

The Great Seal of the Yavapai-Apache Nation is a circular emblem. It features a central shield with a rainbow arching over a mountain range. The shield is flanked by two crossed spears. Below the shield are two sunburst symbols. The entire seal is enclosed in a circular border with the text "THE GREAT SEAL OF THE" at the top and "YAVAPAI - APACHE NATION" at the bottom.

**Yavapai-Apache Nation Strategic Plan  
2027 - 2032**

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# Important Note on Strategic Plan

## Strategic Plan Status and Council Prioritization

This Strategic Plan draft is intended to support review, discussion, and direction by the Yavapai-Apache Nation Tribal Council. At this stage, the draft does not rank department projects or presume final Council priority decisions. Department work plans, department interviews, community input, demographic data, and planning sessions have been used to identify possible projects, operational needs, funding requests, risks, and implementation actions.

Tribal Council will review these items during the strategic planning work session and provide direction regarding Council-priority projects, sequencing, policy emphasis, and near-term action items. Following Council direction, the final Strategic Plan may be updated to reflect selected priority projects, implementation phases, funding priorities, and reporting expectations.

Project prioritization is intended to remain adaptive throughout the planning period. Tribal Council may advance, pause, resequence, or reconsider projects based on changing community needs, funding availability, federal administrative priorities, project readiness, staffing capacity, legal or regulatory requirements, emergency conditions, and community impact.

This approach ensures that the Strategic Plan remains grounded in department-level knowledge and community input while preserving the Tribal Council's authority to determine the Nation's priorities for the 2027–2032 planning period.



Adopted by Tribal Council Resolution No. \_\_\_\_\_ on \_\_\_\_\_.  
This Strategic Plan shall guide Council priorities, department alignment, budget planning, grant coordination, implementation reporting, and annual review for the 2027-2032 planning period, unless amended by Tribal Council action or expiration of the effective planning period.

**Effective Planning Period:** 2027-2032

**Effective Commencement Date:** January 1, 2027

**Adopted By:** Yavapai-Apache Nation Tribal Council

**Administrative Coordination:** Executive Leadership



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# 1. Executive Summary

## Overview of the Plan

The Yavapai-Apache Nation's Strategic Plan, 2027-2032, establishes a five-year framework for decision-making, resource alignment, departmental planning, and community investment. The plan is grounded in the Nation's sovereignty, culture, history, and responsibility to current and future generations. It builds upon prior planning efforts and incorporates Tribal Council direction, department strategic plans, SWOT and values exercises, demographic analysis, and community engagement.

The plan is intended to be practical and measurable. It connects the Yavapai-Apache Nation's vision, mission, and values to strategic priorities, goals, objectives, action steps, funding strategies, implementation responsibilities, monitoring requirements, and risk mitigation. By aligning daily operations with long-term priorities, the plan supports consistency, accountability, and coordinated progress across the Tribal government.

## Strategic Context

The Yavapai-Apache Nation, Nation or Tribe as referred throughout this document, is located in the Verde Valley of Arizona and includes the communities of Tunlii, Middle Verde, Rimrock, Camp Verde, and Clarkdale/Kwail Heights. The Nation is one people made up of two distinct peoples: the Yavapai, who refer to themselves as Wipuhk'a'bah, and the Apache, who refer to themselves as Dil'zhe'e. The planning process recognizes the Nation's history of removal, return, rebuilding, and continued work to protect land, culture, language, and self-governance.

Current conditions show both strength and urgency. The Nation has 2,757 enrolled Tribal members as of March 2026, with approximately 1,450 residing within the five tribal communities and 1,307 residing off-reservation. The Nation also has a young population, with a median age of 29 and 42 percent of members under age 25. These demographics underscore the need to invest in education, workforce development, housing, public safety, culture, language, health, and economic opportunity.

## Key Priorities

The plan is organized around five Tribal Council priorities, referred to throughout this strategic plan as the Nation's "Five Pillars for Progress":

- Economic Development and Diversification
- Workforce Development and Education
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

Together, these priorities create a balanced agenda for strengthening revenue, preparing the workforce, improving government systems, advancing self-reliance, preserving culture, and improving community well-being.

This Strategic Plan establishes a Council-level alignment framework while preserving department-level responsibility for implementation. Tribal Council and Executive Leadership adopt the plan, provide direction, and require progress updates. Department Directors and Managers remain responsible for developing department work plans, KPIs, timelines, project sequencing, funding needs, and reporting measures. This



approach allows the Nation to maintain a unified strategic direction while recognizing that each department has distinct mandates, service obligations, funding requirements, and community responsibilities.

This approach also allows project priorities to remain adaptive during the 2027–2032 planning period so the Nation can respond to changing community needs, funding opportunities, federal policy conditions, staffing capacity, project readiness, and Council direction.

## 2. Introduction

### Purpose of the Strategic Plan

The purpose of this Strategic Plan is to provide a shared roadmap for the Yavapai-Apache Nation over the next five years. It identifies priorities, establishes goals and objectives, guides resource allocation, and creates a structure for measuring progress. The plan serves as a manifestation of sovereignty by enabling the Nation to establish its own strategic direction, safeguard its populace and territory, preserve its cultural heritage and language, and make provisions for future generations.

The plan is designed to unify the Tribal Council, Executive Leadership, Tribal departments, programs, enterprises, and community members around common priorities. It supports responsible decision-making in areas such as economic development, education, workforce development, housing, public safety, health, cultural preservation, infrastructure, financial sustainability, and governance.

This plan is especially important as the Nation continues to address land, housing, infrastructure, economic, cultural, and service needs. Land remains foundational to housing, commercial activity, infrastructure, water resources, agriculture, open space, and future development. The Strategic Plan connects these immediate needs to long-term nation-building objectives.

### Planning Process

The planning process gathered and organized Tribal Council priorities, departmental knowledge, demographic data, community survey responses, and community engagement input. Work sessions created opportunities for open dialogue, participation, collaborative discussion, and review of strengths, weaknesses, opportunities, threats, values, and implementation needs.

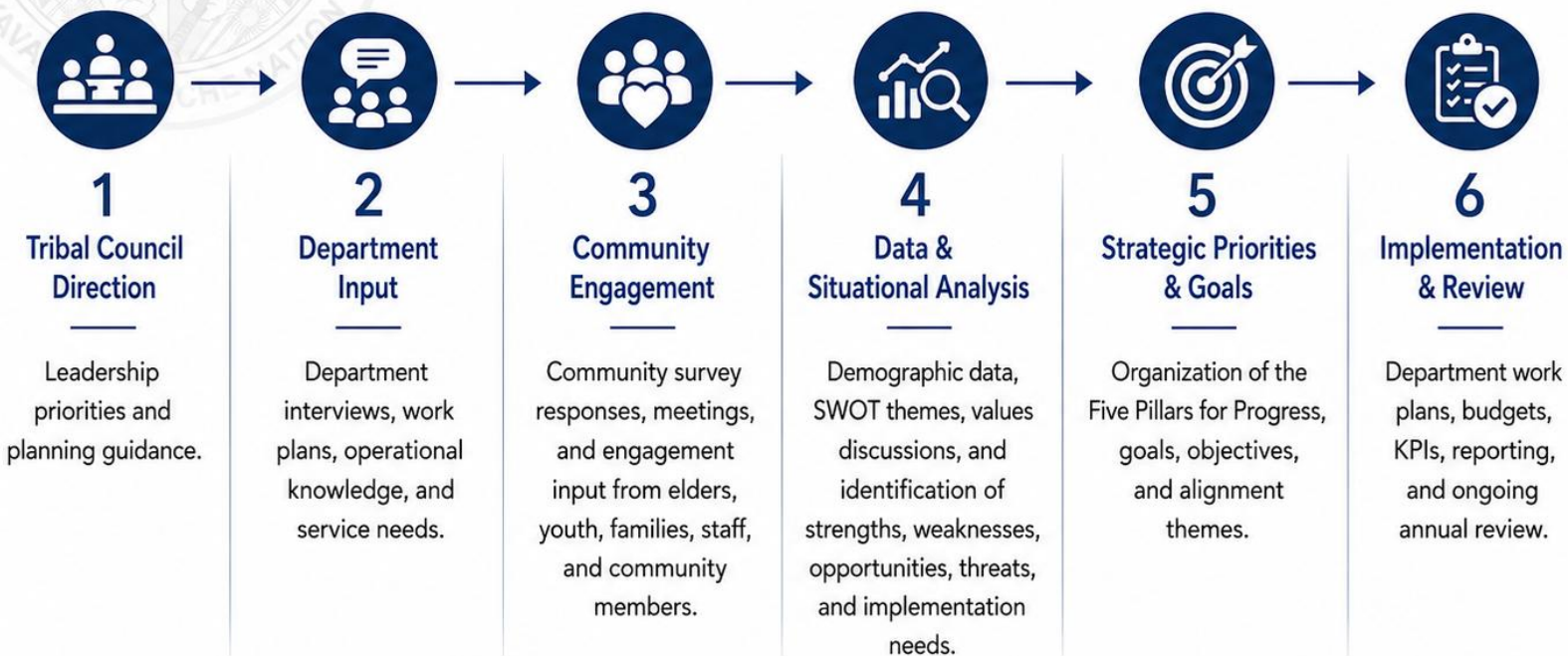
Department input was used to identify operational needs and implementation capacity. Community engagement was used to ensure that the plan reflects the voices and experiences of elders, youth, families, staff, and community members. The plan is intended to remain a living document, reviewed regularly and updated as conditions change, while preserving the continuity of the five-year direction adopted by the Tribal Council.





# Strategic Planning Process

*How the 2027–2032 Plan Was Developed*



*The Strategic Plan is intended to remain a living document—reviewed regularly and updated as conditions change while preserving the continuity of Tribal Council direction.*

## Acknowledgments

The Yavapai-Apache Nation 2027-2032 Strategic Plan reflects the leadership, guidance, and commitment of the Yavapai-Apache Nation Tribal Council, Executive Leadership, Department Directors and Managers, program staff, enterprise representatives, cultural leaders, elders, youth, families, and community members who contributed their knowledge, experience, and vision throughout the planning process.

The Nation gratefully acknowledges the elected leadership of the Yavapai-Apache Nation Tribal Council for their direction and stewardship in shaping the strategic priorities that guide this plan:

- **Buddy Rocha, Jr., *Chairman***
- **Charlie Baca, IV, *Vice Chairman***
- **Thomas Beauty, *Council Member***
- **Matilda Cassadore, *Council Member***
- **Genevieve Datsi, *Council Member***
- **Jason Fullmer, *Council Member***
- **David Kwail, *Council Member***
- **Siera Russell, *Council Member***
- **Frederick Sanchez, *Council Member***

Their leadership helped establish the framework for the Nation's Five Pillars for Progress: Economic Development and Diversification; Workforce Development and Education; Strong Governance and Operational Systems; Financial Sustainability and Self-Reliance; and Community Well-Being and Cultural Preservation. These priorities provide a unified direction for strengthening sovereignty, improving services, protecting culture and language, advancing self-reliance, and preparing for future generations.

The Nation also acknowledges the contributions of Department Directors and Managers, and staff who provided department-level input, operational knowledge, service data, implementation needs, and work plan summaries. Their participation helped ensure that the Strategic Plan reflects both Tribal Council direction and the practical realities of service delivery, governance, funding, staffing, infrastructure, community wellness, and long-term implementation.

Special appreciation is extended to the elders, youth, families, Tribal members, and community participants who shared their perspectives through meetings, surveys, outreach activities, and engagement opportunities. Their voices helped strengthen the plan's focus on housing, infrastructure, public safety, behavioral health and ASA services, education, workforce development, culture, language preservation, economic opportunity, and community well-being.

This Strategic Plan honors past generations who preserved the strength, identity, resilience, teachings, language, and cultural foundation of the Yavapai and Apache people. It also recognizes the present responsibility to serve today's members and prepare future generations through unity, sovereignty, culture, stewardship, accountability, and long-term prosperity.

## 3. Cultural Foundation

### Core Cultural Values

The cultural foundation of the Yavapai-Apache Nation is rooted in the strength, resilience, and identity of the Yavapai and Apache peoples. Culture is not separate from governance, planning, service delivery, or economic development; it guides how the Nation protects its people, exercises sovereignty, makes decisions, cares for the land, and prepares for future generations.

The Nation's values are grounded in faith, prayer, culture, tradition, family, community, leadership, and stewardship. These values provide direction for governance, service, planning, resource management, and community life. They also ensure that growth strengthens the Nation's identity rather than replacing it.

### Traditional Teachings

Traditional teachings provide moral, spiritual, and practical guidance for the Nation's future. They emphasize responsibility to the land, elders, children, families, and future generations. The Nation's history of removal, return, and rebuilding continues to shape the responsibility to plan wisely, govern effectively, preserve culture, and protect the well-being of the people.

Land is more than a physical asset. It is the foundation for culture, community, identity, housing, natural resources, economic activity, and self-determination. The Strategic Plan, therefore, calls for balance: honoring cultural ways while preparing for the future, protecting resources while creating opportunity, listening to elders while investing in youth, and strengthening governance while remaining grounded in prayer, family, community, and identity.

### Language Preservation Priorities

Language is central to cultural identity and intergenerational connection. The Yavapai and Apache languages carry teachings, place-based knowledge, family histories, ceremonial practices, values, and ways of understanding the world. Preserving and revitalizing language is essential to cultural survival and to the Nation's long-term vision.

Over the next five years, the Nation seeks to strengthen language use and increase opportunities for youth, adults, parents, elders, employees, and community members to learn, hear, speak, and practice the Yavapai and Apache languages. This work should be connected to cultural education, school partnerships, community programming, technology, archives, and intergenerational learning.

### Statement of Sovereignty

The Yavapai-Apache Nation's cultural foundation is inseparable from its sovereignty. Sovereignty is the Nation's inherent right to govern itself, protect its people, preserve its culture, manage its resources, and determine its own future. It is exercised through Tribal leadership, laws, programs, departments, services, enterprises, partnerships, and community decision-making.

This Strategic Plan is an expression of that sovereignty. It establishes a self-determined roadmap for strengthening governance, advancing economic development, preserving culture and language, improving community well-being, and creating opportunities for future generations.



## 4. Vision Statement, Mission Statement, and Values

### Vision Statement

The vision of the Yavapai-Apache Nation is to be a thriving, self-reliant, and sovereign Tribal Nation where culture and tradition guide progress, economic prosperity supports community well-being, and future generations inherit a strong, unified, and resilient Nation.

### Mission Statement

The mission of the Yavapai-Apache Nation is to strengthen our sovereignty by preserving our cultural heritage, promoting economic development, implementing effective and transparent governance, and enhancing the education, health, and well-being of our community for the benefit of current and future generations.

### Core Values

The core values of the Yavapai-Apache Nation are rooted in the direction of the Tribal Council and reflected in Department values. They guide decision-making, service delivery, leadership, governance, and community life.

**Faith and Prayer:** provide spiritual strength, guidance, and unity.

**Leadership:** protects sovereignty, advances priorities, and serves the best interests of the people.

**Stewardship:** calls for careful management of lands, resources, culture, programs, and future opportunities.

**Culture and Tradition:** preserve identity and connect generations through teachings, ceremonies, language, and traditional knowledge.

**Family and Community:** remain central to wellness, belonging, resilience, and unity.

Over the next five years, the Nation will continue strengthening fluent speakers and language use, self-sufficiency and self-reliance, family and community, culture, tradition and prayer, and leadership and stewardship. Department values such as service, compassion, integrity, accountability, collaboration, trust, and traditional & educational learning support these Council values and help translate the vision into daily practice.





# Vision, Mission & Core Values



*Yavapai-Apache Nation Strategic Plan 2027–2032*

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## Vision Statement

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## Mission Statement

The mission of the Yavapai-Apache Nation is to strengthen our sovereignty by preserving our cultural heritage, promoting economic development, implementing effective and transparent governance, and enhancing the education, health, and well-being of our community for the benefit of current and future generations.

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### Our Core Values



**1. Faith and Prayer**  
provide spiritual strength, guidance, and unity.



**2. Leadership**  
protects sovereignty, advances priorities, and serves the best interests of the people.



**3. Stewardship**  
calls for careful management of lands, resources, culture, programs, and future opportunities.



**4. Culture and Tradition**  
preserve identity and connect generations through teachings, ceremonies, language, and traditional knowledge.



**5. Family and Community**  
remain central to wellness, belonging, resilience, and unity.

## 5. Situational Analysis

### Community Profile

The Nation enters this planning period with a strong cultural identity, a growing and youthful membership, expanding land and housing responsibilities, significant service demands, and opportunities for economic development, workforce development, governance improvement, financial sustainability, and cultural preservation.

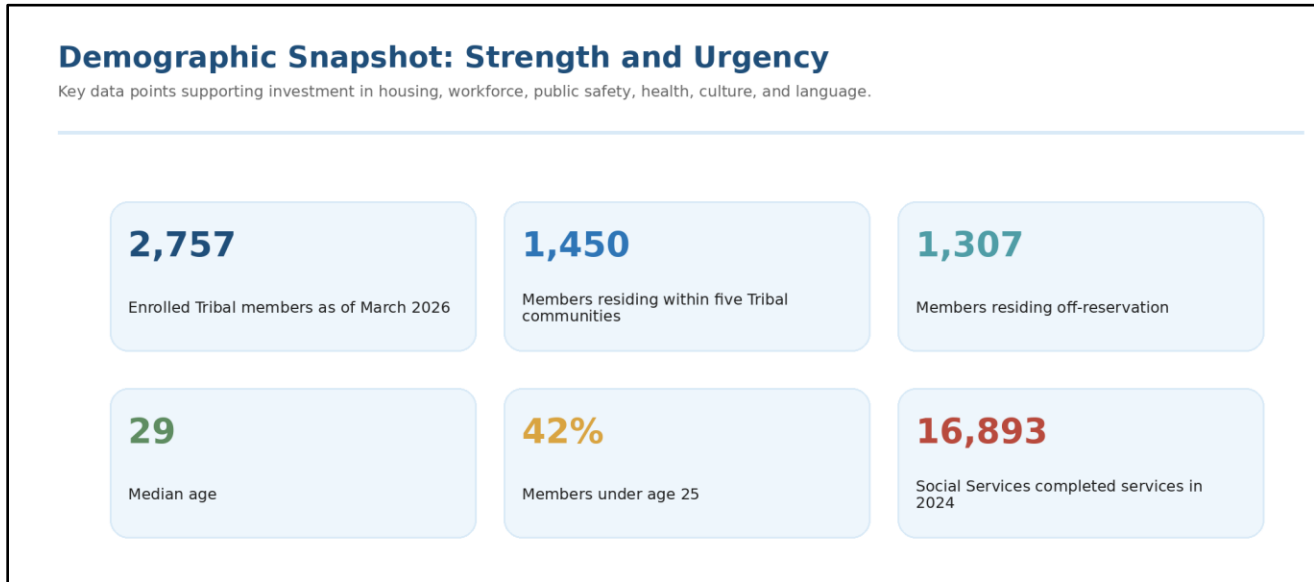
The Nation's service structure includes medical care, social services, judicial services, youth services, education, housing, culture, Alcohol and Substance Abuse services, and enterprise operations. Cliff Castle Casino and other enterprises have provided revenue and employment opportunities, but the Strategic Plan recognizes the importance of reducing reliance on limited revenue sources and building a diversified economic base.

### Demographic Profile

The Yavapai-Apache Nation enters the 2027-2032 planning period with a growing, youthful, and geographically distributed membership. As of March 2026, the Nation has 2,757 enrolled Tribal members, with approximately 1,450 members residing within the five Tribal communities and 1,307 members residing



off-reservation. The Nation's five communities include Middle Verde, Tunlii, Camp Verde/Lower Verde, Clarkdale/Kwail Heights, and Rimrock. This residency pattern shows that while a majority of members live within the Nation's communities, a substantial number of Tribal members remain off-reservation, reinforcing the need for housing, infrastructure, services, and economic opportunities that support both resident and returning members.



