



Hopit  
Pötskwaniat  
(Hopi Tribal  
Consolidated  
Strategic Plan)

November 29

2011

“This plan is built upon the foundation set forth in past planning efforts. In response to the many pressures from within the Hopi community and the outside world, the time is right to come together to determine a clear vision, of the future for all Hopi. The Hopi Tribal Council last approved Tribal goals and objectives in 2001, therefore, these goals needed to be updated.”



HOPI TRIBAL COUNCIL  
RESOLUTION  
H-098-2011

WHEREAS, the Constitution and By-Laws of the Hopi Tribe, as amended, states in ARTICLE VI-POWERS OF THE TRIBAL COUNCIL, SECTION 1 (a) that the Hopi Tribal Council has the authority "To represent and speak for the Hopi people in all matters for the welfare of the Tribe,..."; and

WHEREAS, the Constitution and by-Laws of the Hopi Tribe states that the Constitution was adopted to provide a way of working together for peace and agreement between the villages to preserve the good things of Hopi life, and to provide a way of organizing to deal with modern problems; and

WHEREAS, the Hopi Tribe has developed several planning documents over the last ten (10) years and the most recent is the Hopi Tribal Council Resolution H-119-2001, the 2001 Revised Hopit Pötskwaniat; and

WHEREAS, in order to comply with the Resolution, the Office of Community Planning & Economic Development was tasked to up-date the 2001 Revised Hopit Pötskwaniat; held a series of goal setting work sessions involving participation from Tribal Managers, Directors, Community Service Administrators, Tribal Council Members, and community members resulting in an updated Hopit Pötskwaniat (attached) for review and approval for the Tribal Council; and

WHEREAS, the work sessions refined the Goals & Objectives of the Hopi Tribe to effectively meet the needs of our people.

HOPI TRIBAL COUNCIL  
RESOLUTION  
H-098-2011

NOW THEREFORE BE IT RESOLVED that the Hopi Tribal Council hereby adopts the attached revised Hopit Pötskwaniat to serve as the principle direction for the Hopi Tribe.

BE IT FURTHER RESOLVED that the revised Hopit Pötskwaniat shall be reviewed and updated every four (4) years under the leadership of the Chief Administrative Officer.

BE IT FURTHER RESOLVED that the Chief Administrative Officer along with Program Departments are hereby directed to provide annual action plans in support of the revised Hopi Pötskwaniat.

BE IT FURTHER RESOLVED that all Tribal departments / programs are hereby directed to use the revised Hopi Pötskwaniat as a guide in preparing their operational budgets for the next four years.

BE IT FINALLY RESOLVED that the Chairman, or designee, and the Tribal Treasurer are directed to use the document for the allocation of resources to the departments/programs.

HOPI TRIBAL COUNCIL  
RESOLUTION  
H-098-2011

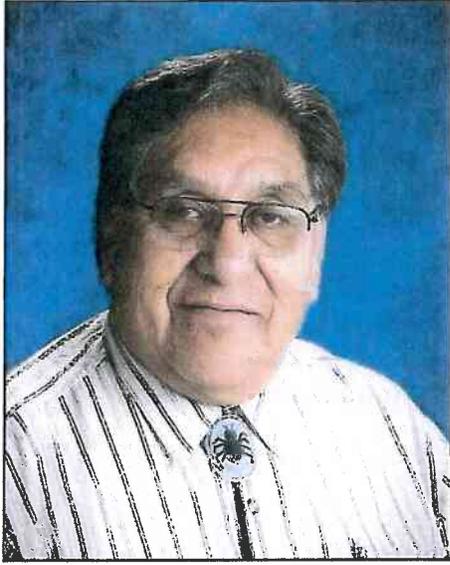
CERTIFICATION

The Hopi Tribal Council duly adopted the foregoing Resolution on November 29, 2011, at a meeting at which a quorum was present with a vote of 13 in favor, 0 opposed, 0 abstaining (Vice Chairman presiding and not voting) pursuant to the authority vested in the Hopi Tribal Council by ARTICLE VI-POWERS OF THE TRIBAL COUNCIL, SECTION 1 (a) of the Hopi Tribal Constitution and by-Laws of the Hopi Tribe of Arizona, as ratified by the Tribe on October 24, 1936, and approved by the Secretary of Interior on December 19, 1936, pursuant to Section 16 of the Act of June 18, 1934. Said Resolution is effective as of the date of adoption and does not require Secretarial approval.

\_\_\_\_\_  
//ss//  
Herman Honanie, Vice Chairman  
Hopi Tribal Council

ATTTEST:

\_\_\_\_\_  
//ss//  
Martha A. Mase, Tribal Secretary  
Hopi Tribal Council



On behalf of the Hopi Tribal Council, the Offices of the Chairman and Vice Chairman, I hereby present to the Hopi & Tewa People our 2011 Hopi Tribal Consolidated Strategic Plan, *Hopit Pötskwaniat*. On November 29<sup>th</sup>, 2011, the Hopi Tribal Council through Resolution H-098-2011 formally adopted the revised *Hopit Pötskwaniat* to serve as the principal path of the Hopi Tribe.

The Plan reflects updates which have been worked on since 2008. These updates are in line with our current goals and objectives. They define the vision for the Tribe's future and strategically address specific needs to promote the welfare of the Hopi & Tewa people. It also provides a means to a better quality of life and to provide a framework for organizing our efforts.

The *Hopit Pötskwaniat* defines the **Goals** for each area of concern. Use this guide to help your departments and programs to identify areas of responsibility, prioritize, develop overall plan, set benchmarks, and list deliverables necessary to achieve the **Objectives**. The key is to develop an action plan that shows progression in satisfying the **Objectives**.

I encourage all tribal employees, elected officials, and villages to take this opportunity to maximize use of our tribal resources to meet our needs and service delivery.

Thank you to all who worked tirelessly to revise the *Hopit Pötskwaniat*. I am proud of you and the Hopi Tribe acknowledges your dedication and service to benefit our people. Our commitment is to provide a prosperous and healthy future for our Hopi & Tewa Sinom.

Kwa'kwaha,

LeRoy N. Shingoitewa  
Chairman  
The Hopi Tribe

## TABLE OF CONTENTS

### Introduction

Hopi Tribal Resolution H-098-2011.....	2
Hopi Tribal Chairman's Introductory Letter.....	5
Table of Contents .....	6
Executive Summary Hopit Pötskwaniat 2011.....	8
2011 Hopi Tribal Council List .....	15

### 2011 Hopit Pötskwaniat

#### Towards Self-Governance & Self Sufficiency

I Area of Governance .....	17
II Area of Justice .....	20
III Area of Law Enforcement.....	21
IV Area of Economic Development & Technology .....	23
V Area of Housing.....	25
VI Area of Public Utilities.....	27
VII Area of Transportation .....	29
VIII Area of Parks, Recreation & Tourism.....	31

#### Towards Preservation & Protection of Cultural Resources

IX Area of Cultural Preservation & Protection .....	34
---	----

#### Towards Quality Human Services

X Area of Education .....	38
XI Area of Health.....	41
XII Area of Social Services.....	43
XIII Area of Behavioral Health Services (Mental Health & Substance Abuse) .....	46
XIV Area of Hopi TANF Program.....	50
XV Area of Hopi Veterans Services .....	53

Towards Conservation & Effective use of Natural Resources

XVI Area of Land Use and Tenure.....58  
XVII Area of Range.....60  
XVIII Area of Woodlands ..... 62  
XIV Area of Wildlife ..... 64  
XIX Area of Water Resources .....66  
XX Area of Mineral Resources .....68  
XXI Area of Agriculture .....69  
XXII Area of Environment .....70  
XXIII Area of Land Information Systems ..... 71

APPENDIX

Action Plan.....72  
Acknowledgements and Appreciation..... 75  
2008 Press Release.....82  
2008 Hopi Tribal Council List.....84  
2008 Hopi Tribal Summit Photos.....85

# HOPI TRIBAL CONSOLIDATES STRATEGIC PLAN OF 2011

## EXECUTIVE SUMMARY

### **I. Introduction:**

The purpose of the Hopi Tribe, as stated in its Constitution and By-Laws, is to promote the welfare of the Hopi people; to provide a way of working together for peace and agreement between villages; to preserve the good things of Hopi life; and to provide a way of organizing to deal with modern problems with the United States Government and the outside world generally. To achieve these goals, it is critical to initiate sound planning for the development of tribal land and resources for the benefit of the Hopi people, now and in the future. In response to the many pressures from within the Hopi community and the outside world, the time is right to come together to determine a clear vision, of the future for all Hopi.

On October 15 & 16, 2008, at the Veterans Memorial Center a Hopi Summit to update the "Hopit Pötskwaniat" was conducted. The Hopit Pötskwaniat is the governing document that identifies the Hopi tribe's overarching goals and objectives. It was last updated in 2001. The Tribal Summit provided an opportunity to all interested Hopi members to participate in providing recommendations in updating the document during break-out session of the 20 subcategories of the Hopit Pötskwaniat. A total of 188 community members from tribal programs and community administrators, participated during the Hopi Summit.

The planning process for this event began in July 2008 with meetings held that included tribal programs, community administrators, and community members. Team Champions were identified in each subcategory to assist in information gathering and preparation for this event. Since 2008 to the present additional meetings were held by various tribal programs and community members that kept current with goals and objectives to make the goals up-to-date since the adoption by resolution.

Established by tribal resolution the Hopit Pötskwaniat (Hopi Tribal Consolidated Strategic Plan of 1995) was first developed consolidating other tribal planning documents to established one vision and a strategic plan to realize this vision. In November 2001 the Hopit Pötskwaniat was revised by Resolution H-119-2001 and authorized the Hopi Pötskwaniat to be updated every four (4) years under the leadership of the Chief Operations Officer and directed annual action plans in support of the revised Hopit Pötskwaniat by tribal administrators.

The Hopi Tribal Consolidated Strategic Plan of 2011 is a management tool that clearly presents the vision for the future and strategically addresses specific areas of concerns and needs. This Plan is built upon the foundation set forth in past planning efforts, including the Hopi Comprehensive Development Plan of 1988 (as amended in 1990), Hopi Tribal Strategic Plan of 1991 (Ten Year Practical Vision), Hopi Tribal Strategic Plan of 1994, and the 1994 Hopi Village Summit. The Hopi Tribal Council last approved Tribal goals and objectives in the 1980's, therefore, these goals needed to be updated.

Recognizing the need for broader participation by the Tribal Council and Villages in the strategic planning process, a concerted cooperative effort began in early 2008 to update the tribal goals. The efforts to update and consolidate these goals were driven by the following objectives:

- An increased understanding of the critical issues and needs;
- An improved level of communication and “Team Spirit”;
- Consensus on a clear vision for the future and on how to achieve it; and
- A well-defined strategy which will guide the Tribe and serve as the framework for future development of all Tribal and village programs.

The Hopi Tribal Consolidated Strategic Plan of 1995 is based on the overall strategy of transitioning towards a sustainable society through four major avenues. These four major avenues are:

- Towards Self Governance and Self Sufficiency
- Towards Preservation and Protection of Cultural Resources
- Towards Quality Human Services
- Towards Conservation and Effective Use of Natural Resources

Under each of these major focus areas, goals and specific action oriented objectives were identified to ensure implementation and progress is made towards the achievement of the Hopi vision for a better future. Implementation is the key to strategic planning. The “Hopi Tribal and Village Planning Framework” is incorporated into this plan to ensure a collaborative and cooperative (partnership) working relationship between the central tribal government and the Hopi Villages in the coordination of governance activities (i.e., planning development, etc.).

The next step is the planning process after the goals and objectives have been adopted is the development of Action Plans for each goal. The Action Plan will provide explicit clarity as to; what needs to be done, who will take care of it, when it will be taken care of, how it will be taken care of, how it can be assured that it's been taken care of, and how much it will cost in terms of financial and human capital investments.

