



# Becenti Chapter Comprehensive Strategic Plan

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2019 - 2024

Approved: Resolution \_\_\_\_\_

Date

# **BECENTI CHAPTER**

## **Comprehensive Strategic Plan**

### **2019 - 2024**

#### **Summary:**

The Becenti Chapter Comprehensive Strategic Plan is a development plan containing the Vision and Mission; Key Priority Areas; Strategic Goals and Objectives; and an Action Plan. The Plan is a roadmap that the Chapter will build on for organizational improvement to accomplish priorities and goals for the upcoming five-year period. This Comprehensive Strategic Plan is separate from the CLUPC Strategic Plan. The Strategic Plan will be reviewed on an annual basis and subject to amendment through community membership approval.

In May and June 2018, the Chapter staff, Officials, CLUPC members, and several community members participated in a Strategic Planning Session. The group developed a vision, mission and key priority areas that were consistent with the community's needs. This session was critical in aligning the strategic goals and initiatives of the chapter with those of the community. The group developed goals, priorities and action items based on the results of the sessions that aligns with the vision and mission of Becenti Chapter. In November 2018, the Becenti Chapter Comprehensive Strategic Plan was finalized.

The focal elements of the Becenti Chapter's Comprehensive Strategic Plan are: Key Priority Areas, Goals, Objectives, and Outcome Measures that are presented in the core part of this document.

