indicate likely system replacement requirements. While systems of this age are not uncommon in rural areas, enhanced routine maintenance, including power pole replacements and equipment upgrades and replacements are needed to assure long-term reliability.

TRANSPORTATION

The transportation system on the Reservation includes highways, local roads, an airstrip and helicopter landing pads. There are 668.9 miles of BIA roads (both paved and unpaved), 99.1 miles of paved Arizona Department of Transportation (ADOT) owned roads, and 467.1 miles of paved and unpaved Tribal roads. There is a total of 1235.1 system miles in the Hopi Indian Reservation Roads Program. There are no Coconino or Navajo County constructed or maintained roads on the Hopi reservation. The Integrated Reservation Roads System, a multi-jurisdictional road system that incorporates the State of Arizona, Coconino County, the Bureau of Indian Affairs Hopi Agency, the Hopi Tribe and the Navajo Nation road maintenance agencies, manages approximately 800 miles of roads. The remaining roads, most of which are “non-system” primitive roads (not part of ADOT or a BIA governmental entity) are a Tribal responsibility to maintain or manage.

RECENT SIGNIFICANT INVESTMENTS

- The construction of a new Kykotsmovi Gas Station which was completed in 2023, is not only an architectural complement to its community, but it has created seven full-time jobs.

- $4 million infrastructure development of water and sewer facilities for Tawa'ovi PCD and additional new modulars for office development at Turquoise Well Complex with both CARES and ARPA funding.

- The Yuwehloo Pahki Community recieved CARES Act funding award to finance needed community maintenance equipment and a mobile laundromat.

- The Tribe is developing 2 residential solar, 4 Microgrid, and 3 Other projects funded by the Department of Energy with oversight responsibility has been provided to the Hopi Utility Corporation. See Attachment A for detailed project descriptions.

These investments increased opportunity for development expansion, temporary jobs, and possible growth of revenue for both the Tribal Government and village of Kykotsmovi.

WEAKNESSES

LACK OF INFRASTRUCTURE AND EMPLOYMENT OPPORTUNITIES

Despite significant investments by the Hopi Utilities Corporation in water, telecommunications, and energy infrastructure, additional investment is needed to ensure all Hopi residents have access to critical services that support both quality of life and future economic growth. Limited employment opportunities further impair socioeconomic challenges.

HISTORICAL COAL ECONOMIC DEPENDENCE

For decades, the Hopi Tribe relied on revenues from coal mining—particularly from the Navajo Generating Station and Mohave Generating Station—to fund essential services. The closure of both plants has eliminated this revenue stream, leaving a major gap in the Tribe's ability to sustain basic government operations and public services.

LIMITED BUSINESS CAPACITY

Hopi has limited business infrastructure, training opportunities for workforce development, and access to regional or national markets. This significantly limits economic diversification and reduces the potential for local entrepreneurship.

LACK OF TAX POLICY

Although the need for a tax code has long been identified, the Hopi Tribe has yet to implement such a policy. However, a commitment from the Hopi Tribal Council during its May 2025 work session aims to address this longstanding issue and move toward establishing a functional tax system.

POOR/INSUFFICIENT HOUSING

Much of the existing housing stock on the reservation is in poor condition. Efforts to build new housing have faced numerous challenges, making this one of the top five priorities identified during the May 2025 Hopi Tribal Council Work Session.

COMMUNICATION GAPS

Despite some growth in the use of social media, many Hopi residents struggle to receive timely and relevant information from Tribal government and Village leadership. This communication barrier affects community engagement, participation in programs, and awareness of available resources.

DIFFICULT LAND ISSUES

The underutilization of land in District 6 has long been a barrier to development. These challenges were recognized as early as the **Hopit Tunatya'at 2000** plan, which proposed the creation of **Planned Community Development Districts** as a potential remedy—an initiative that is gradually implemented.

HOUSING AUTHORITY

The Hopi Tribal Housing Authority (HTHA) has been serving the Hopi People for more than 50 years. The mission of HTHA is to provide the Hopi Community opportunities for safe, decent, sanitary, and quality housing; to enable improvement of the physical conditions of housing; to continually upgrade the management and operations of the Housing Authority, while developing and enhancing a stronger, healthier and viable economic initiative related to low-income housing assistance. Tribal Council is now beginning to realize that the HTHA is not able to effectively spend the Indian Housing Block Grant allocations which is accumulating to the cap of $45 million and at risk of receiving additional allocations. HTHA can develop much needed homes and community facilities once they begin to utilize Hopi Partitioned Lands.

TELECOMMUNICATIONS

For many years, the Hopi Tribe struggled with inadequate telecommunications services on the Hopi Reservation. Prior to the establishment of Hopi Telecommunications, Inc. (HTI), the network lacked many of the basic features and capabilities that are taken for granted in most other parts of the country. Telephone customers commonly experienced service outages, cross-talk and fast-busy signals due to inadequate network capacity. Many Tribal residents lived without phone service because the network was not available in their location. Beyond the daily frustration of living with inadequate service, the Hopi Tribe identified a far greater problem with the previous telecommunications network on the Hopi Reservation. The lack of quality service was hindering the social and economic health of the Tribe. Today's education, government, healthcare, and commerce environments required greater connectivity and interaction on a local, regional and worldwide basis. On April 9, 2004, Hopi Telecommunications, Inc. was established by the Hopi Tribal Council to deploy advanced telecommunications services that served the best interests of the Hopi Tribe.

SOLID WASTE

In earlier days, Hopi disposed of refuse off the sides of the mesas in village designated community dumps. Many dumps had poor physical characteristics that compounded waste management problems. Several were located in natural washes contributing to surface water and ground water contamination. Other dumpsites were located close to the villages and have a steep, high dumping face. These sites were often visible from miles away. In a few villages, combustible refuse was burned in masonry incinerators or simply thrown over the side of the mesas.

The Hopi Solid Waste Management Plan provides a system of public refuse collection with a centralized sanitary landfill. The current Hopi Solid Waste Sanitary Landfill occupies 100 acres and is projected to serve the Tribe and villages 'needs for 25 years based on IHS projections of population and generated waste. Residents must rent dumpsters as well as pay additional fees for collection of large items or dumping additional loads at the landfill. As a result, some individuals illegally dump their solid waste in remote locations to bypass these fees.

The Hopi Solid Waste Program cleaned up all historic mesa-side dumps. However, since there was no education component to change people's disposal habits, some dumps are being re-used again. Even when villagers make an effort for proper disposal, other village residents who do not rent dumpsters dispose of their refuse in the rented dumpsters of others, over the side of the mesa, or into the wash.

LOW POPULATION AND LOCATION

The remote location of the Hopi Reservation presents logistical challenges for business startups, access to essential services, and connection to larger markets. This isolation also contributes to higher costs for goods and services and discourages external investment.

Although the Hopi Tribe is large compared to most other Tribes, the population of the reservation is not large enough to support most business for which a large market base is required. With 40.6% of the Hopi population 16 and over employed and a median income of $44,603 the opportunity for any business to generate a sustainable operating revenue for long term growth is challenging. The 31.7% of households which received assistance from government programs, such as the Supplemental Nutrition Assistance Program (SNAP), support most of the stores with higher priced goods while those that can commute off reservation will prefer to shop elsewhere than on the Hopi Reservation.

The rural nature of the Hopi Reservation also impacts construction costs due to increased delivery and lodging costs. Due to the necessity to commute to work on the Reservation due to lack of housing, keeping a growing population is a weakness. An estimated 64.1% of workers drove to work alone. The average time to commute to work by those commuting is 20.3 minutes. Workers can also travel roughly over an hour to commute to work from outside the Hopi Reservation.

OPPORTUNIITIES

GAMING

Potential sites for a Hopi Casino are being evaluated on Hopi Trust Land off the main reservation. Gaming has been voted down twice before by Tribal members, but considering the financial situation, it is likely to be reconsidered in the future. The Hopi Tribe has signed a gaming compact and is authorized 900 machines. This would be a short term strategy since the Council has reestablished a Gaming Team to review opportunities. It may be included as part of the Council's priorities and goals.

8(a) BUSINESS DEVELOPMENT PROGRAM

Any minority owned business can apply to the SBA for 8(a) status. The application process is fairly onerous. A firm must have been in business for a minimum of two years to be considered. A Tribally

owned business is exempt from this rule and can achieve 8(a) status much quicker. Tribally owned "8(a)'s" are exempt from other restrictions applicable to non-Tribal 8(a) firms as well and can achieve what is known as "Super 8(a) Status" as a result of a series of regulatory exemptions. Hopi Tribe's Economic Development Corporation is reviewing this opportunity.

TAX CODE

Indian Tribal governments have the authority to impose and collect sales and other taxes on products, services and business activities within their territorial jurisdiction. Although not all Tribes exercise this inherent authority, Tribes are increasingly relying on the imposition of taxes on transactions within their territory as a stable and long-term revenue source for Tribal governments. In 1993, the Hopi Constitution was amended, authorizing the Council to enact a Tax Ordinance that was never implemented. A Tribal referendum is required in order to implement a Hopi tax program. In 1998, the Tribe contracted a feasibility study for a Tribal Tax program which came out positive. A referendum held in 2000, however, failed. A Hopi Tax code has been drafted and is now in review by the Hopi Tribal Council.

MINERALS

According to a recently completed survey by a certified geologist, there are likely-commercial deposits of helium, coal-bed methane gas and oil and gas on Hopi lands. Helium is a benign gas that has no environmental or climate repercussions and does not require water in the extraction and development process. It can be used in a variety of military and industrial applications. At this time helium development is extremely lucrative. The price is expected to increase over the foreseeable future because (a) there is a worldwide shortage of it, (b) it is used for many technical, strategic industrial and medical purposes, and (c) the U.S. Government has eliminated its helium reserve. New technology makes helium extraction extremely economic.

Verified commercial deposits of potash have been noted on Hopi lands near Holbrook. In 2012, *Passport Potash* spent millions of dollars on geologic studies and has verified extremely valuable deposits of potash worth billions of dollars on and around Hopi ranch lands. Although the studies have not been located and new studies would be expensive, potash is used worldwide as a component of industrial fertilizer.

AGRICULTURE

The largest claims for water on the Reservation are for irrigation of agricultural lands. About 63% of the Reservation, or over one million acres, have been determined to have soils that could potentially grow crops if irrigated.

The Hopi have a long history of dry farming and irrigation in the region and have developed traditional practices to adapt to a limited water supply and relatively harsh climate. The latter is characterized by strong winds, early and late frosts, and a semi-arid temperature range. Even though the Hopi Reservation is currently impacted by climate change and drought, many traditional Hopi farming practices are still being used to grow crops on the Reservation.

Hopi Dry Land Farming and irrigated fields in the Moenkopi villages support various Hopi crops including corn, squash, beans, melons, gourds, pumpkin, chile, onions, grapes, peaches apricots

and apples. Lower Moencopi Village is a farming community that relies on irrigated agriculture. There have been issues of water seepage along the irrigation system of the *Pasture Canyon Reservoir.* Improvements and maintenance of the Pasture Canyon Reservoir is a top priority.

> *"The water is still strong and plentiful but still working against time. The water will dry up by end of May. We had a late start in prepping the fields due to weather … No one in the valley seems to have gotten in early crops—melons, bush lima beans, sweet corn … our main traditional blue and white drought resistant corn is planted late May-early June. On my family's side we have mostly women and girls, not too many men and boys. So, I have to be a one man army around this time of year. Climate change is a very real concept that mankind ignores. Beyond me, I don't know who will carry on this subsistence farming. And added to that, when the farmers will get it into their heads that our water supply up in Pasture Canyon is not guaranteed if we don't take care of the source? I'm a watcher of time-honored tradition that has sustained our people of this area—a era of time now slowly being lost. I have great vision and ideas but everyone is all caught up in the main stream of life … many of our people can't seem to slow down long enough to care and think of how they should help. So we do as much good as we can, when we can …"*
>
> —Leonard Selestewa (Farmer, Lower Moencopi Village)

A detailed PLAN/FEASIBILITY STUDY to develop and address the issues methodically and systematically is needed.

ENERGY

Hopi Elders frowned on the idea of bringing electric lines into ancient villages. But solar development is be used by Hopi Families and HUC. The Hopi Tribe has commissioned a number of renewable energy feasibility studies and plans, including a recent feasibility study to ascertain the potential to develop a Tribally owned and managed power utility company under HUC.

One of the Hopi Tribe's strategies to improve the reliability and cost efficiency of energy services on the Reservation and to diversify away from coal revenue is to implement the *Hopi Sustainable Energy Program*. The goal of this program is to develop and manage the Tribe's own energy resources in a sustainable manner.

One of the Hopi Tribe's strategies to improve the reliability and cost efficiency of energy services on the Reservation and to diversify away from coal revenue is to implement the *Hopi Sustainable Energy Program*. The goal of this program is to develop and manage the Tribe's own energy resources in a sustainable manner. The Hopi Tribe has commissioned a number of renewable energy feasibility studies and plans, including a recent feasibility study to ascertain the potential to develop a Tribally owned and managed power utility company under HUC. The Tribe currently receives less than reliable power from Arizona Public Service Company over old 69 kV lines. About a dozen Tribes have established and operate their own power utility around the country.