The Hopi Tribal Consolidated Strategic Plan of 2011 is more than just a document. It is the first step to institutionalizing a participatory tribal planning process that recognizes basic Hopi values and acknowledges the reality of limited human, physical, and financial resources. It provides a clear vision for the future that celebrates our culture and builds upon our determination for a balanced quality of life for all of us. The Hopi Tribal Consolidated Strategic Plan of 2011 begins a journey that encompasses new thinking and creativity, making difficult decisions, prioritizing the use of scarce resources, listening and understanding, and working together as partners for the future of the Hopi Tribe. It incorporates the Hopi planning “know how” based upon the foundation of Hopi philosophy and values. The Hopi Consolidated Strategic Plan of 2011 is the beginning of a continual process that will grow and evolve as a living document.

## **II. Vision for Our Future:**

The only thing constant about the future is that change will occur. If that change is to be positive, it is up to the Hopi leaders to take proactive course of action. Effective and cooperative planning will ensure positive change. The first step in defining a shared community vision is the determination of “community values”. This section presents the identified community values and the Hopi vision for the future.

### **Community Values**

In order to develop a clear vision for the future, we must first understand the core community values that must be preserved and build upon. Community values are those principles of standards that the community will not compromise – no matter what. Following are the community values that are the cornerstone to the Hopi’s vision for the future:

- **Hopi Values:**

- Preservation, practice and protection of the religion and ceremonies, cultural customs and practices; language, arts and crafts, etc.
- Respect and care for the infant / youth / and elderly members of the society.
- Independence and self sufficiency of the communities and its people.
- Respect and conservation and protection of the natural environment (i.e., land, water, air, plant life, living creatures, etc.).
- Sumi’ngwa and all the other characteristic traits of a Hopi (i.e., faith, trust, pride, cooperation, consensus, etc.).

- **Other Community Values:**

- Quality standard of live for our people (economic benefits for all).
- Quality health care (prevention rather than treatment).
- Quality education (preparation for meaningful professions).
- Quality employment (jobs that compliment Hopi values).

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 dominate society with a different set of values. 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.

### **Vision for the Future**

What will motivate the leaders, entrepreneurs, younger generations, etc. to get involved in creating opportunities and making the necessary changes to move towards the realization of the peoples' vision of the future (Sinot Tunatya'at)? Generally, it is a sense of pride; a belief that conditions could and should improve through both individual and community effort. This motivation emanates from a shared "vision" of the potential for the Hopi people.

It incorporates a view of a future condition that would be better in some ways than what now exists. It is a dream rooted in reality. It is a vision that inspires, motivates, and transforms desire in action.

Vision is defined as: A broad statement of how the community views itself as it moves into the new century. A vision for the community is an ideal and unique image of the future.

Here are a few examples (ideas) for a vision statement that have been developed through past planning work sessions:

- To ensure a happy, healthy and a prosperous life experiences for all Hopi people by incorporating Hopi values (culture and traditions) as the foundation for all aspects of governance functions and community / economic planning.
- To support and strengthen the Hoi way of life, to secure and ensure a happy, healthy and fruitful life for all.
- To create a continuous, strong and sustainable Hopi society through a clear understanding of Hopi traditions / culture and future trends with full involvement, understanding and acceptance.

- To build a bridge by finding a balance between traditional and contemporary values to ensure a secure and healthy future for all Hopi people.

During the course of the strategic planning work sessions, a considerable amount of time was spent discussing the vision statement. Although the participants were not able to come to a consensus on a single vision statement for the Hopi Tribe, they have produced a number of key ingredients that they felt needed to be somehow included in the statement. These ideas are as follows:

- Nami'nangwa / Sumi'nangwa
- Taking the best of both cultures to build a bridge
- Choosing the best alternatives of both cultures
- Creating a strong sustainable Hopi lifestyle that is accepted by the people
- Strengthen village governments
- Need to support and enforce Hopi language as the official language of the Tribe
- Village governments operating with more independence and authority to determine own futures. Central government as a coalition of governments to deal with common concerns, as a clearing house and support vehicle, etc.
- New Villages out in the HPL
- Focus on the young and the elders
- Keep the Hopi aesthetics – development without harming the environment
- Villages developing farms and ranches
- Need for expanded and adequate land base

### **III. Critical Issues Identification / Barriers:**

#### **A. Critical Issues Identification**

Facing the future requires identifying the critical issues and barriers that might stand in our way. Following are the critical issues that the participants identified:

- Need for an elderly life center.
- Need for a youth office and adequate services.
- Need to rectify the loss of family unity (family structure is broken).
- Alcohol / drug / substance abuse problems on the reservation.
- Need to develop tax revenue (diversification of revenue base).
- Need to develop economic development planning (revenue generating enterprises).
- Need for employment opportunities.
- Need for banking services on the reservation.

- Need for tourism office and regulations on the reservation.
- Need to identify roles, responsibilities and authorities of tribal and village officials.
- Need to resolve governance issues between the central government and villages (i.e., land jurisdiction, economic and community development, etc.).
- Need to clarify tribal and village land jurisdictions (boundary lines).
- Need to deal effectively and expeditiously to secure control of all Hopi land (including aboriginal claims).
- Need to be more actively involved with Federal, State, County and City governments on governance activities.
- Need to develop economic opportunities through effective utilization of natural resources.
- Need to effectively address youth needs and deal with youth problems.
- Need to reassess and develop quality education, health and social services programs.
- Need to develop better management organizations and policies for highway and roads construction, housing construction, water and wastewater facilities construction, etc.
- Need to build better health facilities (i.e., clinic, EMS stations, rehabilitation centers, etc.).
- Need to conserve and protect our natural resources.
- Need to preserve and protect our cultural resources.
- Need to acquire adequate financial resources to improve the conditions on the reservation.

## **B. Barriers:**

The participants identified some of the barriers that must be overcome if the Hopi people are to adequately address the critical issues and reach the vision for the future.

- Inadequate funding to meet the needs. Constantly in a state of “catch up”.
- Lack of dedicated land for public purposes, such as health care facilities, senior center, schools, etc.
- No communication with youth to determine what they want.
- No central clearing house for the youth.
- Bootlegging is a lucrative business.
- High dependency on social services and public assistance.
- Lack of respect for one’s self.
- The community tolerates abuses (Non one wants to turn in other people).

- Not enough education about economic development.
- Hopi traditions do not place value on money or finances.
- Loss of traditional values / language; a denial that is at a critical stage.
- Unenforceable laws.
- Two types of governments – traditional and constitutional.
- Varying interpretations of Hopi culture and values.
- No written documents on aboriginal lands.
- Cultural differences between Hopis and Navajos.
- Lack of control of educational system.
- Community apathy.
- No teaching of traditional framing techniques or use of traditional foods.
- Lack of political clout with state and federal governments and agencies.
- Inadequate coordination and communication between villages and tribal governments.
- Limited water sources.
- Limited land, water and physical infrastructure.
- Land conflicts between Village and Clans.

#### **IV. Action Plans:**

The Action Plan focuses on key strategic issues that need to be addressed. It identifies; what tasks need to be implemented, who will perform the tasks, how the task are to be implemented and performed, when the tasks will be completed, how much costs will be to achieve the goal / objective, where the funds will come from, etc. The Action Plan will help to determine the priorities and decisions regarding the allocation and appropriation of financial resources.

## **Hopi Tribal Council 2011**

LeRoy N. Shingoitewa, Chairman  
Herman G. Honanie, Vice Chairman  
Martha A. Mase, Tribal Secretary  
Robert L. Sumatzkuku., Tribal Treasurer  
VACANT, Sergeant-At-Arms

### **Village of Upper Moenkopi**

Wayne Kuwanhyoima  
Leroy Sumatzkuku  
Everett Calnimpewa  
Danny Humetewa Sr.

### **Village of Bakabi**

Velma Kalyesvah  
Marshall Namingha  
Gayver Puhuyesva

### **Village of Kykotsmovi**

Nada Talayumptewa  
Danny Honanie  
Rebekah E. Masayesva  
Carleen Quotskuyva

### **Village of Sipaulovi**

George Mase  
Cedric Kuwaninvaya  
Alph Secakuku

### **First Mesa Consolidated Villages**

### **Village of Mishongnovi**

As of November 29, 2011

**TOWARDS SELF GOVERNANCE**  
**&**  
**SELF SUFFICIENCY**

## **I. AREA OF GOVERNANCE**

- A. GOAL:** To work cooperatively towards a common vision through collaboration and coordination of governance activities between village and tribal government.

### **OBJECTIVES**

1. Revise the Hopi Constitution to reflect a common vision for the Hopi people, the Hopi Tribe and Villages.
2. Develop code that supports village self-governance and the government to government relationship between the tribal government and the villages.
3. Develop and implement appropriate tribal-village organization and management systems of governance.
4. Involve Office of Tribal Operations in all phases as their scope of work requires with respect to the efforts of accomplishing stated goals.

- B. GOAL:** To establish and maintain a strong, proactive and accountable government to meet the needs of Hopi people and to advocate for the protection and preservation of Tribal sovereignty, culture and natural resources.

### **OBJECTIVES**

1. Increase tribal member participation in all elections and referendums (tribal, local, state, federal)
2. Provide the most effective and efficient delivery of services to the Hopi people by providing technical expertise and appropriate resources to the villages to promote village self governance.
3. Institute regular and effective communications between and among all levels of tribal and village governments, and the Hopi people. And utilize tribal website.
4. Develop and incorporate goals and objectives for Tribal Administrative operations and services.
5. Enhance tribal website wherein tribal programs provide continuous current program information and activities, services provided and other relevant tasks.

**C. GOAL:** Identify and allocate funds for capital development to construct proper facilities for Tribal offices.

**OBJECTIVES**

1. Assess current tribal office space needs before adopting any additional programs.
2. Plan and design tribal administrative facilities with state of the art equipment.
3. Establish a tribal Construction Office for infrastructure, facilities, and roads.
4. Provide additional infrastructure (parking lots, electrical system, and backup system) to accommodate employee and visitor needs.

**D. GOAL:** To maintain an accountable effective government, Tribal Council officials and Executive Staff will be orientated to assume the responsibilities relative to their positions.

**OBJECTIVES:**

1. Conduct Governance work sessions to define role, responsibilities, and authorities, of Tribal Officials, executives and administrative personnel.
2. Conduct a tribal council orientation annually to provide update of council goals and objectives, tribal policies and procedures, the tribal constitution, and council session procedures.
3. Assure that Tribal Council officials are accountable to Village requirements.
4. In the spirit of strong and effective tribal governance, partnership between the HTC and village governances includes village governance is respected and any required obligations required of their respective HTC Representatives is paramount to this end, e.g., recognize/respect village governing By-Laws, etc.

**E. GOAL:** To ensure all tribal codes/ordinances are up to date and meeting current level of need or as required for effective and efficient enforcement.

**OBJECTIVES:**

1. Respective Ordinances/codes should be reviewed and revised every two years to reflect current national legislative trends or local needs are addressed/included.
2. Appropriate entities or parties should be involved in reviews to make needed changes/revisions.

## II. AREA OF JUSTICE

- A. GOAL:** To provide a Justice System that is respectful to all to enter the Hopi Tribal Courts, including victims of crime and that is fair and efficient in administering justice for the Hopi People.

### OBJECTIVES

1. Foster and promote the need for an independent Judiciary.
2. Improve and maintain communication and cooperation among the numerous agencies that provide serviced for the people who come through the court system.
3. Develop a Juvenile Court system that is both preventive and remedial.
4. Enhance Juvenile court services by reaching out to those agencies serving the youth, including elementary and high schools.
5. Develop policies and procedures with appropriate agencies to provide behavior health programs for both adults and juveniles.
6. Promote cooperation and coordination with Village boards on all family and juvenile cases.
7. Continue efforts to provide a Hopi Detention Facility on the Reservation for adults and juveniles, coupled with educational and rehabilitation services for all inmates.
8. To establish a Committee for qualification standards and disciplinary rules for the Hopi Bar Association; implement professional and para-professional standards consistent with the spirit and goals of the Tribal Law and Order Act.

