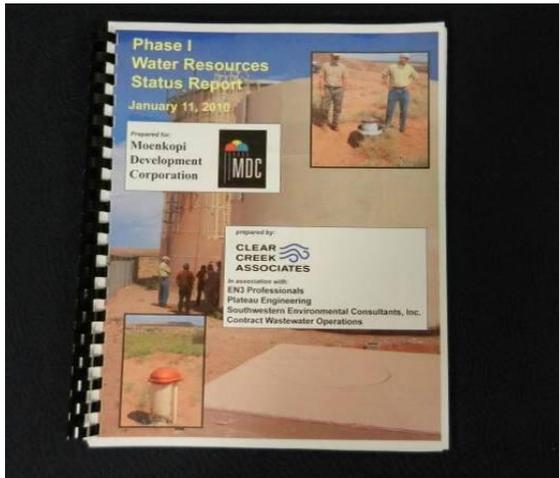


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## MOENKOPI DEVELOPERS CORPORATION, INC.



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<b>Project Title:</b>	Water Resource Planning Undertaken to Facilitate Residential and Private-Sector Economic Development
<b>Award Amount:</b>	\$383,500
<b>Type of Grant:</b>	Social and Economic Development Strategies
<b>Project Period:</b>	Sept. 2008 – Mar. 2011
<b>Grantee Type:</b>	Native Nonprofit

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### PROJECT SNAPSHOT

- 2 full-time equivalent jobs created
- 70 elders involved
- 200 youth involved
- \$1,502,430 in resources leveraged
- 1 individual trained
- 12 partnerships formed

### BACKGROUND

The Hopi Reservation is located in northeastern Arizona and is divided into 12 politically autonomous villages that comprise the Hopi Tribe. Within the Hopi Upper Village of Moenkopi (UVM), 54 percent of the population lives in poverty, and the average median income is \$18,621. Water scarcity and outdated water delivery technologies are pressing issues for the village. In 2008, the village had enough water to meet the local daily water demand through two wells, but did not have the estimated 37,000 gallons per day of reserve water capacity needed to supply water in cases of emergency. In addition, the UVM water system was out of date, required

frequent maintenance, and barely met federal and tribal safety and health standards. Without a reliable potable water source, economic activity in the village had come to a halt, including the development of a long-awaited industrial zone, the Moenkopi Commercial Site, which would require an additional 45,000 gallons of water per day.

To address the need for a safe, reliable water supply and to provide a climate for increased economic activity, the Moenkopi Developers Corporation (MDC), a nonprofit organization established by the Hopi Tribe and UVM to promote economic activity and self-sufficiency, began this water resource planning project.

### PURPOSE AND OBJECTIVES

The project's purpose was to complete a water resource strategy to facilitate residential and private-sector economic development within the UVM. The first objective was to create a long-term water supply plan for securing a safe and potable water supply for the village. To accomplish this objective, project staff worked with expert water supply consultants to develop a

report quantifying current and projected water needs and outlining an array of water source augmentation options. The consultant team recommended the rehabilitation of an existing well, installation of new wells north of and near the UVM, and the importation of water through a coal slurry pipeline. They also urged the UVM to maintain and upgrade existing wells and pipelines, encourage personal use conservation, and continue negotiations with the Navajo Tribal Utility Authority pipeline to support the current supply and future installation efforts. Of these water source development options, MDC decided two were most viable: 1) Install a new well, and 2) fix leaks in the existing water delivery system.

The project's second objective was to create a plan to upgrade UVM's outdated water delivery system, hire and train an operator to run the operations of a reverse osmosis plant that was under construction, and create a daily operations plan for the reverse osmosis plant. Due to a delay in the construction of the reverse osmosis water plant, however, project staff were not able to hire and train the plant operator, create an operational plan, and complete a plan for upgrading the water delivery system within the original project timeframe. As funds remained at the original project end date, the project team requested and received a six-month no-cost extension to carry over funds and complete the project. With the additional time, project staff completed the operations and maintenance plan for the reverse osmosis water plant, hired and trained an operator for the plant, conducted public hearings on the meter project and water use rates, and conducted research and evaluation of options for metering homes and businesses. Additionally, the project team completed a plan to upgrade the water delivery system, including the installation of a reverse osmosis plant water line from the plant to water wells and the installation of water

delivery lines from UVM homes and businesses.

#### **OUTCOMES AND COMMUNITY IMPACT**

Before the project, UVM leaders were constrained in their ability to plan economic development projects by a lack of knowledge about existing water resources and practical options for increasing water production. Now, village leaders have gained a better sense of which water exploration options are feasible and cost-effective, and which water resources are available beyond the two existing wells.

Furthermore, through this project, the project team ensured the UVM's future reverse osmosis plant would have a trained operator and a clear daily operations manual to provide guidance once the plant was completed. Moreover, staff members, working with Indian Health Service counterparts, used the project to expand the village's existing water conservation efforts, repairing leaks in the system and reducing personal water use through the installation of water meters in village homes. With these water conservation and augmentation efforts in place, developers of the Moenkopi Commercial Site have a better sense of how much water can reasonably be funneled toward economic enterprise.