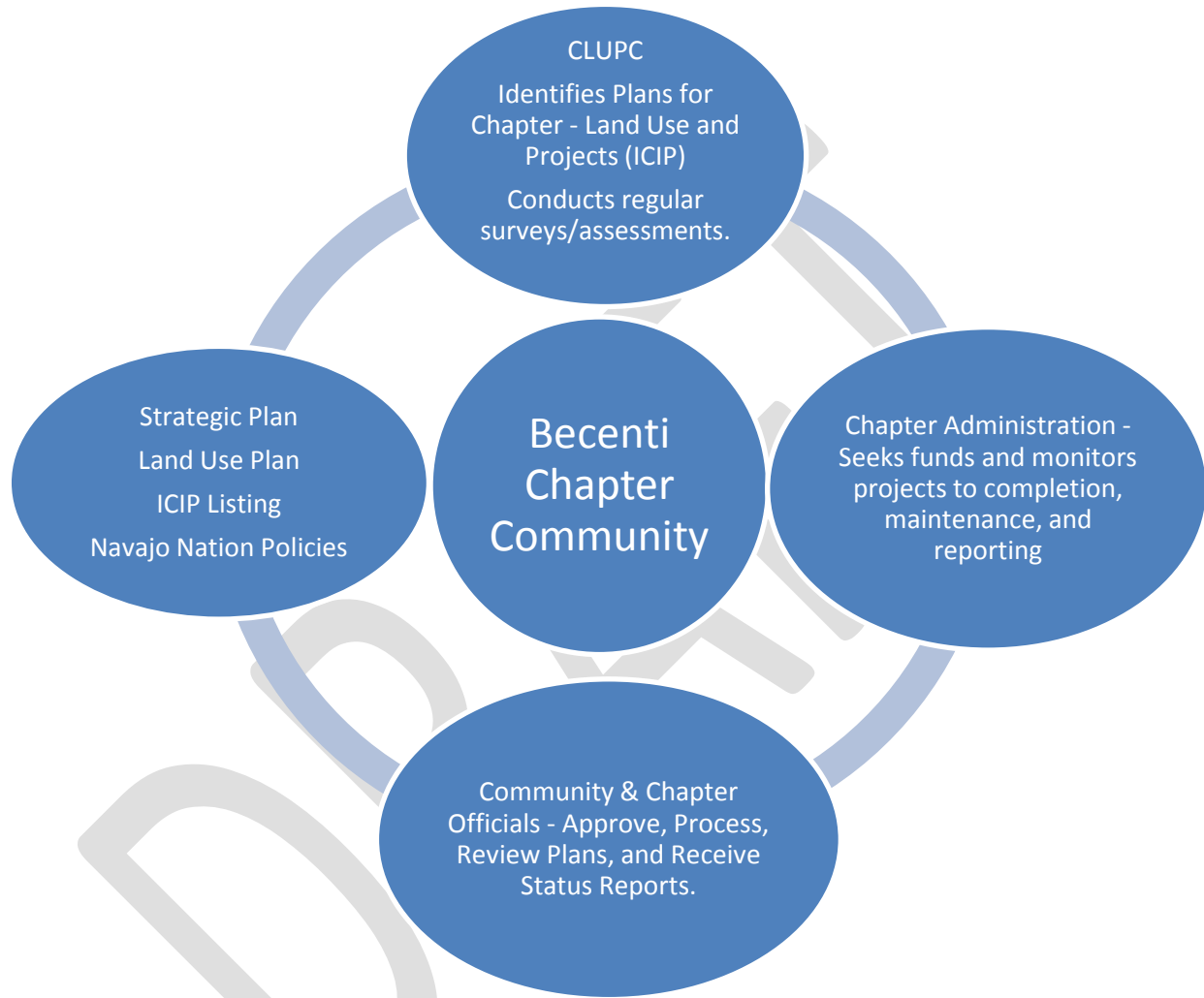
#### **Mission**

The mission of Becenti Chapter is to address infrastructural needs; provide educational opportunities; empower individuals and families to be self-sustaining. The Becenti Chapter will be accountable, transparent in communication, and provide strong leadership with integrity and commitment.

#### **Vision**

The vision of Becenti Chapter is to prioritize, support, and provide resources to strengthen individuals and families within the community to become self-sustaining, healthy, and productive citizens of the Navajo Nation.

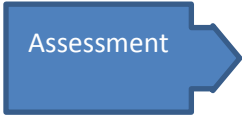

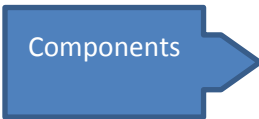
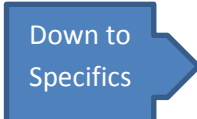
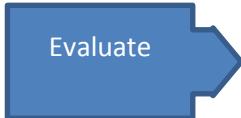
## Becenti Chapter Planning Process



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**Note:** This is a diagram of a typical planning model for Becenti Chapter. This model is used for committee planning and Land Use Planning. The Strategic Planning Format is similar but more in depth as it includes an Action Plan that is used as a guide and measurement tool for a comprehensive plan for the Chapter.

## STRATEGIC PLANNING FORMAT

Where we are	Where we want to be	How we will Accomplish it	How we are doing
			
			
Environmental Scan	Situation <ul style="list-style-type: none"> <li>• Past</li> <li>• Present</li> <li>• Future</li> </ul>	Mission Vision	Performance Measurement
Background Information	Significant Issues	Values Guiding Principles	Targets/ Standards of Performance
Situational Analysis	Align/Fit with Capabilities	Key Objectives	Initiative and Projects
SWOT <ul style="list-style-type: none"> <li>• Strengths</li> <li>• Weaknesses</li> <li>• Opportunities</li> <li>• Threats</li> </ul>	Gaps	Action Plans	Take Corrective Actions if Necessary
			Review Progress
			Feedback and revise plans if necessary

## SWOT Analysis:

### Strength:

1. Provide local government information (records)
2. Established government operations
3. Regional chapter communication – organized, membership identified, working at all different levels)
4. Chapter meeting -its attendance requirement is functional in the action process of activities needed.
5. Persistence in supporting chapter government even when quorum is low.
6. Committee established
7. AMS and CSC positions filled
8. Funding available (\*Budget)
9. Policies in place
10. Community supports LGA – excellent accounting in place, accountability strong, policies in place
11. Educated leaders
12. People/youth knowledgeable of computer, carpentry, auto mechanics, seamstress, ranchers.
13. Elderly that still have knowledge of our history
14. Housing for families
15. Neighbors in housing area that are caring for other people and property.
16. Early childhood program for children entering a school system.
17. Availability of water for household and livestock consumption at a low cost.
18. Public transportation service available such as Shima transportation and NTU students have NTU van that picks them up.
19. Planning on reopening senior center
20. Budget in good standing
21. NHA housing community
22. Watering points
23. Ranching still exists
24. Room for walking trail within chapter boundary

### Weaknesses

1. Limited police protection
2. Lack of youth activities to prevent crime activities
3. Low community participation
4. Lack of educational activities – specific to concerns at youth, elder, parental age level
5. Poverty and resulting problems is an expected cause.
6. Chapter not [LGA] certified yet (Not FMS certified)
7. Lack of community interest

