



## Navajo Nation Code Talker Museum





## Acknowledgments

Thank you to the following for their contribution to this Study

Navajo Code Talkers Association

Navajo Nation

Navajo Nation Office of the President and Vice President

Navajo Nation Council

Navajo Nation Museum

New Mexico Indian Affairs Department

Navajo Nation Division of Community Development

Navajo Nation Division of Transportation

Navajo Tourism Department

*Special Thanks to the School of Architecture at the University of Arizona  
for their hard work during the Fall 2015 Semester.*

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Navajo Veterans Park - Window Rock, AZ

## Program Narrative

*“In 1942, 29 Navajo men joined the U.S. Marines and developed an unbreakable code that would be used across the Pacific during World War II. They were the Navajo Code Talkers. The Navajo Code Talkers participated in all assaults the U.S. Marines led in the Pacific from 1942 to 1945, including Guadalcanal, Tarawa, Peleliu and Iwo Jima. The Code Talkers conveyed messages by telephone and radio in their native language, a code that was never broken by the Japanese.” (AZ Republic, Silversmith)*

Alongside the World War II Memorial and the U.S. Marine Corps War Memorial, the Navajo Code Talkers are deserving of a memorial to preserve and revere their invaluable sacrifices to our country during World War II.

Many stakeholders, including the late New Mexico Senator and Code Talker, John Pinto, have come together to make the Navajo Code Talker Museum a reality. The overall intent of the museum is to designate a place for Navajos, veterans and the public to celebrate the Code Talkers, to keep their historical significance alive, and to preserve the Navajo culture, history, traditions and language for generations to come. The proposed storyline exhibits will include a variety of historical artifacts, first-hand observations, descriptions, important locations, and much more. The Navajo Code Talker Museum will be a place where the community can experience the pride and achievements of the Code Talkers.

The storyline to be conveyed in the museum:

- The Navajo People
- The Beginning of World War II
- The Call to Action
- Committing to the US Marines
- The Code Talkers
- The Navajo Veterans

*\*AZ Republic, Shondeen Silversmith, Feb 7, 2022.*

*The funding of this Programming Document was provided through the late New Mexico Senator and Navajo Code Talker, John Pinto. His legislation made the path to begin the process for this endeavor.*



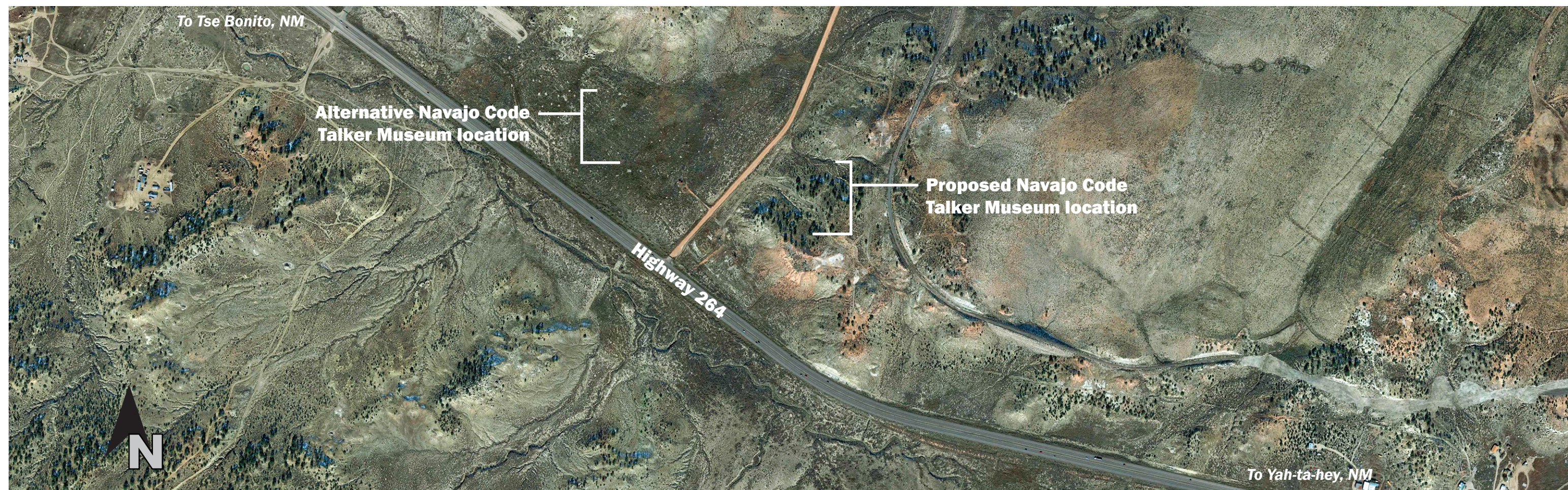
Navajo Code Talker Memorial Statue - Window Rock, AZ