TOURISM

The customs, culture, ceremonies, and mesas of Hopi are world renowned. For Hopi Villages, this presents an opportunity for tourism development. In November 2020, Building Communities

completed and distributed a comprehensive Hopi Tourism Strategic Plan offering recommendations and policies on how tourism development can benefit the Tribe and its people.

THREATS

DRUG AND ALCOHOL ABUSE

Substance abuse remains a serious threat to the Hopi community, putting increased pressure on Tribal government services, law enforcement, healthcare, and social support systems.

NEGATIVE SOCIAL MEDIA IMPACTS

The rise of social media has exposed the Hopi community to external and internal discourse that can be divisive or harmful. Once somewhat protected by geographic and cultural isolation, Hopi is now more vulnerable to the societal pressures and misinformation prevalent online.

DECLINING LANGUAGE PROFICIENCY

As with many Indigenous communities, the Hopi Tribe is facing declining fluency in its native language among younger generations. Connection to Hopi is lost when off the Reservation and this poses a threat to cultural continuity and identity.

MISSING THE "ECONOMIC MOMENT"

Although the Tribe has benefited from federal programs such as the CARES Act and ARPA, there is a concern that without a strategic, long-term plan, these one-time funds may not yield lasting impact. The risk is missing a historic opportunity to build sustainable infrastructure and services.

DECLINING REVENUE FOR TRIBE AND VILLAGES

Both the central Tribal government and the individual Villages face immediate financial threats due to dwindling revenue streams. Even reserve funds that have been carefully accumulated are nearing depletion, heightening the urgency to diversify income sources and implement fiscal reforms.

RETAIL DEVELOPMENT AND ECONOMIC LEAKAGES

The One viable economic development threat revolves around plugging economic or trade leakages. A good portion of money earned on the Hopi Reservation is spent outside of the area as a result of a lack of services or goods within the area. A significant amount of consumer spending by Hopi residents occurs off-reservation, particularly in communities such as Winslow and Flagstaff. This results in economic leakages that drain potential revenue from the local economy. Hopi will naturally travel to Winslow, Flagstaff, Tuba City, Phoenix, or Gallup NM, for necessary shopping. In addition to necessities, many Hopi tend to engage in entertainment and travel for gaming to places such as Camp Verde, Laughlin and Las Vegas.

FEDERAL GOVERNMENT SUPPORT

Prior to the new U.S. Administration, a Memorandum of Understanding (MOU) entered into with eight agencies of the federal government: Energy, Education, Agriculture, Interior,

Transportation, Environmental Protection, Labor, and the Federal Permitting Improvement Steering Committee, The purpose of the agreement is to ensure that investments needed to aid the Hopi Nation in stabilizing its economy are made available to the Hopi Nation in recognition of the adverse impacts federal energy transition away from carbon fuels towards clean energy have had on the economy of the Hopi Nation. The MOU between Hopi and the Federal government are intended to bring about a strategic, coordinated and efficient process to bring resources to Hopi as desired by the Nation. This has been revoked by the new administration putting the Hopi Tribe at a loss of the efforts started with the Interagency Working Group and the Justice 40 Initiative. The Hopi Tribe is realistically facing other impacts to funding from the Federal Government resources.

DECLINING REVENUES

Due to declining revenue, the Hopi Tribe is in process of reorganizing. Some employees have been offered incentives to retire. The Tribal Government has been forced to lay off or implement a reduction in force dependent on grant funding. Services and support to villages will be impacted until a revenue stream is established to continue program operations.

Those successful in post-secondary education will be further forced to utilizing their education outside the Hopi Reservation from lack of employment opportunity, leading to risk of losing more of the Hopi language and continued social problems (drugs and alcohol use).

PART II: ECONOMIC DEVELOPMENT

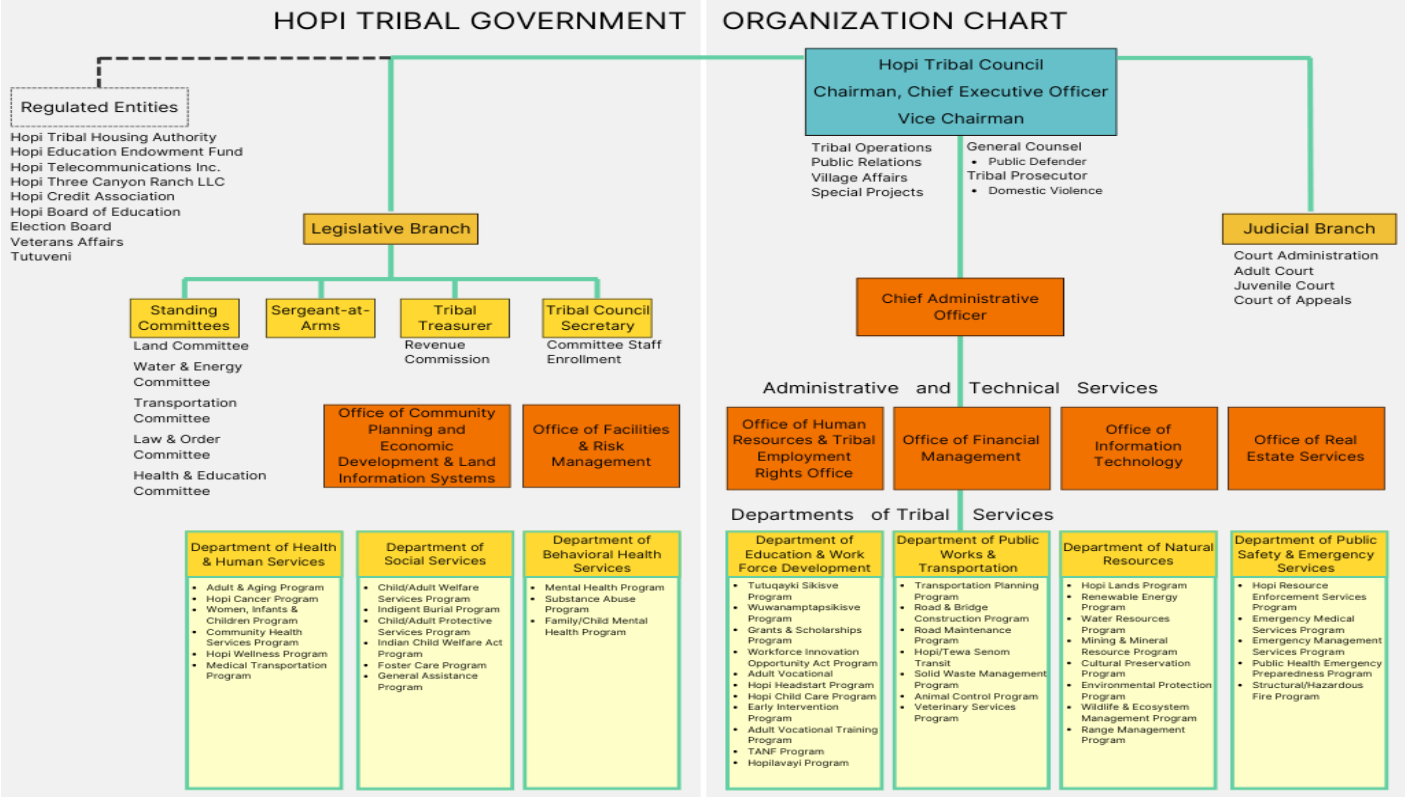
HOPI TRIBAL GOVERNMENT

Tribal Government existed for many hundreds of years before the founding of the United States. Hopi governmental authority was traditionally exercised at the local Village level through religious leadership and clans. While the United States has insisted on dealing with the Hopi as if they were a single Tribe, the Hopi Tribe is a union of self-governing Villages. The concept of "Hopi" has historically indicated a culture, but not a governmental entity. Within each Village there is a hereditary group of religious leaders or chiefs. The traditional Hopi Villages were ruled by **clan theocracies**. A few Hopi villages continue the traditional form of Village administration, which includes a leader - ***kikmongwi*** - from a specific clan. Each Village has its own social, religious, and political organization. There are significant structural similarities between most Villages.

Hopi clans are matrilineal. Each of the clans has its own ceremonies and its own history. The primary role of the *kikmongwi* was to ensure the success of crops and thus the wellbeing of the Villages by carrying out ceremonial obligations. Political authority focused primarily on resolving disputes regarding land use. The *kikmongwi l*eads by examples of humility, hard work and good thoughts. Each Hopi Village also had a ***qaletaqmongwi*** or war chief who was responsible for enforcing internal social order and for dealing with external affairs. While some Hopi supported the creation of the administrative system of 1936, there was some opposition to its establishment, traced to the Hopi refusal to adopt the white man's political systems. Hopi and Tewa people face the challenges of working together and working with the Council. The Tewa Village at Hopi is made up of descendants of the Rio Grande Pueblo Tribes who fled the Pueblo Revolt of 1680-1692 and settled in Hopi rather than returning to their homeland Villages.

Empowering the Council to make decisions by majority vote, rather than through the traditional religious leadership, was viewed by many Hopi as undercutting the rightful authority of the traditional *kikmongwi.* Unoccupied land beyond the clan and Village holdings is open to the use of any member of the Tribe under the supervision of the Tribal Council. Each Village has either a **Community Service Administrator** (CSA) or an appointed individual(s) as representatives to handle daily Village matters. The Hopi Tribal Council retains the authority to represent and speak for the Hopi Tribe in all matters for the welfare of the Tribe, and to negotiate with federal, state and local governments, and with the councils or governments of other Tribes and to provide a way of organizing to deal with modern problems, with the United States Government and with the outside world generally. The Hopi Constitution consists of *thirteen articles*, addressing territory, membership, and the organization of government.

The Tribal Council includes a Chairman, Vice Chairman, Secretary, and Treasurer and Village representatives based on the population of each Village, consisting of 22 representatives from *Upper Moenkopi, Bacavi, Kykotsmovi, Sipaulovi, First Mesa Consolidated Villages* (Walpi, Sitsomovi and Tewa), and *Mishongnovi.* The following Villages chose traditional government over Council authority and do not have Village representation on the Tribal Council: *Shungopavi, Oraibi, Hotevilla,* and *Lower Moencopi*. Representatives to the Council are selected either by a community election or by an appointment from the Village *kikmongwi,* or leader. Each representative serves a two-year term.



ORGANIZATIONAL INFRASTRUCTURE

The OCPEDLIS is charged with land use, development and economic development planning assistance within the Villages. In addition, the Hopi Economic Development Board (EDB) was created by *Council Resolution* in September of 2017 and assigned the task of developing economic development opportunities for the Hopi Tribe. The EDB is now the point of contact for any outside businesses and organizations interested in establishing business partnerships with the Tribe and is responsible for receiving and reviewing proposals. Previously, there was no consistent referral for those seeking to do business with Hopi, and contacts would be made randomly often resulting in a lack of appropriate follow-through.

STRATEGIC DIRECTION/ACTION PLAN

The final work session with Hopi Tribal Council to determine a prioritization of strategies was held on May 14-15, 2025 in Moencopi at the Legacy Inn. Throughout the two-day session the strategies were reviewed and scored with the goal of identifying the top 5 for the Hopi Tribe to implement for the next 5 years. Those that are not included in the top 5 would be considered for future years.

The related Vision Statements which were also based from the Hopit Pötskwaniat are:

1. To upgrade existing Telecommunications system to state of the art standards for present and future needs.

2. To develop a sustainable Hopi economy by creating stable jobs and revenue stream for the benefit of its members and the Tribe.

3. To provide affordable and environmentally safe energy (electricity, solar, etc.) for local residents and businesses for the purposes of economic self sufficiency

4. To support villages in identifying land use areas for housing and public facility development.

5. Create Hopi employment opportunities by supporting business development through business development planning, financial packaging and appropriate programs.

6. To provide Hopi families an opportunity to access available resources to own a safe and sanitary home.

Strategies

- Telecommunications
  - Broadband
  - Cellular
- Tribal Government Support – Economic Development
  - Building Upgrades and Reuse
  - Entrepreneurship Training
  - Hopi Docket 196
  - Hopi Health Center 638
  - Tax Code
  - Tourism Development
  - Waste Management
  - Twin Arrows
  - Land
- Utility & Energy
  - Alternate Development at Buffalo Range Road
  - Tribal Power Utility
  - HUC
  - Solar Energy Development
  - Decentralized Renewable Energy
  - UVM Siderock
- Village Priorities
  - Building Cleanup and Reuse
  - Establishment of a Community Development Corporation
  - Village Projects
- Economic Development Projects
  - Gaming
  - Helium Extraction
  - SBA 8(a)
  - Tourism Development
  - Food/Grocery Stores
  - Digital Signage
  - Agriculture
- Community Development
  - Housing Development
  - Howell Mesa
  - Tawa'ovi
  - Winslow
  - Yuwehloo Pahki Community
  - Poosiwlelena (Lower Moencopi)

Prioritization of Strategies		
Top 5 Strategies		
#	Score	Project Name
1	100	Twin Arrows
2	96	Cellular
3	96	Housing Development
4	96	Waste Management
5	92	Tax Code
Other Future Year Strategies		
6	92	UVM Side Rock
7	87	Land
8	84	Broadband
9	82	Renewable Energy
10	81	Grocery Stores
11	79	Tawa'ovi
12	76	HUC
13	75	Community Development Corporation
14	75	Village Projects
15	74	SBA 8(a)
16	73	Hopi Docket 196
17	70	HAMP
18	69	Agriculture
19	69	Winslow
20	65	Gaming
21	65	Solar Energy Development
22	58	Tribal Power Utility
23	57	Buffalo Range Road
24	54	Lower Moencopi Community Development
25	53	Building Cleanup and Reuse
26	50	Entrepreneurship
27	42	Tourism Development
28	37	Helium Extraction
29	34	Howell Mesa
30	34	Yuwehloo Pahki Community
31	31	Helium Extraction
32	23	Hopi Health Center 638
33	14	Digital Signage

ACTION PLAN

The Action Plan for the top 5 strategies developed with specific Action Items to be completed from the various personnel is below.