### III. AREA OF LAW ENFORCEMENT

**A. GOAL:** To provide effective and efficient law enforcement services throughout all Hopi jurisdiction by providing for a comprehensive law enforcement system.

**OBJECTIVES:**

1. Recommend changes to codes and ordinances to address present situations. Update all Tribal Ordinances.
2. Revisit state statutes – Hopi Tribe does not recognize all state statute for instance Title 13 which is the criminal code and only parts of Title 28 which is the traffic code is recognized.
3. Develop an Ordinance or code for dogs – Include villages and have villages develop their own procedures.
4. Determine the need for a tribal animal control program to implement the dog ordinance or code.
5. Define the roles, responsibilities; authorities and jurisdiction of all law enforcement services thereafter consolidate all law enforcement services and prioritize plans to upgrade services.
6. Promote and facilitate public education/awareness of Hopi codes, ordinances and related law enforcement services.
7. Provide assistance to villages/communities to support and enforce regulatory policies.
8. Clarify and determine role, responsibilities and authority with village security and law enforcement services.
9. Assess and update radio frequency with security for emergency and law enforcement, include all departments who utilize radio communications.
10. Assess radio telecommunication system outside Hopi reservation, looking at sites on Navajo and working with them to see who can bring what to the table-cost sharing.
11. Revisit the 911 system and include all parties directly involved.

12. Exercise criminal jurisdiction over non-Hopis as practical considering the health, safety and welfare of the Hopi people.
13. Continue lobbying for funding support for Tribal and BIA Law Enforcement agencies.
14. Complete Radio communications-upgrade for both OLES/HRES to include dispatch.
15. Continue to update all Tribal Ordinances - Ordinance 43 – Livestock is currently being updated.
16. Have all Police Rangers enforce federal law by obtaining SLEC commission cards.
17. Increase manpower for enforcement – stealing artifacts, crimes, livestock, etc. all of Hopi Reservation.
18. Hopi Tribe and Villages meet with the BIA and develop a plan regarding juvenile issues.

## **IV. AREAS OF ECONOMIC DEVELOPMENT & TECHNOLOGY**

### **ECONOMIC DEVELOPMENT**

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

#### **OBJECTIVES**

1. Define and develop strategies for economic development initiatives on Hopi lands.
2. Up-date the tribe's comprehensive economic development strategy (CEDS) plan every four years.
3. Identify commercial development opportunities that are the most economical, environmental, and culturally suitable.
4. Develop tribal commercial, industrial, and housing building codes and zone (sites) for development purposes.
5. Support and assist the villages with community and economic development planning. Provide guidance for financial assistance.
6. Establish appropriate relationship with financial institutions/agencies on and off the reservation to fully leverage the tribal resources and investments to acquire long term, low interest loans, and grants funding for business & agriculture development.
7. Establish a banking institution on the reservation.
8. Renovate, Master plan and market the Winslow Industrial Park for immediate occupancy.
9. Identify and develop Sand and Gravel operation.

**B. GOAL:** Create Hopi employment opportunities by supporting business development through business development planning, financial packaging and appropriate programs.

**OBJECTIVES**

1. To facilitate the financing and collateralization of Hopi business.
2. Organize the means to educate and support Hopi entrepreneurs in planning, establishing, and operating businesses.
3. Establish formal partnerships with institutions of higher learning and our business partners to assist the |tribe, villages and tribal members to develop businesses.
4. Assist with marketing and feasibility information for economic development.

**TECHNOLOGY**

**A. GOAL:** To develop and implement a reliable Tribal Technology Plan for the benefit of the tribe and its members.

**OBJECTIVES**

1. Define and develop a technology plan to provide direction for the future use of technology within the Hopi Tribe.
2. Plan, design and construct a secure building to support the administrative, operational, maintenance and technological security of information technology capabilities and capacities of the Hopi Tribe.
3. Develop and implement future technology upgrades to standardizing tribal technology across the tribe.
4. Increase technological opportunities for tribal members by allowing them to use the same technology as they engage in the different tribal functions.
5. Market existing tribally owned tower space to off-set technology capital improvement.

## V. AREA OF HOUSING

**A. GOAL:** To provide Hopi families an opportunity to access available resources to own a safe and sanitary home.

### **OBJECTIVE**

1. Conduct reservation-wide survey to determine Hopi's housing needs
2. To access available home ownership options through established programs. (Hopi Tribal Housing Authority, Home Improvement Program, Hopi Credit Association)
3. Conduct annual HTHA Housing Fair as a forum to educate/expose the public to new home products and to introduce HTHA's partnerships with other housing programs.
4. Assist and support the villages to identify land use areas for housing development, facility needs, and utility infrastructure.

**B. GOAL:** To support villages in identifying land use areas for housing and public facility development.

### **OBJECTIVE**

1. Provide summary of survey results to each community for use in designating land for development and in assessing their local water/sewer and other infrastructure needs with growth plans.
2. Establish regular communications with each community to review progress and provide guidance and non-HTHA resources as deemed appropriate.

**C. GOAL:** To develop and implement a self-help home program that allows families to plan, design, finance, construct and maintain a home.

### **OBJECTIVE**

1. Identify and establish partnerships with parties interested in developing a self-help housing program for Hopi.
2. Explore model programs in "green" energy efficient and alternative energy homes.

**D. GOAL:** To ensure all current and potential new homeowners are fully informed of homeowner responsibilities.

**OBJECTIVE**

1. Provide ongoing free consumer education in homeowner responsibilities including family budgeting.

## **VI. AREA OF PUBLIC UTILITIES**

- A. GOAL:** To provide public utilities for local residents for purposes of ensuring a safe and healthy environment.

### **OBJECTIVES**

1. Provide support and assistance to the villages to secure funds and to build water and sewer systems that will meet present and future needs.
2. Continue annual joint meetings with the Villages, Indian Health Services (IHS), Hopi Housing Authority (HHA) and other related entities to evaluate and assess the progress of water and sewer facility construction activities; to develop action plans to address the identified future needs, to set priorities for new projects, and to coordinate activities to secure financing or grants.
3. To support the Village Utility Management Cooperative for an effective and efficient management of water and wastewater operations in compliance with environmental laws.

- B. GOAL:** To provide affordable and environmentally safe energy (electricity, solar, gas, wood/coal, etc.) for local residents and businesses for the purpose of economic self-sufficiency.

### **OBJECTIVES**

1. To initiate feasibility studies to determine if the Hopi Tribe should create and establish its own public utilities entities.
2. To initiate feasibility studies to determine if solar and wind electrical generation is feasible for use residential and/or commercial development.
3. To initiate and develop a utility regulatory body for monitoring and approval of utility rate changes, handling dispute and protect consumer interest.
4. To develop a training program for the tribal ownership of the public utilities entities.
5. To initiate and develop a Uniform Commercial Code to regulate sales and delivery of goods.
6. To provide support and assistance to local residents and business with information and outreach material for villages in regards to solar and wind electrical generation for residential and business use.

**C. GOAL:** To upgrade existing telecommunication system to the state-of-the-art standards for present and future needs.

**D. GOAL:** To adopt an ordinance for the creation and regulation of all public utilities.

## VII. AREA OF TRANSPORTATION

- A. GOAL:** to provide safe, efficient and adequate transportation and public road access to and within Hopi lands, to village/community members, visitors, recreational users, and others, while contributing to economic development, self-determination, and employment on Hopi lands.

### OBJECTIVES

1. To setup a Hopi Transportation Office to oversee all transportation and public road projects through all Hopi lands.
2. To plan, design, construct, and maintain a safe and efficient road system (facilities) for the Hopi Reservation.
3. On an ongoing basis, conduct joint meetings with BIA, ADOT, FHWA, FLA, Navajo Nation, Coconino and Navajo Counties to communicate, coordinate, collaborate, and consult on common issues surrounding the transportation and road system on Hopi lands.
4. To review, evaluate, update and maintain the 5, 10, 20 year Hopi Tribal Transportation Plans to include but not limited to road inventory, priorities, policies, procedures, ordinances, and design standards.
5. To assess the BIA's Road Maintenance Program to determine if it is advisable to contract the Program from the B.I.A. or directly from the Federal Highway Administration.
6. To set priorities for annual road maintenance projects, including managing invasive weeds on Hopi ROW's.

- B. GOAL:** Reassess the Hopi Senom Transit Program by conducting a feasibility study to develop a 5 year transit plan to include but not limited to: a) landsite for a transit/transportation facility; b) identify unmet needs; c) funding; d) and, marketing of public transportation services for the traveling public.

### OBJECTIVES

1. Coordinate administrative support with the Public Works Director (this was included when the PW Director position was being advertised)
2. Review current operations/service for expansion of services or revision.
3. Increase local marketing.

4. Explore plans for a transfer station (facility).
5. Purchase new vehicles.
6. Explore funding opportunities to serve the TANF and elderly population (Section 5316 & 5317 funding).

**C. GOAL: Road Safety**

**OBJECTIVES**

1. To enforce FHA and other applicable regulations for the monitoring and controlling of commercial traffic and transportation of hazardous materials and chemicals on residential streets and reservation roads system.
2. To reduce highway and other roadway fatalities and serious injuries on the Hopi Reservation.
3. Implement the Pedestrian and Safe Routes to Schools to improve the lives of our Hopi children and pedestrians by creating safer and more vibrant connections between our communities (villages) and schools through engineering treatment, traffic enforcement, safety education and encouragement programs.

**D. GOAL: To establish a new airport facility.**

**OBJECTIVES**

1. To conduct a feasibility study.
2. Implement recommendations of the feasibility study and secure a permanent land site for the airport.
3. Establish a airport authority / department.
4. Construct a new airport.

## VIII. AREA OF PARKS, RECREATION & TOURISM

**A. GOAL:** Establish a Hopi Parks, Recreation & Tourism Department with two years.

### OBJECTIVES

1. Establish two separate offices within this department at the Hopi Parks & Recreation Office and Hopi Office of Tourism.
2. Establish funding & budget for the department/offices.

**B. GOAL:** To improve and repair existing Hopi tribal recreation facility.

### OBJECTIVE

1. Conduct a survey to determine the different categories of recreation (i.e. outdoor, physical fitness, etc.)
2. To conduct a feasibility study to develop and establish a recreation program.
3. Identify and locate existing facilities.
4. Create plan to improve and/or repair and maintain the facilities.
5. Identify how the recreation program will support village-based programs.
6. To increase variety of recreation opportunities for tribal community members.
7. Retain board membership of Homolovi State Park governance as stating in the MOU with Arizona State Parks.

**C. GOAL:** To protect the Hopi Office of Tourism to manage the promotion of tourism through preservation, conservation, protection and effective use of cultural and natural resources.

### OBJECTIVES

1. Update the existing Hopi Tribal Tourism Policy.
2. Assist villages in developing tourism programs / regulatory policies.
3. Implement the 2001 Hopi Tourism and Marketing Feasibility Study to plan and development of an organized tribal tourism.

4. Establish a partnership with federal, state, tribal and international (funding, planning and facilitating) agencies and state/city Chamber of Commerce.
5. Educate visitors through the development and implementation of tourism policies in cooperation and coordination with the tribe, villages and local/international organizations.
6. Establish website and central communications points where brochures, maps, policies, etc., are easily accessible to the public.
7. Provide technical assistance/curriculum to individual Hopi entrepreneurs to establish and provide tour services, coordinating services with tour companies, travel agencies and transportation providers.
8. Assess implementation of a tourism & visitor fee/tax.
9. Support and assist local organizations, artisans and crafts persons to develop, organize and manage Indian markets/fairs on the reservation.
10. Protect and prevent scenic vistas and culturally sensitive areas from encroachment, abuse or unplanned development.