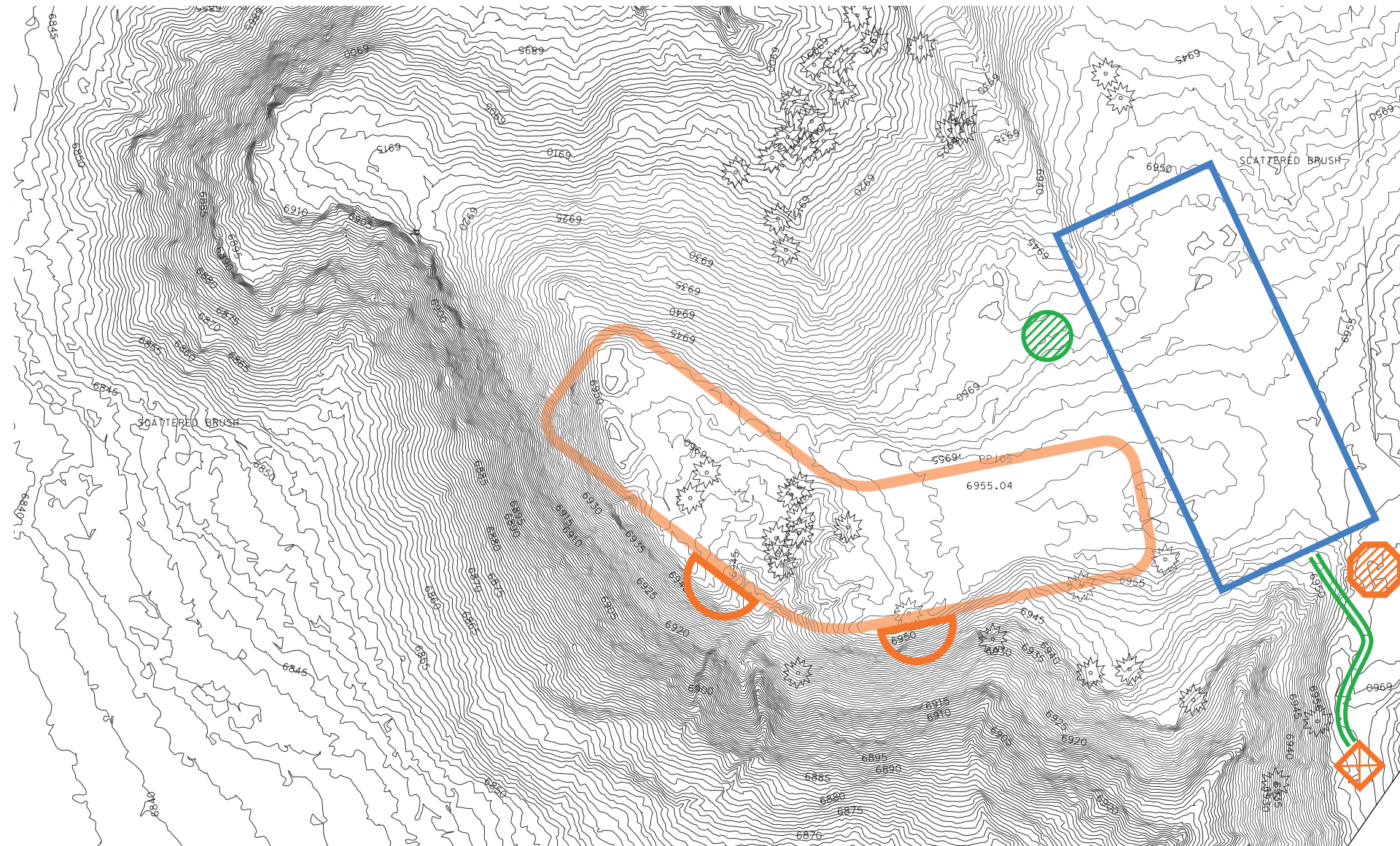
## Location

The East direction, where the light originates each day, is understood among the traditional Diné to be beginning of enlightenment and understanding. The Navajo Code Talker Museum is appropriately located east of the Navajo Nation Capital in Tse Bonito, New Mexico. The Museum, prominently visible from NM State Highway 264, would beckon travelers and commuters entering Tse Bonito, the gateway to the Navajo Nation. State Highway 264 is the main arterial line connecting Tse Bonito to Interstate 40 and would provide access for visitors from a broader region of the United States.

**Proposed location**














View Looking Northeast Towards Proposed Site on Hill

## Proposed Site

The location for the Navajo Code Talker Museum, determined by the Navajo Code Talker Association is to be on a hilltop near the community of Tse Bonito, NM. The tract of land is situated two miles east of the state border and lies within the boundary of New Mexico. The location is also supported by a study completed by students from the School of Architecture at the University of Arizona.

## Legend

-  Building Outline
-  Observation Deck
-  Amphitheater/Outdoor Gathering
-  Iwo Jima Monument
-  Long Walk Honor Trail
-  Interactive Exhibit/Obstacle Course/Kids Area
-  Parking Lot





### Building and Space Program Summary

The museum would be set in the vast surrounding natural environment, one of beauty and historical significance to the Navajo people. The conceptual master plan includes two buildings that make up the museum and intersect one another creating two wings. Generous windows, providing access to the outdoors, give picturesque moments and allow for natural light to flow into the building. Along the south and west sides of the building, proportioned windows could be placed higher up the wall in order to prevent overheating in the summer. The museum is connected to walking paths that lead to the amphitheater and the monument dedicated to the Navajo Code Talkers.

As part of the Programming task, the Navajo Nation stakeholders and the Navajo Code Talkers Association participated in several creative planning meetings. Please refer to the meeting minutes in the Appendix for additional conceptual building space layouts that the team worked on together for consideration in the final building program layout and space requirements.

#### Navajo Code Talkers Museum

	Qty.	Area	Subtotal	
<b>Galleries</b>				
Navajo Culture and Family Origins	1	3,500 SF	3,500 SF	
Years Leading up to the War	1	3,000 SF	3,000 SF	
Becoming the Code Talkers	1	4,000 SF	4,000 SF	
Code in Combat	1	5,000 SF	5,000 SF	
The Legacy	1	4,500 SF	4,500 SF	
			<b>20,000 SF</b>	
<b>Public Spaces</b>				
Entry	1	200 SF	200 SF	
Lobby	1	2,500 SF	2,500 SF	
Information / Security Desk	1	120 SF	120 SF	
Restrooms	2	170 SF	340 SF	Additional quantity required for multiple stories.
Auditorium with stage and dressing rooms	1	3,000 SF	3,000 SF	
Museum Store / Gifts	1	500 SF	500 SF	
Community Room	2	750 SF	1,500 SF	
Café	1	800 SF	800 SF	
			<b>8,960 SF</b>	
<b>Administration</b>				
Office	6	120 SF	720 SF	Private offices.
Work Room / Office Supplies	1	200 SF	200 SF	
Conference Room & Break Area	1	300 SF	300 SF	For Administration use only with Kitchenette.
Security Office and IT Equipment	1	120 SF	120 SF	Allow additional cooling for server equipment.
Staff Restrooms	2	170 SF	340 SF	Located near Administration area.
Library / Archives	1	300 SF	300 SF	
Storage	1	200 SF	200 SF	
Collections Storage	1	9,000 SF	9,000 SF	Temperature controlled.
			<b>11,180 SF</b>	
<b>Cafeteria</b>				
Kitchen	1	1,000 SF	1,000 SF	Includes food storage, freezer, cooler.
Multipurpose / Dining Area	1	3,000 SF	3,000 SF	
Chair / Table Storage	1	150 SF	150 SF	
Restrooms	2	170 SF	340 SF	
Outside cooking / shade area (chosh'oh)	1	200 SF	200 SF	Located outside the building near the kitchen area.
			<b>4,690 SF</b>	
<b>Building Services</b>				
Janitor with Storage	1	150 SF	150 SF	Located near Public Area and Cafeteria.
Janitor	1	75 SF	75 SF	Located near Administration Area.
Mechanical	1	400 SF	400 SF	Current assumption is HVAC equipment will be located inside building, but can be moved to roof or outside of building to save on building space.
			<b>625 SF</b>	
		<b>Subtotal</b>	<b>45,455 SF</b>	
TARE (Circulation, Structural)	20%		9,091 SF	
		<b>Total</b>	<b>54,546 SF</b>	



## Galleries

There will be five distinct galleries to display the pivotal historical timelines of the Navajo Code Talkers.