As the Hopi Tribal Council studied the CEDS document with the goal of adopting the document and moving toward implementation, the Hopi Tribal Council and the Planning Participants engaged in a two-day planning retreat in May 2025 which concluded that funding should be requested by the Economic Development Administration for the project management role to implement the top five projects. This might engage two project management efforts for the top five projects.

For a more in-depth discussion of each strategy, see Attachment B.

Action Plan		
	Action Item	**Description**
Twin Arrows	***Action Item #1***	***Jamie Kootswatewa recommended that HTEDC and the committee members in the planning process determine the timelines and the project management responsibilities as well as the required funding.***
	Action Item #2	***Jamie Kootswatewa recommended that the Hopi Tribe Economic Development Corporation and the Economic Development Team hold a meeting to discuss the need to develop a master plan, associated feasibility studies, determine the required permit process, examine past studies, and discuss the transfer of the Special Land Use Assignment (SLUA) from HTEDC to the Hopi Tribe.***
	Action Item #3	***It was agreed that a charge-to-plan should be developed within the next three weeks. Leroy Shingoitewa requested a copy of the charge-to-plan document from Micah Loma'omvaya. On behalf of HTEDC, Nick Brokeshoulder committed to develop the charge-to-plan.***
Cellular	***Action Item #1***	***The Hopi Tribal Council and the Hopi Department Heads should agree on a protocol for Department Heads and other advisors to efficiently attend Hopi Tribal Council Committee meetings. If this requires an amendment to a Hopi Tribe Resolution this should be done.***
	Action Item #2	***Jamie Kootswatewa will draft a memo to the OGC to get an update on the status of negotiations of the cellular towers. It is important to understand who negotiates the leases.***
	Action Item #3	***Jamie Kootswatewa asked Andrew Gashwazra to follow up with Realty and OGC with respect to the status of the towers.***
	Action Item #4	***The Hopi Tribal Council should reevaluate the purpose of the Hopi Tribal Council Teams.***

	Action Item #5	***Jamie Kootswatewa recommended the consideration of having two project managers associated with the implementation of the top five priorities.***
	Action Item #6	***Make sure that the final draft of the CEDS document reflects a need for the hiring of project management to support the implementation of the CEDS.***
Housing Development	***Action Item #1***	***Request a report by the HTHA to appear before the Hopi Tribal Council to provide an update on their activities and to respond to the buildup of an estimated $45 million of HUD funding that has not been allocated to development projects.***
	Action Item #2	***Leroy Shingoitewa agreed to reach out to the HTHA Chair, Dwayne Secakuku, to request a report before the Hopi Tribal Council.***
	Action Item #3	***Jamie Kootswatewa recommended that HTEDC serve in a leadership role on this project.***
Waste Management	***Action Item #1***	***The Hopi Tribal Council should request that a report be made by Waste Management.***
	Action Item #2	***Andrew Gashwazra should coordinate with Nada Talayumptewa and Mr. Laban for a follow-up.***
	Action Item #3	***Request a written report from Waste Management on the status of their operations.***
Tax Code	***Action Item #1***	***Cliff Qotsaquahu will meet with OGC in order to get the documentation on the tax code prior to May 31.***
	Action Item #2	***Cliff Qotsaquahu will reach out to the new contact with the Office of Special Trustee (OST) with respect to Hopi Docket 196.***
	Action Item #3	***Leroy Shingoitewa will coordinate with the Treasurer, Dr. Cohen, and Cliff Qotsaquahu on spending plans.***

EVALUATION FRAMEWORK/PERFORMANCE MEASURES

The Evaluation Framework for the Hopi CEDS begins with the identification of Action Steps and Performance Measures necessary to implement the projects identified by the planning participants during the next five years.

As the Hopi Tribal Council has identified its top five projects for implementation, there will be an immediate focus upon the refinement of these action steps for the top initiatives. The framework allows for the Performance Measures to be checked, towards completion for each Action Step during implementation. See Attachment C for a complete listing of all Strategies.

Hopi 2025-2030 CEDS Evaluation Framework/Performance Measures			
TOP 5 STRATEGIES			
Performance Measures for each Topic and Action Steps			
Topic	**Implementation Type**	**Action Steps**	**Performance Measure**
Twin Arrows	Planning (2025-2027)	• Create Master Plan for development at Twin Arrows • Identify financial resources for development • Identify development partner, if needed	☐ Draft a Master Plan for Twin Arrows development with defined timelines ☐ Identify and secure at least one financial resource for Twin Arrows development ☐ Engage and secure a development partner, if necessary
	Execution (2028-2030)	• Build and operate project	☐ Begin construction within 24 months
Cellular	Planning (2025-2027)	• Complete satisfaction survey by Hopi Tribal Employees on existing cellular service • Complete research report on leases and operations of AT&T, Verizon, and T-Mobile services • Formulate recommendations report on all existing cellular service and land leases	☐ Obtain at least a 70% response rate and publish results within six months ☐ Publish a comprehensive report on cellular leases and operations within one year ☐ Finalize and present recommendations within three months of report completion
	Execution (2028-2030)	• Implement findings of cellular service report	☐ Execute at least 30% of recommendations within one year
Housing Development	Organizing (2025)	• Determine role of Hopi Tribal Housing Authority, if any	☐ Provide a recommendation report within six months
	Planning (2026-2028)	• Develop a plan identifying how many housing units, and where • Determine housing element of each of the PCDD • Determine policy with respect to housing subsidy (government funding) vs. mortgage-based	☐ Complete a comprehensive housing plan within 12 months ☐ Finalize housing strategies for all six districts within 18 months ☐ Establish and approve a housing policy within 12 months
	Execution (2029-2030)	• Identify funding sources for housing construction and maintenance • Identify and engage housing builders - Build homes	☐ Secure at least one major funding commitment within 18 months ☐ Contract at least one builder and initiate construction within two years
Waste Management	Organizing (2025-2026)	• Review current status of organizational leadership • Establish new Board of Directors and reporting protocols to the Tribe and Villages	☐ Assess and document the current status of organizational leadership ☐ Establish a new Board of Directors and formalize reporting protocols
	Planning (2027)	• Complete Plan for improved waste management services, including recycling	☐ Develop and approve a waste management improvement plan, including recycling
	Execution (2028-2030)	• Implement new waste management plan	☐ Implement the new waste management plan within the first year of approval

		• Develop and implement an Educational Campaign to help change people's disposal habits	☐ Conduct at least three outreach initiatives within one year
Tax Code	Organizing (2025-2026)	• Determine goals and objectives related to the new tax code	☐ Define and document clear goals and objectives for the new tax code
	Planning (2027-2028)	• Research previous attempts to establish a Hopi tax code • Develop preliminary tax code plan • Present tax code plan to the Hopi Tribal Council and general public to receive feedback • Incorporate feedback into a final recommended tax code	☐ Complete a comprehensive review of past Hopi tax code initiatives ☐ Draft and present the plan within 12 months ☐ Conduct at least three public consultation sessions ☐ Incorporate stakeholder feedback into the final recommended tax code
	Execution (2029)	• Hopi Tribal Council pass resolution adopting tax code • Implement provisions of new tax code	☐ Secure resolution approval within 18 months ☐ Establish implementation procedures and begin enforcement within 24 months

ECONOMIC RESILIENCE

Hopi came to the fork in the road in 2020, and made infrastructure investments and then again in 2021-2023 in utilizing its CARES Act and ARPA funding. During this time the various non-profits who serve the Hoi People and Regulated Entities that had been established under Tribal Ordinances carried the Hopi Tribe thru the pandemic and recovery and will be there if future disruptions should happen again.

OCPED has been proactive with its outreach to Hopi Villages and to Yuwehloo Pahki. The result of this is a greater understanding of the projects and priorities that, if implemented, could create jobs and improve the quality of life throughout Hopi.

Perhaps the greatest opportunity for economic resilience relates to energy development projects. The Hopi Utilities Corporation has been successful at receiving grant funding which can be leveraged through investment tax credits and other mechanisms to benefit the entire Hopi population.

COVID-19 IMPACT

An alternative way to access the CEDS plan and information regarding response and recovery strategies is through the www.hopiresilience.org website which was developed with EDA COVID Pandemic supplemental funding. The resource was created as a response from Community Service Administrator feedback that communication channels need to be improved because the Tribal Government was not providing any information during natural disasters or economic disruption. Continued marketing of the website will lead to more use. It is also managed outside the Tribes network in case the Tribe's network is compromised.

During the stay-at-home periods of the pandemic, none of the stores typically that offered groceries and supplies were set up for online purchases or delivery. Off reservation travel was necessary to purchase supplies and food over an hour away from home within curfew limits.

During closures of AZ 264 due to accidents or weather, there is no alternative road that can be used as a bypass for commercial and passenger vehicles. Detours require going around the reservation entirely through state or interstate roads. Primary Electrical Infrastructure is near capacity and is vulnerable to long outages due to weather. Both are common disruptions to the public, private, business, educational, and non profit sectors.

To help prepare the Hopi for the long term, the Pandemic Recovery Committee Management Plan (2022) was approved by Tribal Council. This was the latest stimulus bill resource provided to the Tribe though the American Rescue Plan Act (ARPA) after the Coronavirus Aid, Relief, and Economic Security Act (CARES ACT) stimulus bill. Available grant opportunities for village and tribal governments continue to be pursued for much needed funding to complete planning and construction of various projects.

INVESTMENT IN WATER

The past few years have taught the high price of not having access to clean drinking water in our homes. Since the Hopi emerged into this world, they have managed to sustain themselves in an extremely arid area through a strong cultural practice for rain for many hundreds of years. The Hopi now face climate change and drought challenges. The depletion of the water table by the coal slurry line built by Peabody Coal put unprecedented strain on water accessibility. The Hopi Tribe has consequently prioritized water development through drilling new wells, through the HAMP development and through instituting conservation measures. However, extreme drought conditions continue to put pressure on water availability. Nevertheless, the measures that the Tribe has taken are effective resiliency measures which utlize the regional groundwater and aquifer.

In both cases, Hopi leadership has responded by making excellent strategic decisions with these new resources. With respect to the CARES Act, the Tribal government received $92.9 million in year 2020 and ARPA provided another $86.2 million to Hopi in 2021.

One of the top investments of CARES Act funding by Hopi was to drill two new wells (Side Rock Water Well #2 and #3) at Range Unit 251. These wells were located and drilled at a very strategic location which has been identified by Hopi and the Upper Moenkopi Village as the location for their new Planned Community Development District.

And then, with an equally strategic response, the Hopi Tribe set aside $25.0 million of the $86.2 million ARPA allocation to construct a transmission line from the Side Rock Well fields near the northern boundary of the reservation to Moenkopi which can then also feed Poosiwlelena, the Planned Community Development for the Village of Moencopi (Lower).
Combined, the Hopi response to the pandemic is serving to implement its most strategic of strategic plans, the Hopit Tunatya ’at 2000.

All of this, in conjunction with the Hopi Arsenic Mitigation Project (HAMP), depicts a Leadership Group that is focused on the future with strategic investment in water infrastructure to facilitate the improved livability conditions and future economic potential.

NON-PROFITS, REGULATED ENTITIES, AND ORDINANCES

The nonprofit sector is key to the resiliency of the Hopi Nation for providing direct services to sustain the way of life including food, wood, and coal distributions throughout the various villages on a continual basis. The Hopi Foundation is the primary non profit that Hopi relies upon where federal funding can be impacted. They succeed through partnerships and coordination with various food banks in the state, U.S. Forest Service, and the Navajo Coal mining operation in Shiprock, NM. Red Feather Development Group is a registered 501(c)3 non-profit organization who is providing services to Hopi to meet housing needs including building new homes in the past and currently repairs to existing homes.

The Hopi Credit Association is a Native Community Development Financial Institution that provides financial services to Hopi Tribal members. Established in 1952, it was originally founded by a group of ranchers as a financial resource and has since grown into a key institution supporting economic development on the Hopi Reservation.

The Hopi Tribe government has created organizations through Tribal Resolution as Regulated Entities of the Hopi Tribe. Among them are the Hopi Tribal Housing Authority, Hopi Board of Education, Hopi Telecommunication Inc., and Hopi Utility Authority, with the Tribal Council as the sole stakeholder, with authorities to operate as the Tribal Business outside the policies of the Hopi Tribal Government respective to their individual purpose. Regulated Entities are authorized to generate revenues and enter into agreements with partners to operate and provide direct services beneficial to the Hopi communities.

In addition to the Office of Community Planning and Economic Development which was established under a Tribal Planning Ordinance through approval of Tribal Resolution H-70-2001. Two other economic development groups were established to implement economic development strategies, The Hopi Tribe Economic Development Corporation which is another Regulated Entity and the Economic Development Team, both of which were created through approved Tribal Resolutions.