**TOWARDS PRESERVATION  
&  
PROTECTION OF CULTURAL  
RESOURCES**

## **IX. AREAS OF CULTURAL PRESERVATION AND PROTECTION**

**A. GOAL:** To Assume Tribal Historic Preservation Office (THPO) Status.

### **OBJECTIVES**

1. To Update the Hopi historic preservation plan and present the new draft to the villages for comments.
2. To have the Hopi Tribal Council act on a resolution approving the application and the plan.
3. To file the application with the National Park Service by July 2013 or earlier.

**B. GOAL:** To Procure Adequate Facilities to house all the programs administered by the Office including, Archaeology, Archives, Hopilavayi, Repatriation and administration.

### **OBJECTIVES**

1. To determine the availability of land for potential construction including the Tawa'ovi Community, lands offered by the late Palmer Jenkins in Kykotsmovi, and land at Hopi High.
2. Determine space needs and infrastructure requirements and determine costs.

**C. GOAL:** To Determine Feasibility of Compacting Certain National Parks under the Self-Governance Act.

### **OBJECTIVES**

1. Conduct full research on the Self-Governance Act, seek technical assistance from the National Park Service and develop proposal(s) as determined.
2. Present Hopi tribal council resolution for action, and if approved; file with the National Park Service for appropriate decisions.
3. Follow through with all necessary administrative action to implement the compact with identified Parks and services.

**D. GOAL:** To Continue the Preservation and Protection of Cultural Resources including archaeological sites, traditional cultural properties (TCP's) and other historic properties located on all Hopi lands.

**OBJECTIVES**

1. To assess the impact on archaeological sites located within the mining areas on exclusive Hopi jurisdiction and develop mitigation recommendations.
2. To conduct a comprehensive TCP investigation on proposed mining areas by Peabody Coal on exclusive Hopi lands, lands located on the former Joint-use area and lands and mining areas located on the Navajo reservation. Mitigation recommendations will be a product of this study.
3. To perform archaeological surveys and TCP investigations on all roads under the BIA roads and other roads determined to be of priority by the Hopi Transportation Team.
4. To seek funds to conduct block archaeological surveys and TCP investigations for villages (with village permission) and tribal management purposes.
5. To develop guidelines for a Hopi Register of Cultural and Historic Places to complement the Hopi Historic Preservation Plan.
6. To fully establish the Archaeology Program as a viable business enterprise inclusive of a business and technical program plan.

**E. GOAL:** To formally require the Hopi school system to incorporate the teaching of Hopi language and culture in all the schools located on the Hopi reservation.

**OBJECTIVES**

1. Amend Ordinance 26, Education Ordinance, to require the institutionalization of the Hopi language and culture as a required course in the Hopi school system inclusive of Head Start through Hopi High School.
2. Adopt a comprehensive teacher certification program at all class levels within each age and class curriculum as developed by the Hopilavayi program and Hopilavayi Institute.
3. Identify program responsibilities among the Hopi Education Department, Hopi Cultural Preservation Office/Hopilavayi Program and the Hopi Reservation-wide Board to implement this requirement.

4. Identify resources to plan and construction adequate facilities to support this tribal initiative.

**F. GOAL:** To develop a Hopi history program including archives, library, research center and cultural repository for repatriated objects.

**OBJECTIVES**

1. Identify resources to plan and construct a Hopi research center that will serve all the described needs.
2. Develop a full-fledged history program including a tribal historian position and appropriate staff.

**G. GOAL:** To fulfill the constitutional responsibilities in the protection and preservation of the Hopi way of life.

**OBJECTIVES**

1. Continue to record and document (as appropriate) all sacred places and traditional cultural places on and off the Hopi reservation.
2. Initiate actions necessary to protect these sites from disturbance and destruction (i.e. Nuvatukyaovi, Tsipiya).
3. Full implement the provisions of the Hopi-Navajo Compact to ensure that Hopi religious practitioner's rights are protected.

# **TOWARDS QUALITY HUMAN SERVICES**

## **IX. AREA OF EDUCATION**

**A. GOAL:** Establish a Department of Education within the Tribal organization.

### **OBJECTIVES:**

1. Develop a mission, vision, and philosophy statements.
2. To staff the Department of Education with all the necessary positions to be able to effectively operate.
3. To continue and maintain a professional relationship with all educational entities, i.e., Tribal, State, Federal, and other.
4. To continue a positive working relationship with the Hopi Board of Education.
5. To continue a positive working relationship with the Hopi Education Endowment Fund to better coordinate scholarship needs.
6. Establish an Education Advisory Committee to oversee the new Department of Education functions and provide technical assistance. The committee shall comprise of the following: Parents, students, University professors, administrators, teachers, and Hopi tribe representatives.
7. Seek funding for a permanent facility to house the Department of Education.
8. To provide and serve as resources to all the schools on Hopi.
9. To assist Cultural Preservation Office in the development and implementation of the Hopi Lavayi project.
10. To assist in the development and implementation of culturally responsive teaching methodologies in all the Hopi schools in collaboration with all school administrators.
11. To assist in the implementation of appropriate assessment tools to measure student outcomes within the DOE programs.

**B. GOAL:** To provide quality educational opportunities for all Hopi people.

### **OBJECTIVES:**

1. To adopt and implement a Hopi Education Master Plan in collaboration with the Hopi People.

2. Define quality Hopi education and the roles and responsibilities of entities involved in education.
3. Ensure quality education for all Hopi people through the establishment of transitional programs between Pre-School and Kindergarten, and through the establishment of formal linkages/networks between local and off/reservation education entities.
4. Assess existing educational facilities and determine the need to upgrade and/or build new facilities that will meet present and future needs including compliance with all applicable codes/regulations.
5. To continue to seek funding for educational facilities.
6. To plan and implement an "Education Summit," every three years.
7. To revise and update policies and procedures for all programs under DOE as needed.
8. To improve the quality of communication among staff, parents, families, community, entities, and governing bodies.

**C. GOAL:** To ensure the higher quality educational programs and career development opportunities for children, youth, and adults.

**OBJECTIVES:**

1. Consolidate post-secondary education programs and fund sources to ensure equal access and opportunities for all Hopi people by a collaboration/coordination of Hopi educational entities.
2. Implement a data base system to network all DOE programs.
3. Promote high school, technical/vocational, college internships, and mentorship programs.
4. Promote student participation in career exploration awareness and outreach programs beginning at the preschool level.
5. To continue to increase the number of qualified Hopi teachers through continuing education programs for teachers.
6. To continue to increase the number of qualified Hopi educational leaders through continuing education programs.
7. In collaboration with the Hopi Tribe Cultural Preservation Office, establish a network of instructors to teach the Hopi language, history, and culture.

8. Mandate Hopi history and language in our local schools.
9. Promote, engage, and support all family involvement in education.
10. Continue to support a community college on the reservation.
11. Adopt tribal scholarship priorities annually and amend program funding levels.
12. Examine and adjust scholarship awards based on need and cost of education annually.
13. The Education Board will continue to review, recommend and prioritize scholarship needs and provide guidance in enhancing education opportunities.
14. To provide quality transportation services for all students contingent upon the availability of funding.

**D. GOAL:** Provide literary services to the Hopi population offering services via the Hopi Public Library.

**OBJECTIVES:**

1. Request funding from the Hopi Tribe to expand volumes, government documents, maps, sound recordings, videos, and bound periodicals utilizing the current technology. Library subscriptions to local, national, and foreign newspapers, and current periodicals. Ability to conduct on-line searches, which are complemented by off-line CDROM databases. Reference collections will include a variety of Indian issues, both local and national in scope.
2. Provide funding to staff a fully functional library.
3. Link services with the county by offering services via a bookmobile.
4. Link services with the county by offering computer services via a mobile computer lab.

## **XI. AREA OF HEALTH**

**E. GOAL:** To envision a comprehensive Health Care System that ensures all Hopi people enjoy a long, healthy life.

### **OBJECTIVES**

1. To identify, evaluate and report the health care needs of the Hopi communities by:
  - a) Establishing an epidemiological center for research (IRB), surveillance and data repository systems; and
  - b) Incorporating grant writing services to seek grant funds for identified health care needs; and
  - c) Fostering networking, collaboration and partnerships with local, state, federal agencies and educational institutions.
  
2. To plan, design and implement health care service model(s) for:
  - a) Wellness programs to enhance physical education, prevention, screening which encourages one's own health and well-being; and
  - b) Holistic Elder Care programs to enhance respite and home based care services, enhance Activities of Daily Living and end of life care; and
  - c) Holistic programs for the disabled population to include medical and employment rehabilitation, education (ASDB), satellite centers, work cooperatives, group and day assisted living services; and
  - d) To establish Emergency Medical Services substations at strategic locations throughout the Hopi reservation.
  
3. To establish a foundation for incorporating Hopi cultural and spiritual principles and practices in health planning, design and services, including sumi'ngwa and nami'ngwa; and to encourage community and family involvement in health care.
  
4. To establish a Hopi Health Careers Program to develop a cadre of licensed, certified and trained individuals:
  - a) To provide helpful, courteous, compassionate and culturally sensitive health care for the Hopi people; and

- b) Enforcing Hopi Preference in education and employment with compensation comparable to wage standards within the health care industry.
5. To promote stewardship by creating, enhancing and enforcing tribal laws in sanitation, environmental health and animal control.
  6. To submit a Letter of Intent to Contract or Compact the Hopi Health Care Center (IHS); and
    - a) Conduct a feasibility study; and
    - b) Recommend options and final decision to the Hopi Tribal Council; and
    - c) Establish a Hopi Health Authority with delegated authorities to negotiate a contract or compact on a government to government basis.
  7. To plan, design and establish a Hopi Health Care System for medical services, financial and administrative management, facilities, operations and infrastructure of a contracted or compacted health care system.
  8. To establish a DCHS Health Care Campus concept as a non-profit entity to provide community health care services by developing internal administrative, financial and billing capacity and employment of health care professionals based on recognized community health care standards.

## **XII. AREA OF SOCIAL SERVICES**

**A. GOAL:** Provide enhanced child protective services for Hopi and Tewa children.

### **OBJECTIVES**

1. Increase number of CPS workers.
2. Provide staff advanced training opportunities.
3. Hire committed and experienced supervisors and provide staff with ongoing clinical supervision.
4. Develop effective tracking system so that child cases do not fall through the cracks.
5. Recruit Hopi/Tewa caseworkers and place them on a professional upward mobility career track.

**B. GOAL:** Improve family reunification and family preservation case practice.

### **OBJECTIVES**

1. Recruit and hire Hopi/Tewa caseworkers that can specialize in these fields.
2. Provide specialized training in these areas including Indian Child Welfare Act law.
3. Provide ongoing professional clinical supervision.

**C. GOAL:** Enhance foster care program.

### **OBJECTIVES**

1. Recruit and hire excellent Foster Care Coordinator with the skills to develop this program.
2. Enlarge the number of foster care homes on and off the reservation.
3. Recruit foster homes in every village community.
4. Enhance the diversity and range of specialties of foster care parents and provide them with intermediate and advanced training to foster care parents.
5. Update foster care program policies and procedures and impart to Social Services staff and foster parents.
6. Facilitate child therapy to foster children when needed.

**D. GOAL:** Create a more effective, integrated on-reservation response to protect children.

**OBJECTIVES**

1. Initiate Child Family Team (CFT) training.
2. Hold frequent Multidisciplinary Team (MDT) meetings.
3. Initiate Forensic Training opportunities for child protective workers, law enforcement officers and rangers, attending HHCC medical personnel.
4. Support an increase in law enforcement personnel and federal investigatory capacity.
5. Update the Hopi Children's code and Social Services Program protocol.