Navajo Culture & Family Origins  
Gallery

3500 SF

Years Leading up to the War  
Gallery

3000 SF

Becoming the Code Talkers  
Gallery

4000 SF

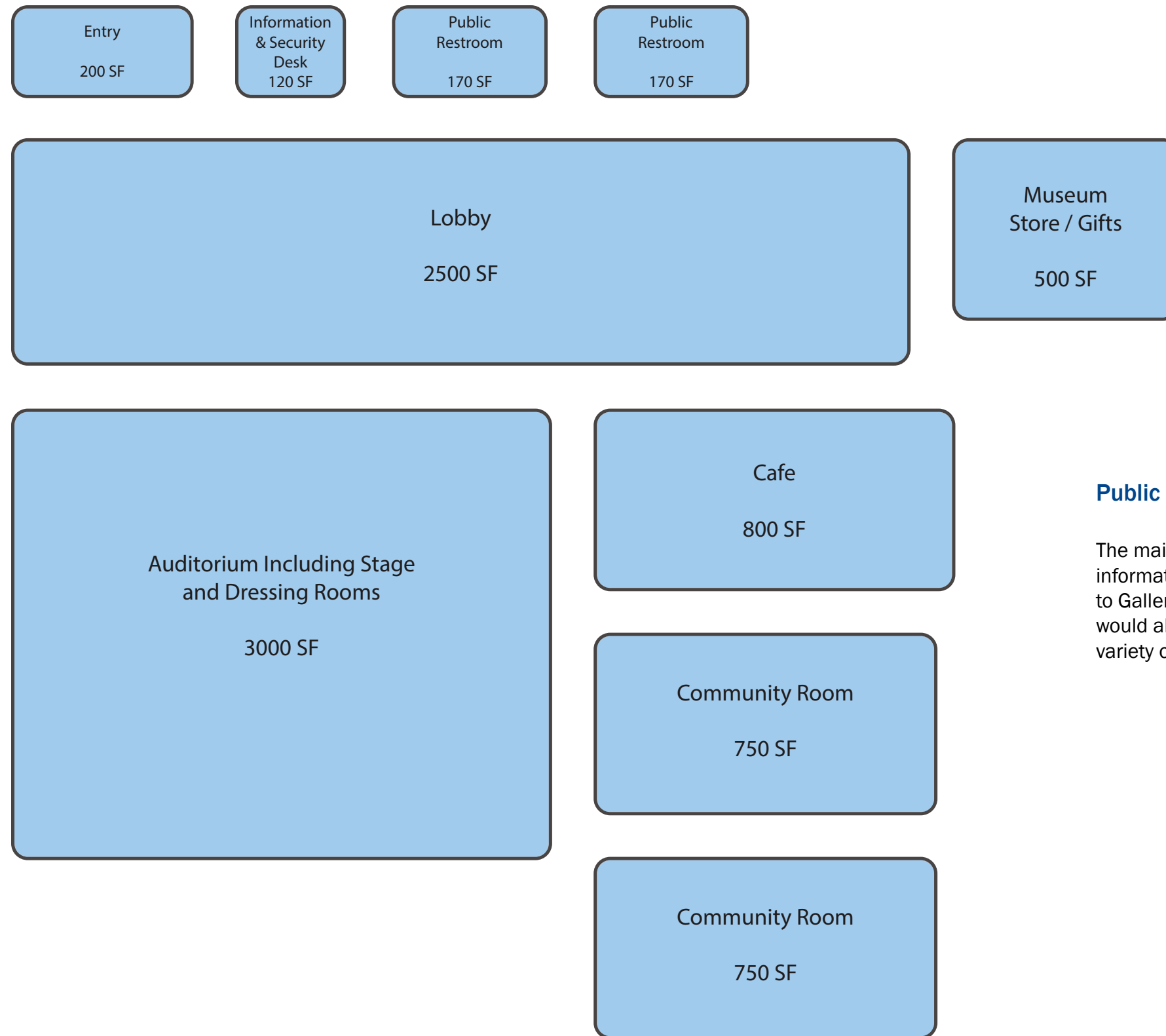
Code in Combat  
Gallery

5000 SF

The Legacy  
Gallery

4500 SF

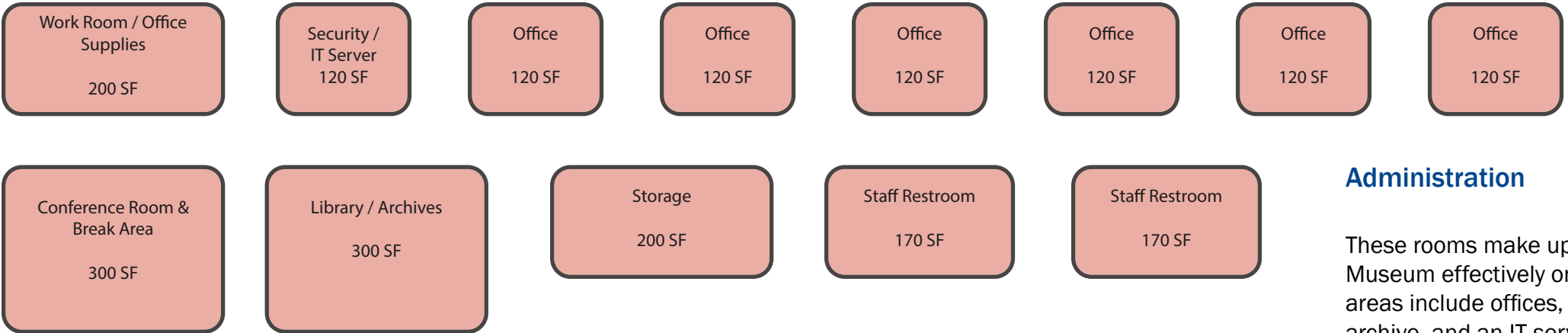




### Public Spaces

The main building approach through entry to centrally located information / security desk would allow visitors to gain admission to Galleries, Auditorium, Cafe and Museum Gift Shop. The Museum would also accomodate guests in need of a community space to host a variety of meetings, presentations and veteran functions.