ACKNOWLEDGEMENTS

A great deal of work goes into the creation of the Hopi Comprehensive Economic Development Strategy (CEDS). First, we acknowledge the work of the Hopi Tribal Council, Village leaders, and the Hopi citizenry over the past quarter century. This work has led to two foundational documents for Hopi's future: The Hopit Tunatya'at 2000: The Hopi Strategic Land Use and Development Plan and The Hopit Pötskwaniat (Hopi Tribal Consolidated Strategic Plan). These foundational documents acknowledge the challenge of economic development at Hopi, and set forth solid plans for the future. More recently, the CEDS documents over the past seven years have been developed by Joelynn Ashley and Cota Holdings. This 2025-2030 update builds upon some of the material in these recent plans.

We acknowledge the Hopi Office of Community Planning Economic Development and Land Information Services for their long-standing commitment to improving the lives of the Hopi people - notably Andrew Gashwazra, Fred Shupla, and Marlene Joshevama.

Andrew Gashwazra led this project and always works to ensure that the Hopi CEDS is an updated and useful document for the Hopi people. Staci Kaye provided a series of photographs showing the life and beauty of the Hopi people and surroundings. Bonnie Sekakuku reviewed the photographs and imagery of the document to ensure that they are consistent with Hopi vision and values. Dr. Carrie Joseph with the Hopi Department of Natural Resources provided information on the Rancher's Listening Sessions. Raymond Namoki provided updated information on the current priorities and projects of the Hopi Tribe Economic Development Corporation. Jennifer Hill of DBS&A provided background information on the water system, needs, and priorities throughout Hopi. Carroll Onsae and Former Chairman Wayne Taylor provided a comprehensive update on the significant improvements underway with HTI and telecommunications throughout Hopi. Hopi. Former Chairman Leroy Shingoitewa offered his vision and guidance ensuring that this document is a living continuation of the vision, values, and priorities of Hopi. Selwyn Sekaquaptewa and Fletcher Wilkinson of the Hopi Utilities Corporation provided information related to water improvement projects and various energy development projects throughout Hopi. Joe Seidenberg of Red Feather summarized the many projects and priorities that Red Feather has contributed over the years. Hopi Tribal Council Member Wallace Youvella, Jr. contributed the priorities of First Mesa Consolidated Villages (FMCV). Leonard Selestewa of the Village of Moencopi (Lower) offered a quote which encapsulates the essence of farming and life at Hopi.

Finally, two in-person meetings were held in April 2024 which garnered significant attendance and participation by Hopi Department Heads and others. We want to thank each of these attendees below.

Strategy Committee				
Kathryn Honie	Teresita Honie	Martina Honie	Sarah Dallas	Cedric Kuwaninvaya
Wayne Taylor	Belma Navakuku	Leonard Selestewa	Ronald Honyumptewa	Shawn Namoki, Sr.
Norman Honie	Lamar Keevama	LouEllen Nutumya	Phyllis Wittsell	Cliff Kaye
Michah Lomaomvaya	Alan Chavez	Terri Honani	Sarah Abney	Joel H. Nicholas
Wilber Kaye	Raymond Namoki	Andrew Gashwazra	Ralph Lamson	Kim Secakuku
Marilyn Tewa	Dale Sinquah	Brannon Sidney	Bonnie Secakuku	George Mase
Gene Kuwanquatteva	Michele Honanie	Mark Talayumptewa	Staci Kaye	Colleen Lucero

ATTACHMENT A

Hopi Energy Projects Overview
Hopi Tribe, Hopi Utilities Corporation, Hopi Renewable Energy Ofice,
Arizona State University, and Woven Energy

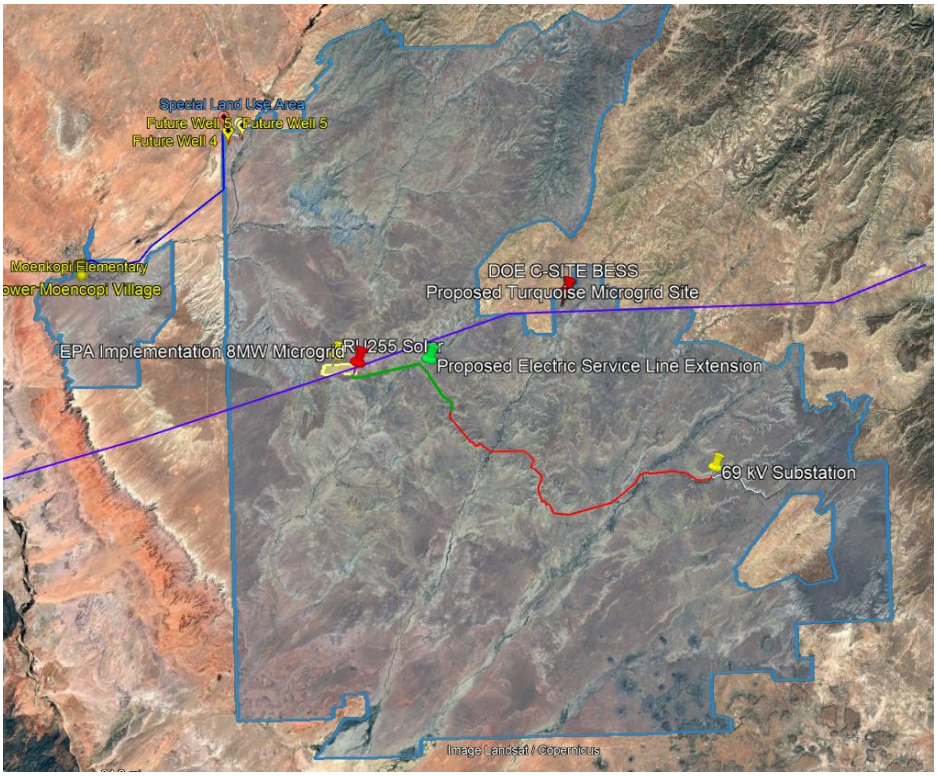
Projects Overview

Residential Solar			
Project Title	**Funding Agency**	**Partners**	**Project Timeframe**
Solar for All	EPA	HUC, ASU, HREO	Dec 2024 - Dec 2029
Tribal Electrification Program (TEP) Rd 1 and 2	BIA	HUC, ASU, HREO	Aug 2024 - Aug 2029

Microgrids			
Project Title	**Funding Agency**	**Partners**	**Project Timeframe**
Turquoise Campus Microgrid	DOE	HUC, ASU, BoxPower	Sept 2024 - Sept 2029
CPRG Implementation - 8 MW Microgrid	EPA	HUC, Woven, ASU	Dec 2024-Dec 2029
Side Rock Microgrid	DOE	HUC, Woven	Apr 2025 - Apr 2027
C SITE Battery Storage	DOE	HUC, ASU, HREO	Apr 2025 - Apr 2027

Other Projects			
Project Title	**Funding Agency**	**Partners**	**Project Timeframe**
40101d Grid Resilience	DOE	APS	2024-2030
RU255 400MW Solar Project	TBD	HUC, Woven	2022-2029
Turquoise Campus NTUA line extension	Hopi Tribe	HUC, BoxPower	2024-2026

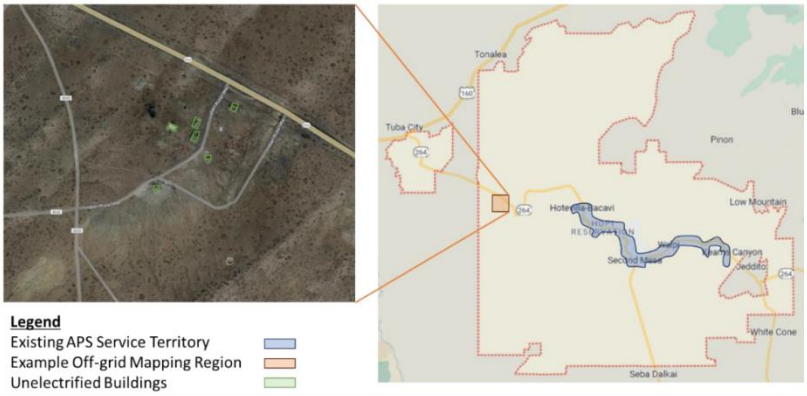
Contact Information
HUC – Fletcher Wilkinson, Energy Manager, 360-961-6660, fwilkinson@hopiuc.com
Woven – Jake Schueller, Development Executive, 391-350-2908, jake.schueller@woven.energy
ASU – Nate Johnson, nathanjohnson@asu.edu, 480-727-5271
HREO – Kendrick Lomayestewa, klomay@hopi.nsn.us



Residential Solar Projects

Residential Solar Project Title	Funding Agency	Partners	Project Timeframe
Solar for All	EPA	HUC, ASU, HREO	Dec 2024 - Dec 2029
Tribal Electrification Program (TEP) Rd 1 and 2	BIA	HUC, ASU, HREO	Aug 2024 - Aug 2029

Tribal Electrification Program (TEP Round 1 and 2
Sponsor: Department of Interior's Tribal Electrification Program
Funding: $10,260,000
Performers: HUC, HREO, ASU
Duration: 2024 - 2027
Status: Active



Scope: Identify unelectrified households, conduct community outreach, design mini-grid and solar home systems, and install systems for interested community members. Provide electrification for approximately 125 homes. Focused on providing power to off-grid homes.

Tribal Electrification Program (TEP) Round 1 and 2 – Timeline

		Year 1				Year 2				Year 3				Year 4				Year 5			
Program Strategy	**Tasks/Milestones**	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
Program Planning	**1. Geospatial mapping of households and electrification status**																				
	1.1. Stakeholder engagement																				
	1.2. Create GIS database																				
	1.3. Site visits to refine data																				
	1.4. Update GIS database and reporting																				
	2. Community engagement, site visits, and needs assessment																				
	3. Develop cash flow models and financial strategy																				
	4. Refine design of Hopi solar program																				
	4.1 Community engagement, gather input																				
	4.2 Refine and finalize eligibility criteria																				
	4.3 Create application process and scoring matrix																				
	4.4 Release application and publicize																				
	4.5 Review applications and make selections																				
External Partners and Additional Funding	**5. Leverage external partners and additional funding to maximize project benefits**																				
	5.1. Apply for and deploy Home Electrification and Applinace Rebates program and others																				
	5.2. Coordinate with APS to extend power lines to unelectrified homes at no cost, to maximize reach of rooftop solar benefits																				
Developing Project Pipeline	**6. Techno-economic analysis for SHS and mini-grid based on geospatial analysis**																				
	7. Power engineering design of SHS and mini-grid systems																				
	8. Developing tenders and reviewing bids																				
	8.1. Develop tenders for SHS groupings																				
	8.3. Issue tenders for competative bids																				
	8.4. Selection of developer and contracting																				
Workforce Development	**9. Plan workforce training program**																				
	9.2. Launch workforce training																				
	10. O&M planning																				
Deploy Solar and Storage Systems	**11. Deploy off-grid solar and storage**																				

Solar For All
Sponsor: U.S. Environmental Protection Agency's Solar For All
Funding: $25,120,000
Performers: HUC, HREO, ASU
Duration: October 1, 2024 - Sept 30, 2029
Status: Active

Scope: Assess Hopi residential energy needs, design solar and storage solutions, and deploy systems for both grid-connected and off-grid residents. Provide energy systems for approximately 550 homes with aggregate capacity of approximately 3,000 kW in solar and 2,500/10,000 kW/kWh storage.

Initial analysis solar-storage vs. generator

	Total Annual System Costs (dollars in thousands)	Total Annual CO_2 Emissions (metric tons)
Reference	$9.4	4
Investment scenario (incl. annualized capital costs and electricity sales)	$1	0
Total Savings (%) (incl. annualized capital costs and electricity sales)	89.1 %	100.0 %

Result	Value
Generation-Based Levelized Cost of Electricity ($ / kWh)	*optimized:* $0.2555 *reference:* $2.5783
Load-Served Levelized Cost of Electricity ($ / kWh)	*optimized:* $0.2817 *reference:* $2.5783
Opex Savings	98.7%
Break-Even Year	2 years
Payback Year	2 years
IRR at End of Project (%)	50.2%
NPV at End of Project (dollars in thousands)	$101

Type	Total New Capacity	Technology (New Capacity)	Init. Equip. Cost
	4 kW	Solar PV (4 kW)	11 k$
	9.99 kWh	Battery Energy Storage System (9.99 kWh)	13 k$
			Total Cost: 24 k$

Solar For All – Timeline
Jan 2025-Dec 2025: This year is a planning period.