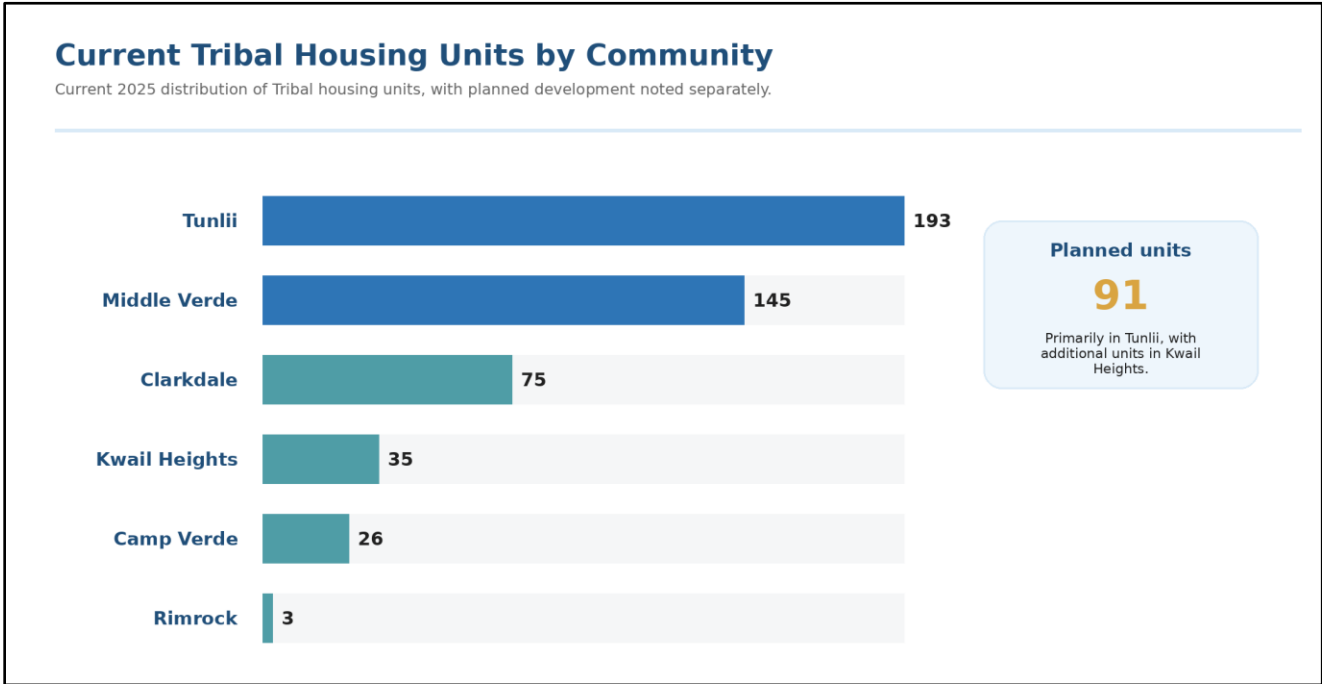
The Nation's population is relatively young. Internal enrollment data shows a median age of 29, with approximately 42 percent of members under the age of 25. This creates a major opportunity for long-term nation-building, workforce development, cultural education, language revitalization, and leadership development. At the same time, the Nation must balance youth-focused investments with continued support for elders, families, and vulnerable community members. The demographic profile confirms the importance of education, job training, internships, apprenticeships, youth leadership, cultural learning, and career pathways as central strategies for the next five years.

Economic conditions also demonstrate the need for continued investment in self-reliance and opportunity. The 2023 American Community Survey reported a 46.5 percent poverty rate for the Yavapai-Apache Nation, while unemployment was reported at 8.6 percent, reflecting improvement from prior years but still indicating the need for targeted employment, training, business development, and supportive services. Median household income has generally increased over the past decade, but disparities remain when compared with surrounding areas. These conditions support the Strategic Plan's focus on economic diversification, workforce development, revenue generation, and financial sustainability.

Education data further supports the need for coordinated workforce and education strategies. Among adults aged 25 and older, 85 percent have attained at least a high school diploma, and 21 percent hold an academic degree. However, approximately 33 percent have some college education but no degree, showing a significant opportunity to strengthen college completion, trades, certifications, adult education, and student support systems. Higher Education program data also shows increased participation in post-secondary education, but graduation rates remain low, reinforcing the need for stronger monitoring, advising, completion support, and career placement.



Housing remains one of the most important demographic and community development issues facing the Nation. As of 2025, Tribal housing is distributed across the Nation's communities, with 145 units in Middle Verde, 193 in Tunlii, 26 in Camp Verde, 75 in Clarkdale, 35 in Kwait Heights, and 3 in Rimrock. Planned housing development is expected to add 91 additional units, primarily in Tunlii, with additional units in Kwait Heights. While the majority of the 91 homes have been constructed, continued population growth, off-reservation residency, youth and family formation, and income diversity all point to the need for mixed-income housing, expanded housing options, infrastructure readiness, and supportive services connected to housing stability.



The demographic profile also highlights the importance of public safety, social services, utilities, infrastructure, and cultural preservation. In 2024, the Social Services Department recorded 16,893 completed services, showing significant demand for general assistance, child protective services, ICWA-related support, Tribal assistance, ASA support, and food bank services. Public safety data identified animal problems, domestic violence, agency assists, suspicious activity, and citizen assists as the most frequent response categories, underscoring the need for integrated public safety, prevention, family support, behavioral health, ASA, and community wellness strategies.

Culture and language are also urgent demographic considerations. The Demographic Profile Report notes that there are an estimated five or fewer fluent speakers of both languages remaining within the Nation, while participation in language classes remains limited. This creates an immediate need to strengthen language instruction, cultural documentation, oral history preservation, archives, intergenerational learning, and youth engagement. Demographic planning must therefore be understood not only in terms of population numbers, but also in terms of cultural continuity, community identity, and the responsibility to carry Yavapai and Apache teachings forward for future generations.

Overall, the Nation's demographic conditions reinforce the five strategic priorities of this plan. A young population requires strong education and workforce pathways. Off-reservation residency and continued growth require housing, infrastructure, and land-use planning. Economic indicators require diversification,



job creation, and financial sustainability. Service demand requires stronger public safety, health, social services, and operational systems. The limited number of fluent speakers requires urgent cultural and language preservation. Together, these demographic realities confirm the need for a coordinated, culturally grounded, and data-informed Strategic Plan for 2027-2032.

Key Finding	Strategic Implication	Related Council Priority
The Nation has a youthful population with a significant share of members under age 25.	Youth education, career pathways, prevention, leadership development, cultural learning, and workforce preparation should remain central implementation areas.	Workforce Development and Education; Community Well-Being and Cultural Preservation
A substantial number of Tribal members live off-reservation.	Housing, infrastructure, land readiness, service access, and economic opportunity should be planned to support resident members and members who may wish to return.	Community Well-Being and Cultural Preservation; Economic Development and Diversification
Housing demand and infrastructure constraints remain significant.	Housing development must be connected to land-use planning, water, wastewater, roads, utilities, broadband, resident education, and supportive services.	Community Well-Being and Cultural Preservation; Economic Development and Diversification; Strong Governance and Operational Systems
Economic indicators show the need for expanded employment, training, and revenue opportunities.	The Nation should continue pursuing workforce development, enterprise opportunities, grants, cost recovery where appropriate, and diversified revenue strategies.	Economic Development and Diversification; Workforce Development and Education; Financial Sustainability and Self-Reliance
Social services, ASA, behavioral health, and public safety place pressure on departments and families.	Implementation should support coordinated wraparound services, prevention, recovery pathways, public safety staffing, emergency shelter planning, and referral systems.	Community Well-Being and Cultural Preservation; Strong Governance and Operational Systems
Language and cultural knowledge preservation are time-sensitive priorities.	The Nation should strengthen language classes, documentation, archives, curriculum, youth engagement, and culturally appropriate protocols for protecting sensitive knowledge.	Community Well-Being and Cultural Preservation
Departments identified needs related to SOPs, policies, communication, technology, records, staffing, and training.	Government modernization should support department capacity, consistent reporting, improved service delivery, accountability, and continuity across leadership or staffing changes.	Strong Governance and Operational Systems; Financial Sustainability and Self-Reliance

## SWOT Analysis

### Strengths

Tribal Council identified land and geography, cultural identity, people and community connection, casino employment, education systems, workforce, housing, and natural resources as major strengths.

Departments reinforced these strengths by identifying community focus, staff knowledge, teamwork, patient-centered care, youth support, cultural resources, interdepartmental work, and service quality.



## Weaknesses

Tribal Council identified infrastructure needs, limited economic diversification, housing availability, financial deficits, staffing and capacity, government operating procedures, courts and judicial systems, public safety, emergency preparedness, and 638/health services as key weaknesses.

Departments aligned with these concerns through feedback on funding limitations, training needs, recruitment challenges, communication gaps, outdated technology, lack of Standard Operating Procedures (SOPs), disorganization, emergency planning gaps, employee turnover, and trust-building needs.

## Opportunities

Tribal Council identified opportunities in housing development, wraparound services, 638 Implementation, industry hubs, master leasing, developer partnerships, land purchases, water rights, warehouse and enterprise development, Section 17 Corporation use, revenue generation, Emergency Response Plan (ERP) implementation, food sovereignty, workforce development, and grants.

Departments added practical pathways such as intergovernmental partnerships, technical assistance, telehealth, resource and referral systems, cultural heritage development, career pathways, safe housing options, and modernized systems.

## Threats

Shared threats between the Tribal Council and Departments include federal policy changes, grant and funding instability, economic shifts, casino shutdown or Nation lockdown risk, lack of ASA integration, public safety needs, emergency preparedness gaps, water shortages, drought, food scarcity, cybersecurity, infectious disease exposure, increased service demand, community trust concerns, and cultural knowledge loss.

## Key Challenges

The key challenge is to advance long-term nation-building while addressing immediate needs. Economic diversification must be pursued while protecting cultural values, land, water, and community well-being. Workforce development must prepare youth and adults for education, trades, employment, and leadership. Governance improvements must standardize systems and improve communication. Financial sustainability must reduce vulnerability to outside funding changes. Community well-being and cultural preservation must strengthen housing, safety, health, language, culture, and family support in a coordinated way.

## 6. Strategic Priorities

The five strategic priorities provide the framework for implementation. They are interconnected and should be addressed as a unified strategy rather than separate initiatives.

### Priority 1: Economic Development and Diversification

Strengthen long-term prosperity by expanding enterprises, developing infrastructure, using land strategically, exploring new industries, and creating employment and revenue opportunities that support self-reliance.

### Priority 2: Workforce Development and Education

Invest in education, training, youth leadership, trades, certifications, internships, college completion, and employee development to build a skilled Tribal workforce.



### Priority 3: Strong Governance and Operational Systems

Improve policies, procedures, transparency, organizational structure, technology, communication, data systems, accountability, and emergency readiness so departments can operate efficiently and consistently.

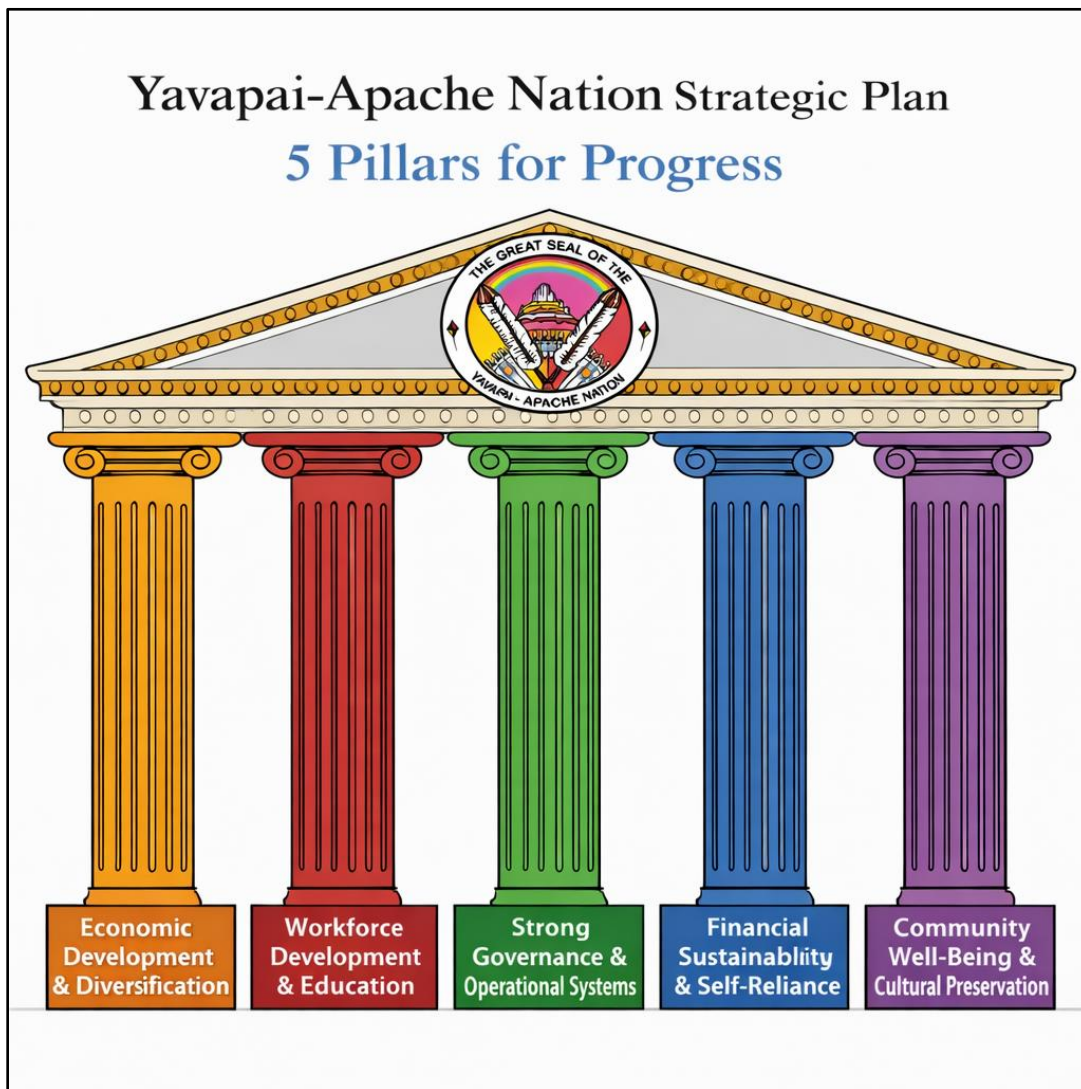
### Priority 4: Financial Sustainability and Self-Reliance

Increase revenue generation, strengthen financial management, coordinate grants, reduce dependence on unstable external funding, and build sustainable funding models.

### Priority 5: Community Well-Being and Cultural Preservation

Enhance community services, public safety, housing, health, education, programs for youth and elders, language revitalization, cultural preservation, food sovereignty, water protection, and family support.

Department responses confirm that Tribal Council's priorities are understood across the organization and can be translated into day-to-day action. Department goals do not replace Council priorities; they identify the operational steps needed to make the priorities achievable. Individual Department goals can be reviewed in the Appendix section of this Strategic Plan.



## 7. Goals & Objectives

The Goals and Objectives section translates the Tribal Council's priorities into coordinated action. Department strategic plans provide the implementation layer by identifying specific actions, timelines, resource needs, risks, and responsible departments.

### Priority Area: Economic Development and Diversification

#### Goals:

- Strengthen the Nation's long-term revenue base, expand enterprise opportunities, prepare land and infrastructure for development, and reduce reliance on limited revenue sources.
- Support economic growth that creates employment opportunities for Tribal members while protecting cultural and natural resources.

#### Objectives:

- Evaluate new commercial, industrial, agricultural, renewable energy, tourism, and cultural heritage opportunities.
- Advance land-use planning, infrastructure readiness, feasibility studies, and project development processes.
- Coordinate economic development among Community Development, Finance, Grants, Agriculture, TERO, Legal, and Executive Administration.

### Priority Area: Workforce Development and Education

#### Goals:

- Build a skilled, educated, and culturally grounded Tribal workforce.
- Strengthen education, training, certifications, internships, apprenticeships, youth leadership, and adult learning.

#### Objectives:

- Expand GED, college completion, trades, certifications, internships, apprenticeships, and career placement.
- Support employee training, cross-training, professional development, succession planning, and department-specific certifications.
- Improve tracking of enrollment, completion, training, placement, and workforce outcomes.

### Priority Area: Strong Governance and Operational Systems

#### Goals:

- Strengthen governance, administrative systems, technology, communication, and accountability.
- Improve coordination so daily work remains aligned with Tribal Council priorities.

#### Objectives:

- Develop, update, and implement department SOPs, policies, and protocols.
- Modernize ERP, Human Resources Information Systems (HRIS), finance, enrollment, records, cybersecurity, data, and reporting systems.



- Improve communication, emergency response planning, continuity of operations, and implementation reporting.

### **Priority Area: Financial Sustainability and Self-Reliance**

#### **Goals:**

- Strengthen financial stability, revenue generation, grant coordination, and long-term self-reliance.
- Reduce vulnerability to political volatility, grant uncertainty, and external funding changes.

#### **Objectives:**

- Improve budget planning, financial tracking, cost management, and reporting.
- Coordinate grants under the five strategic priorities and strengthen compliance capacity.
- Evaluate program sustainability, revenue strategies, cost recovery, enterprise opportunities, and third-party funding options.

### **Priority Area: Community Well-Being and Cultural Preservation**

#### **Goals:**

- Enhance health, safety, housing, culture, language, youth development, elder care, and family support.
- Preserve and strengthen Yavapai and Apache culture, language, traditional knowledge, and intergenerational learning.

#### **Objectives:**

- Expand language classes, cultural curriculum, oral history documentation, cultural archives, and museum/repository planning.
- Strengthen ASA, behavioral health, public safety, emergency shelter planning, social services, housing readiness, and wraparound support.
- Protect land, water, food sovereignty, cultural sites, environmental resources, and community safety.



## 8. Strategic Alignment Action Framework

The following framework organizes major implementation themes under the Five Pillars for Progress. It should be used as an alignment tool rather than a final department-level project ranking. Department Directors and Managers remain responsible for developing detailed department work plans, including project priority levels, timelines, KPIs, budgets, staffing needs, and reporting measures.

Projects listed in this framework may vary in urgency, readiness, funding availability, compliance requirements, and community impact. Final project sequencing should occur through department planning, Executive Leadership review, Tribal Council direction, and the annual budget and funding process.

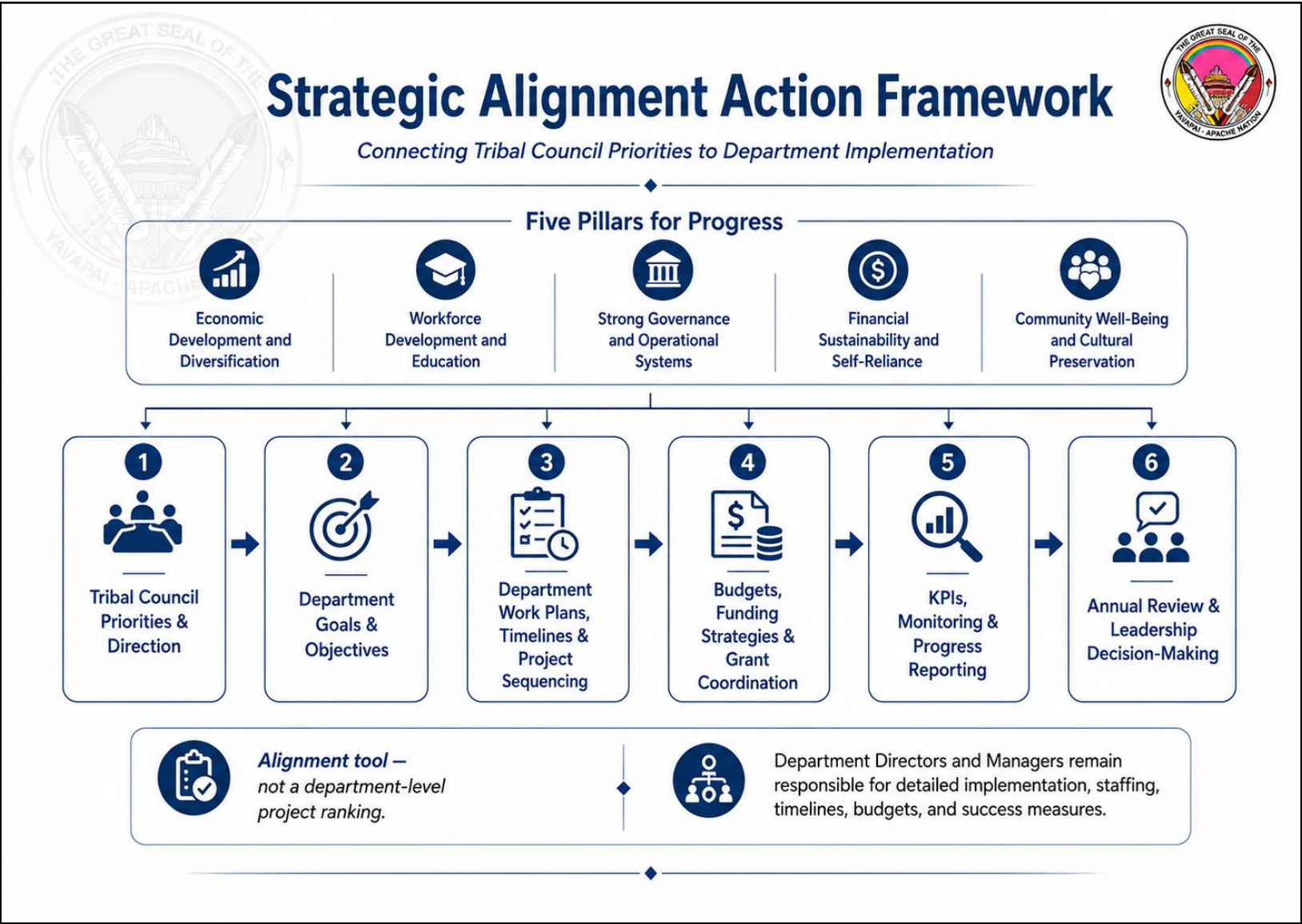
This framework is intended to support consistency across departments by showing how department goals, implementation themes, and success measures connect to the Council's Five Pillars for Progress. It should not be interpreted as eliminating department discretion or replacing the project planning responsibilities of directors and managers.