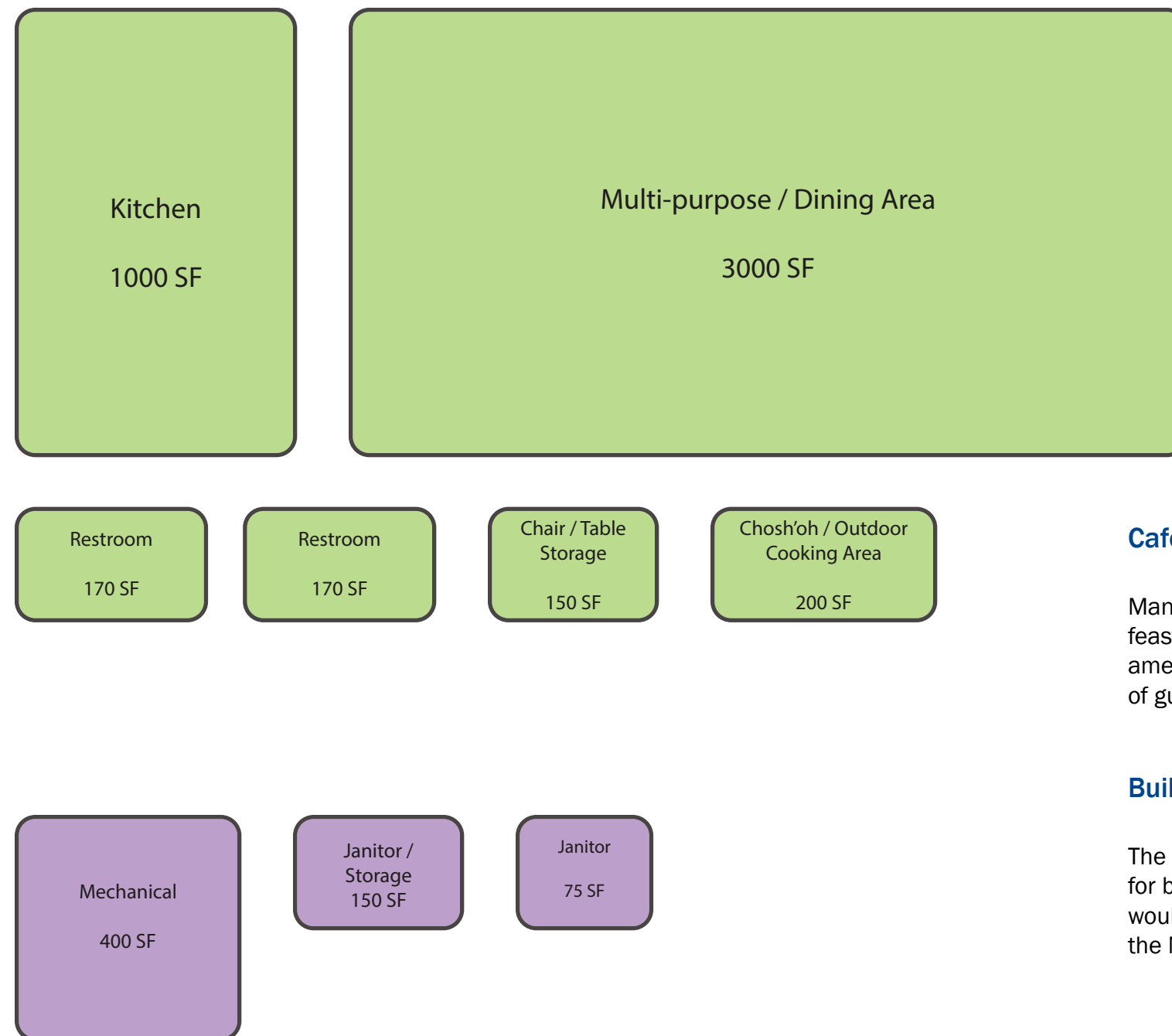


Administration

These rooms make up the back-of-house functions that run the Museum effectively on a day to day basis. These Administrative areas include offices, staff conference room, storage, artifact archive, and an IT server room.