- Conduct outreach and engagement.
- Create household selection criteria with community steering committee.
- Launch solar application.
- Identify applicants and conduct site visits.
- Develop financial and maintenance strategy.
- Power engineering design of systems based on community engagement and needs assessments.
- Plan workforce training program.
- Secure additional financing and leverage investment tax credit to expand program.
- Create RFPs for solar home systems and microgrids

Jan 2026-2029

- Launch workforce training program
- Begin installing solar systems
- Continue accepting and reviewing applications
- Monitor system performance

Microgrids

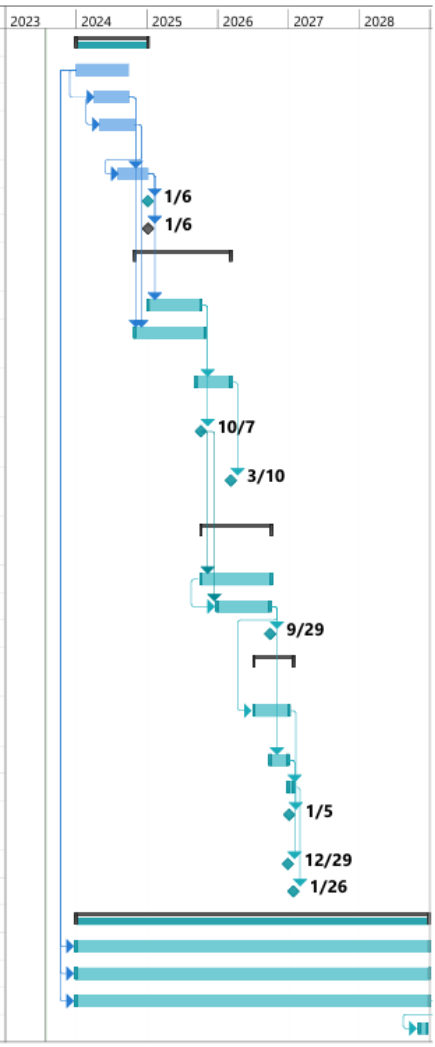
Microgrids			
Project Title	**Funding Agency**	**Partners**	**Project Timeframe**
Turquoise Campus Microgrid	DOE	HUC, ASU, BoxPower	Sept 2024 - Sept 2029
CPRG Implementation - 8 MW Microgrid	EPA	HUC, Woven, ASU	Dec 2024-Dec 2029
Side Rock Microgrid	DOE	HUC, Woven	Apr 2025 - Apr 2027
C SITE Battery Storage	DOE	HUC, ASU, HREO	Apr 2025 - Apr 2027

Turquoise Campus Microgrid
Sponsor: U.S. Department of Energy's Office of Clean Energy Demonstrations (OCED)
Funding: $9,114,064 (federal), $2,278,617 (cost share) $11,392,681 (total)
Performers: ASU (prime), HUC, BoxPower
Duration: Sept 15, 2024 - Sept 14, 2029
Status: Active

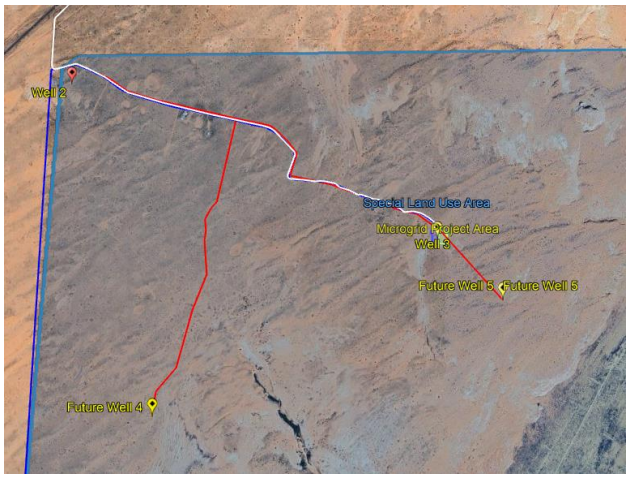
Scope: Develop and deploy a 1,250 kW solar PV + 900/4000 kW/kWh battery mini-grid for the Turquoise Campus to power essential offices, security, water pumping, housing, kitchens, and warehouse.

Turquoise Campus Microgrid – Timeline

ID	Task Name	Duration
1	**Phase 1: Detailed Project Planning**	**265 days**
2	Evaluate Site Electrical Requirem	195 days
3	Microgrid Sizing	130 days
4	Microgrid Distribution Network Design	130 days
5	Cost Benefit Analysis	110 days
6	Microgrid Sizing Complete	0 days
7	Microgrid Configuration Selected	0 days
8	**Phase 2: Project Development, Permitting, and Financing**	**355 days**
9	Microgrid Design	195 days
10	Environmental Considerations Summary/NEPA	260 days
11	Microgrid Manager and Engineer Training	130 days
12	Microgrid Plans & Specifications Complete	0 days
13	HUC Managers and Engineers have completed microgrid	0 days
14	**Phase 3: Installation, Integration, or Construction**	**260 days**
15	Procurement	260 days
16	Construction	195 days
17	Microgrid Construction Complete	0 days
18	**Phase 4: Ramp-Up and Sustained Operations**	**145 days**
19	Microgrid Operator and Technician Training	130 days
20	Commissioning the microgrid	65 days
21	Begin operating the microgrid	20 days
22	HUC operators and techs have completed microgrid training	0 days
23	Microgrid commissioning comple	0 days
24	HUC operating the microgrid	0 days
25	**Phases 1-4**	**1300 days**
26	Community Engagement	1304 days
27	DOE Grant Admin	1304 days
28	Project Management	1304 days
29	Grant Closeout	30 days



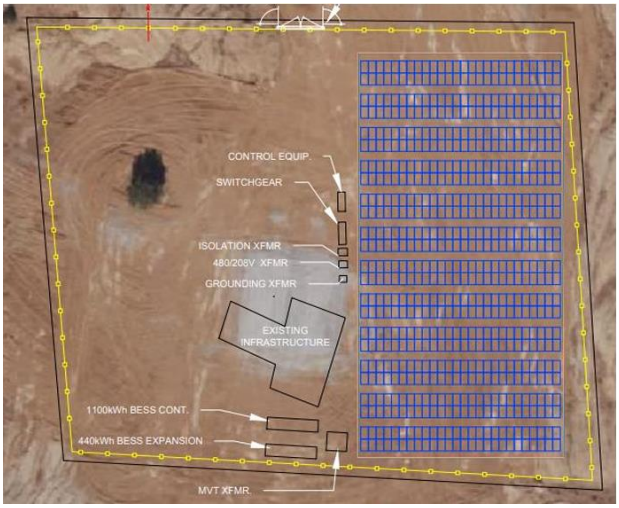
Side Rock Microgrid
Sponsor: U.S. Department of Energy
Funding: Performers: HUC, Woven Energy, EPC TBD
Duration: April 2025 – April 2027
Status: Active



Scope: Construct a 250 kW/1,200 kWh solar and battery storage microgrid at the Side Rock well field to power existing wells at that site to send water through pipeline (in development) to Moenkopi.

Side Rock Microgrid – Timeline

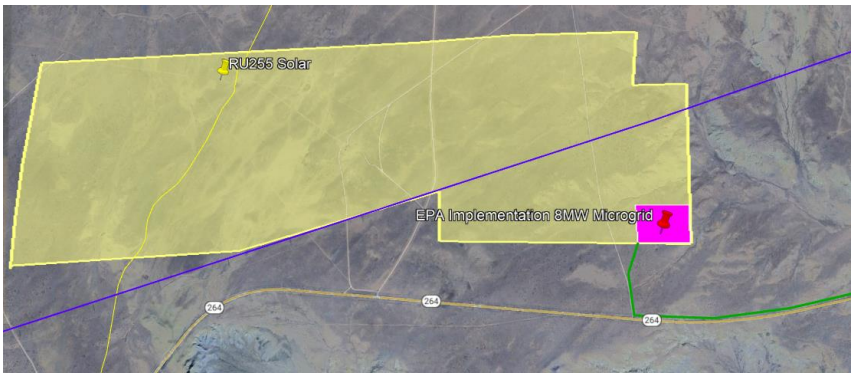
- June 2025 – Draft and release RFP to select Engineer, Procure, Construction (EPC) firm
- Aug 2025 – Select EPC
- Oct 2025 – Negotiate and execute EPC contract
- Dec 2025 – 100% design package complete
- April 2026 – EPC contractor mobilize construction
- July 2026 – EPC complete all necessary civil work and install solar PV panels
- Aug 2026 – Construction of overhead line to connect well sites complete
- Sept 2026 – Installation of battery and controls equipment complete
- Oct 2026 – Testing and commissioning
- Oct 2026 – Training O&M staff complete



CPRG Implementation: 8 MW Microgrid
Sponsor: U.S. Environmental Protection Agency
Federal Funding: $20,100,635
Additional Financing: $12,000,000
Performers: HUC, Woven, ASU
Duration: 2025-2029
Status: Active

Scope: Construct 8 MW Microgrid at RU255 along with 21kV power line to interconnect with existing APS line near Hotevilla/Bacavi (approx 12 mile run). This will generate revenue to subsidize other electric projects, create 12 miles of new electric access, and improve reliability reservation-wide.

CPRG Implementation: 8 MW Microgrid – Timeline



2025

- System design and development
- Secure AZ DOT ROW for 21kV line
- Finalize financing and tax strategy
- Community engagement

2026

- Negotiate interconnection with APS
- Launch RFP and select RFP

2027

- Final design/engineering
- EPC begin procurement

2028

- Workforce training
- EPC begin construction

2029

- Construction complete, testing and commissioning

DOE CSITE
Sponsor: DOE
Funding: $3,200,000
Performers: HUC, Arizona State University
Duration: 2025-2027
Status: TBD – PENDING FINAL AWARD

Scope: Supplement existing microgrid with additional storage to better utilize excess solar. With potential future expansion to interconnect to APS 21kV and utilize for enhanced benefit (around 10 miles).

Other Ongoing Projects

Other Projects			
Project Title	**Funding Agency**	**Partners**	**Project Timeframe**
40101d Grid Resilience	DOE	HUC, APS	2024-2030
RU255 400MW Solar Project	TBD	HUC, Woven	2022-2029
Turquoise Campus NTUA line extension	Hopi Tribe	HUC, BoxPower	2024-2026

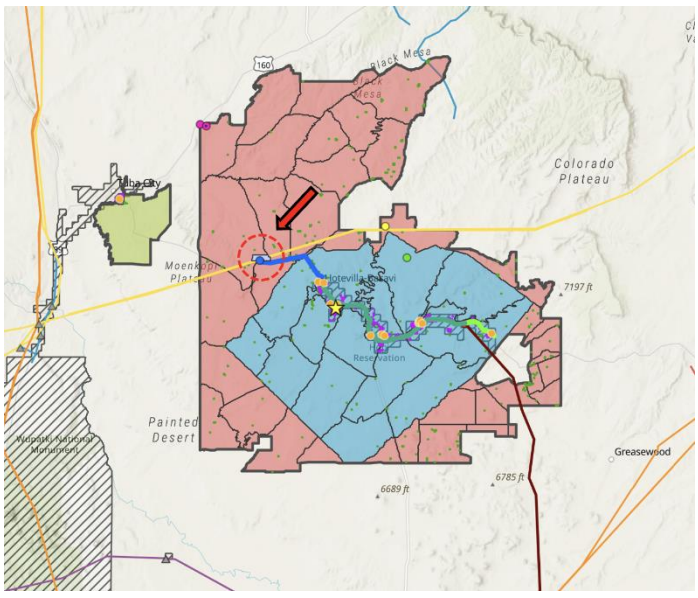
Turquoise Campus NTUA Line Extension
Performers: HUC, BoxPower
Duration: 2024 - 2026
Status: Active

Scope: Construct line extension to bring in service from NTUA lines to Turquoise Campus. HUC expects this project to be completed by the end of 2025.

DOE Grid Resilience Funds
Sponsor: DOE Grid Deployment Office
Funding: ~$800,000
Performers: HUC
Duration: 2022-2030
Status: Active

Scope: The DOE 40101d Grid Resilience program provides funding for grid resiliency upgrades. Funds must be subawarded to APS to conduct work, and APS would be responsible for 100% cost match. HUC is working with APS and DOE to identify priority upgrades to improve system reliability.

Range Unit 255 (400 MW site)
Sponsor: HUC/Hopi Tribe
Performers: HUC, Woven Energy
Status: In development for bid into APS Open Source



Scope: HUC is pursuing development of 400 MW solar project at Range Unit 255 to interconnect to APS 500kV transmission. Project entered APS Interconnection Queue in Sept 2022. Major recent updates: System Impact Study (SIS) recently complete. Hopi Tribe secured it's own Letter of Credit (LC) to back the interconnection application.

ATTACHMENT B

Priority #1: Twin Arrows Project

Results From the Wednesday Session

Twin Arrows

1. How to Incorporate Economic Development?
   - Revenue Generation
2. Who Has Oversight?
   - Economic Development Team
3. Barriers
   - Consult with Casino
   - Tax Code
   - SLUA: HTEDC ➔ Tribe
4. Action Steps
   - Surveys – Legal & NEPA
   - Feasibility Study
   - Grants
     - USDA – Site Preparation
     - EDA - Construction

Twin Arrows Development

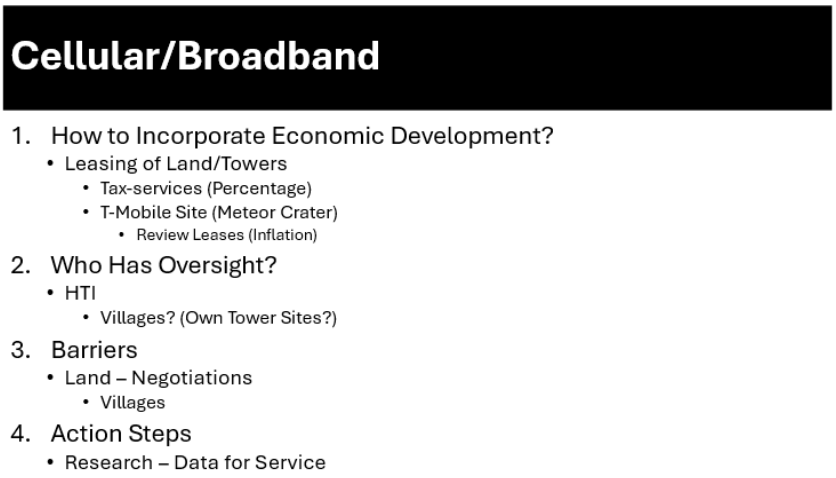
Results From the Thursday Session

Nick Brokeshoulder	It will take about six months to get through some of the immediate barriers and about five years before the project is a revenue generator.
Micah Loma'omvaya & Leroy Shingoitewa	Micah Loma'omvaya indicated that a determination needs to be made on where the revenues will go. Will they go to the Tribe? To companies that develop at the location? To HTEDC? The Tribe has not set up a profit-making operation in the past.