### Adaptive Project Prioritization and Sequencing

The Nation recognizes that project priorities may shift during the 2027–2032 planning period due to changing community needs, federal administrative priorities, grant availability, emergency conditions, infrastructure readiness, staffing capacity, legal or regulatory requirements, and project feasibility. For this reason, this Strategic Plan does not permanently rank all projects or limit the Nation to a fixed number of selected initiatives. Instead, the plan establishes a flexible decision-making framework that allows Tribal Council, Executive Leadership, and departments to evaluate projects as conditions change.

Projects may be advanced, paused, resequenced, or reconsidered based on readiness, available funding, community impact, Council direction, and alignment with the Five Pillars for Progress. This approach preserves Tribal Council's authority to respond to changing conditions while still providing departments with a consistent structure for planning, budgeting, grant coordination, implementation, and reporting.





Goal	Objective	Action Steps	Responsible Departments	Timeline	Resources Needed	Success Measures
<b>Economic Development &amp; Diversification:</b> Develop new revenue opportunities for the Nation.	Identify and advance economic development projects that create long-term revenue and employment opportunities.	Complete master planning for economic development zones; identify commercial, industrial, agricultural, renewable energy, and tourism opportunities; issue RFI/RFP processes where appropriate; coordinate legal, financial, and land-use review; present priority projects to Leadership and Tribal Council.	Administration; Agriculture; Archaeology; Attorney General; Community Development; Environmental Protection; Executive Office; Finance; Grants; Housing; TERO; Utilities	To be sequenced through department work plans	Feasibility studies; planning funds; legal review; grant support; land-use data; developer partnerships; infrastructure assessments	Projects evaluated; feasibility studies completed; development agreements pursued; new revenue opportunities identified; Tribal Council action on priority projects
<b>Economic Development &amp; Diversification:</b> Strengthen land readiness and infrastructure.	Prepare Nation-owned lands for housing, enterprise, governmental, agricultural, and community development.	Update land-use priorities; identify infrastructure gaps; coordinate water, wastewater, roads, broadband, environmental, cultural, and legal review; prioritize shovel-ready sites.	Administration; Agriculture; Archaeology; Attorney General; Community Development; Environmental Protection; Executive Office; Housing; MIS; Preservation and Technology; Utilities	To be sequenced through department work plans	Infrastructure studies; GIS data; environmental review; cultural resource review; engineering support; utility planning; capital funding	Sites reviewed; infrastructure gaps identified; development-ready sites prioritized; planning documents completed; funding applications submitted
<b>Economic Development &amp; Diversification:</b> Expand agriculture and food sovereignty.	Develop agricultural activities that support food sovereignty, program sustainability, and revenue generation.	Improve cattle production, hay production, water infrastructure, irrigation, aquaponics, egg production, composting, nursery opportunities, and local food systems.	Agriculture; Attorney General; Community Development; Community Health Representative (CHR); Community Wellness; Environmental Protection; Finance; Grants; Senior Nutrition Program; Social Services; WIC	To be sequenced through department work plans	Agricultural equipment; water infrastructure; grant funding; technical assistance; staff training; livestock and production resources	Agricultural production increased; food sovereignty initiatives launched; grant funds secured; infrastructure improvements completed; community food access expanded
<b>Workforce Development &amp; Education:</b> Build education-to-employment pathways.	Strengthen GED, higher education, trades, certifications, internships, apprenticeships, and career placement.	Expand GED services; improve higher education tracking and completion support; develop trades and certification/ degree pathways; create internship and apprenticeship opportunities.	Apache Culture; Community Development; Daycare; Higher Education; Human Resources; Johnson O'Malley (JOM); Montessori; Preservation and Technology; TERO; Tribal Gaming Office; Utilities; Wildland Fire; WIOA; Yavapai Culture	To be sequenced through department work plans	Tutors; instructors; training space; technology; scholarship support; employer partnerships; transportation; certification funding	GED participation and completion; college completion rates; certifications earned; internships/apprenticeships created; Tribal member job placements
<b>Workforce Development &amp; Education:</b> Strengthen employee training.	Improve internal staff capacity, onboarding, leadership development, and	Create employee training calendar; develop HR training room/computer lab; expand certifications; implement cross-training;	Administration; Alcohol and Substance Abuse Program (ASA); all departments; Community Health Representative (CHR);	To be sequenced through department work plans	Training room; computers; HRIS; trainers; certification funding; policies;	Training room established; employees trained; certification completion; onboarding improved; vacancies and turnover reduced



Goal	Objective	Action Steps	Responsible Departments	Timeline	Resources Needed	Success Measures
	succession planning.	strengthen onboarding; identify critical positions and succession needs.	Enrollment; Executive Office; Finance; Grants; Housing; Human Resources; Medical Center; MIS; Police Department; Senior Nutrition Program; Social Services; Tribal Courts; Tribal Gaming Office; Utilities; WIC; Wildland Fire		professional development budget	
<b>Workforce Development &amp; Education:</b> Support youth leadership and learning.	Prepare youth for leadership, education, employment, culture, and community responsibility.	Develop youth leadership programs; support Youth Action Council; strengthen cultural learning in schools and youth programs; expand outdoor, experiential, garden-based, and traditional learning.	Apache Culture; Community Wellness; Daycare; Higher Education; Johnson O'Malley (JOM); Montessori; Preservation and Technology; Social Services; WIOA; Yavapai Culture; Youth Programs	To be sequenced through department work plans	Cultural instructors; curriculum; youth mentors; transportation; outdoor learning supplies; technology; program funding	Youth participation rates; Youth Action Council established; cultural curriculum developed; youth activities completed; youth outcomes tracked
<b>Strong Governance &amp; Operational Systems:</b> Standardize policies and procedures.	Develop and update SOPs, policies, procedures, and department protocols.	Conduct department policy and SOP inventory; identify gaps; prioritize high-risk departments; develop SOP templates; coordinate legal review; train staff; review policies annually.	Administration; Alcohol and Substance Abuse Program (ASA); all departments; Attorney General; Community Health Representative (CHR); Enrollment; Executive Office; Finance; Grants; Housing; Human Resources; Medical Center; Police Department; Social Services; Tribal Courts; Tribal Gaming Office; Utilities; WIC	To be sequenced through department work plans	Legal review; administrative support; policy templates; staff time; training materials; document management system	SOPs completed; policies updated; departments trained; annual review established; procedural gaps reduced
<b>Strong Governance &amp; Operational Systems:</b> Modernize technology and records.	Improve technology infrastructure, cybersecurity, digital records, and integrated systems.	Expand fiber and internet connectivity; assess ERP, HRIS, enrollment, finance, records, and case management needs; digitize records; strengthen cybersecurity; train staff.	Administration; Alcohol and Substance Abuse Program (ASA); Attorney General; Community Health Representative (CHR); Enrollment; Executive Office; Finance; Grants; Housing; Human Resources; Medical Center; MIS; Police Department; Preservation and Technology; Social Services; Tribal Courts; Tribal Gaming Office; Utilities; WIC	To be sequenced through department work plans	ERP/HRIS funding; cybersecurity tools; scanners; software; IT staff; training; records systems	ERP/HRIS progress; records digitized; cybersecurity training completed; systems modernized; data access improved



Goal	Objective	Action Steps	Responsible Departments	Timeline	Resources Needed	Success Measures
<b>Strong Governance &amp; Operational Systems:</b> Improve communication and accountability.	Strengthen internal communication and align department work with Tribal Council priorities.	Establish director coordination meetings; develop reporting templates tied to five priorities; improve communication; create quarterly progress updates; clarify implementation roles.	Administration; all departments; Communications; Community Development; Community Health Representative (CHR); Enrollment; Executive Office; Grants; Housing; Human Resources; Medical Center; Police Department; Social Services; Tribal Courts; Utilities	To be sequenced through department work plans	Meeting structure; reporting tools; communication platforms; staff time; data tracking support	Regular reporting established; quarterly updates completed; coordination improved; action items tracked; Leadership receives updates
<b>Financial Sustainability &amp; Self-Reliance:</b> Strengthen financial planning.	Improve budgeting, cost tracking, reporting, and long-term sustainability planning.	Implement improved financial systems; review program costs, subsidies, fees, rents, and service expenses; strengthen budget communication; and develop multi-year planning.	Administration; Agriculture; Attorney General; Community Development; Executive Office; Finance; Grants; Housing; Medical Center; Tribal Courts; Tribal Gaming Office; Utilities	To be sequenced through department work plans	ERP system; financial analysts; department budget data; policy review; fee studies; training	Financial reports improved; budget process aligned; fee/rent reviews completed; cost tracking improved; sustainability strategies developed
<b>Financial Sustainability &amp; Self-Reliance:</b> Expand grant coordination.	Increase grant funding and ensure grants support the five priorities.	Develop centralized grant tracking; identify priority funding; coordinate grant writing; strengthen compliance and reporting; build internal grant capacity.	Administration; Agriculture; Alcohol and Substance Abuse Program (ASA); Apache Culture; Community Development; Community Health Representative (CHR); Environmental Protection; Executive Office; Finance; Grants; Higher Education; Housing; Johnson O'Malley (JOM); Medical Center; Police Department; Senior Nutrition Program; Social Services; Tribal Courts; Tribal Gaming Office; Utilities; WIC; Wildland Fire; WIOA; Yavapai Culture	To be sequenced through department work plans	Grant database; grant writers; compliance tools; department data; financial reporting; training	Grants submitted; grant dollars awarded; compliance reports completed on time; departments trained; funding aligned to priorities
<b>Financial Sustainability &amp; Self-Reliance:</b> Reduce dependence on unstable funding.	Develop sustainable funding models and revenue strategies.	Evaluate program sustainability; identify program income; pursue enterprise and Section 17 opportunities; develop cost recovery strategies; build contingency planning.	Administration; Agriculture; Attorney General; Community Development; Community Health Representative (CHR); Enterprises; Executive Office; Finance; Grants; Housing; Medical Center; Senior Nutrition Program; Tribal	To be sequenced through department work plans	Financial modeling; legal support; enterprise planning; policy review; grant support; revenue studies	Revenue strategies identified; sustainability plans completed; funding gaps reduced; contingency planning developed; non-grant revenue increased



Goal	Objective	Action Steps	Responsible Departments	Timeline	Resources Needed	Success Measures
			Courts; Tribal Gaming Office; Utilities; WIC; Wildland Fire			
<b>Community Well-Being &amp; Cultural Preservation:</b> Strengthen language and culture.	Increase language use, cultural education, documentation, and intergenerational learning.	Offer Yavapai and Apache language classes; develop cultural curriculum; document oral histories; create preservation library and archives; support museum/repository planning.	Apache Culture; Archaeology; Community Wellness; Daycare; Higher Education; Johnson O'Malley (JOM); Montessori; Preservation and Technology; Senior Nutrition Program; Social Services; Yavapai Culture	To be sequenced through department work plans	Cultural instructors; elders; curriculum materials; recording equipment; archive systems; museum/repository funding; technology	Classes offered, participation rates, curriculum developed, oral histories documented; archive/library progress; youth participation
<b>Community Well-Being &amp; Cultural Preservation:</b> Improve housing and wraparound services.	Expand housing readiness, resident education, supportive services, and safe housing options.	Advance housing planning; provide resident training; review rents and fees; explore alternative housing and emergency shelter; coordinate housing with supportive services.	Administration; Alcohol and Substance Abuse Program (ASA); Community Development; Community Health Representative (CHR); Community Wellness; Executive Office; Finance; Grants; Housing; Medical Center; Police Department; Senior Nutrition Program; Social Services; Utilities; WIC	To be sequenced through department work plans	Housing funds; resident education; grant funding; case management; service partnerships; land and infrastructure planning	Housing units planned or completed; resident trainings held; services coordinated; emergency shelter options evaluated; policies updated
<b>Community Well-Being &amp; Cultural Preservation:</b> Strengthen public safety and wellness.	Improve response to ASA, domestic violence, public safety, emergency preparedness, animal control, and behavioral health.	Expand ASA prevention and recovery; improve referrals; strengthen YAPD staffing and training; plan facility needs; update emergency plans; improve code enforcement and outreach.	Administration; Alcohol and Substance Abuse Program (ASA); Attorney General; Community Health Representative (CHR); Community Wellness; Daycare; Executive Office; Grants; Housing; Medical Center; Police Department; Senior Nutrition Program; Social Services; Tribal Courts; Tribal Gaming Office; WIC; Wildland Fire	To be sequenced through department work plans	Officers; behavioral health providers; peer support; vehicles; training; emergency planning; facility planning; grant funding	Prevention activities increased; referrals improved; staffing progress; emergency plans updated; outreach completed; incident trends monitored
<b>Community Well-Being &amp; Cultural Preservation:</b> Protect land, water, and resources.	Strengthen environmental stewardship, water protection, cultural resource protection, and emergency preparedness.	Update environmental plans; strengthen water and resource planning; protect cultural sites; coordinate Tribal monitoring; improve climate and drought planning; support food sovereignty.	Administration; Agriculture; Apache Culture; Archaeology; Attorney General; Community Development; Environmental Protection; Executive Office; Grants; Police Department; Preservation and Technology; Utilities; Wildland Fire; Yavapai Culture	To be sequenced through department work plans	Environmental plans; technical consultants; water specialists; monitoring training; GIS; emergency planning funds; grant support	Environmental plans updated; water strategies advanced; Tribal monitors trained; cultural reviews completed; preparedness improved



## 9. Community Engagement Plan

### Engagement Methods

Community engagement ensures that the Strategic Plan reflects Tribal Council direction while also incorporating meaningful input from departments, elders, youth, families, staff, and community members. Engagement builds upon Council work sessions, director and department work sessions, department strategic plans, SWOT assessments, values exercises, community survey results, and community meetings.

Targeted engagement will include an elder discussion during Coffee and Talk on May 29, youth input during WIOA Youth orientation on June 2, and a broader community engagement meeting on July 18. The Nation has completed one community survey, and a second survey iteration will be released based on findings presented to the Tribal Council. The draft Strategic Plan will also be released to the community for comments, input, and suggestions before final adoption.

### Initial Community Survey Outreach and Participation

The initial community survey received 80 responses from Tribal community members. The survey was designed to gather input on community priorities, needs, concerns, and opportunities to help inform the Yavapai-Apache Nation 2027-2032 Strategic Plan. The results from the initial survey were consolidated and presented to the Tribal Council as part of the strategic planning process.

Outreach methods included email distribution lists, social media engagement, online survey submission availability, paper survey submission availability, and direct interaction with Tribal members during the Per Capita distribution event held on April 24. These outreach methods were intended to increase accessibility and provide multiple ways for Tribal members to participate.

The availability of online submissions, combined with in-person outreach during the Per Capita distribution event, allowed both on-reservation and off-reservation Tribal members to provide input. This helped broaden participation and ensured that the planning process reflected perspectives from members living within the Nation’s communities as well as members residing outside the reservation.

Community survey feedback was reviewed alongside Tribal Council input, department work session results, demographic data, and department work plan summaries. The survey findings helped confirm major planning themes related to housing, infrastructure, community services, public safety, behavioral health and ASA needs, education, workforce development, culture, language preservation, economic opportunity, and government operations.

What was Heard from the Community	How the Strategic Plan Responds
Community members identified housing and infrastructure as important needs.	The plan includes housing, land readiness, infrastructure, utilities, and capital improvements under the Community Well-Being, Economic Development, and Governance priorities.
Community members raised concerns related to wellness, behavioral health, ASA, and family support.	The plan includes ASA, behavioral health, wraparound services, public safety, emergency shelter planning, and community wellness strategies under Community Well-Being and Cultural Preservation.
Community members emphasized education, youth, and workforce needs.	The plan includes GED, higher education, certifications, internships, apprenticeships, youth



	leadership, employee training, and career pathways under Workforce Development and Education.
Community members identified the importance of culture, language, and traditional values.	The plan includes language classes, cultural curriculum, oral history documentation, archives, intergenerational learning, and cultural preservation strategies.
Community members identified the need for stronger communication, services, and government responsiveness.	The plan includes SOPs, communication improvements, reporting tools, department work plans, quarterly updates, technology modernization, and accountability measures.

### Elder Input Session

On Friday, May 29, 2026, community engagement with Yavapai-Apache seniors revealed five key issues affecting the Nation. The top concern was Community Safety and Public Security. Elders emphasized the need for a stronger police presence, neighborhood patrols, improved emergency response times, traffic safety, better outdoor lighting, follow-ups on reports, and enhanced home safety measures for seniors.

Additionally, the elders identified several other important priorities, including Workforce Development and Economic Opportunity, Communication and Accountability, Housing and Community Infrastructure, and Elder Services, Transportation, and Wellness. These discussions highlighted the need for visible actions to improve safety, responsiveness of services, employment opportunities, housing repairs, reliable infrastructure, transportation for elders, wellness activities, health education, and access to food.

### Youth Input Session

On Tuesday, June 2, 2026, community engagement with Yavapai-Apache youth identified five priority areas for the Nation. The youth placed the greatest emphasis on Community Infrastructure, highlighting issues such as deteriorating or littered roads, park maintenance, inadequate lighting, lack of water fountains, yard upkeep, graffiti, and the need for community cleanups.

Concerns were also raised regarding Community Wellness, which included alcohol and drug abuse, limited rehabilitation services, unsupervised children, inadequate emergency support, the need for healthy youth activities, and family support programs. Additional priority areas included Culture and Youth, Funding Limitations and Economic Development, and Program Access and Communication. These comments underscored the importance of cultural activities, language preservation, recreational opportunities, youth engagement, business prospects, funding for enrichment activities, transportation, outreach, and access to community resources.

The discussions among elders and youth strengthened community engagement by highlighting priorities shared across generations. These include public safety, infrastructure, communication, culture, youth opportunities, wellness, transportation, and improved access to services. These themes are reflected throughout the Strategic Plan and are carried forward into the priority areas of Community Well-Being and Cultural Preservation, Workforce Development and Education, Economic Development and Diversification, and Strong Governance and Operational Systems.

### Communication Methods

Communication will be clear, consistent, accessible, and culturally respectful. Methods may include in-person outreach, community meetings, department announcements, printed notices, social media, website



updates, email distribution where available, flyers at Tribal buildings, and direct coordination with programs that serve elders, youth, families, and community members.

Messaging should explain that the Strategic Plan is a five-year roadmap for decision-making, resource allocation, service improvement, accountability, and long-term progress. Feedback should be organized under the five Tribal Council priority areas so responses can connect directly to goals, objectives, and action steps.

### **Feedback Loops**

Feedback loops will show community members that their input was heard, reviewed, and used to strengthen the plan. Survey results, meeting notes, and draft plan comments should be organized by priority area, compared with department input and demographic data, and reviewed by Leadership to determine whether revisions or clarifications are needed.

After engagement activities are completed, the Nation should provide a summary back to the community describing what was heard and how the feedback was considered. After adoption, Departments will continue providing progress updates through Tribal Council reports and community updates when projects have a significant community impact.



## 10. Implementation Plan

The implementation of this strategic plan will be conducted with profound respect for the traditions and customs that characterize the Yavapai-Apache Nation. As the Nation advances its initiatives, it will ensure that the methods and measures employed align with the principles of unity, respect, and stewardship that have sustained the Nation for generations. The active engagement of community members will be crucial in transforming a collective vision into a tangible reality.