Near the end of the project period, UVM staff secured a \$1.4 million Indian Community Development Block Grant from the U.S. Department of Housing and Urban Development to complete the construction of the reverse osmosis plant. This development, coupled with the increased capacity of UVM staff to manage the water system, brought the goal of providing a safe, reliable water supply much closer to reality. MDC leaders expect that once completed, the system will effectively meet the water needs of tribal members and enhance the economic well being of the village.

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## SIPAULOVİ DEVELOPMENT CORPORATION



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<b>Project Title:</b>	The Sipaulovi Marketplace: Healthy Communities through Sustainable Enterprise
<b>Award Amount:</b>	\$91,290
<b>Type of Grant:</b>	Social and Economic Development Strategies
<b>Project Period:</b>	Sept. 2009 – Jan. 2011
<b>Grantee Type:</b>	Native Nonprofit

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### PROJECT SNAPSHOT

- 2 full-time equivalent jobs created
- 20 elders involved
- 8 youth involved
- \$38,400 in resources leveraged
- 9 individuals trained
- 12 partnerships formed
- \$300 in income generated

### BACKGROUND

Sipaulovi is a Hopi village located on the Second Mesa in the high desert region of northeastern Arizona. In 2005, the village Board of Directors created the Sipaulovi Development Corporation (SDC) to establish economic enterprises to support self-sufficiency and promote economic development in the village. Sipaulovi has approximately 1,200 enrolled tribal members, with approximately 980 living on the Second Mesa. Thirty-three percent of village residents were unemployed as of 2006, and the median household income was \$27,374 in 2008.

The Hopi Reservation has a vibrant informal economy, consisting of items exchanged in social and religious contexts, and livestock and crops produced at the household level. Though this economic activity is economically and socially vital to the community, village leaders have long recognized a need to expand formal avenues for economic development and provide more on-reservation employment opportunities for Hopi tribal members.

This project builds upon the economic development efforts of a prior ANA grant, implemented from 2007 to 2009, which developed organizational and administrative structures of the SDC, strengthened management, and started the Sipaulovi Walking Tour program.

### PURPOSE AND OBJECTIVES

The purpose of the project was to build the village economy by developing business infrastructure for professional offices within the 15-acre Sipaulovi Marketplace economic zone, and by developing an infrastructure for tourism around Sipaulovi. To do this, SDC set out to achieve two objectives: 1) Hire a project manager, conduct a feasibility

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study, and prepare a feasibility plan for the marketplace; and 2) develop, promote, and upgrade the visitor center and tour program.

Due to difficulties finding an appropriate candidate, the SDC experienced a 3-month delay in hiring a project manager. In the second quarter, still without a manager, the SDC hired an expert consultant as the project manager. With input from important community stakeholders, the new project manager created a market study analysis, feasibility study, and business plan for potential enterprises. During development of these studies and plans, a marketplace task team, comprised of three community members, worked closely with the SDC Board and project manager. This team engaged in work sessions to review the plans, involve stakeholders in the planning process, integrate best practices and ideas from neighboring native economic development sites, and determine which businesses should occupy the marketplace. At project's end, the feasibility studies, market studies, and business plans were complete, and the SDC was communicating with the U.S. Postal Service, a local radio station, and various nonprofit organizations to discuss their potential interest in occupying the commercial office space.

To complete the second objective, developing the visitor center and tour program, the SDC intended to work with the State of Arizona's Office of Tourism to bring tourism industry professionals to Sipaulovi. Due to state budget cuts in the third quarter of the project, however, the state could not participate in the partnership. Adding to this difficulty, the state closed the state park through which the SDC planned to create a walking tour. To adapt to this situation, the project team formed new partnerships with local Hopi tour operators, tribal government offices, the Indian Health Service, Arizona State Parks, the Moenkopi Legacy Inn, the Northern Arizona

University Anthropology and Communications Department, and the Arizona Archeological Society. These partners helped raise the profile of the project, leading to increased awareness among visitors about tourism amenities, an increase in scheduled tours, and the creation of meaningful relationships with other local Hopi enterprises.

The SDC also engaged in other activities to upgrade the tourism program, including training key staff in website maintenance, involving youth in promotional activities, and partnering with the Winslow Chamber of Commerce and the City of Winslow to host a Suuvuyuki cultural day to promote the cultural activity of traditional racing.

#### **OUTCOMES AND COMMUNITY IMPACT**

Though the project faced challenges hiring key staff and maintaining a key partnership, the project team efficiently, effectively utilized non-project SDC staff, formed new partnerships, and sought a four-month no-cost extension to complete project objectives. During the extension period, the state reopened the park, facilitating new opportunities for the tour program. Since then, the project team has made progress securing a space for Hopi artists and planning the walking tour. The SDC now has a clear understanding of which businesses are feasible at the Sipaulovi Marketplace. Furthermore, SDC staff facilitated greater awareness among various entities in the tourism industry about the cultural value of the Sipaulovi tourism program. These partnerships will help tourism program staff to educate more visitors about Hopi history, culture, religion, and language. The project team believes that the plans, partnerships, and capacity built through this project will soon enable the SDC to expand tourism in Sipaulovi, facilitating the creation of more jobs and more economic activity in the village.