8. Low voters registered
9. Subcommittees not active
10. Lack of youth participants
11. Non-compliance of policies
12. Slow internet
13. Water development – lack of money for windmill repairs, waterline for livestock
14. Need to change trash dumping sites
15. Illegal dumping
16. Recycling [none]
17. Leadership need more participation from chapter officials
18. Leaders need to lead not follow
19. Initiating projects on time
20. Development of strategies and new ways to address current needs and challenges.
21. Too many dilapidated NHA homes
22. Lack of adult day care facility

### **Opportunities**

1. College/university level education localized in Crownpoint
2. NAPI – should support Navajo ranchers with pasture grazing
3. Learn to recycle trash
4. Chapter financial assistance for students
5. Community has compassion for youth.
6. Health related activities community wide (example – JMI, Traditional storytelling)
7. Youth and elderly to provide input/guidance.
8. Chapter needs to strengthen and update its planning committee
9. Land
10. Funding available

### **Threats**

1. Language (Navajo) [losing the language]
2. Fracking
3. Tribal economics
4. Loss of our culture and values
5. Certain Chapter official(s) absent from meetings outside of those with paid stipend
6. Trump and republican domination of our government nation-wide
7. Our people act unaware of impacts on our way of life
8. Technologies and energy companies are doing irreparable harm and destruction to water rights.
9. Alcohol, marijuana and other drugs

10. Loss of our Navajo language
11. Drought
12. Lack of education at all levels among our people
13. Climate change
14. Living becoming too expensive (costly) [cost of living compared nationally]
15. Governmental red tape or barriers
16. Trump could throw our sovereignty out the window
17. Illegal dumping continues
18. Continued vandalism in community
19. Not moving on LGA certification
20. Environmental change in our land

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## **STRATEGIC PRIORITIES**

### ***Local Government Act Certification (Five Management System)***

Becenti Chapter aims to establish and maintain LGA certification so as to be a recognized governance at the local level. To ensure accountability, Becenti Chapter will adopt and operate under the Five Management System. Becenti Chapter will develop policies and procedures for the Five Management System consistent with applicable Navajo Nation law.

Goal: *Becenti Chapter will be a Local Governance Certified Chapter by December 2019.*

### ***Infrastructure (Capital Improvement and local projects)***

Becenti Chapter will establish, support, and maintain capital and local infrastructure, while managing resources responsibly, efficiently, and with accountability, operating and maintaining buildings, grounds, and utilities in a clean, safe, and responsible manner.

Goal: *Becenti Chapter will identify, prioritize, plan, and seek funding for local projects and infrastructure improvements based on the needs of the community.*

### ***Educational Opportunities***

Becenti Chapter will support and expand educational opportunities that will encourage community members to seek new educational experiences that will broaden their horizons at a local, national and global level.

Goal: *Becenti Chapter will provide a variety of educational opportunities to the community members that will foster continuous learning.*

### ***Navajo Culture and Language Preservation***

Becenti Chapter will establish, support, and expand educational opportunities to community members in preserving Navajo Culture and Language.

Goal: *Becenti Chapter will promote and preserve Navajo Culture and Language.*

### ***Integrity and Communication***

Becenti Chapter will sustain and maintain professionalism and open communication with the community within a cordial and friendly environment.

Goal: *Enhance integrity, transparency, and communication within the chapter administration, officials, and community.*



**Rural Addressing**

Becenti Chapter will complete the Rural Addressing System.