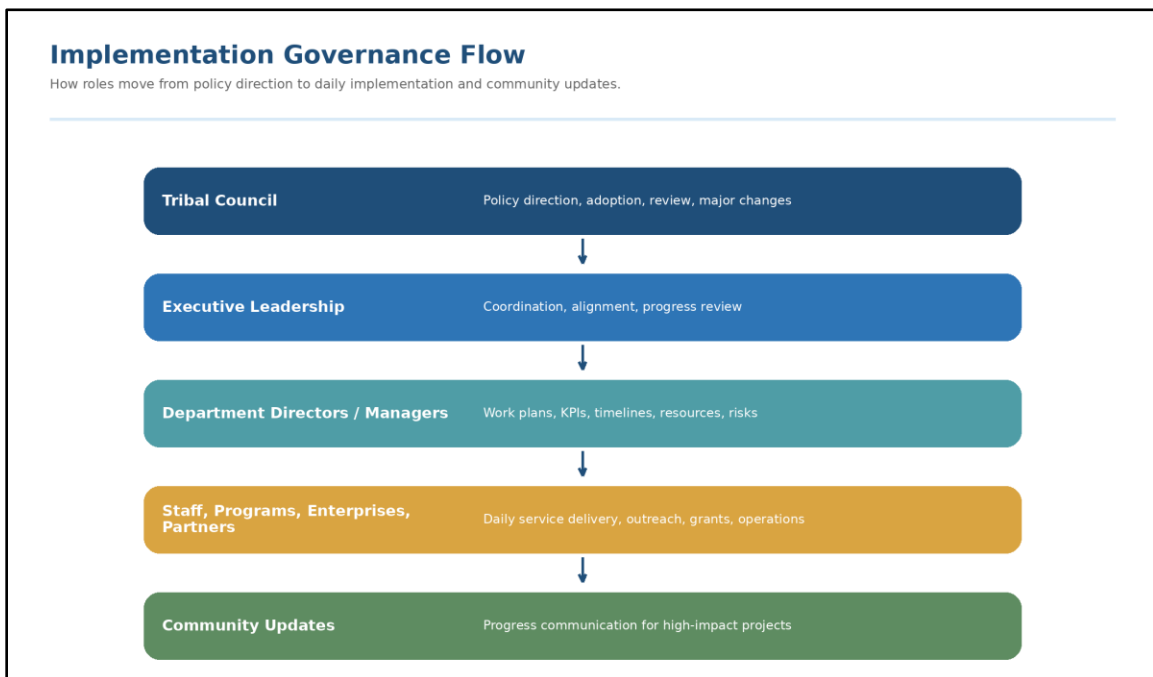
### Governance Structure

Implementation will be guided by the Tribal Council and carried out through Executive Leadership, departments, programs, enterprises, and partners. To ensure continuity and accountability, the Strategic Plan will be adopted by the Tribal Council through a tribal resolution. Once adopted, it will become a Council-directed requirement for the five-year planning period unless amended by majority approval of the Tribal Council thereafter.

Adoption by resolution gives the Nation a stable framework for decision-making, budgeting, program development, grant planning, departmental work plans, and progress reporting. It also helps maintain consistency and progress regardless of changes in Tribal Council leadership, department leadership, staffing, or administrative structure.

### Roles and Responsibilities

Tribal Council will provide policy direction, adopt the plan, review major updates, approve significant changes, and use the plan to guide priorities and long-term development. Executive Leadership will coordinate implementation across departments and review progress. Department Directors and Managers will connect department goals to the five priorities and identify action steps, timelines, resources, partnerships, and success measures. Staff will carry out daily implementation through service delivery, reporting, outreach, grant activities, cultural programming, public safety, education, housing, finance, and other assigned work.



## Decision-Making and Budget Alignment Process

Department work plans, quarterly updates, and annual progress reports should be used to inform budget development, grant planning, staffing requests, and project sequencing. Tribal Council and Executive Leadership may use department reports to identify funding needs, resolve barriers, and provide direction without replacing department-level responsibility for project planning and implementation.

As part of the annual budget process, Departments will identify which budget requests are connected to the Five Pillars for Progress, which requests support required operations or compliance obligations, which requests are grant-dependent, and which requests address critical service, infrastructure, capital, staffing, or community needs. This approach allows the Nation to connect strategic planning with resource decisions while preserving department-level responsibility for detailed planning and implementation.

Step	Responsible Party	Purpose / Output
1. Department work plan update	Department Directors / Managers	Update department goals, projects, KPIs, timelines, funding needs, risks, and priority levels within the department.
2. Quarterly progress report	Department Directors / Managers	Report progress, barriers, funding needs, staffing needs, risks, and decisions needed.
3. Executive Leadership review	Executive Leadership	Review cross-department alignment, identify barriers, coordinate support, and prepare summary information for Council.
4. Budget and grant alignment	Finance; Grants; Executive Leadership; Departments	Align budget requests and grant opportunities with Council priorities and department work plans.
5. Tribal Council review and direction	Tribal Council	Provide policy direction, funding guidance, approvals, and accountability for plan implementation.

## Department Work Plan Responsibility and Priority Alignment

This Strategic Plan establishes the Nation-wide framework for alignment with the Tribal Council's Five Pillars for Progress. It is not intended to rank every department project against projects from other departments. Because each department has distinct mandates, funding requirements, service obligations, compliance responsibilities, staffing realities, and community impacts, Department Directors and Managers are responsible for developing their own department-level work plans, KPIs, timelines, project sequencing, and internal priority levels.

Tribal Council and Executive Leadership adopt the Strategic Plan, provide direction, and require progress updates. Departments are responsible for translating the Council's strategic priorities into practical implementation plans. These department-level plans should identify specific projects, responsible staff, timelines, performance measures, funding needs, risks, and reporting schedules.

The role of this Strategic Plan is to align department goals with the Council's priorities, support coordinated decision-making, and create a common reporting structure. It does not replace department-level planning, nor does it remove the need for Department Directors and Managers to determine the relative importance, readiness, urgency, and sequencing of projects within their own areas of responsibility.

Some needs, such as infrastructure and capital improvements, may be identified as critical enabling priorities because they affect housing, economic development, public safety, utilities, facilities, and service delivery. However, identifying infrastructure and capital improvements as critical funding needs does not



reduce the importance of other essential priorities, including behavioral health, ASA services, public safety, cultural preservation, language revitalization, education, workforce development, elder services, youth services, and community wellness. The Nation's implementation approach must recognize that multiple critical needs may exist at the same time and that departments must continue advancing their assigned responsibilities within the broader Council-adopted framework.

### Department Work Plan Template

Each department should complete a department-level work plan that translates the Council-adopted Strategic Plan into department-specific actions. Department Directors and Managers remain responsible for identifying department project priorities, timelines, KPIs, responsible staff, resources, and risks.

Work Plan Field	Department Response / Information to Complete
Department / Program Name	Identify the name of the department
Director / Manager Responsible	Identify who the department head is
Council Priority Alignment	Identify which of the Five Pillars for Progress the goal or project supports.
Department Goal	Describe the department goal in clear language.
Project / Initiative	Describe the specific project, program, activity, or operational improvement.
Department-Level Priority	Identify priority level within the department, such as High, Medium, Low, Required, Compliance-Driven, Grant-Dependent, or Council-Directed.
Timeline	Identify Year 1, Years 2-3, Years 4-5, or specific dates if known.
KPI / Success Measure	Identify how the department will measure progress or completion.
Baseline	Identify the current status, current number, existing condition, or starting point.
Target	Identify annual target and/or 2032 target where possible.
Lead Staff / Responsible Position	Identify the lead staff member who will ensure project completion
Supporting Departments / Partners	Identify all stakeholders and project partners
Funding Need	Identify existing funding, needed funding, grant opportunity, budget request, or unfunded need.
Staffing / Capacity Need	Identify the number of staff needed and if the department has the capacity to complete the project
Dependencies	Identify items that must occur first, such as infrastructure, Council approval, grant award, land review, legal review, staffing, or technology.
Risks / Barriers	Identify what risks or barriers may hinder project completion
Quarterly Progress Update	Summarize progress, barriers, decisions needed, and next steps.

### Implementation Reporting Schedule

To support accountability without replacing department-level planning authority, implementation reporting should follow a consistent structure. Department Directors and Managers should prepare department work plans, identify project-level priorities, establish KPIs, and report progress through the process established by Executive Leadership and Tribal Council.

Executive Leadership should consolidate department updates, identify cross-department issues, elevate barriers requiring direction, and provide summary reports to Tribal Council. Tribal Council should use these



reports to provide policy direction, funding guidance, accountability, and approval of major strategic adjustments.

This reporting structure allows the Nation to monitor progress across the Five Pillars for Progress while recognizing that each department is responsible for its own projects, timelines, measures, and operational details.

## **Partnerships**

Internal and external partnerships will be essential. Internally, Departments will work across program areas rather than implementing goals in isolation. Externally, partnerships may include federal and state agencies, local governments, educational institutions, healthcare providers, developers, funders, public safety partners, environmental agencies, and cultural preservation organizations. Partnerships should support the Nation's goals, respect sovereignty, protect Tribal interests, and provide measurable benefits to the community.



## 11. Funding & Resource Strategy

In the process of identifying and allocating resources, the Nation recognizes that each investment signifies a commitment to the future welfare of its populace and the preservation of cultural heritage. Funding priorities will be informed by community input and a profound sense of duty to uphold the traditions and aspirations of the Yavapai-Apache Nation.

### Existing Funding

The funding strategy must balance long-term strategic investment with Tribal budget restrictions. The Tribal budget must continue supporting essential government operations and core services, including staffing, public safety, housing, education, culture, elders, youth, health, infrastructure, and administration. Because the Tribal budget cannot fund every priority alone, the plan should guide sequencing, phasing, and decisions about which initiatives require outside funding or third-party support.

### Infrastructure and Capital Improvements as Critical Enabling Needs

Infrastructure and capital improvements are recognized as critical enabling needs because they affect the Nation's ability to advance housing, economic development, public safety, utilities, facilities, emergency preparedness, and service delivery. These needs should be prioritized for funding consideration because they often determine whether other projects can move forward.

At the same time, identifying infrastructure and capital improvements as critical funding needs does not diminish other essential service areas. Behavioral health, ASA services, public safety, cultural preservation, language revitalization, education, workforce development, elder services, youth programming, housing support, and community wellness remain vital components of the Nation's overall strategic direction.

Funding decisions should therefore consider both enabling infrastructure needs and direct service needs. The Strategic Plan should support a balanced approach that allows the Nation to strengthen its physical systems while continuing to address urgent human, cultural, health, safety, and community priorities.

### Grants

Grant funding will be important, but it should not be treated as guaranteed or permanent. Political volatility, federal policy changes, grant priority changes, shutdown risks, and shifting agency requirements can affect availability, eligibility, timing, and reliability. Grant applications should align with the Strategic Plan and be reviewed for sustainability, staffing capacity, compliance, reporting obligations, match requirements, and long-term maintenance needs.

The Grants Department, Finance, Executive Administration, and Department Directors and Managers should coordinate a centralized grant strategy tied to the five priorities. Grant funding should be prioritized for housing, infrastructure, technology, emergency preparedness, public safety, ASA and behavioral health, workforce development, education, cultural preservation, language revitalization, environmental protection, water planning, food sovereignty, elder services, youth programming, and government systems.

### Revenue Generation

Revenue generation is essential to long-term self-reliance. The Nation should expand and diversify revenue through enterprise development, land use, developer partnerships, Section 17 opportunities, master leasing, third-party funding, infrastructure partnerships, agriculture, cultural heritage opportunities, program income, and appropriate cost-recovery strategies. Revenue strategies should be evaluated for financial feasibility,



infrastructure needs, legal risks, cultural and environmental impacts, workforce needs, community benefit, and long-term sustainability.

## **Sovereignty Through Financial Capacity**

For the Yavapai-Apache Nation to fully exercise sovereignty in a practical and lasting way, the Nation must have the financial capacity to operate its government, protect essential services, invest in future generations, and make decisions without being overly dependent on unstable outside funding sources. Sovereignty is not only a legal and political status; it also requires the resources necessary to govern, provide services, maintain infrastructure, protect culture, and respond to changing community needs.

During strategic planning discussions, Finance leadership identified a long-term financial capacity benchmark based on the approximate cost of operating the Tribal government over a generational planning horizon. Using an estimated annual Tribal government operating budget of \$20 million, multiplied over 23 years, the Nation would require approximately \$460 million to sustain core governmental operations over that period. For planning purposes, this amount is rounded to \$500 million to account for inflation, rising service demands, infrastructure costs, emergency needs, and future investment requirements.

This \$500 million benchmark should not be understood as a single-year budget request. Rather, it represents a long-term sovereignty and self-reliance target: the level of financial capacity needed to support Tribal government operations in perpetuity, strengthen the Nation's independence, and reduce vulnerability to political volatility, grant uncertainty, federal funding changes, and economic disruption.

Reaching this level of financial capacity will require coordinated action across economic development, enterprise growth, grant strategy, financial management, land-use planning, infrastructure development, investment planning, and cost control. It also reinforces the importance of diversifying revenue sources so that the Nation can continue to fund its priorities, protect essential services, and make long-term decisions based on the needs and values of the Yavapai-Apache people.

By establishing this benchmark, the Nation affirms that financial sustainability is central to sovereignty. A truly sovereign Nation must be able to sustain its government, care for its people, protect its lands and culture, and invest in future generations from a position of strength.

## **Funding Needs Matrix**

The Funding Needs Matrix organizes major funding needs by category. It should not be interpreted as a cross-department project ranking. Infrastructure and capital improvements may be identified as critical enabling needs because they affect housing, economic development, public safety, utilities, facilities, and service delivery. At the same time, behavioral health, ASA services, culture, language, education, workforce development, elder services, youth services, and other essential priorities remain important components of the Nation's strategic direction.

The Funding Needs Matrix should be reviewed during annual budget development, grant planning, and department work plan updates to help identify whether requests are one-time, recurring, grant-dependent, capital-related, service-related, compliance-related, or tied to long-term sustainability needs.



<b>Funding Category</b>	<b>Examples of Eligible or Related Needs</b>	<b>Related Council Priorities</b>	<b>Potential Funding Sources / Notes</b>
Infrastructure and Capital Improvements	Water, wastewater, roads, facilities, broadband, utilities, facility repairs, land readiness, planning, and engineering.	Economic Development and Diversification; Community Well-Being and Cultural Preservation; Strong Governance and Operational Systems	Capital budget, federal infrastructure grants, state/local partnerships, utility funding, planning grants, enterprise partnerships.
Housing and Community Development	New housing units, rehabilitation, mixed-income housing, emergency shelter, resident education, land planning, supportive services.	Community Well-Being and Cultural Preservation; Economic Development and Diversification	Housing grants, LIHTC where appropriate, Tribal funds, developer partnerships, infrastructure funding, supportive service grants.
Behavioral Health / ASA / Wellness	Prevention, treatment, recovery support, referrals, peer support, emergency response, family support, behavioral health coordination.	Community Well-Being and Cultural Preservation	Health grants, behavioral health grants, opioid/ASA funds, partnerships, Tribal funds, and third-party billing where appropriate.
Language and Cultural Preservation	Language classes, curriculum, documentation, oral histories, archives, repositories, youth cultural learning, and speaker support.	Community Well-Being and Cultural Preservation	Culture grants, education grants, archives/preservation funding, Tribal funds, philanthropic partnerships.
Government Systems and Modernization	ERP, HRIS, records, cybersecurity, SOPs, policies, data systems, reporting systems, staff training.	Strong Governance and Operational Systems; Financial Sustainability and Self-Reliance	Technology grants, Tribal funds, cybersecurity funding, administrative cost recovery, grant indirect costs where allowable.
Workforce and Education	GED, trades, certifications, internships, apprenticeships, college completion, employee training, succession planning.	Workforce Development and Education	WIOA, education grants, workforce grants, scholarships, employer partnerships, Tribal funds.
Economic Development and Revenue Diversification	Feasibility studies, land-use planning, enterprise development, agriculture, tourism, renewable energy, and Section 17 opportunities.	Economic Development and Diversification; Financial Sustainability and Self-Reliance	Economic development grants, planning funds, enterprise funds, developer partnerships, private financing, Tribal investment.



## 12. Monitoring & Evaluation

Continuous monitoring and evaluation will be conducted to track progress and ensure alignment with the Nation's cultural values and community priorities. Active solicitation of feedback from community members will be prioritized and respected, facilitating the Nation's ability to adapt and enhance its efforts while remaining faithful to its heritage.

### Key Performance Indicators (KPIs)

Each department will monitor progress on assigned goals, objectives, and action steps using practical KPIs connected to the five priority areas. KPIs may include projects completed, grants submitted or awarded, policies updated, employees trained, Tribal members served, youth participation, housing units planned or completed, language classes offered, cultural records documented, public safety activities completed, infrastructure improvements, revenue opportunities evaluated, and community engagement activities held.

### Department-Level KPI Responsibility

Each department will develop and maintain department-specific KPIs that correspond to its work plan, funding obligations, service responsibilities, and assigned role under the Five Pillars for Progress. The Strategic Plan provides a common reporting structure, but individual departments are responsible for defining the measures that best reflect their programs, projects, and operational responsibilities.

Progress reports should summarize department-level activity in a consistent format so Tribal Council and Executive Leadership can monitor implementation across the Nation without replacing department-level management authority. Reports should identify completed actions, upcoming milestones, barriers, funding needs, staffing needs, risks, and recommended adjustments.

KPIs should be practical, measurable, and tied to available data whenever possible. Where data systems are still being developed, Departments will identify data gaps and recommend improvements to support future reporting.

### Evaluation Matrix

The following evaluation matrix provides a practical framework for tracking the implementation of the Strategic Plan. The matrix is organized by the Nation's Five Pillars for Progress and is intended to support quarterly, semi-annual, and annual reporting to the Tribal Council. Measures should be reviewed and refined by departments during implementation to ensure they remain realistic, useful, and aligned with available data systems.

Strategic Priority	Evaluation Focus	Sample Key Performance Indicators	Responsible Departments / Partners	Reporting Frequency
<b>Economic Development and Diversification</b>	Track progress toward new revenue opportunities, land readiness, enterprise development, and economic diversification.	Number of economic development opportunities evaluated; feasibility studies completed; RFI/RFP processes issued; development agreements reviewed or pursued; infrastructure-ready sites identified; agricultural or food sovereignty initiatives launched; new revenue	Community Development; Executive Administration; Finance; Attorney General; Grants; TERO; Agriculture; EPD; Enterprises; Utility Authority	Quarterly updates; annual summary



Strategic Priority	Evaluation Focus	Sample Key Performance Indicators	Responsible Departments / Partners	Reporting Frequency
		opportunities presented to Leadership or Tribal Council.		
<b>Workforce Development and Education</b>	Measure progress in education, training, career pathways, employee development, youth leadership, and Tribal workforce readiness.	GED participation and completion; college enrollment and completion; trade or certification completions; internships and apprenticeships created; Tribal member job placements; employee trainings completed; onboarding improvements; succession planning actions completed; youth leadership activities held.	Higher Education; WIOA; JOM; TERO; HR; Education Programs; Youth Programs; Community Wellness; Culture Departments; Executive Administration	Quarterly updates; semi-annual education/workforce review; annual summary
<b>Strong Governance and Operational Systems</b>	Track improvements to policies, procedures, communication, technology, data systems, emergency readiness, and accountability.	Department SOPs completed or updated; policies reviewed; staff trained on procedures; ERP/HRIS progress milestones; records digitized; cybersecurity trainings completed; director coordination meetings held; quarterly reports submitted; emergency response or continuity plans updated.	Executive Administration; Attorney General; HR; Finance; MIS; Grants; Enrollment; Housing; Social Services; YAPD; all departments	Quarterly updates; annual governance systems review
<b>Financial Sustainability and Self-Reliance</b>	Evaluate progress toward improved financial planning, grant coordination, revenue generation, cost tracking, and reduced dependence on unstable funding.	Grant applications submitted; grant dollars awarded; compliance reports completed on time; departments trained on grant procedures; budget reports improved; fee/rent or cost-recovery reviews completed; program sustainability plans developed; non-grant revenue opportunities identified; contingency planning actions completed.	Finance; Grants; Executive Administration; Community Development; Attorney General; Housing; Utility Authority; Enterprises; Agriculture; department directors	Quarterly financial/grants updates; annual sustainability review
<b>Community Well-Being and Cultural Preservation</b>	Measure improvements in housing, health, safety, social services, language, culture, public safety, environmental stewardship, and family support.	Housing units planned or completed; resident trainings held; wraparound services coordinated; emergency shelter options evaluated; ASA prevention or recovery activities held; public safety outreach completed; language classes offered; language participation rates; oral histories documented; cultural archives advanced; environmental plans updated; water strategies advanced; Tribal monitors trained.	Housing; Social Services; ASA; YAPD; Community Wellness; Senior Program; Culture Departments; Preservation and Technology; Archaeology; EPD; Agriculture; Utility Authority; Grants; Executive Administration	Quarterly updates; semi-annual community well-being review; annual cultural preservation and housing summary



The evaluation matrix is intended to be used as a living management tool rather than a fixed checklist. Each department should identify the measures most relevant to its assigned action steps and report progress in a consistent format. Reports should include completed activities, progress made, barriers encountered, funding or staffing needs, upcoming milestones, and recommendations for adjustment.