	Leroy Shingoitewa recommended that there be a Memorandum of Understanding (MOU) between the Hopi Tribe and HTEDC related to the financial responsibilities and potential benefits. He also questioned whether the project needed to have direct consultation with the Twin Arrows Navajo Casino Resort. The land to develop the project is already controlled by the Hopi Tribe (the Drye Ranch). Micah Loma'omvaya added that we also must be cognizant of the potential role of NTUA, the need for fire and emergency management, and water infrastructure. It will therefore be necessary to work with Navajo. Leroy Shingoitewa stated that a partnership is appropriate but the term "consultation with Navajo" is not needed.
Nick Brokeshoulder	Emphasized that it will take 3-5 years until the operations of any development. He emphasized the need for paying a project manager until the project can realize revenues. Nick Brokeshoulder noted that his personal commitment is for three years and much of that commitment has already expired.
Jamie Kootswatewa	We need to establish anticipated timelines and project management responsibilities. Internally, we need to determine the roles of the Tribe, OCPED, and HTEDC.
Micah Loma'omvaya	Emphasized the need to determine the role of the Economic Development Team.
Action Item	***Jamie Kootswatewa recommended that HTEDC and the committee members in the planning process determine the timelines and the project management responsibilities as well as the required funding.***
Robert Charley	Inquired as to what, exactly, the Tribe intended to build at that location. Would it be a casino? A hotel? Other development? He inquired as to whether HTEDC had a vision for the development. He continued that HTEDC has sold the Hopi Tribal Plaza and that development has blossomed as a One 9 development.
Action Item	***Jamie Kootswatewa recommended that the Hopi Tribe Economic Development Corporation and the Economic Development Team hold a meeting to discuss the need to develop a master plan, associated feasibility studies, determine the required permit process, examine past studies, and discuss the transfer of the Special Land Use Assignment (SLUA) from HTEDC to the Hopi Tribe.***
Micah Loma'omvaya	What is needed is a "charge-to-plan." A charge-to-plan is a formal commitment by the Hopi Tribal Council to an organization or company to proceed with the project. Typically, a charge-to-plan would be a4–5-page document.
Action Item	***It was agreed that a charge-to-plan should be developed within the next three weeks. Leroy Shingoitewa requested a copy of the charge-to-plan document from Micah Loma'omvaya. On behalf of HTEDC, Nick Brokeshoulder committed to develop the charge-to-plan.***

Priority #2: Cellular/Broadband

Results From the Wednesday Session



Results From the Thursday Session

Jamie Kootswatewa & Leroy Shingoitewa	Jamie Kootswatewa stated that he has been working over the past several months to coordinate with cellular service providers (AT&T, Verizon, and T-Mobile) in order to make a recommendation to the Hopi Tribal Council on the selection of a top service provider. *(Note, a summary of this activity is provided earlier).* Jamie Kootswatewa indicated that it will also be necessary to coordinate this project with HTI. There was then a discussion about how the Water Energy Committee had "taken over" the oversight of telecommunications. Leroy Shingoitewa noted that as Chairman of the Committee he was unaware of this arrangement so there would be a need to meet on this. Jamie Kootswatewa also noted that the Office of General Counsel has been working on a special study with HTI on this matter. There was also a discussion about how, if a Village wants to provide land for a cellular tower, what is the process for the Village to go through and how can the Village benefit from leasing income?
Mikah Kewanimptewa, Micah Loma'omvaya, Jamie Kootswatewa, & Leroy Shingoitewa	Mikah Kewanimptewa asked for additional information on this procedure. Micah Loma'omvaya noted that he could explain this process and background at a future Hopi Land Commission Meeting. It was then discussed that there is some uncertainty on the protocol for Hopi staff to attend the Hopi Tribal Council Committee meetings. Specifically, Jamie Kootswatewa asked about the process for an ex-officio member(Hopi Staff Member) to become officially invited to such meetings. Leroy Shingoitewa stated that it should be simple as Committees should simply be able to invite Department Heads to meetings on a regular basis. But then there was a dialogue indicating that a Hopi Tribal Council Resolution would need to be amended for this to take place. Leroy Shingoitewa stated that Hopi Realty is a key figure in many development activities and should routinely be involved with Committees.

Action Item	***The Hopi Tribal Council and the Hopi Department Heads should agree on a protocol for Department Heads and other advisors to efficiently attend Hopi Tribal Council Committee meetings. If this requires an amendment to a Hopi Tribe Resolution this should be done.***
Action Item	***Jamie Kootswatewa will draft a memo to the OGC to get an update on the status of negotiations of the cellular towers. It is important to understand who negotiates the leases.***
Nona Tuchawena	Indicated that she has written a letter to the OGC. The OGC had approved the process with Realty.
Action Item	***Jamie Kootswatewa asked Andrew Gashwazra to follow up with Realty and OGC with respect to the status of the towers.***
Alfred Lomaquahu	Spoke of internal controls and communications and the procurement process. These three items are the biggest barriers to development.
Robert Charley	Reminded everyone of the purpose of the respective Task Teams. He noted that there are new people on the teams so there needs to be a proponent (project manager) to move forward with projects. He emphasized that the Hopi Tribal Council are not project managers.
Action Item	***The Hopi Tribal Council should reevaluate the purpose of the Hopi Tribal Council Teams.***
Michael Talayumptewa	Emphasized the importance of OCPED in the overall process.
Action Item	***Jamie Kootswatewa recommended the consideration of having two project managers associated with the implementation of the top five priorities.***
Philton Talahytewa	Noted that the Tribe had defunded the OCPED office but it was obviously needed as the Tribe considers the implementation of the CEDS project. He noted the importance of the engagement of the Hopi Tribe Department Heads. Philton Talahytewa reminded the planning participants of the challenge that the Hopi Tribe has had in making and carrying out decisions. For example, there was a debate over the selection of a gaming attorney and it took OGC one year to respond. He concluded that "we, the Tribal Council, are the barriers to the process."
Terri Honani	Stated that the CEDS document can be used as the basis to seek funding from the EDA. Therefore, a funding request could be made to the EDA to fund the implementation of the plan and the departments. This need of funding staff should be placed in the CEDS.
Action Item	***Make sure that the final draft of the CEDS document reflects a need for the hiring of project management to support the implementation of the CEDS.***
Andrew Gashwazra	Noted that the annual planning grant received by the Hopi Tribe is beneficial, but not adequate to fund all of the project implementation. Once the CEDS has been approved by the EDA and adopted by the Hopi Tribal Council, the Hopi Tribe can make application for funding for this purpose.
Nona Tuchawena	Emphasized the challenge of internal communications. This included coordination with the Chairman's Office in order to meet grant deadlines.

Priority #3: Housing Development

Results From the Wednesday Session

Housing Development

- Two types of projects: HTHA led and other housing projects
- Short-term success with ADOH $2 million grant for Tawa'ovi housing
- Reference specific project locations at Bacavi and Upper Moenkopi
- Importance of securing land/location first
- HTHA has accumulated approximately $45 million for housing development
- Economic development nexus: focusing beyond low income housing
- Oversight by Education and Housing Committee

Results From the Thursday Session

Jamie Kootswatewa	Opened the conversation by posing the question: Are we only focused upon income-based housing projects, or mass housing projects that can benefit everyone?
Robert Charley	Indicated that the Hopi Tribal Housing Authority (HTHA) develops its Indian Housing Plan which must focus only upon low-income housing. This is a requirement for HTHA to meet the requirements of the Code of Federal Regulations (CFRs). Robert Charley noted that there are current housing development projects under consideration at Bacavi and Kykotsmovi. He added that adding an alternative to HUD-funded housing projects is important.
Jamie Kootswatewa & Philton Talahytewa	Jamie Kootswatewa asked if Hopi should have a branch for housing development separate from HTHA. Philton Talahytewa responded that HUC could also be involved in the housing development projects.
Micah Loma'omvaya	Stated that HTHA is a Tribally Designated Housing Entity (TDHE). In its TDHE role, they receive the funding from HUD. He added that a TDHE can expand its development function beyond just HUD-funded projects to include other Tribal housing priorities.
Action Item	***Request a report by the HTHA to appear before the Hopi Tribal Council to provide an update on their activities and to respond to the buildup of an estimated $45 million of HUD funding that has not been allocated to development projects.***

Kim Secakuku	Emphasized the Section 184 Indian Home Loan Guarantee Program which provides funding to Tribes. If a Tribal Member wants funding for a home, this is where such funding could come from. Unfortunately, this source of Tribal housing funding has never been accessed by Hopi.
Action Item	***Leroy Shingoitewa agreed to reach out to the HTHA Chair, Dwayne Secakuku, to request a report before the Hopi Tribal Council.***
Leroy Shingoitewa	Spoke of the challenge of developing housing in District 6. The role of the Hopi Tribe is to focus upon housing development projects within the Hopi Partitioned Lands (HPL). There was also a question as to whether this type of development is economic development. It was emphasized that housing projects that would bring funding into the Tribe would be economic development projects.
Philline Talayumptewa	Reminded the Hopi Tribal Council that they have a Housing Committee.
Alfred Lomaquahu	Spoke of Native American Housing and Self Determination Act (NAHASDA) funding and the options that this provides. He stated that this funding source can allow the development of apartments and they could be rented to any Hopi Tribal Member. He emphasized that NAHASDA actually does allow for a broader use of funding that could be capitalized upon the Tribe. Once again, Alfred Lomaquahu emphasized the importance of internal controls.
Micah Loma'omvaya	Reminded the planning participants of Walpi housing which was developed as Indian Housing Block Grant (IHBG) funding to benefit doctors and nurses. This project was done by the Tribe and now HTEDC is the management company.
Action Item	***Jamie Kootswatewa recommended that HTEDC serve in a leadership role on this project.***

Priority #4: Waste Management

Results From the Wednesday Session

Waste Management

1. How to Incorporate Economic Development?
   - Make it self-sufficient
   - Making own revenue
2. Who Has Oversight?
   - Accounting system
3. Barriers
   - Experience managers
4. Action Steps
   - Assessment
   - Evaluations - management

Results From the Thursday Session	
Jamie Kootswatewa	Asked who should be on point to coordinate the project.
Micah Loma'omvaya	Inquired about the revenue stream associated with waste management. Specifically, "when I pay my bill, where does the revenue go?"
Philline Talayumptewa	Clarified that the funding goes into a revolving account. The group discussed the fact that this could be changed by the Tribal Council.
Raymond Namoki	Emphasized the need for a site visit to the waste management operations.
Jamie Kootswatewa	Indicated that the waste management operations have had software problems and QuickBooks issues. They are currently served by an Interim Director and they need to revamp their operations including recycling operations. The accounting and financial management system must be improved.
Action Item	***The Hopi Tribal Council should request that a report be made by Waste Management.***
Raymond Namoki	Referred to the waste management operation model utilized by the Acoma Pueblo Tribe. Raymond Namoki continued that this should be the role of a Task Team in order to get resolution.
Action Item	***Andrew Gashwazra should coordinate with Nada Talayumptewa and Mr. Laban for a follow-up.***
Leroy Shingoitewa & Philline Talayumptewa	Historically, the Hopi Tribe received an EDA grant to purchase garbage trucks. The Tribe received $1.2 million of grant funding for this

	purpose. He indicated that the Tribe should look at this operation as a revenue generator. Philline Talayumptewa added that there is an Ordinance that denotes this operation as a Regulated Entity that is to work under the Department of Public Works.
Robert Charley	Reminded the group that waste management was to be self-sufficient. But there has been a budget issue, in part due to the challenge of coordinating with the Navajo Nation waste management issues at Dilkon. The original plan was for the Hopi operations to serve several of the Navajo Chapters. This would increase the waste management operations by a factor of three-fold or four-fold. Now, unfortunately, Navajo is served by Waste Management, a private company. As such, the opportunity to serve Navajo Chapters may be impossible.
Action Item	***Request a written report from Waste Management on the status of their operations.***
Micah Loma'omvaya	One opportunity for Hopi would be to outsource waste management operations to Waste Management, Inc. He lamented that many of his ex-coworkers still go around and pick up trash by hand in order to help Hopi people avoid pathogens. He noted that efforts have been made in the past for better waste management services, but there was a lack of support.