Goal: *Identification of community rural addresses for emergency purposes.*

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## BECENTI CHAPTER COMPREHENSIVE STRATEGIC ACTION PLAN

### STRATEGIC PRIORITY ONE: LOCAL GOVERNMENT ACT CERTIFICATION

*GOAL: Becenti Chapter will attain Local Governance Act (LGA) Certification.*

<u>OBJECTIVES</u>	<u>TASKS</u> (What is needed to achieve the objective)	<u>SUCCESS CRITERIA</u> (How task be measured for success)	<u>TIME FRAME</u> (By when the task is to be complete)	<u>RESOURCES</u> (What or who can help to complete tasks)
1. Demonstrate knowledge and utilization of the Navajo Nation Five Management System.	<ul style="list-style-type: none"> <li>a. Review each section of the Five Management Systems (FMS).</li> <li>b. Inventory of Assets.</li> <li>c. Review and update the Becenti Chapter FMS Manual.</li> <li>d. Practice and document (checklists) FMS for at least six months.</li> <li>e. Request for Pre-Audit to DCD ASC.</li> </ul>	<ul style="list-style-type: none"> <li>a. c. d. Checklist completed each month.</li> <li>b. 1. Underwriting Exposure Summary completed and submitted.</li> <li>b. 2. Purchase MIP Asset Module.</li> <li>b.3. Complete Building appraisal.</li> <li>c. Chapter Resolution reaffirming FMS Manual.</li> <li>e. Upon completion of six month of documentation – Request to ASC for pre-audit for FMS certification.</li> </ul>	<ul style="list-style-type: none"> <li>a. d. March 30, 2019</li> <li>b. 1. August 15, 2019</li> <li>b. 2. December 30, 2018</li> <li>b. 3. December 30, 2018</li> <li>c. January 13, 2018</li> <li>e. July 30, 2019</li> </ul>	<ul style="list-style-type: none"> <li>a. Elected Officials, Chapter Administration and ASC</li> <li>b. Chapter administration and officials.</li> <li>c. Chapter officials, administration and community members.</li> <li>d. ASC and Chapter administration</li> <li>e. Chapter administration</li> </ul>
2. Pursue and acquire approval for LGA certification.	<ul style="list-style-type: none"> <li>a. Request to NN Auditor General by resolution for FMS certification.</li> </ul>	<ul style="list-style-type: none"> <li>a. Chapter resolution approved by community.</li> </ul>	<ul style="list-style-type: none"> <li>a. August 30, 2019</li> </ul>	<ul style="list-style-type: none"> <li>Elected officials, administration, Council Delegate, and NNOAG.</li> </ul>

<p>3. Implement and ensure compliance of the Five Management System.</p>	<p>a. Re-orientate Chapter Administration, Officials, CLUPC, and standing committee membership. b. Establish a schedule of continuous annual audit review.</p>	<p>a. Public announcements, agenda, and sign-in sheets. b. Completion of annual audits.</p>	<p>a. January 31,2020 b. December 31, 2020</p>	<p>Elected officials, administration and Council Delegate NNOAG</p>
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**STRATEGIC PRIORITY TWO: INFRASTRUCTURE (CAPITAL IMPROVEMENT AND LOCAL PROJECTS)**

*GOAL: Becenti Chapter will identify, prioritize, plan and seek funding for local projects and infrastructure improvements based on the needs of the community.*

<b><u>OBJECTIVES</u></b>	<b><u>TASKS</u></b> (What is needed to achieve the objective)	<b><u>SUCCESS CRITERIA</u></b> (How task be measured for success)	<b><u>TIME FRAME</u></b> (By when the task is to be complete)	<b><u>RESOURCES</u></b> (What or who can help to complete tasks)
1. Identify and prioritize community projects for Navajo Nation and State ICIP.	<ul style="list-style-type: none"> <li>a. Assess and validate needs through a variety of data collecting methods.</li> <li>b. Identify recommend projects and present to CLUPC for ICIP.</li> <li>c. Identify short-term and long-term range projects for ICIP.</li> <li>d. Approve identified ICIP project by resolution.</li> </ul>	<ul style="list-style-type: none"> <li>a. Results of the community assessment.</li> <li>b.c.d. ICIP approved with Chapter Resolution</li> <li>ICIP submitted into web portals (NM and NN)</li> </ul>	Varies by project and funding sources. (i.e. Navajo Nation fiscal year ends September and New Mexico fiscal year ends June)	<ul style="list-style-type: none"> <li>Chapter administration</li> <li>Elected officials</li> <li>CPMD/Lead Agency</li> <li>CLUPC</li> <li>Funding Sources</li> <li>Council Delegate</li> </ul>
2. Project Initiation	Follow the DCD Project Initiation flow chart.	CPMD project checklist form(s) completed.	Varies by project and funding sources. (i.e. Navajo Nation fiscal year ends September and New Mexico fiscal year ends June)	<ul style="list-style-type: none"> <li>Chapter administration and elected officials.</li> <li>CPMD/Lead Agency</li> </ul>

**STRATEGIC PRIORITY THREE: EDUCATIONAL OPPORTUNITIES**

*GOAL: Becenti Chapter will provide a variety of educational opportunities to the community members that will foster continuous learning.*