Where possible, Departments will use existing data sources, including enrollment data, housing data, higher education data, human resources data, grant records, financial reports, police and public safety data, social services data, utility data, and community engagement records. The Demographic Profile Report highlights the importance of tracking population, education, income, poverty, employment, housing, public safety, utilities, social services, land, and cultural indicators as part of long-term planning and community investment.

Progress should be reviewed through regular department reporting and summarized by priority area for Executive Leadership and Tribal Council. This approach will allow the Nation to monitor whether implementation is advancing the Five Pillars for Progress, identify areas requiring additional resources or direction, and maintain accountability throughout the 2027-2032 planning period.

### **Reporting Schedule**

Each department will report progress through quarterly, semi-annual, and annual reports to the Tribal Council. Reports should identify progress made, completed action steps, barriers, funding or staffing needs, upcoming milestones, risks, and recommended adjustments. Projects with significant community impact may also be presented at quarterly community meetings.

### **Plan Maintenance and Update Process**

The Strategic Plan should be maintained as a living document while preserving the Council-adopted direction for the 2027-2032 planning period. Minor implementation updates may occur through department work plans, timelines, and reporting tools. Major changes to strategic priorities, goals, or overall direction should be reviewed and approved by the Tribal Council.



<b>Maintenance Item</b>	<b>Recommended Approach</b>	<b>Responsible Party</b>
Quarterly progress updates	Departments submit progress, barriers, funding needs, staffing needs, and next steps using a consistent reporting format.	Department Directors / Managers
Executive Leadership Review	Review department updates, identify cross-department issues, and prepare summary information for Council.	Executive Leadership
Annual strategic plan review	Review progress by Council priority area, consider community feedback, evaluate funding changes, and identify needed adjustments.	Executive Leadership; Tribal Council; Departments
Minor implementation adjustments	Update department work plans, timelines, tasks, and reporting details without changing the overall Council-adopted direction.	Departments; Executive Leadership
Major amendments	Review and approve major changes to strategic priorities, goals, or overall direction through Tribal Council action.	Tribal Council
Community updates	Provide updates for projects with significant community impact through meetings, notices, website, social media, or other appropriate methods.	Executive Leadership; Communications; Departments
Plan closeout and the next planning cycle	Complete a final 2032 evaluation and use findings to inform the next strategic planning cycle.	Tribal Council; Executive Leadership; Departments



## 13. Risk Management

### Risks

Tribal Council and departments identified risks that could delay, alter, or halt project progress. The most common shared risks include funding instability, federal policy changes, grant uncertainty, staffing shortages, leadership transition, communication gaps, technology limitations, cybersecurity, infrastructure delays, water shortages, drought, public safety concerns, ASA impacts, emergency preparedness gaps, community trust concerns, cultural knowledge loss, and increased service demand.

### Mitigation Strategies

- Diversify funding sources and develop financial contingency plans.
- Phase major projects based on readiness and available resources.
- Build internal capacity, cross-training, succession planning, and Tribal member career pathways.
- Standardize policies, procedures, SOPs, reporting templates, and project tracking.
- Improve technology, data systems, cybersecurity, and digital records.
- Maintain regular Tribal Council reporting and community updates for high-impact projects.
- Use partnerships and technical assistance to fill capacity gaps while protecting sovereignty and community benefit.
- Strengthen emergency preparedness, continuity plans, water planning, drought planning, food sovereignty, and cultural resource protection.
- Preserve continuity through adoption of the Strategic Plan by Tribal Council resolution and regular review.

Risk management should be built into every stage of implementation. Each department should identify risks tied to its goals, report those risks to Tribal Council, and recommend mitigation steps. Tribal Council and Executive Leadership should use these reports to adjust timelines, allocate resources, provide direction, and protect progress.

Risk Area	Potential Impact	Mitigation Approach	Reporting Responsibility
Funding instability	May delay projects, affect staffing, reduce service capacity, or interrupt implementation progress.	Diversify funding sources, strengthen grant coordination, review sustainability before accepting new funds, and develop contingency plans.	Finance; Grants; Executive Leadership; Departments
Staffing shortages and capacity limitations	May limit department's ability to implement projects, maintain services, complete reporting, or meet compliance requirements.	Use cross-training, succession planning, recruitment strategies, professional development, and realistic department work plan timelines.	HR; Executive Leadership; Department Directors / Managers
Infrastructure and capital improvement delays	May slow housing, economic development, public safety, utility,	Phase major projects, complete readiness reviews, pursue capital funding, coordinate	Community Development; Utility Authority; EPD;



	facility, and service expansion efforts.	engineering and utility planning, and report barriers early.	Housing; Executive Leadership
Cybersecurity and technology gaps	May affect records, reporting, finance, HR, enrollment, service delivery, and continuity of operations.	Strengthen cybersecurity, improve data systems, support ERP/HRIS planning, digitize records where appropriate, and train staff.	MIS; Executive Leadership; Finance; HR; Departments
ASA, behavioral health, and public safety demand	May increase pressure on families, services, public safety, emergency response, housing, and community wellness systems.	Coordinate prevention, recovery, referrals, peer support, wraparound services, public safety response, and emergency shelter planning.	ASA; Social Services; YAPD; Community Wellness; Housing; Executive Leadership
Water shortage, drought, and environmental risk	May affect housing, agriculture, utilities, food sovereignty, economic development, cultural resources, and community safety.	Advance water planning, drought planning, environmental monitoring, food sovereignty efforts, cultural resource protection, and emergency preparedness.	EPD; Agriculture; Utility Authority; Community Development; Culture Departments
Cultural knowledge and language loss	May threaten cultural continuity, intergenerational teaching, identity, and long-term preservation of Yavapai and Apache languages.	Support language classes, documentation, archives, oral histories, youth learning, speaker support, and culturally appropriate protocols for sensitive knowledge.	Culture Departments; Preservation and Technology; Education Programs; Executive Leadership
Leadership transition and communication gaps	May affect continuity, accountability, trust, coordination, and implementation consistency.	Adopt the plan by resolution, use consistent reporting templates, maintain quarterly updates, document decisions, and strengthen internal communication.	Tribal Council; Executive Leadership; Department Directors / Managers



## 14. Conclusion

The Yavapai-Apache Nation Strategic Plan, 2027–2032, establishes a clear, culturally grounded, and action-oriented roadmap for strengthening sovereignty, improving services, and advancing long-term prosperity for current and future generations. Rooted in the identity, resilience, and traditional teachings of the Yavapai and Apache peoples, the plan affirms that culture, language, land, family, community, and self-governance are inseparable from the Nation’s progress.

Over the next five years, the Nation will focus its collective efforts on the Five Pillars for Progress: Economic Development and Diversification; Workforce Development and Education; Strong Governance and Operational Systems; Financial Sustainability and Self-Reliance; and Community Well-Being and Cultural Preservation. These priorities provide a unified framework for aligning Tribal Council direction, departmental work plans, funding strategies, community engagement, implementation responsibilities, performance reporting, and risk management.

Successful implementation will require coordinated leadership, sustained accountability, responsible resource allocation, and continued participation from departments, programs, enterprises, elders, youth, families, staff, and community members. By strengthening internal systems, expanding partnerships, investing in people, protecting land and water, preserving language and culture, and diversifying revenue, the Nation can reduce vulnerabilities while building greater self-reliance and opportunity.

This Strategic Plan is more than an administrative document; it is an expression of sovereignty and a commitment to future generations. By maintaining an adaptive approach to project sequencing, the Nation preserves the flexibility needed to advance, pause, resequence, or reconsider initiatives as conditions, resources, and community needs change. Through consistent action, transparent reporting, and regular review, the Yavapai-Apache Nation will be better positioned to respond to emerging challenges, honor its ancestors, serve its people, and continue building a thriving, unified, and resilient Nation.



## 15. References & Supporting Documents

Several sources used to develop this Strategic Plan are internal planning documents, work session notes, department summaries, survey materials, and implementation tools maintained by the Yavapai-Apache Nation. These documents are listed as supporting references because they informed the Strategic Plan's findings, priorities, goals, implementation framework, and monitoring approach.

**U.S. Census Bureau.** (2023). *American Community Survey 5-year estimates*. U.S. Department of Commerce. <https://www.census.gov/programs-surveys/acs>

**Yavapai-Apache Nation.** (2026). *Community engagement records* [Internal planning records]. Yavapai-Apache Nation.

**Yavapai-Apache Nation.** (2026). *Department work plan summaries* [Internal planning document]. Yavapai-Apache Nation.

**Yavapai-Apache Nation.** (2026). *Department work session notes* [Internal planning notes]. Yavapai-Apache Nation.

**Yavapai-Apache Nation.** (2026). *Monitoring and reporting templates* [Internal implementation templates]. Yavapai-Apache Nation.

**Yavapai-Apache Nation.** (2026). *Risk management matrix and department risk inputs* [Internal planning document]. Yavapai-Apache Nation.

**Yavapai-Apache Nation.** (2026). *Strategic alignment action framework* [Internal implementation planning document]. Yavapai-Apache Nation.

**Yavapai-Apache Nation.** (2026). *Strategic planning work session PowerPoint* [PowerPoint slides]. Yavapai-Apache Nation.

**Yavapai-Apache Nation.** (2026). *Tribal Council work session notes* [Internal planning notes]. Yavapai-Apache Nation.

**Yavapai-Apache Nation.** (2026). *Yavapai-Apache Nation community input survey analysis slides* [Internal survey analysis]. Yavapai-Apache Nation.



**Yavapai-Apache Nation.** (2026, May 13). *Yavapai-Apache Nation strategic plan: Department assessment & community survey* [Presentation to Tribal Council]. Yavapai-Apache Nation.

**Yavapai-Apache Nation Community Development Department.** (2026, March). *Yavapai-Apache Nation demographic profile report 2025* [Updated report]. Yavapai-Apache Nation.



## 16. Glossary and Acronyms

Term / Acronym	Meaning	Notes
638 Implementation	Tribal self-governance / self-determination contracting or compacting authority	Used in relation to health services, service delivery, local control, funding, and sovereignty.
ASA	Alcohol and Substance Abuse	Used in relation to prevention, recovery, behavioral health, housing, public safety, and community wellness.
COOP	Continuity of Operations Plan	A plan for maintaining essential services and operations during emergencies, disruptions, or major incidents.
EPD	Environmental Protection Department	Supports environmental planning, water, land, natural resources, and related environmental responsibilities.
ERP	Enterprise Resource Planning	An administrative system that may support finance, procurement, records, reporting, or other operations.
Five Pillars for Progress	The five strategic priority areas were adopted as the organizing framework for the plan	Economic Development and Diversification; Workforce Development and Education; Strong Governance and Operational Systems; Financial Sustainability and Self-Reliance; Community Well-Being and Cultural Preservation.
GIS	Geographic Information System	A mapping and data system that may support land-use planning, infrastructure, environmental planning, and development readiness.
HRIS	Human Resources Information System	System used to support HR records, employee data, onboarding, training, and workforce reporting.
ICWA	Indian Child Welfare Act	Referenced in relation to Social Services and child/family support responsibilities.
JOM	Johnson-O'Malley	Education program commonly associated with support for Native students.
KPI	Key Performance Indicator	A measure used to track progress toward a goal, objective, project, or service outcome.
LIHTC	Low-Income Housing Tax Credit	Housing financing tool; the plan may note the need to expand beyond LIHTC-only housing options where appropriate.
MIS	Management Information Systems	Used in relation to technology, cybersecurity, data systems, records, and digital infrastructure. Confirm this meaning matches the Nation's internal usage.
Per Capita	Distribution or payment made to eligible Tribal members	Referenced in relation to the April 24 outreach event. Confirm wording with the Nation's preferred definition.
RFI	Request for Information	A process used to gather information from potential vendors, developers, partners, or service providers.
RFP	Request for Proposal	A formal procurement or solicitation process is used to request proposals for services, projects, development, or partnerships.
Section 17 Corporation	Federally chartered Tribal corporation under Section	May support enterprise development, economic activity, and revenue diversification.



	17 of the Indian Reorganization Act	
SOP	Standard Operating Procedure	Written procedure that supports consistency, training, accountability, and continuity.
TERO	Tribal Employment Rights Office	Supports Tribal employment rights, workforce opportunities, and related employment activities.
Tribal Council Resolution	Formal action by Tribal Council	Used to adopt, approve, amend, or provide formal direction on major matters, including the Strategic Plan.
WIOA	Workforce Innovation and Opportunity Act	Federal workforce development program.
YAPD	Yavapai-Apache Police Department	Referenced in public safety, emergency response, ASA coordination, and community wellness sections.



## 17. Appendices

The appendices are included to support transparency, community review, and Tribal Council decision-making. They provide supporting detail and department-level summaries but do not replace the main Strategic Plan narrative.

### Appendix A: Strategic Planning Work Session PowerPoint

#### Summary

The Strategic Planning Work Session PowerPoint was used to guide discussion during the development of the 2027-2032 Strategic Plan. The presentation helped organize leadership input, planning priorities, values, SWOT themes, the Five Pillars for Progress, implementation considerations, and community engagement next steps.

#### Key Information Retained

- Outlined the strategic planning process used to connect values, vision, priorities, goals, department input, leadership input, and the final Strategic Plan.
- Summarized Tribal Council priority areas and the Five Pillars for Progress.
- Supported leadership discussion around implementation, accountability, and community engagement.

### Appendix B: Tribal Council Work Session Notes

#### Summary

The Tribal Council work session notes document leadership input related to strengths, weaknesses, opportunities, threats, values, priority themes, implementation terms, and organizational gaps. The work session helped confirm the themes that shaped the Strategic Plan, including sovereignty, culture, land, housing, economic development, workforce development, financial sustainability, governance systems, community well-being, ASA, LIHTC, and 638 Implementation.

#### Key Themes

- Strengths included land, geography, cultural identity, traditions, people, community connection, casino employment, education systems, workforce, housing, and natural resources.
- Weaknesses included infrastructure needs, limited economic diversification, housing availability, staffing and capacity challenges, policy and SOP gaps, public safety needs, emergency preparedness gaps, and 638/health service issues.
- Opportunities included housing development, wraparound services, industry hubs, strategic land purchases, water rights, 638 Implementation, Section 17 Corporation use, revenue generation, ERP implementation, food sovereignty, workforce development, and grants.
- Threats included federal policy and funding changes, ASA-related impacts, water shortages, drought, food scarcity, emergency preparedness gaps, economic shifts, and cultural knowledge loss.



## Appendix C: Department Work Session Notes

### Summary

The Department Work Session Notes summarize department input related to values, strengths, weaknesses, opportunities, threats, service gaps, operational needs, partnerships, and implementation priorities. The information helped connect department-level experience with the Nation's broader strategic priorities and implementation needs.

### Key Themes

- Department values emphasized community, family, service, compassion, integrity, culture, teamwork, transparency, accountability, collaboration, trust, traditional and educational learning, innovation, healthy living, and child safety.
- Strengths included staff knowledge, teamwork, community focus, patient-centered care, youth support, cultural programming, interdepartmental work, resource availability, advocacy, and commitment to Tribal members and families.
- Common internal needs included funding, training, recruitment, SOPs, communication, technology infrastructure, operational efficiency, emergency planning, family engagement, and staff capacity.
- Opportunities included grants, intergovernmental partnerships, telehealth, technical assistance, resource and referral networks, career pathways, cultural heritage development, housing outreach, and modernized systems.
- Threats included federal funding risk, policy changes, increased service demand, loss of community trust, cybersecurity, infectious disease exposure, climate change, limited water, and environmental impacts.

## Appendix D: Department Strategic Plans

**Note:** Appendix D presents department-level strategic plan summaries developed to support the Yavapai-Apache Nation 2027–2032 Strategic Plan. These summaries reflect information provided through department planning documents, work session input, leadership discussions, and operational priorities identified during the draft planning process. Each department summary is intended to show how department goals, objectives, action steps, collaborations, risks, and resource needs align with the Nation's broader strategic priorities.

For purposes of this Strategic Plan, “draft” means the information is presented for review, discussion, refinement, and direction prior to final adoption. Draft department plans may be updated as additional information becomes available, as departments review their priorities, and as Tribal Council provides guidance on sequencing, implementation, funding, and reporting expectations. “Final” means the department summaries have been reviewed, revised as needed, and incorporated into the adopted Strategic Plan or related implementation materials.

Three departments are not included in this draft Appendix D because department management was not available prior to the release of the draft: Food Bank, Public Works, and Transit. These departments may be added in a future version of Appendix D once department input is collected and summarized in the same format.



## 1. Administration (Draft)

### Purpose / Role in the Strategic Plan

The Administration Department provides executive, operational, and community service coordination for Nation-wide priorities. The department connects political advocacy, Council and leadership alignment, internal execution, community outreach, infrastructure planning, housing priorities, economic development, resource distribution, and long-term self-sufficiency. Administration will strengthen governance and leadership capacity while improving internal coordination, public communication, community service access, infrastructure readiness, and financial sustainability.

### Key Goals

- Strengthen governance, leadership, external advocacy, and political administration priorities.
- Improve organizational alignment, interdepartmental coordination, and community service communication.
- Advance infrastructure, housing, cemetery planning, land use, and capital investment readiness.
- Strengthen economic development, financial sustainability, and tribal self-sufficiency.
- Build institutional capacity, long-term systems, resource distribution, and public service awareness.

### Alignment with Tribal Council Priorities

- Economic Development and Diversification
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

### Major Implementation Actions

- Strengthen governance, leadership, external advocacy, and political administration priorities.
- Improve organizational alignment, interdepartmental coordination, and community service communication.
- Advance infrastructure, housing, cemetery planning, land use, and capital investment readiness.
- Strengthen economic development, financial sustainability, and tribal self-sufficiency.
- Build institutional capacity, long-term systems, resource distribution, and public service awareness.

### Community Impact

Improves coordination across leadership, departments, and community services so Tribal priorities move from planning to implementation in a clear and organized way.

### Implementation Notes

Implementation should remain coordinated with Tribal Council, Executive Leadership, departments, communications, finance, grants, housing, community development, and external partners.

## 2. Agriculture (Final)

### Purpose / Role in the Strategic Plan



The Agriculture Department focuses on strengthening agricultural sustainability, livestock production, food sovereignty, water infrastructure, and regenerative farming practices for the Nation. Current efforts include improving cattle breeding programs, enhancing hay quality, expanding aquaponics and chicken production, and pursuing long-term infrastructure investments such as water system improvements and a USDA-certified meat processing facility. Develop a sustainable and self-sufficient agricultural system that supports food sovereignty, economic growth, regenerative land management, livestock quality improvement, and long-term infrastructure development for the Nation.

### **Key Goals**

- Improve Cattle Production & Breeding Programs
- Improve Hay Production & Quality
- Improve Water Infrastructure & Irrigation Systems
- Develop Aquaponics & Food Sovereignty Initiatives
- Expand Egg Production & Agricultural Sustainability

### **Alignment with Tribal Council Priorities**

- Economic Development and Diversification
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Improve Cattle Production & Breeding Programs
- Improve Hay Production & Quality
- Improve Water Infrastructure & Irrigation Systems
- Develop Aquaponics & Food Sovereignty Initiatives
- Expand Egg Production & Agricultural Sustainability

### **Community Impact**

Supports food sovereignty, local food access, livestock quality, land stewardship, and agriculture-based economic opportunities for the Nation.

### **Implementation Notes**

Implementation will require infrastructure funding, water improvements, agricultural equipment, livestock resources, technical partnerships, and workforce training.

## **3. Alcohol and Substance Abuse Program (ASA) (Final)**

### **Purpose / Role in the Strategic Plan**

The Yavapai-Apache Nation Alcohol and Substance Abuse Program (ASA) provides prevention, treatment, recovery support, peer support, counseling, and community wellness services for Tribal members impacted by alcohol and substance abuse. The program supports culturally grounded healing, trauma-informed care, prevention education, recovery groups, youth-focused activities, sober living support, transportation assistance, and coordination with Tribal, county, healthcare, court, school, and community partners. The ASA Program seeks to strengthen a culturally grounded, community-centered behavioral health and



recovery support system that integrates prevention, treatment, recovery, wellness, and Tribal healing practices.