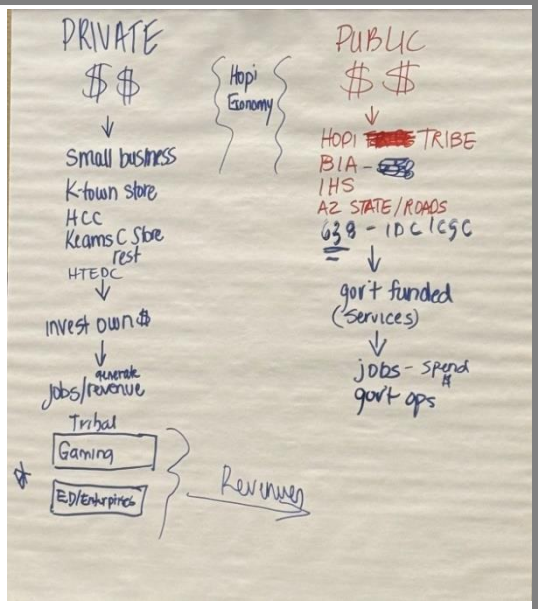
Priority #5: Tax Code

Results From the Wednesday Session

Results From the Thursday Session

Jamie Kootswatewa	Of all of the projects, this may be the fastest way for the Hopi Tribe to generate revenues.
Jamie Kootswatewa & Cliff Qotsaquahu	Jamie Kootswatewa stated that this is a part of the function of the Investment Committee. Cliff Qotsaquahu added that this is a matter to be coordinated through OGC. OGC is to select a consultant to advise on this project but that has not been finalized yet. Cliff Qotsaquahu added that this needs to be put in a spending plan. It is important to consider this in regard to restricted funds and unrestricted funds.
Action Item	***Cliff Qotsaquahu will meet with OGC in order to get the documentation on the tax code prior to May 31.***
Action Item	***Cliff Qotsaquahu will reach out to the new contact with the Office of Special Trustee (OST) with respect to Hopi Docket 196.***
Action Item	***Leroy Shingoitewa will coordinate with the Treasurer, Dr. Cohen, and Cliff Qotsaquahu on spending plans.***
Cliff Qotsaquahu & Philline Talayumptewa	Cliff Qotsaquahu spoke of the Committee of the Whole (COW). He emphasized the need to reestablish the COW to help with communications. The COW has been previously comprised of Committee Chairs and Vice Chairs which all would contribute towards economic development. Philline Talayumptewa updated the Tribal Council that while the COW was once functioning, it evolved into the full Hopi Tribal Council.
William Charley & Philton Talahytewa	William Charley emphasized the role of the Investment Committee. Philton Talahytewa stressed the need to understand how interest that is generated can be utilized by the Tribe.

General Discussion on Hopi Tribal Council Priorities

Name	Content
Action Item	***Cliff Qotsaquahu stressed that there needs to be a spending plan associated with drought insurance. This also relates to range and water uses.***
Kim Secakuku	Provided background information to the planning participants on the separate role of public entities and private entities. She captured her information on the flipchart shown at right. Kim Secakuku then challenged everybody in the room to focus upon where each of the 31 projects fits in. For example, the waste management project…is it a Tribally operated project or privately operated? 
Cliff Qotsaquahu	Stated that it would be important to do a cost benefit analysis for each of these. For waste management, for example, "can our population carry it? Meaning is the adequate demand for waste management services for it to run as a business?"
Robert Charley	Then referenced the Indirect Cost Rate (IDC). The IDC has a purpose and is applied to all of the programs. It is important for the Council and Finance to understand this. The greater the amount of grant funding, the more IDC proceeds can be realized. It is critical to know whether this rate is 45%? 35%? Or other. He noted that Regulated Entities and the TERO office help to raise revenues. This is the biggest source of income.
Nona Tuchawena & Jamie Kootswatewa	Nona Tuchawena recommended that the Indirect Rate determination be evaluated. She noted the importance of having a current audit. Jamie Kootswatewa added that without the audits, funding can not be drawn down for certain grants and project.
Action Item	***Examine the Indirect Cost Rate to determine how revenues can be maximized.***

Attendance Roster

The following people attended all or part of the two-day planning session on May 14-15, 2025 at the Moenkopi Legacy Inn. The names and titles are provided below. For the sake of brevity, the remainder of the notes will only make reference to people by their name. Respect is implied in these meeting notes by showing the titles of the respective attendees immediately below.

Name	Title
Alfred Lomaquahu	Hopi Tribal Council; Bacavi
Andrew Gashwazra	Office of Community Planning & Economic Development
Brian Cole	Building Communities
Carrie Joseph	Department of Natural Resources; Director
Carrie Watahomigie	Office of the Chairman; Shungopavi
Cliff Qotsaquahu	Hopi Tribal Council; Bacavi
Hugh Cohen	Financial Consultant
Jamie Kootswatewa	Chief Administrative Officer
Kim Secakuku	Tribal Operations Officer
Leroy Shingoitewa	Hopi Tribal Council; Moenkopi
Marilyn Tewa	Hopi Tribal Council; Mishongnovi
Maude Yoyhoeoma	Hopi Tribal Council; Sipaulovi
Micah Loma'omvaya	Realty
Medina Selina	Hopi Tribe
Michael Talayumptewa	Hopi Department of Transportation; Director
Mikah Kewanimptewa	Hopi Tribal Council; Bacavi
Nick Brokeshoulder	Hopi Tribe Economic Development Corporation
Nona Tuchawena	Hopi Tribal Council
Norma Sekayumptewa	Hopi Tribal Council
Philline Talayumptewa	Hopi Tribe; Executive Assistant
Philton Talahytewa	Hopi Tribal Council; Upper Village of Moenkopi
Priscilla Pavatea	Department of Natural Resources
Raymond Namoki	HTEDC; Chair & Hopi Tribal Council; Sipaulovi
Robbie Honani	Sipaulovi
Robert Charley	Upper Village of Moenkopi
Terri Honani	Office of the Chairman
Timothy Nuvangyaoma	Chairman, Hopi Tribe
Wendell Honanie	Hopi Tribal Council; Kykotsmovi
William Charley	Hopi Tribal Council; Upper Village of Moenkopi

ATTACHMENT C

Hopi 2025-2030 CEDS Evaluation Framework/Performance Measures			
For each of the Action Steps identified in the CEDS, a recommended Performance Measure is presented below.			
Topic	**Implementation Type**	**Action Steps**	**Performance Measure**
Agriculture	Organizing (2025)	• Determine what department(s) and/or organization(s) will lead the agricultural initiative	☑ Identify and officially designate a lead department or organization within six months
	Planning (2026-2027)	• Review the Hydroponics Feasibility Study completed in 2020 • Determine purpose and scope of agricultural Initiative • Complete a plan/feasibility study for agricultural opportunities	☑ Complete a formal review and summary report with key findings within three months ☑ Develop and approve a written scope and purpose document within four months ☑ Finalize and publish the feasibility study within one year
	Execution (2028-2030)	• Implement recommendations of plan/feasibility study	☑ Execute at least 50% of the approved recommendations within two years
Alternate Development at Buffalo Range Road	Organizing (2025)	• Identify department or organization to take lead on project	☑ Officially assign a lead entity and obtain leadership approval within six months
	Planning (2026)	• Review alternative development purposes for land	☑ Conduct and document a comparative analysis of at least three alternative uses within one year
	Execution (2027-2030)	• After thorough analysis, advance project(s) most aligned with conclusions of the planning effort	☑ Select and initiate at least one high-priority project within six months after analysis completion
Broadband	Planning (2025)	• Research best practices in Indian Country for promoting use of internet • Develop recommended affordability plan for use of internet	☑ Publish a report summarizing findings from at least five Tribal case studies within six months ☑ Draft and approve an affordability plan with cost projections within one year
	Execution (2026-2030)	• Offer programming to encourage appropriate and affordable use of internet • Conduct Reservation-wide satisfaction survey with respect to internet availability and affordability	☑ Host at least three internet literacy workshops within the first year ☑ Achieve at least a 60% response rate from surveyed households within one year
Building Cleanup and Reuse	Organizing (2025)	• Identify department or organization to take lead on project	☑ Formally assign a lead entity and publish an announcement within six months
	Planning (2026-2027)	• Inventory all candidate buildings • Prioritize building improvement projects • Identify funding resources for planning and redevelopment	☑ Complete a documented inventory of 100% of candidate buildings within six months ☑ Develop and rank a list of priority projects within three months after inventory completion

			☑ Secure commitments or applications for at least three funding sources within one year
	Execution (2028-2030)	• Consider creating and implementing a pilot project on a singular building • Based upon success of pilot, consider broader project implementation	☐ Complete a feasibility assessment for the pilot within six months ☐ Evaluate pilot results and make a go/no-go decision on expansion within three months after pilot completion
Cellular	Planning (2025-2027)	• Complete satisfaction survey by Hopi Tribal Employees on existing cellular service • Complete research report on leases and operations of AT&T, Verizon, and T-Mobile services • Formulate recommendations report on all existing cellular service and land leases	☐ Obtain at least a 70% response rate and publish results within six months ☐ Publish a comprehensive report on cellular leases and operations within one year ☐ Finalize and present recommendations within three months of report completion
	Execution (2028-2030)	• Implement findings of cellular service report	☐ Execute at least 30% of recommendations within one year
Establishment of a Community Development Corporation	Organizing (2025)	• Finalize the vision and mission statement for the organization • Establish state registration and federal non-profit status • Establish Board of Directors • Establish bank account and relationship with accountant and legal advisor	☐ Approve and publish finalized statements within three months ☐ Complete registration and obtain tax-exempt status within one year ☐ Recruit and appoint at least five board members within six months ☐ Open a bank account and engage a financial/legal advisor within three months
	Planning (2026)	• Reach out to all project advocates to determine if there is a fit between the services of the CDC and the needs of the various projects • Prioritize projects for engagement	☐ Conduct outreach meetings with at least 10 project advocates within six months ☐ Rank top five priority projects within three months
	Execution (2027-2030)	• Establish agreements with various projects • Prepare grant applications • Administrate grant applications and projects	☐ Formalize partnerships with at least three projects within one year ☐ Submit at least three grant applications within the first year ☐ Maintain compliance on 100% of active grants annually
Decentralized Renewable Energy	Organizing (2025)	• Identify department or organization to take lead on project	☐ Assign a lead and publish an official decision within six months
	Planning (2026-2027)	• Conduct high-level research on decentralized renewable energy options • Prioritize initial decentralized renewable energy project options	☐ Publish a research summary outlining at least five viable options within one year ☐ Select and rank at least three top options within six months after research completion
	Execution (2028-2030)	• Conduct pilot project • Based upon success of pilot, consider broader project implementation	☐ Launch at least one pilot within 18 months

			☐ Evaluate pilot results and make a go/no-go decision within six months of project completion
Digital Signage	Planning (2025-2026)	• Research land use and outdoor signage background information • Research demand for placing ads on digital signs	☐ Complete a summary report within six months ☐ Conduct a market analysis and publish findings within six months
	Execution (2027-2030)	• Make "go/no-go" decision on project • If "go," identify and expend funds for signage development	☐ Reach a final decision within three months after research completion ☐ Secure at least one funding source and begin development within one year
Entrepreneurship Training	Organizing (2025)	• Identify existing Tribal Office or non-profit to lead entrepreneurship training initiative	☐ Formally designate a lead entity within six months
	Planning (2026)	• Research options for entrepreneurship training programming • Research need for – and existing programming – related to financial literacy	☐ Publish a report evaluating at least three training models within one year ☐ Complete a community needs assessment within six months
	Execution (2027-2030)	• Identify and attract funding for entrepreneurship training program • Offer entrepreneurship training • Evaluate entrepreneurship training program annually	☐ Secure at least one funding source within one year ☐ Conduct at least three training sessions within the first year ☐ Achieve at least 75% participant satisfaction in annual evaluations
Food/Grocery Stores	Organizing (2025)	• Identify all stores and organizations promoting and selling food	☐ Complete and publish an inventory of all food vendors within six months
	Planning (2026-2028)	• Conduct survey on shopping and buying patterns of Hopi people for grocery products • Determine gaps, if any, between food buying preferences and existing on-reservation food offerings • Complete feasibility study for additional grocery store offerings	☐ Obtain at least a 60% response rate within one year ☐ Publish findings and recommendations within six months of survey completion ☐ Publish study results within one year
	Execution (2029-2030)	• Implement findings of feasibility study	☐ Execute at least 30% of recommendations within two years
Gaming	Planning (2025-2027)	• Review existing planning and recommendations with respect to gaming	☐ Complete a formal review and summary report within six months
	Execution (2028-2030)	• Make policy decision with respect to leasing vs. gaming operations • Finalize and implement Tribal gaming plan • Operate casino (if relevant)	☐ Reach a final decision within three months after review completion ☐ Adopt and begin execution within one year ☐ Achieve operational readiness and licensing within 18 month
HAMP	Organizing (2025)	• Review existing role and policy of HUC on the future of the HAMP project	☐ Complete a policy review document with recommendations within six months
	Planning (2026)	• Refine plan for connecting Villages to existing HAMP water transmission project	☐ Submit a revised connection plan to the Hopi Tribal Council within 12 months
	Execution (2027-2030)	• Complete right-of-way documentation for existing project and future development, if relevant	☐ Finalize and approve all necessary documentation within 18 months