**E. GOAL:** Offer training and certification opportunities, and promote career advancement.

**OBJECTIVES**

1. Promote Child Protection Family Team status.
2. Training on use of updated assessment and evaluation tools (i.e., CASSI).
3. Encourage intermediate and advanced training opportunities including attainment of bachelors and masters degrees.

**F. GOAL:** Keep current and update program policies and procedures.

**OBJECTIVES**

1. Review all written materials pertaining to each program component.
2. Upgrade relevant policies and procedures including operational mechanisms to facilitate improved and efficacious service delivery and responsiveness to children and their families.
3. Implement revisions in conjunction with update materials and training to staff.

**G. GOAL:** Reconcile legal guardianship and jurisdictional issues.

**OBJECTIVES**

1. Review current procedures required for individuals to obtain legal guardianship and available resources such as DNA.
2. Review issues pertaining to the exercise of village jurisdiction and the aftermath of casework practices and implications for children.
3. Meet with relevant parties in collaborative effort to encourage and promote appropriate legal guardianship and advocacy to safeguard children and to help provide them with material support.

### **XIII. AREA OF BEHAVIORAL HEALTH SERVICES (Mental Health & Substance Abuse)**

- A. GOAL:** Increase number of professional positions with diverse therapeutic specialty areas.

#### **OBJECTIVES**

1. Elevate professional BHS positions to competitive salary levels through reclassification process.
2. Develop data bank to identify Hopi & Tewa professionals on and off-reservation for recruitment including students.
3. Create "Vision" for recruiting BHS professionals to return to the Hopi Reservation to work.
4. Provide licensure and credentialing opportunities including sponsored mentorship, and career development.
5. Enhance the diversity of specialty areas including neuro-developmental and stress reduction.
6. Facilitate child therapy to foster children when needed.

- B. GOAL:** Establish and provide quality, integrative and comprehensive service delivery and responsive systems.

#### **OBJECTIVES**

1. Evaluate programs re: best case practices.
2. Improve temporal responsiveness to clients and flow of client activity by further developing intake/triage/referral systems, significantly reduce wait times.
3. Improve customer service and *Pa'angni* environment.
4. Ensure that standards of documentation are being met.
5. Serve more clients and increase staff productivity.
6. Provide greater outreach services to the community.

7. Effect and update MOUs with educational, judicial and other agencies across the reservation promoting collaborative efforts.
8. Assess treatment effectiveness in part through the application of empirical measures and use of best-case practices.

**C. GOAL:** Introduce System-Wide Case Management.

**OBJECTIVES**

1. Recruit and hire case managers.
2. Define case management protocols.
3. Improve treatment and service plan capabilities.
4. Provide staff with training in case management.

**D. GOAL:** Promote and enforce rigorous, ongoing standards of confidentiality.

**OBJECTIVES**

1. Review current practices including:
  - a. Conflicts of interest & exclusion of self
  - b. Release of information
  - c. Collaboration with other agencies
  - d. Signed "Statements of Confidentiality"
  - e. Enforcement
2. Rigorously uphold these standards.

**E. GOAL:** Ensure that federal and state regulatory statutes, standards, and compliance measures are met.

**OBJECTIVES**

1. Review and Adhere to Contractual & Grant regulations & Guidelines:
  - a. NARBHA & DBHS
  - b. BIA
  - c. I.H.S.
2. Obtain CARF Accreditation.

- F. GOAL:** Serve a greater number of clients by offering enhanced substance abuse treatment opportunities to community members including those involved with the judicial system.

**OBJECTIVES**

1. Design and implement the Matrix program to adults utilizing groups.
2. Design and implement the Matrix program to adolescents utilizing groups.
3. Effect MOUs with NCI to make destabilization/detoxification services available to Hopi and Tewa clients.
4. Expand transportation outreach to clients.

- G. GOAL:** Establish on-reservation residential treatment facility for adolescents and adults in conjunction with development of new Hopi Guidance Center.

**OBJECTIVES**

1. Research & define treatment areas of need.
2. Design program in accordance with regulatory specifications.
3. Liaise with tribal committees, other departments, inter-agency representatives, develop partnerships.
4. Establish self-sustaining funding capacity for treatment staff and ongoing operations through billing.
5. Seek funding for physical facilities.
6. Identify land site.
7. Build residential treatment facilities in conjunction with new Hopi Guidance Center.

- H. GOAL:** Establish effective management information system including billing.

**OBJECTIVES**

1. Implement computerized and managerial client tracking & monitoring system with billing capability.
2. Install computerized reporting system for each program including for residential, out-of-home placements.
3. Upgrade computer hardware & software where needed.
4. Determine staff training needs and provide related training.
5. With NARBHA, enhance revenues and 3<sup>rd</sup> party billing.

**I. GOAL:** Develop Telemedicine Capability.

**OBJECTIVES**

1. Utilize telemedicine capability at the HHCC.
2. Develop telemedicine capacity at the Hopi Guidance Center.
3. Initiate telemedicine training program for other agencies.
4. Implement protocol for the conduct of telemedicine conferences.

**J. GOAL:** Re-establish child sexual abuse treatment and prevention program (CSAP) and related services.

**OBJECTIVES**

1. Establish a CSAP team with expertise in the treatment of trauma and post-traumatic stress disorder.
2. Develop ease-of-access referral capability.
3. Perform prevention activities and events in each village community and in the schools.
4. Provide effective treatment for children and their families.
5. Actively liaise and collaborate with other departments and agencies working to safeguard Hopi and Tewa children.
6. Provide extensive outreach training opportunities to providers across the reservation in critical debriefing practices and the development of response teams.

## **XIV. AREA OF HOPI TANF PROGRAM**

**A. GOAL:** Meet targeted 26% participant rate.

### **OBJECTIVES**

1. Carry out specified scope of work and in accordance with Federal and State timeline and reporting requirements.
2. Document all facets pertaining to client case records.
3. Produce reports and client statistics in timely manner to funding agencies.

**B. GOAL:** Provide and improve quality, integrative and comprehensive service delivery and case management systems.

### **OBJECTIVES**

1. Review operational mechanisms as denoted in the Hopi TANF Plan.
2. Provide case management training to TANF staff.
3. Provide regular clinical supervision and oversight for TANF staff.
4. Further develop referral processes and good working relationships with other agencies.
5. Hold weekly TANF staff meetings.
6. Hold monthly meetings with DES staff.

**C. GOAL:** Update Hopi TANF Plan, as needed.

### **OBJECTIVES**

1. Review Hopi TANF Plan.
2. Modify Plan, as needed, providing greater specificity pertaining to such elements as population(s) served, guardianship for children, eligibility criteria, financial determination and payments, volunteering, among others.
3. Present recommendations for changes to the Hopi TANF Plan to funding agencies, and final submit.

**D. GOAL:** Promote and enforce rigorous, ongoing standards of confidentiality.

**OBJECTIVES**

1. Review current practices including:
  - a. Conflicts of interest & exclusion of self
  - b. Release of information
  - c. Collaboration with other agencies
  - d. Signed "Statements of Confidentiality"
  - e. Enforcement
2. Rigorously uphold these standards.

**E. GOAL:** Ensure that federal and state regulatory statutes, standards, and compliance measures are met.

**OBJECTIVE**

1. Review and Adhere to Contractual & Grant regulations & Guidelines

**F. GOAL:** Create more acceptable office and meeting space.

**OBJECTIVES**

1. Review lease with DES, Kykotsmovi Village, and the Hopi TANF Program.
2. Make recommendations to the Village and the Hopi Tribe to improve working space and conditions for the short-term (next 12 months).
3. Consider options for longer term space requirements and make recommendations to the Hopi Tribe.

**G. GOAL:** Review and evaluate future status of the Hopi TANF Program.

**OBJECTIVES**

1. Assess status of the Hopi TANF Program as it currently stands, and other configurations including the Hopi Tribe assuming responsibilities for current State/DES functions.
2. Carefully consider implications and consequences, advantages and disadvantages, in assuming total responsibility for TANF.
3. Make appropriate recommendations to the Hopi Tribe.

**H. GOAL:** Review and evaluate placement of the Hopi TANF Program within the Hopi Tribal organizational structure.

**OBJECTIVES**

1. Thoughtfully consider suitability and effectiveness of the Hopi TANF as part of the Hopi Guidance Center.
2. Evaluate suitability of placing the TANF Program under Tribal employment, educational, and/or training departments. Make appropriate recommendations, if needed.

## **XV. AREA OF HOPI VETERANS SERVICES**

- A. GOAL:** To increase awareness of comprehensive Veteran Affairs (VA) benefits and access to health care systems to ensure that eligible Veterans and Families are provided quality services.

### **OBJECTIVES**

1. Collaborate with Indian Health Services (IHS) and Veteran Affairs (VA).
2. Identify elderly Veterans who may need home care services through the Hopi Tribal Elderly program.
3. Effect telemedicine capability with IHS and VA medical centers to better serve Veterans.
4. Obtain VA sponsored training to become a certified veteran service officer (VSO) to assist Veterans in applying for and successfully processing VA pension and compensation claims.
5. Develop and update Memorandums of Understanding (MOU) among the Hopi Tribe, VA, IHS, and other agencies to strengthen health, social service, and job training programs for Veterans.
6. Enroll Veterans in Health care system and establish referrals on VA related assistance.

- B. GOAL:** To enhance Post Traumatic Stress Disorder (PTSD) counseling and Substance Abuse prevention programs for Veterans and Families.

### **OBJECTIVES**

1. Improve Veteran referral and identification process for PTSD and Substance Abuse counseling services through network of outreach and home visits.
2. Coordinate with VA and Behavioral Health Service (BHS) programs to refer and enroll eligible Veterans needing assistance for PTSD and/or Substance Abuse, and to provide follow-up.
3. Establish partnerships with VA, IHS, and BHS, other agencies, and departments to initiate Family Support system/group for current active duty family members.

4. Identify and facilitate office space for VA PTSD counselor to provide an array of VA services or walk-in visits.
5. To promote training for Veterans, medical, and BHS staff on topics such as brain trauma and PTSD.

**C. GOAL:** To facilitate and maintain safe transportation for Veterans to VA Medical Centers/Clinics and specialty appointments.

**OBJECTIVES**

1. Collaborate with state and federal transportation programs to provide transport for Veterans to VA medical appointments.
2. Improve the efficient scheduling of Veterans transportation to promote cost effective transportation.
3. Increase dissemination of various transporting avenues available to Veterans through the media and HVS presentations reservation-wide.
4. Research alternate organizations in transporting Veterans, i.e. Disabled American Veterans, Angel Flight, etc.
5. Submit supporting documents to acquire additional vehicle(s) and funded transport driver.

**D. GOAL:** To improve burial honor details for Veterans.

**OBJECTIVES**

1. Develop network of contacts with Hopi, and other Tribal and state Veteran organizations to assist with burial honors.
2. Form Tribal Veterans burial detail from tribal employees, local, and surrounding communities.
3. Identify a veteran liaison from each village to facilitate the provision of rendering final burial honors.

**E. GOAL:** To improve case management system of client files.

**OBJECTIVES**

1. Identify and close out files of deceased Veterans.
2. Standardize client file folders by utilizing existing Behavioral Health Services format.
3. Quality Manager to conduct semi-annual audits of files to ensure compliance with case management system.

**F. GOAL:** Increase Outreach with villages, communities, programs and agencies.

**OBJECTIVES**

1. Schedule Outreach meetings reservation wide to educate populace on HVS and VA programs.
2. Conduct media advertisements on radio, newspapers and newsletters.
3. Schedule Town Hall Veterans meeting and invite VA representatives.

**G. GOAL:** To honor Veterans military contributions by creating and establishing a permanent Hopi Veterans museum.

**OBJECTIVES**

1. Collect, develop and maintain historical data base on Hopi/Tewa Veterans in conjunction with individual Veterans and their families, and in cooperation with VA Outreach Office and Villages.
2. Conduct interviews and record Veterans to capture highlights of their military service utilizing media methods.
3. Consult with Hopi/Tewa Veterans and established experts to visualize plan and concept, identify and pursue funding, and determine a site for a Hopi Veterans Museum.
4. Obtain additional resources and support to upgrade and maintain the "Wall of Honor" and flag poles at Hopi Veterans Memorial Center.
5. Create Hopi Code Talkers Memorial Plaque at Hopi Veterans Memorial Center.