### **Key Goals**

- Expand Culturally Grounded Prevention and Recovery Services
- Strengthen Treatment, Behavioral Health, and Recovery Support Systems
- Improve Transportation, Housing, and Supportive Service Access
- Increase Community Engagement, Partnerships, and Outreach Efforts
- Strengthen Operational Capacity, Staffing, and Program Sustainability

### **Alignment with Tribal Council Priorities**

- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Expand Culturally Grounded Prevention and Recovery Services
- Strengthen Treatment, Behavioral Health, and Recovery Support Systems
- Improve Transportation, Housing, and Supportive Service Access
- Increase Community Engagement, Partnerships, and Outreach Efforts
- Strengthen Operational Capacity, Staffing, and Program Sustainability

### **Community Impact**

Strengthens prevention, recovery, healing, and behavioral health supports for Tribal members and families while reducing barriers to care.

### **Implementation Notes**

Implementation should protect client privacy and will require staffing, licensed providers, transportation, recovery housing coordination, technology, billing support, and sustainable funding.

## **4. Apache Culture (Draft)**

### **Purpose / Role in the Strategic Plan**

Apache Culture supports language revitalization, cultural education, community engagement, and intergenerational knowledge sharing. The department works to strengthen access to Apache language and cultural programming while coordinating with schools, youth programs, elders, cultural leaders, and related departments to preserve, protect, and appropriately share cultural knowledge. Over the next five years, Apache Culture will focus on expanding Apache language and cultural education, strengthening cultural knowledge and practices, improving access and participation, protecting sensitive cultural knowledge, and aligning cultural programming with partner departments and community priorities.

### **Key Goals**

- Expand Apache Language and Cultural Education



- Strengthen Cultural Knowledge, Practices, and Community Engagement
- Improve Access, Participation, and Program Coordination
- Protect Cultural Knowledge and Establish Guidance for Appropriate Sharing
- Align Apache Culture Programming with Schools, Youth Programs, and Partner Departments

### **Alignment with Tribal Council Priorities**

- Workforce Development and Education
- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Expand Apache Language and Cultural Education
- Strengthen Cultural Knowledge, Practices, and Community Engagement
- Improve Access, Participation, and Program Coordination
- Protect Cultural Knowledge and Establish Guidance for Appropriate Sharing
- Align Apache Culture Programming with Schools, Youth Programs, and Partner Departments

### **Community Impact**

Expands access to Apache language, cultural education, intergenerational learning, and culturally appropriate programming for youth, families, and community members.

### **Implementation Notes**

Implementation should protect sensitive cultural knowledge and will require instructors, elders, curriculum support, class space, communications, technology, and cross-department coordination.

## **5. Archaeology (Final)**

### **Purpose / Role in the Strategic Plan**

The Archaeology Department is responsible for preserving, protecting, documenting, and promoting the Nation's cultural resources, artifacts, collections, archives, and Tribal Cultural Places (TCPs). The department supports archaeology, cultural resource management, tribal consultation, artifact curation, repatriation, public education, tourism development, and strategic partnerships with federal and state agencies, museums, universities, and internal departments. The Archaeology Department will focus on strengthening long-term cultural resource protection through a museum and repository, a formal tribal monitoring program, improved collections and archive systems, a Cultural Resource Management (CRM) guide, and expanded partnerships.

### **Key Goals**

- World-Class Museum & Repository
- Tribal Monitoring Program
- Collections, Archives & Inventory Management
- CRM Guide & Cultural Resource Management Processes
- Partnership Development & Community Engagement



## Alignment with Tribal Council Priorities

- Economic Development and Diversification
- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

## Major Implementation Actions

- Advance world-Class Museum & Repository
- Advance tribal Monitoring Program
- Advance collections, Archives & Inventory Management
- Advance CRM Guide & Cultural Resource Management Processes
- Advance partnership Development & Community Engagement

## Community Impact

Protects cultural resources, artifacts, collections, archives, and Tribal Cultural Places while strengthening cultural stewardship for future generations.

## Implementation Notes

Implementation should protect sensitive cultural resources and will require museum/repository planning, collections systems, tribal monitoring capacity, CRM guidance, partnerships, and technical support.

## 6. Attorney General (Final)

### Purpose / Role in the Strategic Plan

The Office of the Attorney General (OAG) represents the Nation and its departments, programs, and business entities on all matters of law and policy. The OAG works across all three branches of the Nation's Government - Executive, Legislative and Judiciary. Continue representation of the Nation and its departments, programs, and business entities in pursuit of the Nation's overall goals and objectives, increase staff as necessary to meet the Nation's legal needs, and improve operational efficiency through technology modernization.

### Key Goals

- Continue representation of the Nation and its departments, programs, and business entities in pursuit of the Nation's overall goals and objectives
- Assist the Nation in protecting Tribal resources, including land, water rights, and cultural resources
- Continue to represent the Nation in all criminal prosecutions arising under the Nation's Criminal Code
- Increase staff as necessary to meet the Nation's legal needs
- Improve operational efficiency through technology modernization

## Alignment with Tribal Council Priorities

- Economic Development and Diversification
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance



- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Continue representation of the Nation and its departments, programs, and business entities in pursuit of the Nation’s overall goals and objectives
- Assist the Nation in protecting Tribal resources, including land, water rights, and cultural resources
- Continue to represent the Nation in all criminal prosecutions arising under the Nation’s Criminal Code
- Increase staff as necessary to meet the Nation’s legal needs
- Improve operational efficiency through technology modernization

### **Community Impact**

Provides legal support that protects sovereignty, resources, governance, public safety, economic development, and the Nation’s ability to act lawfully and effectively.

### **Implementation Notes**

Implementation depends on adequate legal staffing, specialized consultants when needed, digital records management, file storage, and technology improvements.

## **7. Community Health Representative (CHR) (Final)**

### **Purpose / Role in the Strategic Plan**

The CHR Department supports community health through outreach, transportation coordination, community wellness services, and resource assistance. Over the next five years, CHR will focus on sustainability, operational efficiency, workforce development, technology integration, and strategic partnerships to improve health service delivery while addressing funding limitations and increasing community needs.

### **Key Goals**

- Improve Operational Efficiency
- Increase Technology and Automation
- Expand Partnerships and Collaborations
- Strengthen Workforce Development and Cross-Training
- Increase Community Outreach

### **Alignment with Tribal Council Priorities**

- Workforce Development and Education
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Assess staffing and workflows, reduce duplicate administrative processes, standardize procedures, track spending, and develop performance reports.



- Digitize forms and reporting, use transportation scheduling software, train staff on technology systems, and improve coordination with MIS.
- Coordinate with departments and external partners, develop resource-sharing opportunities, internships, stakeholder engagement, and shared funding opportunities.
- Cross-train staff, provide third-party billing training, create continuity plans, document procedures, and support professional development.
- Develop outreach campaigns, participate in community events, use social media, track engagement metrics, and promote wellness services.

### **Community Impact**

Improves access to community health outreach, transportation coordination, wellness resources, and service navigation for Tribal members with growing health and support needs.

### **Implementation Notes**

Implementation will require grant funding, administrative support, staff coordination time, scheduling tools, technology training, transportation resources, outreach materials, partnership agreements, professional development funding, procedure manuals, and coordination with Finance, Grants, MIS, YAHC, ITCA, IHS, HR, Communications, Social Services, Daycare, and Montessori.

## **8. Community Development (Final)**

### **Purpose / Role in the Strategic Plan**

The Community Development Department focuses on long-term economic growth, infrastructure planning, renewable energy development, project coordination, and community enhancement initiatives for the Nation. The department works collaboratively with Tribal leadership, internal departments, external agencies, utilities, and community stakeholders to develop sustainable projects that strengthen economic opportunity, improve infrastructure, and enhance quality of life. Develop sustainable economic growth opportunities, improve internal development processes, establish renewable energy initiatives, strengthen interdepartmental coordination, and enhance community infrastructure and wellbeing through collaborative planning and long-term project development.

### **Key Goals**

- Identify & Begin Economic Development
- Improve Internal Documentation
- Develop Solar Grid & Renewable Energy Offsets
- Create Project Development Team
- Develop Community Enhancement Projects

### **Alignment with Tribal Council Priorities**

- Economic Development and Diversification
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation



## Major Implementation Actions

- Advance identify & Begin Economic Development
- Improve Internal Documentation
- Develop Solar Grid & Renewable Energy Offsets
- Create Project Development Team
- Develop Community Enhancement Projects

## Community Impact

Advances economic development, infrastructure readiness, renewable energy, and community enhancement projects that support long-term self-reliance.

## Implementation Notes

Implementation will require feasibility studies, planning funds, project teams, land-use data, grant support, legal/financial review, and developer or technical partners.

## 9. Community Wellness (Final)

### Purpose / Role in the Strategic Plan

The Community Wellness Department focuses on strengthening cultural identity, traditional knowledge, youth engagement, wellness programming, and intergenerational learning opportunities within the community. The department integrates cultural teachings, outdoor recreation, traditional arts, and holistic wellness practices to support physical, emotional, mental, and spiritual well-being. Develop a culturally grounded wellness program that increases community participation, preserves traditional knowledge, expands youth leadership opportunities, strengthens communication systems, and integrates holistic wellness practices into all areas of programming and community engagement.

### Key Goals

- Increase Community Participation in Traditions & Cultural Knowledge
- Expand & Improve Outdoor Curriculum Programming
- Establish a Knowledge Keeper Group
- Create a Youth Action Council (YAC)
- Implement a Holistic Wellness Index

### Alignment with Tribal Council Priorities

- Workforce Development and Education
- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

## Major Implementation Actions

- Increase Community Participation in Traditions & Cultural Knowledge
- Expand & Improve Outdoor Curriculum Programming
- Establish a Knowledge Keeper Group
- Create a Youth Action Council (YAC)



- Implement a Holistic Wellness Index

### **Community Impact**

Promotes cultural identity, youth leadership, outdoor learning, holistic wellness, and community participation in traditions and cultural knowledge.

### **Implementation Notes**

Implementation will require knowledge keepers, curriculum materials, youth mentors, outdoor learning support, communications, evaluation tools, and program funding.

## **10. Daycare (Final)**

### **Purpose / Role in the Strategic Plan**

The Daycare Department provides child care and early learning support for Yavapai-Apache Nation children and families. Current planning priorities focus on safety readiness, cultural and language integration, staff development, facility improvements, and technology upgrades that support youth learning, staff operations, and program compliance. Over the next five years, the Daycare Department will strengthen program safety, cultural learning, staff capacity, facility reliability, and technology access.

### **Key Goals**

- Development of Emergency Response Plan (ERP) for the Nation and Update Current Daycare ERP
- Culture and Language Integration
- Professional Development
- Renovation of Building
- Updated Technology

### **Alignment with Tribal Council Priorities**

- Workforce Development and Education
- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Development of Emergency Response Plan (ERP) for the Nation and Update Current Daycare ERP
- Advance culture and Language Integration
- Advance professional Development
- Advance renovation of the building
- Advanced updated Technology

### **Community Impact**

Supports children and families through safer facilities, stronger early learning, cultural and language integration, staff development, and updated technology.

### **Implementation Notes**



Implementation will require updated emergency planning, facility renovation, technology upgrades, staff training, cultural/language support, and coordination with education and safety partners.

## 11. Enrollment (Draft)

### Purpose / Role in the Strategic Plan

The Enrollment Department is responsible for maintaining Tribal membership records, issuing Tribal identification cards, managing member information systems, and supporting interdepartmental coordination related to enrollment and member services. The department seeks to modernize operations through enhanced Tribal IDs, improved internal database systems, digitized records, updated procedures, improved communication with Finance, and a more functional, accessible workspace. Strengthen Enrollment Department operations through modernization, digital transformation, interdepartmental system alignment, enhanced member services, improved communication, updated policies and procedures, and secure long-term management of Tribal records and identification systems.

### Key Goals

- Implement Enhanced Tribal Identification Systems
- Improve Internal Database, Address & Communication Systems
- Digitize & Streamline Enrollment Records Management
- Develop an Updated ADA-Accessible Facility/Office Space
- Update/Create SOP's, Policies, & Procedures

### Alignment with Tribal Council Priorities

- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

### Major Implementation Actions

- Implement Enhanced Tribal Identification Systems
- Improve Internal Database, Address & Communication Systems
- Advance digitize & Streamline Enrollment Records Management
- Develop an Updated ADA-Accessible Facility/Office Space
- Advance update/Create SOP's, Policies, & Procedures

### Community Impact

Improves Tribal member services through modern identification systems, accurate records, secure data, better communication, and more accessible office operations.

### Implementation Notes

Implementation will require secure technology, database upgrades, digitization resources, ADA-accessible space, SOP updates, and interdepartmental communication protocols.

## 12. Environmental Protection (Draft)

### Purpose / Role in the Strategic Plan



The Environmental Protection Department (EPD) oversees environmental management, protection, planning, compliance, and community outreach for the Tribe. The department supports implementation of Tribal environmental plans and EPA-related program areas, including environmental stewardship, regulatory compliance, water and air quality, natural resource protection, climate resilience, waste management, riparian restoration, environmental infrastructure planning, and education initiatives. The Environmental Protection Department seeks to strengthen environmental planning, regulatory capacity, resource stewardship, and long-term program sustainability.

### **Key Goals**

- Strengthen environmental planning, compliance, and regulatory capacity
- Expand environmental education, outreach, and community engagement
- Build departmental capacity, technical expertise, and workforce sustainability
- Improve environmental program coordination, infrastructure, and long-term sustainability
- Strengthen environmental stewardship, land protection, and resource management

### **Alignment with Tribal Council Priorities**

- Economic Development and Diversification
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Strengthen environmental planning, compliance, and regulatory capacity
- Expand environmental education, outreach, and community engagement
- Build departmental capacity, technical expertise, and workforce sustainability
- Improve environmental program coordination, infrastructure, and long-term sustainability
- Strengthen environmental stewardship, land protection, and resource management

### **Community Impact**

Protects land, water, natural resources, environmental health, and community awareness while strengthening long-term stewardship and compliance capacity.

### **Implementation Notes**

Implementation will require technical staff, environmental planning resources, EPA and partner coordination, outreach materials, monitoring tools, infrastructure coordination, and sustained funding.

## **13. Executive Office (Draft)**

### **Purpose / Role in the Strategic Plan**

The Executive Office provides political and operational leadership for Nation-wide priorities, including water rights, I-Gaming, advocacy, self-sufficiency, budget stability, infrastructure readiness, housing, and institutional capacity. Over the next five years, the Executive Office will strengthen governance and external advocacy, improve internal coordination, advance infrastructure and housing priorities, reduce reliance on



federal funding, diversify revenue, and build the systems, staffing, boards, entities, and leadership capacity needed for long-term sustainability.

### **Key Goals**

- Political Administration: Water Rights, I-Gaming, and Government Advocacy
- Operational Administration: Tribal Self-Sufficiency and Financial Sustainability
- Infrastructure, Utilities, Housing, and Capital Investment for Growth
- Governance, Leadership Alignment, and Cross-Department Communication
- Economic Development, Resource Distribution, Institutional Capacity, and Aggregate Tax Implementation

### **Alignment with Tribal Council Priorities**

- Economic Development and Diversification
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Monitor and respond to Water Rights, I-Gaming, federal policy, grant-alignment, and advocacy developments.
- Review budgets, subsidies, inflation impacts, and revenue strategies to increase tribal self-sufficiency.
- Advance water, wastewater, housing, capital improvement, and I-17/260 development-readiness planning.
- Improve leadership participation, cross-department communication, role clarity, succession planning, and term-based deliverable tracking.
- Advance Section 17 options, aggregate tax implementation, resource distribution, land management, boards/entities, and institutional systems.

### **Community Impact**

Improves the Nation's ability to coordinate political advocacy, internal operations, infrastructure investment, housing priorities, resource distribution, and long-term self-sufficiency in a unified and accountable way.

### **Implementation Notes**

Implementation should remain coordinated with Tribal Council, Executive leadership, Finance, Legal, Grants, Community Development, Housing, Public Safety, Utilities, external advocacy partners, and departments affected by policy, funding, infrastructure, and resource decisions.

## **14. Finance (Final)**

### **Purpose / Role in the Strategic Plan**

The Finance Department is responsible for maintaining the Nation's financial integrity, supporting sustainable economic growth, ensuring compliance with financial regulations and grant requirements, and providing efficient financial services to departments and tribal members. The department supports long-term



self-reliance through sound financial management, strategic forecasting, workforce development, and modernization of financial systems. The Finance Department will focus on modernization, financial sustainability, operational efficiency, workforce development, enhanced transparency, and improved community services through strategic planning, technology integration, governance improvements, and financial capacity building.

### **Key Goals**

- AI-Integrated ERP System
- Economic Development & Diversification
- Workforce Development
- Financial Sustainability & Self-Reliance
- Enhance Community Services

### **Alignment with Tribal Council Priorities**

- Economic Development and Diversification
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance

### **Major Implementation Actions**

- Develop an AI-Integrated ERP System
- Advance Economic Development & Diversification
- Advance Workforce Development
- Advance financial Sustainability & Self-Reliance
- Advance and enhance Community Services

### **Community Impact**

Strengthens financial systems, reporting, budgeting, and sustainability so the Nation can align resources with priorities and improve long-term fiscal stability.

### **Implementation Notes**

Implementation will require ERP and financial system modernization, staff training, budget data, reporting tools, policy review, and coordination with departments and leadership.

## **15. Grants (Final)**

### **Purpose / Role in the Strategic Plan**

The Grants Department is responsible for identifying, coordinating, managing, and maintaining funding opportunities that support the priorities and long-term goals of the Yavapai-Apache Nation. The department works collaboratively with Nation departments, leadership, and external agencies to ensure grant compliance, sustainability, and successful program implementation. The Grants Department will focus on strengthening centralized grant coordination, improving reporting and compliance processes, expanding diversified funding opportunities, enhancing collaboration between departments and funding agencies, and increasing sustainable funding strategies that support Nation priorities and operational efficiency.



## Key Goals

- Increase Grant Funding
- Improve Grant Development Process
- Strengthen Grant Management & Compliance
- Build Internal Grant Capacity
- Improve Tracking & Alignment of Funding

## Alignment with Tribal Council Priorities

- Economic Development and Diversification
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

## Major Implementation Actions

- Increase Grant Funding
- Improve Grant Development Process
- Strengthen Grant Management & Compliance
- Build Internal Grant Capacity
- Improve Tracking & Alignment of Funding

## Community Impact

Increases the Nation's ability to secure and manage outside funding in support of strategic priorities, compliance, services, and long-term sustainability.

## Implementation Notes

Implementation will require grant tracking systems, grant writers, compliance support, financial reporting coordination, departmental data, and training.

## 16. Higher Education

### Purpose / Role in the Strategic Plan

The Higher Education Department supports Tribal members through academic assistance, GED support, scholarship opportunities, workforce training pathways, application assistance, student tracking, and culturally centered educational resources. Over the next five years, the department will create accessible and culturally relevant pathways that strengthen academic success, scholarship access, GED completion, workforce readiness, and long-term community sustainability.

## Key Goals

- Increase the Number of Students Who Successfully Complete Programs
- Increase Attendance and Successful Completion of the GED Diploma Program
- Increase Scholarship Opportunities and Student Access to Additional Funding
- Develop Specialized Trades Training and Internship Pathways Based on Tribal and Casino Workforce Needs



- Create a Native Library and Literacy Resource Center at the Learning Center

### **Alignment with Tribal Council Priorities**

- Workforce Development and Education
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Improve outreach, online applications, participant update systems, academic progress policies, student communication, and graduation recognition.
- Conduct GED needs assessments, establish referral processes, identify accessible program locations, provide computer access, and recognize completion.
- Promote external scholarship opportunities, provide writing/application workshops, partner with school counselors, and recognize award recipients.
- Coordinate with Tribal HR, Casino HR, WIOA, Yavapai College, JOM, and local schools to identify priority careers and develop internship/training pathways.
- Develop a Native-focused library space, book checkout process, storytelling events, elder/volunteer reading hours, youth art showcases, and grant-supported Native author collections.

### **Community Impact**

Strengthens educational attainment, workforce readiness, scholarship access, GED completion, literacy, cultural learning, and student success for Tribal members and families.

### **Implementation Notes**

Implementation will require funding, technology access, educational materials, student tracking systems, communications support, workshop space, workforce partners, volunteers, and coordination with JOM, WIOA, MIS, local schools, Housing, Grants, ASU library resources, Culture, and community volunteers.