### Cafeteria

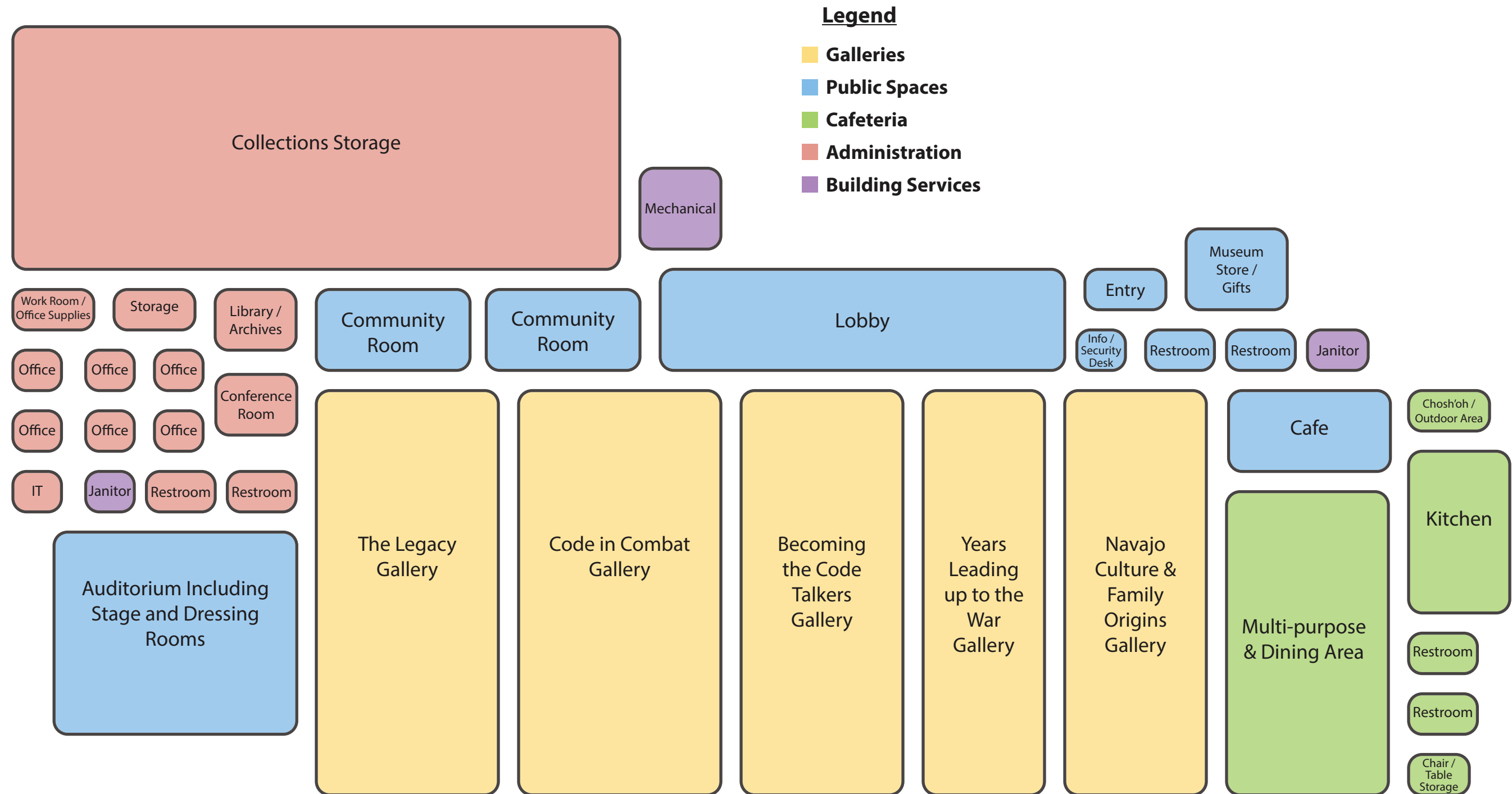
Many of the honorary functions at the Museum almost always include a lively feast, which must be served and prepared in a Kitchen with appropriate amenities and a multi-purpose dining area to accommodate a varying number of guests.

### Building Services

The spaces required to house Heating, Ventilation and Air Conditioning units for building occupancy comfort are included here. Building Service areas would provide the space and storage necessary to upkeep the cleanliness of the Museum for both staff, visitors and artifacts.



## Potential Space Layout





## Conceptual Museum Rendering





## Appendix





## Navajo Code Talkers Association Land Tract Map

Map provided from the Navajo Land Department showing the boundaries of the Navajo Code Talkers Association Land Tracts.





## Building and Space Programming Exercise

# Meeting Notes

WCI No.: 17-100-090-21



NCT Museum & Veterans Center  
6/16/2021  
pg. 2



<b>Project Title:</b> NCT Museum & Veterans Center	<b>Meeting Date:</b> 6/16/2021
<b>Location:</b> Angela's Café, 201 E. Hwy. 66 Gallup, NM 87301	<b>Issuance Date:</b> 6/20/2021
<b>Subject / Purpose:</b> Update Meeting	

### Attendees:

See attached sign-in sheet.

### I. Introductions

### II. Business

- Activities completed to date:
  - Coordination meetings completed as part of the Master Plan.
    - Veterans Center to be located within the Hopi Land Tract near the existing Navajo NDOT building.
    - Navajo Code Talkers Museum to be located in the southeast corner of the NCTA parcel on top of the hill.
  - Survey of proposed NCTA site done in May 2020.
  - Conceptual engineering layout prepared in June 2020 based on the medium sized building from University of Arizona (UofA) study.
    - Layout was done on the recently completed survey to verify that location had sufficient flat areas available to place the buildings and parking lot.
    - Driveway has a steep grade to ascend to top of hill location. It is at 11% grade where normal road grades should be at 6% maximum. This is a concern that will need to be addressed in design.
  - ROM Estimate of \$36.5M was prepared in September 2020. This estimate will be continually updated throughout the progression of programming.
    - It should be noted that nationwide construction prices are going up dramatically (15-20%) due to pandemic and supply issues.
  - Completed the conceptual programming documents (based on UofA data collected back in 2015). Still need to final with Technical Committee meetings.
  - Completed conceptual drawings/graphics of the two locations. Design team was given handouts. NCT Museum concept was based on conceptual engineering layout.
- NCTA update. Has the NCTA resolved the issues necessary to transfer land?
  - Status of Navajo Code Talkers Association has changed from 501.19 (based in NM) to 501c3 (based in AZ). The 501c3 status allows them to operate as a charitable organization.
  - Project design and construction stages require that NCTA transfer the land over to the Nation which still needs to be done. NCTA is ready to transfer the land.
  - Proposed acreage (33+/- acres) showing the necessary limits to donate to the Nation (see page 3 of agenda). "Amount of land needed should be minimal and the negotiation with the tribe should not hold up progress" (MacDonald).