6. Order all plaques for remaining Vietnam and Desert Storm Era Veterans.

**H. GOAL:** Develop personal and professional growth training to maintain a vibrant Hopi Veterans staff.

**OBJECTIVES**

1. Schedule training on driver safety, first aid and CPR.
2. Schedule training on customer service.
3. Schedule training on computer software, i.e. windows, excel, etc.
4. Schedule orientation visits to Prescott & Phoenix Medical Centers and Phoenix VA Regional Office
5. Schedule training on basic VA benefits.
6. Secured funding for on/off duty education opportunities for college degree.

**I. GOAL:** To work toward establishment of future Veterans Service building.

**OBJECTIVES**

1. Start initial discussion with Tribal government on goal.
2. Form advisory team to develop concept of building; i.e. size, offices, etc.
3. Identify and secure land site for building.
4. Identify and secure funding sources to build project.
5. Construct to OSHA standards for handicapped access.

**TOWARDS CONSERVATION  
&  
EFFECTIVE USE OF  
NATURAL RESOURCES**

## **XVI. AREA OF LAND USE AND TENURE**

**A. GOAL:** To enhance stewardship of all Hopi lands for the benefit of Hopi people.

### **OBJECTIVES**

1. Ensure that land use development complies with established development plans (including applicable policies and procedures). (Ord. No. 55 compliance)
2. Direct Office of Community Development to implement community development planning for communities identified in the "Hopi Tunatya'at at 2000: The Hopi Strategic Land Use and Development Plan". (Mandated by HT @ 2000)
3. Implement and complete the Land Assignment Density Survey for HPL Range Units. (Mandated by HT @ 2000)
4. Develop policy guidelines for new community and economic development in HPL.
5. Re-establish the Office of Research & Planning functions to meet land use objectives.

**B. GOAL:** To regain and protect aboriginal Hopi lands.

### **OBJECTIVES**

1. Complete the full acquisition and security of all Hopi lands. (Due to Trust taking delays by state of Arizona, no year set)
2. Manage the lands and resources in a manner that ensures proper access and utilization for Hopi religious, economic and recreational purposes.
3. Digitize all existing records within the Office of Real Estate Services to determine expired, active and pending realty transactions and to correct deficiencies.
4. Continue to implement the GIS Program to provide reliable data/information to Tribal council, departments and villages for planning and decision making purposes.
5. Continue to implement and complete the dismantling and disposal of HPL Navajo Quit Claim properties by the Property Dismantling/Disposal

Program with Office of Navajo and Hopi Indian Relocation funds by FY2011. (Program plays a major role in protection/restoration of Hopi lands)

6. Implement the Open Dumpsite Project on the HPL with funding from Office of Navajo and Hopi Indian Relocation in FY09' and completed by FY2015. (Project will provide restoration of Hopi lands)

**C. GOAL:** To take newly acquired lands into trust status.

**OBJECTIVES**

1. Complete the acquisition of state trust lands through condemnation by the federal government.
2. Land Information Systems in coordination with Bureau of Land Management will conduct a legal boundary survey of new lands.
3. Conduct and complete all Federal mandated processes including NEPA, NHPA and ESA.
4. Transfer management of newly acquired lands to the Department of Natural Resources.
5. Department of Natural Resources to develop a comprehensive land use plan for the new lands- Hopi ranches. (Planning efforts for new lands)
6. Develop a budget for managing new trust lands- Hopi ranches for submittal to Bureau of Indian Affairs. (planning efforts for new lands)
7. Develop land use and management plan and budget for new non-trust ranch lands. (Planning efforts for new lands)

**D. GOAL:** To obtain permanent Hopi Tribal real estate service capacity and capability for tribal members, villages and the Hopi Tribe, therefore ensuring true self determination over all Hopi lands.

**OBJECTIVES**

1. Compile, research, review and submit to the Hopi Tribal Council for approval, a Tribal Surface Leasing and Permitting Ordinance or other relevant document for all Hopi lands by FY 2012.
2. Compile, research, review and submit to the Hopi Tribal Council for approval, a Tribal Rights-of-Way Ordinance or other relevant document for all Hopi Lands by FY 2012.

## **XVII. AREA OF RANGE**

**A. GOAL:** To develop, manage and conserve range lands for sustainable multiple use.

### **OBJECTIVES**

1. Develop and implement 8 range unit management plans every 2 years utilizing all available funding sources, including state, federal and local agencies.
2. Identify, monitor and control noxious weed infestations on Hopi lands and develop an invasive weed program under the office of Range management.
3. Utilizing the range utilization survey to prioritize the range units in need of range inventories and develop a cost effective method for these range inventories.
4. Update the drought management plan on an annual basis.
5. Maintain existing infrastructure and roads; utilize all available funding sources including state, federal, and local agencies to purchase heavy equipment necessary for maintenance.
6. Document and monitor culturally significant plants on the range lands.
7. Working with the wildlife ecosystems management program to develop a strategy for wildlife management, and integrate into to the range management plans.
8. Provide educational information to the schools (K-12, College) and the public to promote the natural resources.

**B. GOAL:** To develop a state of the art veterinary facility and services.

### **OBJECTIVES**

1. Seek funding utilizing federal, state and local agencies to complete the veterinary clinic, large animal facility, veterinarian housing, and dog pound)
2. Monitor and control livestock and other animal diseases on Hopi lands by utilizing federal, state, and local assistance and seek funding through these agencies.

3. Secure long term contact with a veterinarian and provide adequate staff to operate the facility.
4. To promote and provide an animal identification program for ranchers who utilize the range lands for grazing purposes.
5. Develop, adopt and implement a reservation wide animal control ordinance.
6. Provide educational motivation and information to schools (K-12, COLLEGE) to promote veterinary medicine as a field of study.

#### **XIV. AREA OF WOODLANDS**

- A. GOAL:** To conduct a comprehensive inventory of woodland resources on the Hopi Reservation.

##### **OBJECTIVES**

1. Install approximately 200 1/10 acres sample plots.
2. Collect plot identification information, stand classification information, site classification information and individual tree data.

- B. GOAL:** To manage the woodland resources on the Hopi Reservation using multiple use theories while ensuring long-term sustained yield of woodland products.

##### **OBJECTIVES**

1. Produce a Forest Management Plan with emphasis on harvesting of wood products, wildlife and recreation.
2. Produce silvicultural prescriptions for site specific projects that will enhance the growth of woodland tree species.

- C. GOAL:** To identify areas on the Hopi Reservation that will promote and sustain growth of Ponderosa Pine and Douglas fir.

##### **OBJECTIVES**

1. To identify and map north facing slopes that have the required biological factors to promote initial and sustained growth of the desired tree species.
2. To identify viable seed sources within 70 miles of the desired growing area.
3. Conduct provenance test to determine optimum seed source.
4. Work cooperatively with and utilize the Moenkopi Day School Greenhouse to assist in the reseeding, replanting and reintroduction of culturally sensitive plants, trees and shrubs.

- D. GOAL:** To revise and amend Hopi Tribal Ordinance #47; Woodland Ordinance.

**OBJECTIVE:** Begin reviewing and editing Hopi Tribal Ordinance #47.

**E. GOAL:** To extend the Hopi Integrated Woodlands Management Plan (IWMP).

**OBJECTIVE:** Go before council to extend IWMP

**F. GOAL:** To integrate Inventory Analysis into I Hopi Integrated Woodlands Management Plan (IWMP).

**OBJECTIVES**

1. Complete inventory of woodland resources.
2. Perform statistical analysis and incorporate into IWMP.

**G. GOAL:** To promote and educate the public on woodland ecology and management practices.

**OBJECTIVES**

1. Hold quarterly public education sessions on woodland ecology.
2. Provide public notices to inform public of any management activities.

**H. GOAL:** To conduct a comprehensive fuels inventory.

**OBJECTIVE:** Install fuels transect.

**I. GOAL:** Conduct hazard tree assessment

**OBJECTIVES**

1. Identify trees that may pose a hazard to property and life.
2. Assess the potential tree may pose to property and life.
3. Take steps to minimize hazard to property and life.

**J. GOAL:** Monitor forest health

**OBJECTIVE:** Continue conducting aerial detection surveys with the assistance of the U.S. Forest Service.

## **XIX. AREA OF WILDLIFE**

**A. GOAL:** To ensure the protection and management of the wildlife and wildlife habitats on Hopi land.

### **OBJECTIVE**

1. Continue to consult and work cooperatively with village Clan Leaders to protect eagle nesting sites on Hopi and Navajo Lands, in accordance with the 1934 Navajo/Hopi Golden Eagle Intergovernmental Compact.
2. Develop, adopt and implement regulations and policies for big game and small game hunting, depredation and predator hunting.
3. Create Game Management Hunt Units within Hopi Lands.
4. Revise and amend Hopi Tribal Ordinance #48 (Wildlife)
5. Work cooperatively with the Office of Range Management to manage the rangeland, woodland and wetland habitats to ensure an adequate prey base and habitat to increase spring migration of migratory birds and fall migration of big game species.
6. Implement the Hopi Integrated Woodlands Management Plan and the Wildland Fire Management Plan to enhance wildlife habitat and use as a management tool.
7. Establish a Fisheries Management Plan with the US Fish & Wildlife Service to improve the stocking of Hopi Tribal waters.
8. Establish and maintain a Hopi Cultural Sensitive Species and Species of Concern list with habitat conservation consideration and mitigating measures to protect species.
9. Continue with the Cooperative Agreement for Hunting Management between the Hopi Tribe and State of Arizona, Arizona game & Fish Department on Hoi Tribal and State Trust Lands, until the State Trust lands are converted into Tribal Trust Lands.
10. Maintain ongoing Hunters Education Program for public and implement National Archery in the Schools Program in local schools.

**B. GOAL:** To Manage for and reintroduce selected wildlife species.

**OBJECTIVE**

1. Reintroduce selected wildlife species that will bring cultural and economic benefits.
2. Develop a Conservation Plan for selected reintroduced wildlife species.

**C. GOAL:** Establish a Outdoor Recreation and Parks Program within the Hopi Tribe.

## **XX. AREA OF WATER RESOURCES**

- A. GOAL:** To protect surface water and groundwater quality on Hopi lands for protection of human health and the environment in accordance with the Clean Water Act.

### **OBJECTIVES**

1. Implement and enforce the approved Hopi Water Code for surface water (streams, reservoirs, and spring pools) and groundwater (wells) and amend the Code to provide for regulation of groundwater withdrawals.
2. Maintain the GIS Databases of all Hopi water resources.
3. Identify surface water and groundwater contamination and take all measures practical to remediate contamination to safeguard human health and the environment.
4. Monitor water quality using field testing, sampling and laboratory analysis.
5. Work with federal agencies to complete Remedial Investigation/Feasibility Study (RI/FS) and seek funding for cleanup of Tuba City Open Dump and remediation of groundwater contamination through Congressional and/or legal action.

- B. GOAL:** To ensure adequate water supply for present and future needs of the Hopi Tribe in compliance with the Safe Drinking Water Act.

### **OBJECTIVES**

1. Assist the villages in developing and upgrading water.
2. Conduct a hydrologic investigation and exploration drilling to determine water availability for a well field and regional water supply system.
3. Amend the Hopi Tribal Water Code to provide for regulation of groundwater withdrawals.
4. Develop plans for projects to construct facilities containing small plots for irrigated gardens for ceremonial and subsistence purposes.
5. Work toward the development of a firm supply of water imported from off-reservation sources.