## **17. Housing (Final)**

### **Purpose / Role in the Strategic Plan**

The Housing Department provides housing services, resident support, housing education, policy implementation, maintenance coordination, and housing development opportunities for tribal members. The department focuses on improving communication, strengthening staff training, updating policies and procedures, increasing resident engagement, and expanding housing options that support long-term self-sufficiency and community stability. Strengthen housing operations, workforce capacity, resident engagement, and interdepartmental collaboration to improve housing services, expand housing opportunities, update policies and procedures, and support long-term self-sufficiency and sustainable housing outcomes for tribal members.

### **Key Goals**

- Training & Workforce Development
- Alternative Housing Opportunities



- Re-evaluate Fees/Rents for Self-Sufficiency
- Housing Engagement & Trainings for Residents
- Policy & Procedures Updating

### **Alignment with Tribal Council Priorities**

- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Advance training & Workforce Development
- Advance alternative Housing Opportunities
- Advance re-evaluation of Fees/Rents for Self-Sufficiency
- Advance housing Engagement & Trainings for Residents
- Advance policy & Procedures Updating

### **Community Impact**

Improves housing services, resident engagement, policy consistency, workforce capacity, and planning for future housing opportunities.

### **Implementation Notes**

Implementation will require staffing support, resident engagement tools, policy updates, rent/fee review, interdepartmental collaboration, grants, and long-term housing planning.

## **18. Human Resources (Final)**

### **Purpose / Role in the Strategic Plan**

The Human Resources Department is focused on strengthening employee development, recruitment, compensation alignment, HR technology, digital records, and workforce support services. Current priorities include developing a dedicated training room/computer lab, improving employee access to training, modernizing HRIS and timekeeping systems, improving recruitment outreach, aligning pay structures with performance factors, and transitioning paper-based processes into secure digital systems. Develop a modern, technology-driven Human Resources Department that supports employee growth, improves operational efficiency, strengthens recruitment and onboarding, aligns compensation practices with performance standards, and improves workforce management through updated systems, secure digital filing, and accessible training resources.

### **Key Goals**

- Develop & Expand a Dedicated Employee Training Room/Computer Lab
- Modernize HRIS and Timekeeping Systems
- Improve Recruitment and Application Tracking Process
- Align Compensation Structures with Performance Standards
- Transition HR Services and Filing to a Secure Digital System



### **Alignment with Tribal Council Priorities**

- Workforce Development and Education
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance

### **Major Implementation Actions**

- Develop & Expand a Dedicated Employee Training Room/Computer Lab
- Modernize HRIS and Timekeeping Systems
- Improve Recruitment and Application Tracking Process
- Align Compensation Structures with Performance Standards
- Transition HR Services and Filing to a Secure Digital System

### **Community Impact**

Supports employee development, recruitment, training, retention, compensation alignment, and modern personnel systems across the Nation.

### **Implementation Notes**

Implementation will require HRIS/timekeeping modernization, a training room/computer lab, recruitment tools, digital filing, professional development resources, and policy alignment.

## **19. Johnson O'Malley (JOM) Program (Draft)**

### **Purpose / Role in the Strategic Plan**

The Johnson O'Malley (JOM) Program supports Native students attending surrounding public schools through tutoring, educational assistance, and student advocacy services. As educational systems and student needs continue to evolve, the department seeks to transition from a traditional tutoring-focused model into a broader educational support system that addresses attendance, mental health, family engagement, academic success, and career readiness. The department will focus on creating a comprehensive educational support framework that addresses barriers impacting student achievement both inside and outside the classroom.

### **Key Goals**

- Truancy Code/Officer
- Expand Academic Support Services
- Evening Parent Education Programs
- Learning Center in Every Community
- Adult Evening Classes at the Learning Centers

### **Alignment with Tribal Council Priorities**

- Workforce Development and Education
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**



- Advance truancy Code/Officer
- Expand Academic Support Services
- Advance evening Parent Education Programs
- Develop Learning Center in Every Community
- Advance adult Evening Classes at the Learning Centers

### **Community Impact**

Supports student attendance, academic achievement, parent engagement, learning centers, and educational opportunities for Native students and families.

### **Implementation Notes**

Implementation will require tutoring staff, learning center space, attendance support, parent education resources, transportation, technology, and coordination with schools and education programs.

## **20. Medical Center (Final)**

### **Purpose / Role in the Strategic Plan**

The Medical Center provides accessible, high-quality healthcare services through coordinated care, behavioral health services, and strengthened operational systems. Over the next five years, the Medical Center will provide comprehensive, culturally responsive, and accessible healthcare while strengthening self-governance, behavioral health services, infrastructure, technology, patient access, and long-term healthcare sustainability.

### **Key Goals**

- Strengthen Medical Operations and Self-Governance
- Expand Behavioral Health Services
- Improve Healthcare Infrastructure and Facilities
- Increase Patient Access and Service Capacity
- Modernize Health Information Technology Systems

### **Alignment with Tribal Council Priorities**

- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Develop operational improvement plans, improve administration and reporting, coordinate with Tribal Council and IHS, and begin the process to move the health center toward a 638 facility.
- Conduct behavioral health needs assessments, identify specialty provider needs, expand referrals and wellness services, pursue partnerships, and strengthen recruitment.
- Assess facilities and engineering needs, plan a new facility, evaluate one-stop-shop service delivery, coordinate consultants, and co-locate services where feasible.



- Evaluate staffing and workflows, add registration and support staff, recruit additional providers, improve scheduling, and reduce appointment wait times.
- Assess and replace or modernize EHR systems, improve backups and continuity procedures, strengthen MIS coordination, and reduce downtime impacts.

### **Community Impact**

Improves healthcare access, behavioral health support, coordinated service delivery, patient experience, operational reliability, and long-term healthcare sustainability for the Tribal community.

### **Implementation Notes**

Implementation will require healthcare staffing and recruitment funding, behavioral health professionals and specialists, facility and construction funding, engineering consultants, IT modernization resources, EHR/health software systems, IHS and Tribal coordination support, consulting assistance, operational funding, and coordination with Executive Offices, Tribal Council, IHS, HR, Social Services, ASA, MIS, Communications, Community Development, IHS IT, and technology vendors.

## **21. Management Information Systems (MIS) (Draft)**

### **Purpose / Role in the Strategic Plan**

The Management Information Systems (MIS) Department supports the Nation through technology infrastructure, cybersecurity, system support, employee technical assistance, connectivity, records access, and enterprise technology planning. MIS provides support across departments and operational areas, including Finance, HR, Enrollment, Social Services, Public Safety, Cultural Programs, Administration, and other Nation programs. MIS will strengthen Nation-wide technology infrastructure, improve cybersecurity and digital awareness, expand fiber and connectivity, modernize enterprise systems and records management, integrate secure AI and technology tools, and build long-term staffing and operational capacity.

### **Key Goals**

- Expand Nation-wide fiber optic installation, internet access, and connectivity
- Develop a Technology Learning Campus and centralized training support system
- Integrate secure closed-system AI for Nation use
- Improve cybersecurity, employee technology training, and digital awareness
- Modernize digital systems, records management, enterprise solutions, and MIS staffing capacity

### **Alignment with Tribal Council Priorities**

- Workforce Development and Education
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance

### **Major Implementation Actions**

- Expand Nation-wide fiber optic installation, internet access, and connectivity
- Develop a Technology Learning Campus and centralized training support system
- Advance, integrate, and secure closed-system AI for Nation use
- Improve cybersecurity, employee technology training, and digital awareness



- Modernize digital systems, records management, enterprise solutions, and MIS staffing capacity

### **Community Impact**

Improves technology access, connectivity, cybersecurity, digital records, staff training, and enterprise systems that support every department’s daily work.

### **Implementation Notes**

Implementation will require fiber and connectivity funding, cybersecurity tools, training resources, enterprise system planning, records modernization, staffing capacity, and secure technology governance.

## **22. Montessori (Final)**

### **Purpose / Role in the Strategic Plan**

The Montessori Education Program is focused on expanding culturally aligned Montessori-based education opportunities for Tribal youth through teacher certification, elementary program expansion, and long-term facility development. The program emphasizes experiential learning, sensory-based education, outdoor learning environments, and Native American teaching practices that align with Montessori philosophy. To establish a fully developed Montessori educational system that provides culturally grounded, hands-on learning opportunities for Tribal children through certified instructional staff, expanded elementary programming, and modern educational facilities that support long-term student success and community wellness.

### **Key Goals**

- Expand Montessori Teacher Certification and Staff Capacity
- Develop Montessori Elementary Programming, Grades 1-3
- Construct a New Montessori School Facility
- Expand Outdoor Experiential and Garden-Based Learning
- Strengthen Student Support Services

### **Alignment with Tribal Council Priorities**

- Workforce Development and Education
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Expand Montessori Teacher Certification and Staff Capacity
- Develop Montessori Elementary Programming, Grades 1-3
- Advance the construction of a New Montessori School Facility
- Expand Outdoor Experiential and Garden-Based Learning
- Strengthen Student Support Services

### **Community Impact**

Expands culturally grounded, hands-on education for Tribal children through certified staff, elementary programming, new facilities, outdoor learning, and student support.



## Implementation Notes

Implementation will require teacher certification funding, facility planning, classroom and outdoor learning resources, student support partnerships, and culturally aligned curriculum development.

## 23. Police Department (Draft)

### Purpose / Role in the Strategic Plan

The Police Department is focused on expanding law enforcement capacity, modernizing facilities, improving officer recruitment and retention, strengthening detention and animal control operations, and enhancing public safety services for the community. Current operational priorities include increasing staffing levels, updating criminal and traffic codes, expanding training and qualification resources, improving patrol fleet reliability, and planning for a new police facility with secure operational infrastructure. Develop a modern, fully staffed, community-focused Police Department that provides safe, professional, and efficient law enforcement services through improved facilities, competitive compensation, updated legal infrastructure, enhanced training capabilities, and expanded public safety programs.

### Key Goals

- Increase Police Department Staffing & Retention
- Develop a Police & Detention Facility
- Strengthen Law Enforcement Training & Operational Readiness
- Expand Public Safety & Code Enforcement Capabilities
- Improve Animal Control, Shelter, and Community Safety Services

### Alignment with Tribal Council Priorities

- Workforce Development and Education
- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

### Major Implementation Actions

- Increase Police Department Staffing & Retention
- Develop a Police & Detention Facility
- Strengthen Law Enforcement Training & Operational Readiness
- Expand Public Safety & Code Enforcement Capabilities
- Improve Animal Control, Shelter, and Community Safety Services

### Community Impact

Strengthens public safety, law enforcement staffing, facilities, training, code enforcement, animal control, and emergency response capacity for the community.

### Implementation Notes

Implementation will require competitive staffing resources, facility development, patrol vehicles, training infrastructure, updated codes, detention planning, technology, and animal control resources.



## 24. Preservation and Technology Department (Final)

### Purpose / Role in the Strategic Plan

The Preservation and Technology Department focuses on protecting, documenting, organizing, and preserving Tribal cultural knowledge, history, language, ancestry, traditional ecological knowledge, and historical materials for future generations. The department aims to create structured systems for cultural preservation through archives, elder engagement, digital preservation, educational programming, and community knowledge-sharing initiatives. Develop a long-term cultural preservation framework that protects Tribal history, language, ancestry, traditional plant knowledge, oral histories, and cultural materials through digitization, education, community collaboration, elder engagement, secure archival systems, and respectful access controls for future generations.

### Key Goals

- Create a usable Tribal cultural preservation library.
- Increase Elder engagement and oral history knowledge capture.
- Create access to ancestry, family tree, and historical timeline records.
- Develop plant, herbology, and traditional ecological knowledge resources.
- Offer cultural learning classes and traditional craft programs.

### Alignment with Tribal Council Priorities

- Workforce Development and Education
- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

### Major Implementation Actions

- Create a usable Tribal cultural preservation library.
- Increase Elder engagement and oral history knowledge capture.
- Create access to ancestry, family tree, and historical timeline records.
- Develop plant, herbology, and traditional ecological knowledge resources.
- Offer cultural learning classes and traditional craft programs.

### Community Impact

Preserve language, history, ancestry, oral histories, cultural materials, traditional ecological knowledge, and cultural learning resources for future generations.

### Implementation Notes

Implementation will require digitization tools, secure cultural archives, elder engagement, oral history processes, ancestry records, teaching materials, and cultural protocols.

## 25. Senior Nutrition Program (Draft)

### Purpose / Role in the Strategic Plan

The Senior Nutrition Program provides essential services and support for elders through nutrition programs, caregiver assistance, wellness initiatives, transportation support, technology education, facility-based



services, and community engagement activities. The program serves elders in Clarkdale and Middle Verde, with senior services beginning at age 55; however, funding limitations exist for ages 55 to 59. Strengthen and expand senior services by improving elder wellness, nutrition, caregiver support, transportation access, facility accessibility, technology literacy, elder protection policies, and program sustainability while coordinating with internal departments, families, caregivers, leadership, and community partners to meet the growing needs of elders.

### **Key Goals**

- Expand In-House Services, Senior Wellness, and Caregiver Support
- Improve Senior Building Maintenance, Accessibility, and Nutrition Services
- Strengthen Transportation Access, Facility Capacity, and Staffing
- Increase Computer Access, Digital Literacy, and Scam Awareness
- Develop Elder Codes, Policy Coordination, and Long-Term Program Sustainability

### **Alignment with Tribal Council Priorities**

- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Expand In-House Services, Senior Wellness, and Caregiver Support
- Improve Senior Building Maintenance, Accessibility, and Nutrition Services
- Strengthen Transportation Access, Facility Capacity, and Staffing
- Increase Computer Access, Digital Literacy, and Scam Awareness
- Develop Elder Codes, Policy Coordination, and Long-Term Program Sustainability

### **Community Impact**

Improves elder wellness, nutrition, transportation, caregiver support, accessibility, digital literacy, and long-term senior program sustainability.

### **Implementation Notes**

Implementation will require transportation support, facility maintenance, staffing, nutrition resources, technology access, caregiver support, elder policy coordination, and sustainable funding.

## **26. Social Services (Final)**

### **Purpose / Role in the Strategic Plan**

The Social Services Department is focused on strengthening community support systems through improved training, technology modernization, outreach initiatives, behavioral health service expansion, and operational efficiency. The department aims to enhance service accessibility, rebuild community trust, improve staff preparedness, and create a safer and more effective service environment for tribal members. Strengthen Social Services through workforce development, technology modernization, collaborative outreach, trauma-informed care, and improved operational systems to better serve and support the community.

### **Key Goals**



- Strengthen Training & Workforce Development
- Modernize Technology & Data Systems
- Expand Outreach & Community Engagement
- Increase Behavioral Health Services & Support
- Improve Department Space & Operational Efficiency

### **Alignment with Tribal Council Priorities**

- Workforce Development and Education
- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Strengthen Training & Workforce Development
- Modernize Technology & Data Systems
- Expand Outreach & Community Engagement
- Increase Behavioral Health Services & Support
- Improve Department Space & Operational Efficiency

### **Community Impact**

Strengthens support for families and individuals through outreach, behavioral health coordination, trauma-informed care, technology improvements, and workforce development.

### **Implementation Notes**

Implementation will require staff training, technology/data systems, behavioral health partnerships, outreach resources, improved workspace, and interdepartmental coordination.

## **27. Tribal Employment Rights Office (TERO) (Draft)**

### **Purpose / Role in the Strategic Plan**

The Tribal Employment Rights Office (TERO) is responsible for ensuring Tribal employment compliance, contractor accountability, workforce development, and protection of Tribal employment opportunities. TERO supports Tribal sovereignty by enforcing Tribal employment preference policies, overseeing contractor compliance, and developing workforce pathways through apprenticeship and training programs. Strengthen TERO compliance, enforcement, workforce development, and apprenticeship opportunities to create sustainable employment pathways for Tribal members while supporting Tribal sovereignty and economic growth.

### **Key Goals**

- Strengthen TERO Compliance & Contractor Accountability
- Develop Apprenticeship & Workforce Training Programs
- Improve Resource Allocation & Program Sustainability
- Enhance Community & Internal Communication
- Expand Tribal Workforce Participation in Construction & Development Projects



### **Alignment with Tribal Council Priorities**

- Economic Development and Diversification
- Workforce Development and Education
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance

### **Major Implementation Actions**

- Strengthen TERO Compliance & Contractor Accountability
- Develop Apprenticeship & Workforce Training Programs
- Improve Resource Allocation & Program Sustainability
- Advance and enhance Community & Internal Communication
- Expand Tribal Workforce Participation in Construction & Development Projects

### **Community Impact**

Protects Tribal employment rights, strengthens contractor accountability, and expands apprenticeship and workforce pathways connected to construction and development projects.

### **Implementation Notes**

Implementation will require compliance tools, contractor coordination, apprenticeship partners, workforce training resources, communication systems, and sustainable program funding.

## **28. Tribal Courts (Draft)**

### **Purpose / Role in the Strategic Plan**

Tribal Courts provide judicial services, dispute resolution, public safety coordination, wellness court programming, and legal infrastructure that support tribal sovereignty, governance, community well-being, and economic advancement. Over the next five years, the department will develop a modern, culturally grounded Tribal Court system that delivers fair and efficient justice, supports economic development, strengthens public safety, and integrates traditional practices into court operations.

### **Key Goals**

- Strengthen Court Jurisdiction, Legal Authority, and Organizational Continuity
- Build Workforce Capacity, Recruitment, Retention, and Professional Development
- Modernize Technology, Records Management, and Digital Resilience
- Improve Court Operations, Facilities, and Public Safety
- Strengthen Wellness Court, Justice Collaboration, and Culturally Grounded Services

### **Alignment with Tribal Council Priorities**

- Economic Development and Diversification
- Workforce Development and Education
- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation



## Major Implementation Actions

- Review and update Tribal codes, strengthen civil and business jurisdiction, develop commercial litigation procedures, and create continuity plans.
- Address compensation and staffing shortages, develop recruitment incentives, increase continuing education, cross-training, onboarding, certifications, and succession planning.
- Upgrade court hardware/software, virtual court systems, cameras, evidence displays, digital records, cybersecurity, disaster recovery, file retention, and website functions.
- Improve courtroom, office, storage, screening, security, emergency power, public/defendant separation, and animal control support infrastructure.
- Expand Wellness Court, restorative justice, Talking Circles, facilitator training, referral systems, cultural elements, and coordination with justice and service partners.

## Community Impact

Improves access to fair, efficient, culturally grounded justice while strengthening public safety, court continuity, business confidence, wellness supports, and coordination across justice and family-serving systems.

## Implementation Notes

Implementation will require legal support, qualified judges and personnel, salary funding, training, technology upgrades, records systems, courtroom equipment, cybersecurity tools, facility improvements, Wellness Court resources, animal control support, operational funding, and coordination with AG, Executive Office, Tribal Council, BIA, HR, Finance, MIS, Grants, YAPD, ASA, Social Services, Housing, Behavioral Health, and external services.

## 29. Tribal Gaming Office (TGO) (Draft)

### Purpose / Role in the Strategic Plan

The Tribal Gaming Office oversees gaming compliance, licensing, regulatory operations, policy enforcement, and operational oversight to protect tribal sovereignty and ensure casino operations comply with tribal, state, and federal gaming regulations. Over the next five years, TGO will increase operational sustainability, strengthen staffing and workforce development, improve collaboration with casino operations and Tribal leadership, modernize technology systems, improve regulatory education, and establish a permanent operational presence.

### Key Goals

- Integrate TGO Operations Within Casino Operations
- Expand Training and Workforce Development
- Strengthen Policy and Procedure Development
- Modernize Technology and IT Infrastructure
- Improve Staffing, Recruitment, and Budget Sustainability

### Alignment with Tribal Council Priorities

- Economic Development and Diversification



- Workforce Development and Education
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance

### **Major Implementation Actions**

- Increase operational budget support for staffing, equipment, training, succession planning, and cross-training.
- Identify and secure a permanent functional TGO office location on or near casino grounds to improve visibility and coordination.
- Expand regulatory education, workforce readiness training, compliance education, certification, and recurring training for TGO staff and casino employees.
- Evaluate dedicated IT support needs and modernize licensing, reporting, and compliance technology systems.
- Improve communication, collaboration, policy review, and operational alignment with casino operations, Executive leadership, Tribal Council, AG, HR, Finance, MIS, and regulatory parties.

### **Community Impact**

Strengthens gaming regulatory integrity, casino operational continuity, compliance capacity, tribal sovereignty, and long-term revenue protection for the Nation.

### **Implementation Notes**

Implementation will require operational budget support, recruitment and retention resources, training and certification funding, dedicated technology and IT support, office space, facility improvements, administrative support, and coordinated policy/procedure review.