- Other items necessary to conduct the land transfer. Who will complete?
- Status of Task Order #21.
  - Wilson budget has \$55k remaining in the current Task Order.
  - There is approximately \$863K remaining from the NM State Capital Outlay funding. This funding can be used for the design but will not cover the entire effort based on the construction estimates. Remaining funds could possibly be used to do 30% design on both buildings.
  - Wilson to schedule and conduct 3 or 4 programming exercises.
  - Need to solicit/confirm members for the NN building technical committee. These individuals will participate in the programming exercises.
  - Several members of the Navajo Code Talker Association (MacDonald) expressed that they felt left out of initial project efforts. Derek reminded the group that the identified location for the museum was a direct result to comments made during the December 2019 meeting.
  - Question regarding the NM state legislation and how the funding can be divided between Veterans Center and Navajo Code Talker Museum. It is their assumption that NM state funding was only approved for Code Talker Museum only. A review of the original legislation wording indicates that the funding is for both the Navajo Code Talker Museum and the Veterans Center.
- NCT Museum and Veterans Center – Conceptual Design / Programming
  - "How will infrastructure be included in programming?" The cost for infrastructure will be included in the estimate.
  - Navajo Nation Veterans Center to include separate building spaces for counseling, residential and vocational programs.
  - Six conceptual models from UofA study are currently located in storage and will be revisited in next meeting.
  - "Navajo Code Talker Museum should focus on the Navajo language, culture and heritage to engage a learning environment for children. What does the language represent and how was it used in developing the code?" (MacDonald)
  - Three points of contacts were established for the Navajo Code Talker Association, the points of contact are Vern Lee, Regan Hawthorne and Albert Damon.
  - The next board meeting for the Navajo Code Talker Association is scheduled for July 2, 2021. The first Technical Committee meeting will be scheduled some time in mid-July.
- NCT Museum and Veterans Center – Building(s) Technical Committee
  - Navajo Veterans Administration - Jim Zweirlein, Director
  - NN OPVP representative - Yvonne Kee-Billison
  - Navajo Nation Museum Director – Manuelito Wheeler
  - Navajo Nation Museum - daily operations – Nate Bitsoie
  - Navajo Code Talker Association – technical representatives (Vern Lee, Regan Hawthorne, Albert Damon)
    - NN Division of Economic Development – Leonard Hardy to solicit a volunteer.
  - OEH/I.H.S. office – representative? (to cover the ADA accessibility requirements)
    - Leonard Hardy to solicit a volunteer.
  - Architect volunteer?? – One of the UofA students or Ed Preston?
    - NCTA suggested that this person be Brad Lang, UofA Architect Professor.

**NAVAJO NATION DIVISION OF TRANSPORTATION – Sign-In Sheet**  
**Task #21 – Navajo Code Talker Museum and Veterans Center Update Meeting**  
 June 16, 2021

Name	Initial	Company	Phone Number	Email
Jonathan Nez		Navajo Nation President	928-871-7000	<a href="mailto:jonathannez@navajo-nsn.gov">jonathannez@navajo-nsn.gov</a>
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Seth Damon		NN Speaker of the House	928-871-7160	<a href="mailto:sdamon@navajo-nsn.gov">sdamon@navajo-nsn.gov</a>
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Yvonne Kee-Billison		Navajo Nation OPVP	928-871-7132	<a href="mailto:yvonnekeebillison@navajo-nsn.gov">yvonnekeebillison@navajo-nsn.gov</a>
Ettie Anderson Abasta		Navajo Nation OPVP	928-871-7204	<a href="mailto:eanderson@navajo-nsn.gov">eanderson@navajo-nsn.gov</a>
James Zwierlein		NN Veterans Administration	505-371-8472	<a href="mailto:jameszwierlein@navajo-nsn.gov">jameszwierlein@navajo-nsn.gov</a>
Dr. Pearl Yellowman		NN Division of Community Development	928-259-0291	<a href="mailto:pyellowman@nndcd.org">pyellowman@nndcd.org</a>
Leonard Hardy		NNDCCD - CPMD	928-871-7180	<a href="mailto:Leonard_hardy@nndcd.org">Leonard_hardy@nndcd.org</a>
Garret Silversmith		Navajo DOT	928-674-5176	<a href="mailto:gsilversmith@navajodot.org">gsilversmith@navajodot.org</a>
JT Willie		NN Dept. of Economic Devel.	928-871-6544	<a href="mailto:jtwillie@navajo-nsn.gov">jtwillie@navajo-nsn.gov</a>
Shannon Pinto		NM Legislature	505-397-8841	<a href="mailto:Shannon.Pinto@nmlegis.gov">Shannon.Pinto@nmlegis.gov</a>
Peter MacDonald		Navajo Code Talkers Association President		
Samuel Sandoval		Navajo Code Talkers Association President	505-368-5449	<a href="mailto:malulasandoval@yahoo.com">malulasandoval@yahoo.com</a>
Malula Sandoval		Wife to Samuel Sandoval		<a href="mailto:malulasandoval@yahoo.com">malulasandoval@yahoo.com</a>