6. Continue work to evaluate alluvial aquifer irrigation project in Moenkopi Wash.
7. Assist villages in developing and implementing water conservation and recycling program.
8. Work with other programs to protect water sources for wetlands and other habitat requiring water.

## **XXI. AREA OF MINERAL RESOURCES**

**A. GOAL:** To ensure proper management of energy and mineral resources on Hopi lands.

### **OBJECTIVES**

1. Develop and implement a Tribal mineral resources development plan.
2. To initiate a comprehensive surface and sub-surface minerals inventory program.

**B. GOAL:** To diversify energy development

### **OBJECTIVES**

1. To finalize energy policy.
2. Develop policy for Solar and wind energy

**C. GOAL:** Create a Department/Company to Develop Energy and Mineral Resources

### **OBJECTIVES**

1. Employ Hopi professionals for key management positions.
2. Develop policies, guidelines and business plans to market Hopi energy and mineral resources.
3. Seek potential business partners for development or go it alone.
4. Continue with public facilities projects to include tribal-wide projects.

## **XXII. AREA OF AGRICULTURE**

**A. GOAL:** To promote, support, and protect traditional agriculture practices on Hopi lands

### **OBJECTIVES**

1. Establish and fund a Hopi Office of Agriculture on Hopi land.
2. Develop and implement a comprehensive commercial agriculture development plan.
3. Encourage and support Hopi farming practices by establishing a Seed bank and Seed Saving program.
4. Encourage soil conservation to prevent soil erosion and deterioration.
5. Digitize and map historic and current agriculture lands (fields, orchards, terrace gardens).
6. Control noxious weeds on agriculture lands and pursue grant funding to develop invasive weed program, under the Office of Range Management.
7. Develop and seek funding to implement measures to assist agricultural farmers in protecting fields from big game crop depredation.

## **XXIII. AREA OF ENVIRONMENT**

**A. GOAL:** To ensure the preservation and protection of the natural environment.

### **OBJECTIVES**

1. Develop and maintain an ongoing environmental education program to ensure the health and well being of the Hopi people (i.e., radon, lead, LUST, UST, solid waste, air quality, etc.)
2. Adoption of a Hazardous Materials Program to include HAZMAT Codes as it refers to environmental specialized response team.
3. Develop and implement an Environmental Code that addresses environmental issues.
4. Partnership with Hopi Courts and Law Enforcement agencies to understand, educate, and fully enforce the Hopi Tribal Environmental Code.
5. Develop a Hopi Air Monitoring Program that will provide quantifiable data to determine the quality of the Hopi Tribe air shed.
6. Partner with the Hopi Solid Waste (Landfill) Program to perform compliance assistance. Plan and develop better opportunities for long term services that would be in the best interest of the Hopi villages/community.
7. Continue providing technical assistance in the area of environmental assessments, cleanup & mitigation, regulatory assistance associated to Hopi Tribal and Federal Codes/Ordinances.

**B. GOAL:** Develop a Uranium code to ban the mining and processing of Uranium on Hopi lands.

**C. GOAL:** Develop a training program for Hopi members in the area of environment to than become private consultants to do work for tribes.

**D. GOAL:** Develop and implement a QAPP.

## **XXIV. AREA OF LAND INFORMATION SYSTEMS**

- A. GOAL:** To support a sustainable LIS/GIS office that will provide data and geospatial services.

### **OBJECTIVES**

1. Prepare boundary descriptions of all Hopi lands based on a geodetic coordinated system.
2. Provide aerial photography and GIS data to village governments to assist with land use planning.
3. Map all Navajo land use leases on an annual basis.
4. Provide land use resource analysis/data to the Livestock Associations, tribal governments, departments and villages on an annual basis.
5. Survey all boundary monuments on the HPL, Moenkopi district, District 6 and new lands.
6. To provide useful data via the Internet to other tribal Departments and Hopi Villages. Provide training and technical services to other entities on a cost reimbursable basis.
7. Have LIS assist the Department of Natural Resources create a Data Manager position.
8. Develop capacity for construction surveying.

## Definitions “ACTION PLAN ” Framework Strategic Planning

### **Strategic Planning:**

Explicit efforts to systematically identify, monitor and analyze trends and issues likely to affect the organization’s future environment and to examine the implications to those trends on various actions the organization might take. It explores:

- What our purpose is,
- Where we are currently,
- Where we want to go,
- How we get there and,
- How we will stay focused.

### **Vision Statements:**

An articulation of an organization’s perception of what it could be and/or where it could be in the future. Vision statements are desired situations because their achievement moves the organization closer toward its basic purposes and values.

### **Belief Statement:**

A formal expression of an organization’s fundamental values. They are the foundation of the organization’s culture and philosophy. “We believe that....”

### **Mission Statement:**

A clear and concise statement of the organization’s purpose and function. It defines the uniqueness of the organization and thrusts the organization in a focused direction.

**Trends:** Factors, assumptions and implications of external influences which may impact the organization either socially, politically, demographically, legally, economically, technologically or through industry sector developments.

**Opportunities:** Those external developments, activities, events or trends which may have a positive or constructive impact on the organization’s achievement of its mission.

**Threats:** Those external developments, activities, events or trends which may have a negative or constructive impact on the organization’s achievement of its mission.

**Strengths:** Those internal qualities, circumstances, or conditions that contribute to the organization's ability to achieve its mission.

**Weaknesses:** Those internal shortcomings, conditions, or circumstances that restrict, or even prevent, the achievement of the organization's mission.

**Strategic Issues:** The most serious factors whether organizational, internal or external which, if not actively addressed by the organization, will most likely impede or prevent the organization from accomplishing its mission.

**Goal Setting:** The explicit definition of the basic aims of the organization. Goals are precise, well-specified objectives that are measurable and whose attainment is desired by a specific time. Goals are the end results toward which an organization is striving and which actually guide the various activities of an organization.

**Action Plans:** The process of identifying the resources to be used in attaining the desired goals and establishing policies that govern the acquisitions, use and disposition of those resources.

- What will be done to accomplish the goals?
- Who will be responsible for accomplishing the activity?
- When will the activity be done and/or completed?
- Where will the activity be carried out?
- How much will it cost to carry out or complete the activity (expressed in dollars and/or manpower)?

**Operational Management:**

The translation of goals and action plans into ongoing operations.

**Evaluation and Accountability:**

The systematic review of the issues, goals and operations of the institution, along with the preparation of recommendations for needed adjustments.

# STRATEGIC PLANNING WORKSHEET

STRATEGIC ISSUE	GOAL	WHAT WILL BE DONE?	WHO WILL DO IT?	WHEN WILL IT BE DONE?	HOW MUCH WILL IT COST?	
					DOLLARS	TIME

## Acknowledgements and Appreciation 2008 Hopi Tribal Summit Hopi Pötskwaniat

Ben Nuvamsa, Chairman, Hopi Tribe  
Ivan Sidney, Sr., Executive Staff Assistance, Vice Chairman's Office  
Royce Jenkins, Director, Office of Community Planning and Economic Development  
Bonnie Secakuku, Staff Assistance, Office of the Chairman  
Kim Secakuku, Consultant, Bluestone Strategy Group  
George Mase, Village of Sipaulovi  
Marlene Sekaquaptewa, Village of Bacavi  
Stanford Lomakema, Director, Office of Personnel Management  
Marilyn Tewa, Council Representative, Hopi Tribal Council

### FACILITATORS

#### Area of Governance

- George Mase
- Marlene Sekaquaptewa

#### Area of Justice & Law Enforcement

- William Vicente
- Delfred Leslie

#### Area of Economic Development & Tourism

- Royce Jenkins
- Dorothy Denet

#### Area of Housing:

- Tammie Trottier
- Victor Masayesva
- Miona Kaping

#### Area of Public Utilities

- Roger Tungovia
- Dan Wadsworth

#### Area of Transportation

- Davis Pecusa
- Fred Shupla

#### Area of Recreation

- Susan Secakuku
- Kim Secakuku

#### Area of Cultural Preservation & Protection:

- Leigh Kuwanwisiwma
- Stewart Koyiyumptewa

#### Area of Education

- Noreen Sakiestewa
- LeRoy Shingoitewa
- Grants/Scholarship Program Staff



- Adult Vocational Training Program Staff
- OCTD/WIA Program Staff
- Child Care Staff
- Head Start Program Staff

Area of Health

- Bruce Talawyma
- Herman Honanie
- IHS Staff
- Hopi Health Services Staff

Area of Social Services

- Rob Robin
- Eugene Talas

Area of Land Use & Tenure – Clayton Honyumtewa

Area of Rangeland

- Priscilla Pavatea
- Dennis Becenti

Area of Woodlands – Darren Talayumtewa

Area of Wildlife – Darren Talayumtewa

Area of Water Resources – Nat Nutongla

Area of Mineral Resources

- Norman Honie
- Ralph Lamson

Area of Agriculture – Arnold Taylor, Sr.

Area of Environment

- Gayl Honanie
- Alfonso Mahkewa

Area of Land Information Systems – Betty Poley



**Hopi Veterans Memorial Center**

- Joyce Hamilton, Director HVMC
- HVMC Staff

**I.H.S/Hopi Health Care Center Administration**

**Volunteer staff:**

- Marcelena Lomayestewa
- Victor Lee Masayesva
- Roger Tungovia – Hopi Tribe
- Marlene Joshevama, Community Planning & Economic Development
- Erin Talayumtewa, Community Planning & Economic Development
- Diana Lucero, Community Planning & Economic Development

**Donations:**

- Village of Sipaulovi – Bottle water
- Village of Bacavi – Bottled water
- Village of Kykotsmovi – Coffee Pot
- Bonnie Secakuku – Bottled water, coffee, fruit, catering equipment
- Office of Tribal Operations – plates, napkins, cups
- Community Planning & Economic Development – coffee, coffee stirs, coffee pot
- Office of Education – Bottled water
- Head start Program – Bottled water
- Bluestone Strategy Group – Fruit & pastries
- Sysco – Danishes
- All the Departments, and Programs for use of their equipment – Lap tops, projectors, screens, easels, tables, chairs and extension cords/multi outlets.
- Hopi Tribal Housing Authority – Tables & chairs
- Office of Homeland Security - Lap top, projector, screen, easels, tables, chairs and extension cords

**SUMMIT PARTICIPANTS:**

NAME	ORGANIZATION	NAME	ORGANIZATION
Marilyn Tewa	HTC	Cleo Koinva	CHR-OHS
Teresa Montza	Upper Moencopi Village	Robert Adams	Range Technician-ORM
Raleigh Puhuouma	Upper Moencopi Village	Dorothy Denet	PWCC
Charlene Naha	Upper Moencopi Village	Rayma Duyongwa	Director-Hopi Head Start
Albertina Russell	Upper Moencopi Village	D.Vicenti	Hopi Health Care Center
Danny Humestewa Sr.	HTC	Emmett Navakuku	Coordinator-RWFMP
DeAlva Honahnie	Hopi Health Care Center	Uberta Mowa	Staff Assistant-WRP
Bruce Talawyma	Hopi Health Care Center	Jon Meson	Coordinator-WRP
Kim Secakuku	Sipaulovi Village	Fawn Tsosie	CFO-Hopi Health Care Center
Lean Nuvamsa	Yuwehloo Pahki Community	Gail Pahona	Program Admin.-WIA/AVTP
Bill Havens	Office of Chairman	Arnold Taylor Sr.	OFRM