## **30. Utilities (Final)**

### **Purpose / Role in the Strategic Plan**

The Utilities Department is responsible for the operation, maintenance, compliance, and long-term planning of the Nation's water and wastewater systems, including water distribution, wastewater treatment, lift stations, infrastructure maintenance, regulatory compliance, and utility services that support residential, governmental, and economic development. Over the next five years, Utilities will develop and maintain safe, reliable, sustainable, and technologically advanced systems that support community growth, public health, environmental stewardship, and future economic development.

### **Key Goals**

- Improve Project Coordination and Infrastructure Planning
- Modernize Water and Wastewater Infrastructure
- Improve Water Conservation and Operational Efficiency
- Modernize Technology, Records Management, and Cybersecurity
- Strengthen Workforce Development, Retention, and Succession Planning

### **Alignment with Tribal Council Priorities**

- Economic Development and Diversification



- Workforce Development and Education
- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

### Major Implementation Actions

- Establish interdepartmental coordination meetings, standardized utility review, front-end infrastructure review for development projects, and utility mapping/documentation.
- Replace or modernize aging water and wastewater lines, complete Middle Verde Wastewater, address Tunlii Wastewater Assessment needs, and upgrade the Clarkdale Lift Station.
- Reduce water loss, strengthen conservation enforcement, monitor water use, explore digital meter reading, promote conservation during peak demand, and clarify leak repair responsibilities.
- Upgrade SCADA, improve monitoring/control systems, implement digital records, develop backups/disaster recovery, and strengthen cybersecurity protections.
- Increase certified operators, review compensation, cross-train water and wastewater staff, develop certification pathways, and establish succession plans for future retirements.

### Community Impact

Strengthens public health, water reliability, wastewater capacity, conservation, infrastructure readiness, environmental stewardship, and economic development support across Tribal communities.

### Implementation Notes

Implementation will require IHS and EPA infrastructure funding, engineering and technical consulting, capital improvement and grant funding, SCADA and technology upgrades, digital meter reading, asset management software, asbestos line repair equipment and safety gear, operator training and certification funding, competitive compensation, recruitment resources, and coordination with Housing, Community Development, MIS, Engineering Consultants, IHS, EPD, Finance, Executive Offices, municipalities, software vendors, HR, and training providers.

## 31. Women, Infants & Children (WIC) (Final)

### Purpose / Role in the Strategic Plan

The WIC Department provides nutrition support, education, and food access assistance for women, infants, and children. Over the next five years, WIC will focus on food access, partnerships, operational sustainability, community outreach, and funding support to improve services for WIC clients while navigating funding, policy, staffing, and food access limitations.

### Key Goals

- Improve Food Access and Nutrition Support
- Strengthen Funding Sustainability
- Expand Partnerships
- Increase Community Outreach and Visibility
- Support Staff Development



## Alignment with Tribal Council Priorities

- Strong Governance and Operational Systems
- Financial Sustainability and Self-Reliance
- Community Well-Being and Cultural Preservation

## Major Implementation Actions

- Identify alternative food resources, partner with agriculture and food programs, expand nutrition education, coordinate referrals, and support wellness initiatives.
- Research grant opportunities, track program outcomes, maintain spending reports, prepare impact summaries, and improve funding justification.
- Collaborate with agriculture, social services, early childhood programs, healthcare partners, and community organizations to develop fresh produce and shared resource initiatives.
- Develop outreach campaigns, newsletters, social media content, educational materials, and increase participation in community events.
- Provide ongoing staff training, improve workflow coordination, develop backup procedures, encourage training participation, and strengthen operational continuity.

## Community Impact

Improves nutrition education, food access, wellness, and family support for women, infants, children, and households experiencing food security or nutrition barriers.

## Implementation Notes

Implementation will require grant funding, community and agriculture partnerships, education and outreach materials, marketing tools, reporting systems, administrative assistance, workflow documentation, professional development funding, and coordination with Agriculture, Food Bank, YAHC, Finance, Grants, Social Services, Daycare, Montessori, Communications, Human Resources, and ITCA-WIC.

## 32. Wildland Fire (Final)

### Purpose / Role in the Strategic Plan

The Wildland Fire Program is responsible for wildfire prevention, fuels reduction, prescribed burn support, wildfire response readiness, and protection of tribal lands, natural resources, infrastructure, and community members through coordinated fire management operations. Over the next five years, the program will develop a fully qualified and sustainable wildland fire program capable of supporting tribal, state, and federal wildfire operations while improving community fire safety, fuels reduction, workforce development, and environmental stewardship.

### Key Goals

- Develop a Qualified Fuels Crew
- Build and Sustain a Type 6 Engine Program
- Expand and Maintain Wildland Fire Vehicle Resources
- Expand Fuels Reduction and Community Fire Safety Efforts
- Develop a Fully Qualified Type 2 IA Fire Crew



## Alignment with Tribal Council Priorities

- Economic Development and Diversification
- Workforce Development and Education
- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

## Major Implementation Actions

- Complete chainsaw, fuels, and prescribed burn certifications; conduct thinning and vegetation management; and expand mitigation projects.
- Recruit and retain qualified engine personnel, complete fire-line and incident response certifications, coordinate dispatch, and maintain Type 6 Engine readiness.
- Increase fleet capacity, improve fuel reimbursement and contract processes, increase CDL-certified driver availability, and plan maintenance/replacement schedules.
- Continue Middle Verde River corridor mitigation, support prescribed burn preparation, assist with vegetation removal, and expand community fire safety activities.
- Complete Type 2 IA certifications and task books, coordinate interagency training and deployment assignments, and maintain wildfire response readiness.

## Community Impact

Protects Tribal communities, lands, natural resources, infrastructure, and regional partners through improved wildfire readiness, fuels reduction, workforce training, and community fire safety.

## Implementation Notes

Implementation will require permanent staffing, BIA funding and grants, training and certification opportunities, PPE, tools, chainsaw equipment, vehicles, maintenance support, administrative and grant management support, burn boss qualifications, environmental review support, travel/deployment funding, and coordination with HR, BIA, U.S. Forest Service, EPD, Public Works/Fleet, Executive Offices, Tribal Council, and local/regional partners.

## 33. WIOA (Draft)

### Purpose / Role in the Strategic Plan

The WIOA Department provides workforce development, educational support, training assistance, and employment readiness services to tribal community members. The department supports youth and adult clients through job placement assistance, GED support, career readiness, training coordination, transportation assistance, childcare and tutoring referrals, and other wraparound support services. The strategic direction of the WIOA Department is to build a more efficient, accessible, and client-centered workforce development system that increases employment readiness, educational attainment, and long-term self-sufficiency for community members.

### Key Goals

- Expand GED Services and Access
- Strengthen Workforce Development and Training



- Enhance Support Services
- Improve Outreach and Program Awareness
- Increase Operational Capacity

### **Alignment with Tribal Council Priorities**

- Workforce Development and Education
- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Expand GED Services and Access
- Strengthen Workforce Development and Training
- Advance, enhance Support Services
- Improve Outreach and Program Awareness
- Increase Operational Capacity

### **Community Impact**

Expands GED access, employment readiness, training, supportive services, outreach, and workforce pathways for youth and adult community members.

### **Implementation Notes**

Implementation will require instructors and tutors, technology, class/training space, transportation support, outreach materials, employer partnerships, referral systems, and staff capacity.

## **34. Yavapai Culture (Final)**

### **Purpose / Role in the Strategic Plan**

The Yavapai Culture Department is dedicated to preserving, promoting, and revitalizing Yavapai language, culture, arts, and traditions through community engagement, educational programming, and intergenerational learning opportunities. The department supports both independent cultural programming and cross-department integration by expanding language classes, cultural activities, youth participation, culture test preparation, and opportunities to share cultural knowledge while protecting sensitive teachings. Develop sustainable cultural programming that increases community participation, revitalizes the Yavapai language, strengthens structured curriculum and long-range planning, improves access through technology, supports youth and family engagement, strengthens elder involvement, and establishes consistent cultural learning opportunities and spaces that preserve and advance Yavapai traditions throughout the Nation.

### **Key Goals**

- Establish Regular Yavapai Language Classes
- Develop Curriculum and Long-Range Cultural Education Plan
- Schedule Regular Culture, Arts, and Language Activities
- Support Youth Participation and Culture Test Preparation
- Improve Cultural Access Through Technology, Cultural Resource Space, and Elder Involvement



### **Alignment with Tribal Council Priorities**

- Workforce Development and Education
- Strong Governance and Operational Systems
- Community Well-Being and Cultural Preservation

### **Major Implementation Actions**

- Establish Regular Yavapai Language Classes
- Develop Curriculum and Long-Range Cultural Education Plan
- Advance schedule Regular Culture, Arts, and Language Activities
- Support Youth Participation and Culture Test Preparation
- Improve Cultural Access Through Technology, Cultural Resource Space, and Elder Involvement

### **Community Impact**

Revitalizes the Yavapai language and culture through regular classes, curriculum development, youth participation, elder involvement, and community cultural activities.

### **Implementation Notes**

Implementation should protect sensitive cultural knowledge and will require instructors, curriculum materials, technology, class and cultural activity space, outreach, transportation support, and elder involvement.



## Appendix E: Yavapai-Apache Nation Demographic Profile Report 2025

### Summary

The Demographic Profile Report provides the data foundation for the Strategic Plan. It highlights membership, residency, age, education, employment, income, housing, service demand, public safety, utility, infrastructure, land, and cultural indicators that informed the Five Pillars for Progress.

### Key Data Points

- As of March 2026, the Nation had 2,757 enrolled Tribal members, including approximately 1,450 members residing within the five Tribal communities and 1,307 members residing off-reservation.
- The Nation has a young population, with a median age of 29 and approximately 42 percent of members under age 25.
- Housing demand, planned housing development, infrastructure readiness, and service access remain major planning considerations.
- Social services, public safety, ASA, behavioral health, education, workforce development, and community wellness indicators support the need for coordinated service planning.
- Language preservation is time-sensitive, with an estimated five or fewer fluent speakers of both languages remaining within the Nation.

## Appendix F: Community Survey Results

### Summary

The initial community survey received 80 responses from Tribal community members. Survey results were used to identify community priorities, needs, concerns, and opportunities and were reviewed alongside Tribal Council input, department work session results, demographic data, and department work plan summaries.

### Primary Themes

- Housing, infrastructure, land readiness, utilities, and capital improvements.
- Wellness, behavioral health, ASA services, family support, public safety, and wraparound services.
- Education, youth, workforce development, training, internships, certifications, and career pathways.
- Culture, language, traditional values, intergenerational learning, and cultural preservation.
- Communication, government responsiveness, services, accountability, technology, SOPs, and department work plans.

## Appendix G: Community Engagement Records

### Summary

Community engagement records document the methods used to gather input and support broad participation in the Strategic Plan process. Outreach methods included email distribution lists, social media engagement, online survey access, paper survey access, direct interaction during the April 24 Per Capita distribution event, and engagement with elders, youth, and community members.



## Engagement Purpose

- Provide multiple ways for Tribal members to participate.
- Include both on-reservation and off-reservation members.
- Organize feedback by Council priority area and connect community input to goals, objectives, and action steps.
- Support ongoing feedback loops, draft review, and community updates for projects with significant community impact.

## Elder Community Input Session Results

### Narrative

Community engagement with Yavapai-Apache seniors on Friday, May 29, 2026, identified five primary issues they feel affect the Nation.

Community Safety & Public Security ranked highest, with elders emphasizing lack of police presence, neighborhood patrols, lengthy emergency response times, speeding in the community, including bus zones when children are present, outdoor lighting, abandoned homes, and home safety measures for elders.

Other priorities included Workforce Development & Economic Opportunity through job assistance, youth skill building, educated employee retention, and Tribal self-sufficiency.

Elders also identified the need for improved communication and accountability from departments and Council, timely housing repairs and infrastructure improvements, and reliable elder transportation, wellness activities, health education, and food access.

These priorities reflect elders' call for visible action that improves safety, services, opportunity, and quality of life.

### Top 5 Community Issues Identified

Rank	Strategic Issue	Key Concerns Raised
1	<b>Community Safety &amp; Public Security</b>	<ul style="list-style-type: none"> <li>• Lack of police presence</li> <li>• Lack of neighborhood patrols</li> <li>• Long emergency response times</li> <li>• Speeding in residential areas</li> <li>• Happens daily at bus stops when kids are present</li> <li>• Road safety updates</li> <li>• Inadequate outdoor lighting</li> <li>• Little to no outdoor lighting in the community</li> <li>• Some homes disable motion sensor lights</li> <li>• Allowing people to walk around homes at night</li> <li>• Particularly identified on Wiki Way</li> <li>• Trespassing and suspicious activity</li> <li>• No follow-up on reports made</li> <li>• Abandoned homes creating safety hazards to the community</li> <li>• Fire risks</li> <li>• Criminal activity</li> <li>• Public health concerns</li> <li>• Need community watch programs in all communities</li> </ul>



Rank	Strategic Issue	Key Concerns Raised
		<ul style="list-style-type: none"> <li>• Requesting Ring doorbells for all homes in the community</li> <li>• Starting with elders to help them feel safe</li> </ul>
2	<b>Workforce Development &amp; Economic Opportunity</b>	<ul style="list-style-type: none"> <li>• Job application assistance</li> <li>• Workforce skills development</li> <li>• Employment readiness</li> <li>• Recruitment and retention for educated employees</li> <li>• Youth investment in workforce skill building</li> <li>• Educational influences to develop an educated workforce</li> <li>• Work opportunities for educated Tribal Members</li> <li>• Promoting skilled/educated Tribal Members</li> <li>• Degree requirements for Council Members</li> <li>• Economic opportunity development</li> <li>• Self-sufficiency through Tribal Budget</li> <li>• Bingo at the Casino</li> </ul>
3	<b>Communication &amp; Accountability</b>	<ul style="list-style-type: none"> <li>• Unreturned phone calls from departments</li> <li>• Lack of notifications</li> <li>• Poor communication between departments and community members</li> <li>• Community uninformed about resources and opportunities</li> <li>• Slow service responsiveness</li> <li>• Little to no follow-up on requests and concerns</li> <li>• Actionable Council</li> <li>• Put words into actions</li> <li>• Families not notified of individual statuses from social services</li> <li>• Elders needing help, but no other family is notified when they are placed into a hospital or an extended care facility</li> <li>• Language and Culture preservation</li> </ul>
4	<b>Housing &amp; Community Infrastructure</b>	<ul style="list-style-type: none"> <li>• Delayed housing repairs and lack of accountability</li> <li>• Aging homes requiring renovations</li> <li>• Solar improvements to older homes</li> <li>• Infrastructure maintenance and rehabilitation</li> <li>• Cleanup or redevelopment of abandoned and vacant homes</li> <li>• Repair water and sewer lines</li> <li>• Clarkdale especially identified</li> <li>• Upgrade Clarkdale Park</li> <li>• Park located in the alleyway adjacent to Hood St.</li> </ul>
5	<b>Elder Services, Transportation, &amp; Wellness</b>	<ul style="list-style-type: none"> <li>• Transportation availability and reliability</li> <li>• Transportation cancellations without notification</li> <li>• Elder wellness and enrichment activities</li> <li>• Elder volleyball</li> <li>• Other activities that promote social opportunities</li> <li>• More health and wellness education</li> <li>• Diabetes prevention</li> <li>• How to stay healthy in older years</li> <li>• Food access</li> <li>• Barriers to reaching the food bank with no transportation</li> <li>• Food bank hours are sporadic</li> </ul>



## Youth Community Input Session Results

### Narrative

Community engagement with Yavapai-Apache youth on Tuesday, June 2, 2026, identified five priorities they see for the Yavapai-Apache Nation.

The most significant concern was Community Infrastructure, focusing on deteriorating and littered roads and community parks, limited lighting, and community maintenance. Also highlighted under Community Wellness were substance abuse, limited rehabilitation services, and a lack of youth and family support programs. Youth expressed a strong desire for increased cultural activities, language preservation, recreation opportunities, and more community involvement. Economic and funding limitation concerns included limited business opportunities and insufficient funding for youth, student, and elder programs. Limited communication regarding program availabilities was identified as a challenge that impacts the community.

### Top 5 Community Issues Identified

Rank	Strategic Issue	Key Concerns Raised
1	<b>Community Infrastructure</b>	<ul style="list-style-type: none"> <li>• Lack of park upkeep</li> <li>• Poor road maintenance</li> <li>• Inadequate lighting</li> <li>• Unkempt yards</li> <li>• Need for elder yard assistance</li> <li>• Lack of working water fountains</li> <li>• Particularly in parks &amp; community buildings</li> <li>• Graffiti on community areas</li> <li>• Need for community cleanup efforts</li> <li>• Promote community appearance &amp; pride</li> </ul>
2	<b>Community Wellness</b>	<ul style="list-style-type: none"> <li>• Alcohol &amp; drug abuse</li> <li>• Lack of rehab services</li> <li>• Unsupervised kids</li> <li>• Community safety concerns</li> <li>• Lack of emergency support</li> <li>• Neighbors not looking out for one another</li> <li>• Limited healthy youth activities</li> <li>• No family support programs</li> </ul>
3	<b>Culture &amp; Youth</b>	<ul style="list-style-type: none"> <li>• Need for Language preservation</li> <li>• More cultural practices</li> <li>• Need for more youth activities</li> <li>• Recreation</li> <li>• UNITY</li> <li>• Activities that promote tribal identity</li> <li>• Youth engagement opportunities</li> </ul>
4	<b>Funding Limitations – Economic Development</b>	<ul style="list-style-type: none"> <li>• Lack of economic development</li> <li>• Limited business opportunities</li> <li>• Low funding availability for enrichment activities</li> <li>• Insufficient funding for student incentives</li> <li>• Student Clothing assistance for school</li> <li>• Graduation incentives when promoting or graduating</li> <li>• No funding for elder activities and support programs</li> </ul>
5	<b>Program Access &amp; Communication</b>	<ul style="list-style-type: none"> <li>• Transportation challenges for community members</li> <li>• Limited awareness of available programs</li> <li>• Outreach needs</li> </ul>



Rank	Strategic Issue	Key Concerns Raised
		<ul style="list-style-type: none"> <li>• Need for employment training opportunities</li> <li>• More access to community resources</li> </ul>

## Appendix H: Strategic Alignment Action Framework

### Summary

The Strategic Alignment Action Framework connects major implementation themes to the Five Pillars for Progress. It is an alignment tool, not a cross-department project ranking. Department Directors and Managers remain responsible for developing department-level work plans, timelines, KPIs, budgets, staffing needs, and internal project sequencing.

### Framework Purpose

- Show how department goals and implementation themes align with Tribal Council priorities.
- Support consistency in reporting, budgeting, grant planning, and progress updates.
- Preserve department-level responsibility for project priorities, detailed implementation, and success measures.
- Recognize that infrastructure and capital improvements are critical enabling needs while other service, health, cultural, education, and community needs remain essential.

## Appendix I: Monitoring and Reporting Templates

### Summary

The Monitoring and Reporting Templates provide tools for departments, Executive Leadership, and Tribal Council to track implementation of the Strategic Plan. The templates are intended to create consistency without replacing department-level planning authority.

### Template Categories

- Department quarterly progress reporting.
- Strategic priority progress dashboard.
- Key Performance Indicator tracking.
- Annual strategic plan update.
- Community progress update.
- Risk and barrier tracking.
- Grant and funding alignment.



## Appendix J: Risk Management Matrix

### Summary

The Risk Management Matrix identifies risks that may affect the implementation of the 2027-2032 Strategic Plan. Departments are expected to identify risks tied to their goals, report barriers, and recommend mitigation steps through the reporting process established by Executive Leadership and Tribal Council.

### Risk Areas

- Funding instability, grant uncertainty, and federal policy changes.
- Staffing shortages, capacity limitations, leadership transitions, and communication gaps.
- Infrastructure and capital improvement delays, water shortages, drought, and environmental risk.
- Cybersecurity, technology gaps, data systems, and continuity of operations.
- ASA, behavioral health, public safety, emergency preparedness, and increased service demand.
- Cultural knowledge and language loss.

## Appendix K: Resolution of Adoption

### Summary

The Resolution of Adoption provides the formal mechanism for Tribal Council approval of the Strategic Plan. Once adopted, the resolution confirms the plan as the Council-directed framework for the 2027-2032 planning period, unless amended by Tribal Council action or superseded at the conclusion of the effective planning period.

### Resolution Adoption Date

**Resolution No.** \_\_\_\_\_

**Date Adopted:** \_\_\_\_\_

**Effective Planning Period:** 2027-2032

**Effective Commencement Date:** January 1, 2027

**Adopted By:** Yavapai-Apache Nation Tribal Council



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