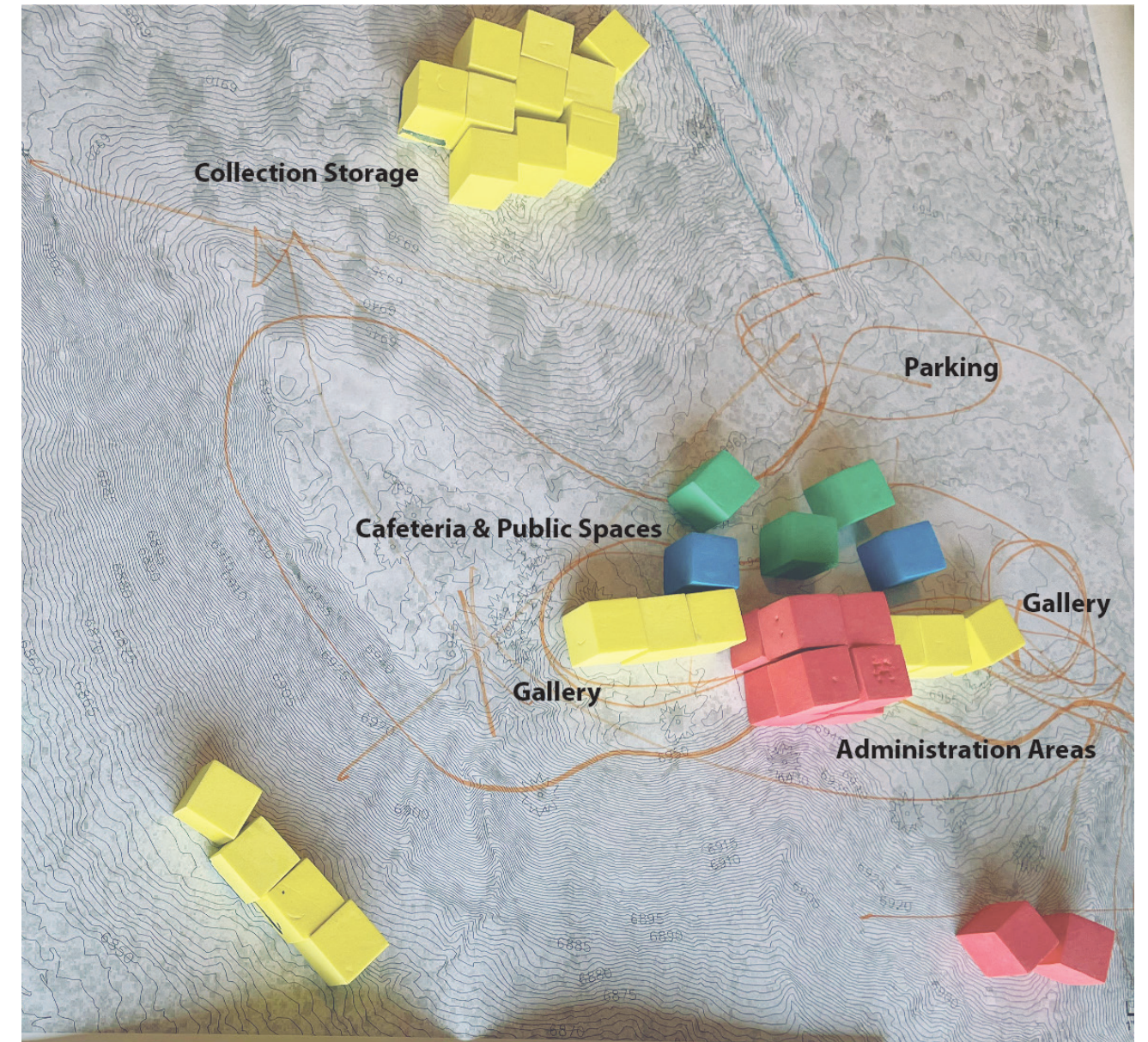
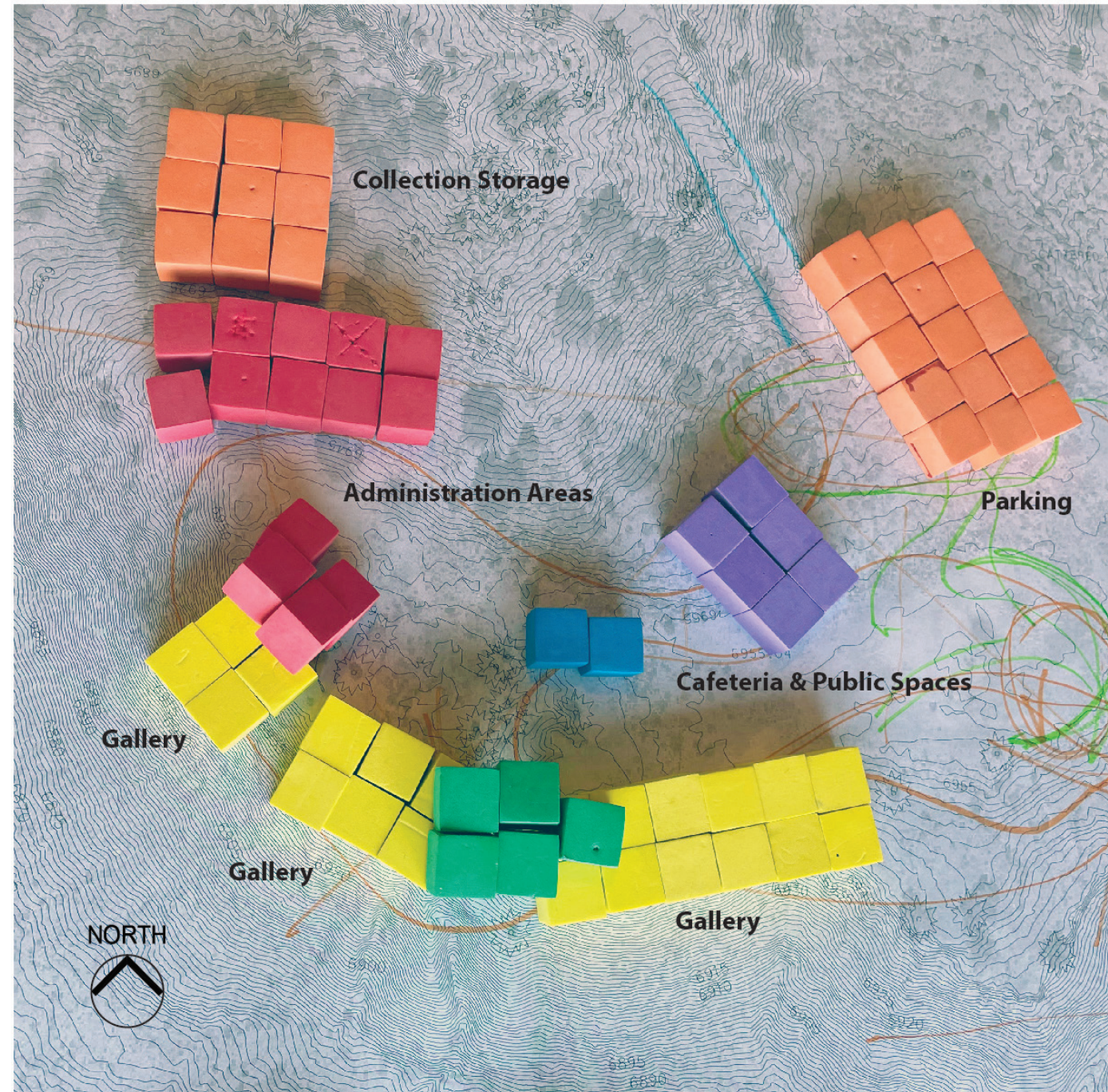
**NAVAJO NATION DIVISION OF TRANSPORTATION – Sign-In Sheet**  
**Task #21 – Navajo Code Talker Museum and Veterans Center Update Meeting**  
 June 16, 2021