George Mase	Sipaulovi Village	Elmer Nahkalayah	Water Operator-First Mesa Community Village
Noreen Sakiestewa	Department of Education	Albert Siquah	Principle Hopi Jr/Sr High School
Antone Honanie	Kykotsmovi Village Governor	Virginia Lyman	Tribal Member
Marlene Sekaquaptewa	Bacavi Village	Christina Kyasyousie	Assistant Nutrition-Transport Driver-Nutrition
Bart Poley	Bacavi Village	Monica Nuvamsa	Hopi Foundation-Assoc. Director
Lucas Namoki	Kykotsmovi Village	Merwin Lomayestewa	Software Spec.-MIS
Danny Honanie	Kykotsmovi Village	Francis Sulu	Tribal Member
Leroy Sumatzkuku	Moencopi Village	Beatrice Norton	CHS Administrator-OHS Hopi Tribe
Sadie Honie	Tewa Village	Ruth Ami	CHR-OHS Hopi Tribe
Mervin Yoyetewa	Mishungnovi Village	Raena Howan	Program Manager-Coconino Co.
Gene Kuwanquaftewa	Shungopavi Village	Sheilan Nicholas	Assistant Progressor-U of A
Catherine Wright	Hopi Board Of Education	Lloyd Ami	Tribal Member
Vernell Northrup	Kiva Southwest	Eva Sekayumtewa	Director-OSN-HT
Anita Fred	Hopi Board Of Education	Jerry Roy	Coordinator-Hopi Tribe
Karen Shupla	Hopi Election Office	Alban Naha	Teacher-Second Mesa Day School
Joyce Hamilton	HPDP Administrator	Kathy Uqualla	Program Admin.-Grants & Scholarships
Twila Pochoema	Hopi Turtle Nation Partnership	Marvella Adson	OSN-Coordinator-Hopi Head Start
Carleen Quotskuyva	Kykotsmovi Village	Brant Honahnie	Director-Hopi Tribe
Rowena Dickerson	Hopi Education	Matt Livingston	Agent-UACE
Merwin Kooyahoema	Hopi Tribe Revenue Commission	Gayle Honanie	Special Needs Coordinator-Hopi Head Start
Joelynn Roberson	Consultant Roberson, Inc.	Sharon Masek Lopez	GIS Administrator-Hopi WRP
Ross Polivema	Grants/Manager Education	Pamela Lalo	Vet. Tech-HVS
Kevin Whiteman	Project Foreman - Village of Walpi	LeeWayne Lomayestewa	Research-HCPO

Sonia Adams	Accountant-Village of Walpi	Judy Polingyumtewa	Hopi Senom Transit-Coordinator
Belma Navakuku	Business Manager - FMCV	Emma Guteienez	CHR-CNA-Hopi Tribe
Donald Humetewa	HTC	Bertina Kuwaninvaya	Child Care
Archie Duwahoyeoma	Mishungnovi Council Rep.	Leon Nuvayestewa Sr.	OES-Hopi Tribe
Imagene Phillips	Clerk - HRES	Leroy Shingoitewa	Facilitator-Moencopi DS
Alph Secakuku	Sipaulovi Council Rep.	Esther Honyestewa	TCPS/Hopi PC Member
De Alva Honanie	CEO - IHS	Debra Namoki	Secretary-HCAPP
Bruce Talawyma	Administrator Officer-HIS	Sandra Ami	OSN-Hopi Tribe
Larry Polingyumtewa	Regional Care Network - DHS	Gary Polacca	Principle-Second Mesa Day School
Robert Charley	SRS, ICP - ORES	Arthur Honanie	Civil Eng. Tech-ORM
Lionel Puhuyesva	Economic Development Specialist - MDC	Laverne Dallas	DPS Director-Hopi Heath Care Center
Marilyn Masayesva	Bacavi Village	Nicole Darngaurd	Director Quality Mgmt-HHCC
Burel Naha	Education Coordinator-Hopi Head Start	Shirley Piqosa	Field Mentor-OHLA
Marlene Sekaquaptewa	Bacavi Village	Donald Dawahongva	Hopi Language Coordinator-HPO
Wally Namoki	Realty	Alberta Sakiestewa	School Board Member-Moencopi
Rachael Povatah	Mentor - Hopi Substance Abuse Prevention Center	Lynette Shupla	Family Community Partnership Coord.-Hopi Head Start
Alfonso Sakeva Jr.	Security Officer - First Mesa	Jarret James	Hopi
Selwyn Namoki	School Board Member-Moencopi	Eldon Kalemsa Jr.	Tobacco Program Coordinator
Candice Ami	OFRM - Secretary	Deborah Baker	Substance Abuse Tech-HBCS
Abigail Kooyahoema	Administrative Secretary II-OHCA	Brian Pablo	Lead Water Operator-FMCV
Herman G. Honanie	Director-Hopi Tribe	Lottie Dallas	CHR-OHS
Eric Tewa	Deputy Commissioner-Revenue	Alvema Poneoma	CHR-OHS
Ernest Northrup	Hopi Arts-Kykotsmovi	Debra Kukuma	CHR-OHS
Sandra Hamana	Hopi Arts & Crafts Shop-Oraibi	Stephanie Barehand	Central Rec. Supervisor-OHS

Sidney Poocheco	Tewa/Hopi Craft-Oraibi	Rose Tewawina	Elderly Member
Jeremiah LaMesa	HTHA-Program Manager	Mansion Montoya	Elderly Member
Ronald Humeystewa	Trans. Driver-WIA-OCTD	Florence Sanderson	Elderly Member
Elgean Joshevama	N/A	Bertha Honanwiema	Elderly Member
Roger Tungovia	Project Manager	Barbara Poly	Ex Director-Hopi Tribe
Darren Talayumtewa	Wildlife Technician II-WEMP	Blanche Honanie	Elderly Member
Davis Fred Pecusa	HTC	Lynette P.	Elderly Member
William Vincente	Chief Ranger-HRES	Adrienne Mahkewa	HTHA
Ben Nuvamsa	Chairman-Hopi Tribe	Elva Humeyumtewa	OES
Lucy Honyaktewa	HTHA - Resident Services	Stephanie H.	CHR
Catherine Wright	Hopi Board Of Education-Director	Hernal Dallas Sr.	Elderly Member
Clawson Masayesva	Hotevilla Village	Alfonso Mahkewa	SWCO-HEPO
Vera Pooyouma	Marketing/Program Manager-MDC	Hernal Dallas Sr.	Moencopi Village-Tourism Program
Rozalda Namingha	Reality Tech-ORES	Betty Poly	
Romalita Laban	Consultant-Romalita Laban Consulting	Gerlinda Silversmith	Hopi Health Care Center-CNE
Delores Komaquaptewa	Shungopavi Village Tribal Member	Maude Yoyhoeoma	Hopi Health Care Center-ICWA
Lynn Dalton	CSA-Yuwehloo Pahki	Angel Cruz	CPSSW-HGC
Marilyn Tewa	HTC	Mayfa Kewanimpewa	Kykotsmovi Elderly
Margaret Pooyouma	CSA	Andrea Joshevama	Hopi Guidance Center-Counselor
Fred Shupla	Community Planner-OCPEP	Rhonda Talaswaima	Hopi Health Care Center-Social Worker
Tamara Lomatuwayma	Tribal Member	Clay Hamilton	DNR-Manager
Marcelena Lomayaktewa	Secretary-Tribal OPS	Anthony Huma	Transit Coordinator-Hopi Senom Transit
Alwena Selina	Receptionist-OFRMS	Mardell Lomayestewa	ORES
Russell Mockta Jr.	Treasurer-Hopi Tribe	Wendell Honanie	EMS-Director
George Mase	CSA-Sipaulovi	Jerrek James	Hopi
Morris Paukgana	Engineer Specialist-Hopi Tribe	Alice	Sargent-BIA
Norman Honanie	CO Manager-HEDC	Ralph Lamson	Hopi

Priscilla Pavatea	ORM	Ernest	Hopi
Mary Tenakhongva	OES-Outreach Coordinator	Marla Dacawyma	Rec. Specialist-OMMR

## **2008 HOPI SUMMIT PRESS RELEASE**

### **Hopi Tribal Summit planned to Update Hopi Pötskwaniat**

Kykotsmovi, AZ. The Hopi Tribe announces the planning of updating the “Hopi Pötskwaniat,” the governing document that identifies the tribe’s goals and objectives. The last update occurred in November 2001. The planning began process in July with the creation of a core team spearheaded by the Office of the Chairman along with the Office of Community Planning & Economic Development to begin establishing a process to host a Tribal summit scheduled for October. The Tribal Summit will allow tribal members, villages and other tribal entities, to participate in updating this important document. The initial planning meeting included tribal programs, community administrators, and community members.

The Hopi Pötskwaniat was developed in 1995 by consolidating other tribal planning documents to established one vision and a strategic plan to realize this vision. This was accomplished by a three day village summit that included participation from all villages and off-reservation tribal members. The result was a document called the, “Hopi Pötskwaniat,” that was adopted by Tribal Council Resolution H-101-95. The Hopi Pötskwaniat as a way to “institutionalize a participatory tribal planning process that recognized Hopi values... and provide a clear vision for the future for the Hopi People. “

At the time of the update in 2001 another resolution H-119-2001 was passed, it stated that the Hopi Pötskwaniat should be updated every four (4) years under the leadership of the Chief Administrator Officer (CAO), along with programs, departments and the administration to provide annual action plans.

The process for this year to update the Hopi Pötskwaniat has included tribal programs and village administrators, working cooperatively to take the lead in reviewing and assessing the 20 subcategories identified in the 2001 Pötskwaniat document, then facilitate their identified category at the upcoming Tribal Summit. The Hopi public is invited to attend these planning meeting and are highly encouraged to attend the upcoming Tribal Summit. Notices and public awareness information on the Tribal Summit will be issued upon confirmation of the dates and location. If you like to be a part of one of the identified groups listed below and for more information please contact the Office of Economic Development and Community Planning at (928) 734-3242.

The following is the list of the 4 main areas, followed by the 20 subcategories:

- **Towards Self Governance and Self Sufficiency**
  - ❖ AREA OF GOVERNANCE
  - ❖ AREA OF JUSTICE AND LAW ENFORCEMENT

- ❖ AREA OF ECONOMIC DEVELOPMENT AND TOURISM
- ❖ AREA OF HOUSING
- ❖ AREA OF PUBLIC UTILITIES
- ❖ AREA OF TRANSPORTATION
- ❖ AREA OF RECREATION
- **Towards Preservation and Protection of Cultural Resources**
  - ❖ AREA OF CULTURAL PRESERVATION & PROTECTION
- **Towards Quality Human Services**
  - ❖ AREA OF EDUCATION
  - ❖ AREA OF HEALTH
  - ❖ AREA OF SOCIAL SERVICES
- **Towards Conservation and Effective Use of Natural Resources**
  - ❖ AREA OF LAND USE AND TENURE
  - ❖ AREA OF RANGE LAND
  - ❖ AREA OF WOODLANDS
  - ❖ AREA OF WILDLIFE
  - ❖ AREA OF WATER RESOURCE
  - ❖ AREA OF MINERAL RESOURCES
  - ❖ AREA OF AGRICULTURE
  - ❖ AREA OF ENVIRONMENT
  - ❖ AREA OF LAND INFORMATION SYSTEMS

# Hopi Tribal Council 2008

Benjamin H. Nuvamsa, Chairman  
Todd Honyaoma Sr., Vice Chairman  
Mary A. Felter, Tribal Secretary  
Russell Mockta, Jr., Tribal Treasurer  
Violet Siquah, Sergeant-At- Arms

## **Village of Upper Moenkopi**

Kingston Honahni, Sr.  
Leroy Sumatzkuku  
Everett Calnimptewa  
Danny Humetewa Sr.

## **Village of Bakabi**

Davis F. Pecusa  
Dianna Shebala

## **Village of Kykotsmovi**

Nada Talayumptewa  
Caleb H. Johnson  
Phillip R. Quochoytewa, Sr.  
Donald Humetewa

## **Village of Sipaulovi**

Alph Secakuku  
Cedric Kuwaninvaya  
Walter Koyawena

## **Firs Mesa Consolidated Villages**

Leroy Lewis

## **Village of Mishongnovi**

Archie Duwahoyeoma  
Emma Anderson  
Marilyn Tewa

As of July 7, 2008