<b><u>OBJECTIVES</u></b>	<b><u>TASKS</u></b> (What is needed to achieve the objective)	<b><u>SUCCESS CRITERIA</u></b> (How task be measured for success)	<b><u>TIME FRAME</u></b> (By when the task is to be complete)	<b><u>RESOURCES</u></b> (What or who can help to complete tasks)
1. Identify, plan and schedule a variety of presentations.	a. Assess and identify the topics. b. Identify resource. c. Schedule and logistics. d. Identify cost and funds when necessary.	a.c. Calendar of events established b.Contact and resources scheduled. d. Estimated budget	Quarterly and seasonal depending on resources.	Chapter administration CLUPC Elected officials Stakeholders Volunteers
2. Engage more community members from a diverse population that will foster community building.	a. Provide a conducive learning environment. b. Invite and advertise utilizing mass media. c. Coordinate and collaborate with established chapter committees.	Pre- and Post-Assessment Sign-in sheets Individual Feedback Certificate of Participation	Continuous	Chapter administration CLUPC Elected officials Stakeholders Volunteers

**STRATEGIC PRIORITY FOUR: NAVAJO CULTURE AND LANGUAGE PRESERVATION**

*Goal: Becenti Chapter will promote and preserve Navajo Culture and Language.*

<b><u>OBJECTIVES</u></b>	<b><u>TASKS</u></b> <i>(What is needed to achieve the objective)</i>	<b><u>SUCCESS CRITERIA</u></b> <i>(How task be measured for success)</i>	<b><u>TIME FRAME</u></b> <i>(By when the task is to be complete)</i>	<b><u>RESOURCES</u></b> <i>(What or who can help to complete tasks)</i>
1. Provide education on Navajo Culture and Language.	<ul style="list-style-type: none"> <li>a. Identify topics</li> <li>b. Identify resources</li> <li>c. Seasonal storytelling, activities and other methods of teaching.</li> <li>d. Identify estimated cost and funding source.</li> </ul>	<ul style="list-style-type: none"> <li>Pre- and Post-Assessment</li> <li>Sign-in sheets</li> <li>Individual Feedback</li> <li>Recordings (visual and audio)</li> </ul>	Continuous	<ul style="list-style-type: none"> <li>Chapter administration</li> <li>CLUPC</li> <li>Elected officials</li> <li>Stakeholders</li> <li>Volunteers</li> </ul>
2. Plan and Schedule presentation and/or course.	<ul style="list-style-type: none"> <li>a. Design a quarterly calendar of events.</li> <li>b. Procure materials or supplies.</li> <li>c. Invite and advertise utilizing mass media.</li> <li>d. Provide Certificate of Participation.</li> </ul>	<ul style="list-style-type: none"> <li>a. Calendar of events posted on website and other public places.</li> <li>b. Purchase procedures followed.</li> <li>c. Media and other forms of advertisement.</li> </ul>	Continuous according to seasonal events.	<ul style="list-style-type: none"> <li>Chapter administration and elected officials</li> <li>Council Delegate</li> </ul>

**STRATEGIC PRIORITY FIVE: INTEGRITY AND COMMUNICATION**

*GOAL: Enhance integrity, transparency, and communication within the chapter administration, officials, and community members.*

<b><u>OBJECTIVES</u></b>	<b><u>TASKS</u></b> (What is needed to achieve the objective)	<b><u>SUCCESS CRITERIA</u></b> (How task be measured for success)	<b><u>TIME FRAME</u></b> (By when the task is to be complete)	<b><u>RESOURCES</u></b> (What or who can help to complete tasks)
1. Reinforce positive image of the chapter.	a. Identify resources to do capacity resource. b. Identify topics c. Identify estimated cost. d. Establish a Suggestion Box e. Conduct survey f. Monthly Newsletter g. Individual and/or group recognition. h. Community of the Monthly Parking Recognition.	Results of survey indicating improvement. Increase in attendance at meetings and/or chapter visits. Positive feedback on Customer Service.	Quarterly basis	Chapter administration Elected officials Council Delegate Standing committees
2. Encourage and motivate community members to be more involved in planning process.	a. Conduct survey b. Conduct more community activities c. Provide incentives for attendance and volunteering.	Results of Survey Feedback from community (verbal and non-verbal) Documented and/or photographed Increase of community activities.	Quarterly basis	Chapter Administration Elected Officials Council Delegate Standing Committees