Helium Extraction	Organizing (2025)	• Identify department or organization to take lead on project • Identify existing level of activity on Hopi	☐ Designate and formally confirm a lead entity within three months ☐ Publish a report on current infrastructure and service levels within six months
	Planning (2026-2028)	• Research activity levels elsewhere in northern Arizona • Secure financial resources for feasibility study	☐ Complete a comparative study and present findings within nine months ☐ Obtain at least one grant or funding commitment within 12 months
	Execution (2029-2030)	• Complete feasibility study • If feasible, foster development for maximum benefit to the Hopi Tribe and its people	☐ Publish the study and present findings to stakeholders within 18 months ☐ Identify and launch at least one development initiative within two years
Hopi Docket 196	Organizing (2025)	• Engage entirety of the Hopi Tribe and all its Villages	☐ Host at least three community engagement meetings per year
	Planning (2026)	• Create a sustainability plan for Tribal government and Village operations • Identify and implement job-producing and revenue-creating projects • Present a budget expenditure plan • Dovetail with the MOU with the eight federal agencies • Expedite the process to create “shovel-ready” projects • Create internal capacity for grant writing and management of funds	☐ Finalize and adopt a sustainability plan within 18 months ☐ Launch at least two projects generating employment or revenue within two years ☐ Submit a detailed budget report annually ☐ Hold at least two coordination meetings per year with federal partners ☐ Develop at least three projects with completed pre-construction documentation within two years ☐ Train at least five Tribal staff members in grant writing within one year
	Execution (2027-2030)	• Develop and enact a public relations campaign • Sustain project and initiatives	☐ Launch an awareness campaign with measurable audience reach within six months. ☐ Secure ongoing funding sources to support at least 75% of initiated projects
Hopi Health Center 638	Organizing (2025)	• Identify department or organization to take lead on project	☐ Officially assign a lead entity and obtain leadership approval within six months
	Planning (2026-2027)	• Interview existing health care leadership to determine level of support for initiative • Research advantages, disadvantages, and procedures for 638 process	☐ Conduct and document at least five key stakeholder interviews within six months ☐ Complete and present a formal report within nine months
	Execution (2028-2030)	• Make “go/no-go” decision on project • If “go,” initiate an MOU and formalized process • Monitor results and report to Hopi Tribal Council annually	☐ Reach and document a decision within 12 months ☐ Draft and sign an MOU within six months of the decision ☐ Publish an annual performance report
Housing Development	Organizing (2025)	• Determine role of Hopi Tribal Housing Authority, if any	☐ Provide a recommendation report within six months

	Planning (2026-2028)	• Develop a plan identifying how many housing units, and where • Determine housing element of each of the PCDD • Determine policy with respect to housing subsidy (government funding) vs. mortgage-based	☐ Complete a comprehensive housing plan within 12 months ☐ Finalize housing strategies for all six districts within 18 months ☐ Establish and approve a housing policy within 12 months
	Execution (2029-2030)	• Identify funding sources for housing construction and maintenance • Identify and engage housing builders - Build homes	☐ Secure at least one major funding commitment within 18 months ☐ Contract at least one builder and initiate construction within two years
Howell Mesa	Organizing (2025)	• Identify department or organization to take lead on project	☐ Officially assign a lead entity and obtain leadership approval within six months
	Planning (2026-2028)	• Review historical planning including Tunatya'at 2000 • Identify funding source for community master planning • Issue RFP for community master planning and select masterplan consultant	☐ Publish a summary analysis within six months ☐ Secure at least one funding source within 12 months ☐ Release RFP and select a consultant within six months
	Execution (2029-2030)	• Complete masterplan • Implement masterplan	☐ Finalize and adopt a master plan within 18 months ☐ Complete at least 50% of the plan's action steps within three years
Land	Organizing (2025)	• Determine specific roles of Hopi Realty and other departments and offices to participate in land discussions and planning	☐ Publish an interdepartmental roles document within 12 months
	Planning (2026)	• Review findings of the Tunatya'at 2000 and Potskwaniat; formulate action steps • Determine policy with respect to Villages with multi-generational Clan and Land Disputes • Determine goals and timelines for all six Planned Community Development Districts (PCDD) • Identify point person(s) or committee(s) for each PCDD • Identify non-profit, Tribal, state, and federal resources for implementation	☐ Develop and approve an action plan within 12 months ☐ Draft and adopt a policy framework within 18 months ☐ Establish and document goals within 12 months ☐ Assign and confirm leaders within six months ☐ Compile and publish a resource directory within 12 months
	Execution (2027-2030)	• Implement concerted grant writing campaign • Report annually to the Hopi Tribal Council and Villages	☐ Submit at least three grant applications per year ☐ Provide a formal annual report
Poosiwlelena	Organizing (2025)	• Determine respective roles of the Hopi Tribe and the Village of Moencopi (Lower) for project advancement	☐ Establish and document roles within 12 months
	Planning (2026-2029)	• Read plan completed in 2011	☐ Complete and summarize review within six months

		• Coordinate project advancement with the Side Rock Well Transmission Line project • Gauge support for project advancement in broader PCDD • Update master plan	☐ Hold at least two coordination meetings per year ☐ Conduct and document at least three community outreach events ☐ Complete and adopt an updated plan within 18 months
	Execution (2030)	• Identify financial and technical resources • Project construction and development	☐ Secure at least two funding or technical assistance commitments ☐ Complete at least one construction project within three years
SBA 8(a)	Organizing (2025)	• Identify department or organization to take lead on project	☐ Officially assign a lead entity and obtain leadership approval within six months
	Planning (2026)	• Conduct internet research on the advantages, drawbacks, and procedures related to an 8(a) corporation	☐ Complete and present findings within six months
	Execution (2027-2030)	• Make "go/no-go" decision • If "go," initiate documentation to establish 8(a) corporation	☐ Reach a decision within 12 months ☐ Submit all required documentation within six months
Solar Energy Development	Organizing (2025)	• Clarify roles and goals of Hopi Tribe, HUC, and other entities with respect to solar energy development	☐ Finalize MOU defining roles and goals for solar energy development
	Planning (2026)	• Inventory all solar energy planning projects • Develop goals and policies for development of new solar energy projects • Determine optimal revenue-enhancing strategies for solar energy to benefit Tribal government	☐ Complete inventory of all existing solar energy planning projects ☐ Draft and adopt goals and policies for new solar energy projects. ☐ Identify and approve at least three revenue-enhancing strategies for solar energy
	Execution (2027-2030)	• Hold Hopi Tribal energy summit • Implement study findings and projects	☐ Organize and host the summit within one year ☐ Implement at least 50% of study recommendations within the first two years
Tawa'ovi	Planning (2025)	• Periodically review masterplan and update accordingly	☐ Review and update the master plan every three years
	Execution (2026-2030)	• Continue to identify financial resources for project implementation	☐ Secure at least two new funding sources annually for project implementation
Tax Code	Organizing (2025-2026)	• Determine goals and objectives related to the new tax code	☐ Define and document clear goals and objectives for the new tax code
	Planning (2027-2028)	• Research previous attempts to establish a Hopi tax code • Develop preliminary tax code plan • Present tax code plan to the Hopi Tribal Council and general public to receive feedback • Incorporate feedback into a final recommended tax code	☐ Complete a comprehensive review of past Hopi tax code initiatives ☐ Draft and present the plan within 12 months ☐ Conduct at least three public consultation sessions ☐ Incorporate stakeholder feedback into the final recommended tax code
	Execution (2029)	• Hopi Tribal Council pass resolution adopting tax code • Implement provisions of new tax code	☐ Secure resolution approval within 18 months

			☐ Establish implementation procedures and begin enforcement within 24 months
Tourism Development	Organizing (2025)	• Determine status of the Hopi Tourism Association • Determine lead department or organization to implement Hopi Tourism Strategic Plan	☐ Publish an assessment report within six months ☐ Officially assign a lead entity and obtain leadership approval within six months
	Planning (2026)	• Thoroughly review Hopi Tourism Strategic Plan and its recommendations • Prioritize plan recommendations for implementation • Identify financial and technical resources to implement Plan	☐ Conduct a full review of the Hopi Tourism Strategic Plan and prioritize recommendations ☐ Identify and launch at least three high-priority initiatives within one year ☐ Secure at least two major funding commitments
	Execution (2027-2030)	• Implement Tourism Strategic Plan	☐ Implement at least three key action items from the Tourism Strategic Plan
Tribal Power Utility	Organizing (2025)	• Convene a meeting with all Hopi utility interests and contracted engineers to summarize existing efforts, projects, and goals	☐ Host the meeting within six months
	Planning (2026-2027)	• Draft a preliminary MOU • Identify all plans and projects associated with Hopi infrastructure and utilities • Identify high-level remaining utilities/infrastructure needs	☐ Draft and circulate a preliminary MOU for review by all stakeholders ☐ Compile a complete inventory of Hopi infrastructure and utility plans ☐ Identify and document the top five critical infrastructure and utility needs
	Execution (2028-2030)	• Identify funding for a utilities masterplan • Create a request for proposals for a utilities masterplan • Select a vendor to complete the Hopi utilities masterplan • Implement the masterplan	☐ Secure at least one funding source for a utilities master plan ☐ Develop and issue an RFP for the utilities master plan ☐ Select a vendor and initiate the Hopi utilities master plan ☐ Achieve at least 50% implementation within three years
Twin Arrows	Planning (2025-2027)	• Create Master Plan for development at Twin Arrows • Identify financial resources for development • Identify development partner, if needed	☐ Draft a Master Plan for Twin Arrows development with defined timelines ☐ Identify and secure at least one financial resource for Twin Arrows development ☐ Engage and secure a development partner, if necessary
	Execution (2028-2030)	• Build and operate project	☐ Begin construction within 24 months
UVM Side Rock	Organizing (2025)	• Identify department or organization to take lead on project • Establish consensus between UVM and the Tribe related to roles and responsibilities for project planning and development	☐ Officially assign a lead entity and obtain leadership approval within six months ☐ Establish a formal agreement on roles and responsibilities between UVM and the Tribe

		• Coordinate with HUC and engineering company to determine status of wells and water transmission line	☐ Confirm the status of wells and water transmission lines with HUC and engineering firms
	Planning (2026-2027)	• Review historical planning for UVM community including Tunatya'at 2000 • Identify funding source for community master planning • Issue RFP for community master planning • Select masterplan consultant	☐ Review historical UVM planning, including Tunatya'at 2000, and integrate key findings ☐ Secure at least one funding source for UVM community master planning ☐ Issue an RFP for UVM community master planning ☐ Select a consultant to develop the UVM master plan
	Execution (2028-2030)	• Complete masterplan • Implement masterplan	☐ Complete and approve the UVM master plan ☐ Implement at least three priority projects from the UVM master plan
Village Projects	Organizing (2025)	• Regularly present and report at Community Service Administrator (CSA) meetings to identify and advance projects	☐ Provide quarterly reports at CSA meetings to track and advance projects
	Planning (2026)	• Continue to inventory priority projects identified by Villages • Prioritize top identified projects for funding • Continue to coordinate with federal agencies for funding and project implementation	☐ Publish an updated inventory annually ☐ Prioritize and secure funding for the top five identified projects ☐ Coordinate with at least two federal agencies annually for funding and implementation
	Execution (2027-2030)	• Target top projects for project execution	☐ Begin execution of at least two high-priority projects each year.
Waste Management	Organizing (2025-2026)	• Review current status of organizational leadership • Establish new Board of Directors and reporting protocols to the Tribe and Villages	☐ Assess and document the current status of organizational leadership ☐ Establish a new Board of Directors and formalize reporting protocols
	Planning (2027)	• Complete Plan for improved waste management services, including recycling	☐ Develop and approve a waste management improvement plan, including recycling
	Execution (2028-2030)	• Implement new waste management plan • Develop and implement an Educational Campaign to help change people's disposal habits	☐ Implement the new waste management plan within the first year of approval ☐ Conduct at least three outreach initiatives within one year
Winslow	Organizing (2025-2026)	• Identify department or organization to take lead on project	☐ Officially assign a lead entity and obtain leadership approval within six months
	Planning (2027-2028)	• Review historical planning including Tunatya'at 2000 • Identify funding source for community master planning • Issue RFP for community master planning	☐ Conduct a full review of historical planning, including Tunatya'at 2000 ☐ Secure at least one funding source for community master planning within 12 months ☐ Develop and issue an RFP for community master planning within six months of securing funding

		• Select masterplan consultant	☐ Select a master plan consultant within three months of RFP issuance
	Execution (2029-2030)	• Complete masterplan • Implement masterplan	☐ Complete the community master plan within 18 months of consultant selection ☐ Initiate implementation of at least three key recommendations from the master plan within one year of completion
Yuwehloo Pahki Community	Organizing (2025-2026)	• Establish consensus between YPC and the Tribe related to roles and responsibilities for project planning and development	☐ Establish a formal agreement on roles and responsibilities between YPC and the Tribe
	Planning (2027-2028)	• Review historical planning for YPC community including Tunatya'at 2000 • Identify funding source for community master planning • Issue RFP for community master planning • Select masterplan consultant	☐ Conduct a full review of historical YPC planning, including Tunatya'at 2000 ☐ Identify and secure at least one funding source for YPC community master planning ☐ Issue an RFP for YPC community master planning ☐ Select a master plan consultant for the YPC community
	Execution (2029-2030)	• Complete masterplan • Implement masterplan	☐ Complete and approve the YPC community master plan ☐ Implement at least three priority projects from the YPC master plan