<p>3. Gain more knowledge and skills in team building and communication.</p>	<p>a. Parliamentary Procedures for Chapter Officials and Standing Committees.  b. Team building workshops  c. Ropes course  d. Communication skill building  e. Public Speaking skills</p>	<p>Increase in community participation  More productive meetings – Agenda completed in a timely manner.  Positive interaction amongst chapter staff, administration and public.  Certificate of participation.</p>	<p>Quarterly basis</p>	<p>Chapter Administration  Elected Officials  Council Delegate  Standing Committees</p>
<p>4. Increase transparency within the chapter and community.</p>	<p>a. Establish a Chapter Newsletter  b. Feedback to chapter members on work sessions attended.  c. Visible notices of events and reports available on website and bulletin boards.  d. Reports of progress on projects and accomplishments.  e. Chapter Organizational Chart visible</p>	<p>Community members verbalize and/or document that they are more informed of events  Suggestion Box results  Updated newsletter posted on bulletin board and website.  Organizational Chart posted.  Quarterly chapter performance measurement.</p>	<p>Quarterly basis</p>	<p>Chapter Administration  Elected Officials  Standing Committees</p>
<p>5. Improve communication and professionalism within leadership capacity.</p>	<p>a. Reorientation on Code of Conduct, Duties and Responsibilities, Ethics, and Sexual Harassment</p>	<p>a. Participation of trainings.  b. Increase in productivity.  c. Public</p>	<p>a. June 2019  b. Continuous  c. Twice a year  d Spring and Fall</p>	<p>Chapter Administration  Elected Officials  Standing Committee  Council Delegate</p>



	<p>Awareness training.</p> <p>b. Increase teamwork within the chapter officials, administration and standing committees.</p> <p>c. Community survey of chapter leadership and communication.</p> <p>d. Establish Report card to identify leadership performance.</p>	<p>acknowledgement.</p> <p>c. Results of survey to identify strengths and weaknesses. Develop improvement plan if necessary.</p> <p>d. Report card grade to indicate status of performance. Develop improvement plan if necessary.</p>		
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**STRATEGIC PRIORITY SIX: RURAL ADDRESSING**

*Goal: Identification of community rural addresses to comply with E-911.*

<b><u>OBJECTIVES</u></b>	<b><u>TASKS</u></b> (What is needed to achieve the objective)	<b><u>SUCCESS CRITERIA</u></b> (How task be measured for success)	<b><u>TIME FRAME</u></b> (By when the task is to be complete)	<b><u>RESOURCES</u></b> (What or who can help to complete tasks)
1. Identify LRAC team	a. Assign CLUPC members. b. Attend LRAC training.	CLUPC members listed	December 2018	CLUPC Chapter Administration
2. Identify major public roads and residences.	a. Obtain service area maps with roads from Land Administration (Mike Halona). b. Identify with GPS readings. c. Update information into web portal.	Map secured GPS marked.	a. December 2018 b. c. April 2019	a. Chapter President b. c. LRAC and CSC
3. Identify road and street names.	a. Propose names b. Conduct Public Hearing c. Present at Planning and Regular Chapter meeting.	a. Draft of street and road names. b. Schedule and advertisement of Public Hearing. 30-days comment period c. Chapter Resolution	a. May 2019 b. June 2019 c. August 2019	LRAC Chapter Administration Elected Officials
3. Submit information to NN Addressing Authority.	a. Provide information to MC Baldwin. b. Identify cost and funding source of road/street signs and hardware.	a. Confirmation through memo b. Budget	a. August 2019 b. September 2019	LRAC Chapter Administration

4. Purchase Supplies	Follow procurement policy.	Vendor identified and supplies purchased.	a. October 2019	Chapter Administration
5. Installation of road and street signs.	NNAA will install signs.	Community roads and streets have signs.	a. December 2019	NNAA LRAC
6. Submit Close-out Report	a. Prepare close-out report. b. Present to community at Chapter meeting.	a. Report on file. b. Chapter meeting agenda and minute meetings.	a. December 2019 b. January 2020	LRAC Chapter Administration
7. Dedication and Celebration	Schedule time and date. Program agenda Identify estimated cost. Invitations	Project completion. Comprehensive road/street map available. Compliance with E911.	February 20	LRAC Chapter Administration Elected Officials.