Name	Initial	Company	Phone Number	Email
Regan Hawthorne	RH	Navajo Code Talkers Association Board Member	505-870-6909	<a href="mailto:reganh54@gmail.com">reganh54@gmail.com</a> PO Box 1266, Window Rock, AZ 86515
Jean Whitehorse		Navajo Code Talkers Association Secretary	505-786-7223	PO Box 20, Smith Lake, NM 87365
Vern Lee	VL	Navajo Code Talkers Association	505-635-3249	<a href="mailto:vernlee@gmail.com">vernlee@gmail.com</a>
Hope Lonetree		Daughter of Peter MacDonald		<a href="mailto:hmacdonaldlonetree@navajo-nsn.gov">hmacdonaldlonetree@navajo-nsn.gov</a>
Charity MacDonald	de	Daughter of Peter MacDonald	917-971-4917	<a href="mailto:dddeyes@gmail.com">dddeyes@gmail.com</a>
Robert Black, Jr.		Navajo-Hopi Land Commission	928-871-6441	<a href="mailto:robertblackjr@navajo-nsn.gov">robertblackjr@navajo-nsn.gov</a>
Manuelito Wheeler		Navajo Nation Museum Director	928-871-6643	<a href="mailto:manuelito@navajonationmuseum.org">manuelito@navajonationmuseum.org</a>
Nate Bitsoie	UB	Navajo Nation Museum	928-871-6643	<a href="mailto:nate@navajonationmuseum.org">nate@navajonationmuseum.org</a>
Mike Halona (for)	HH	Navajo Land Department	928-871-6401	<a href="mailto:m_halona@nnld.org">m_halona@nnld.org</a>
Ella Manygoats		Tuba City Code Talkers Museum	928-640-0684 928-283-6382 (direct)	<a href="mailto:ella@qualityinntubacity.com">ella@qualityinntubacity.com</a>
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June 16, 2021

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### Building and Space Program Exercise

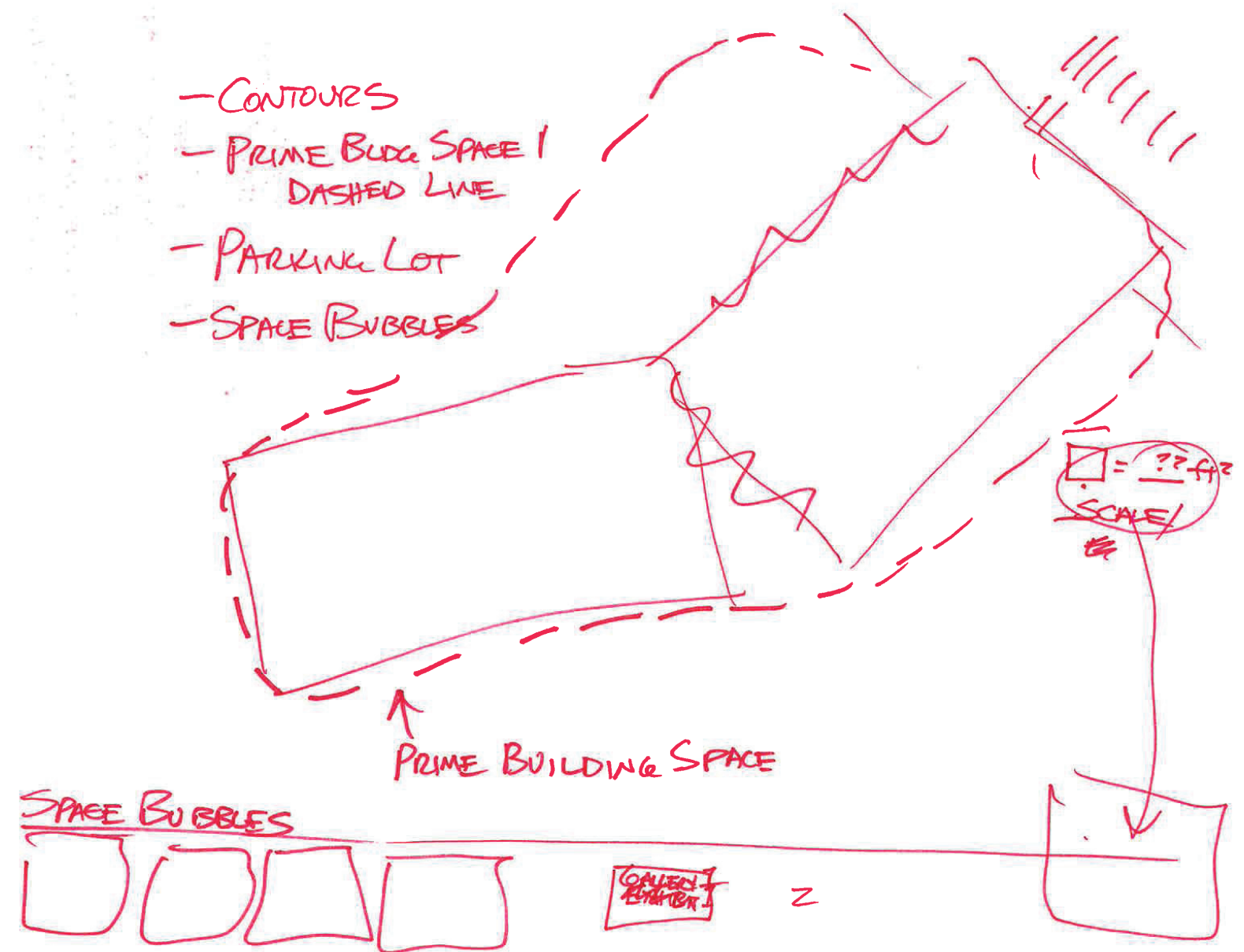
Additional concept diagrams derived from the Technical Committee Meeting held on August 25, 2021. The committee utilized various color blocks to investigate space adjacency and scaled space requirements for the different programmatic functions for the Code Talker Museum.



Initial program space requirements gathered from the Technical Committee Meeting and space size recommendations from the University of Arizona Program Study for a medium sized facility.

**NCT Museum Identified Spaces**

Space	Description	Quantity		
GALLERIES	Navajo Culture and Family Origins	1	3500	20,000 SF.
	Years Leading up to the War	1	3000	
	Becoming the Code Talkers	1	4000	
	Code in Combat	1	5000	
	The Legacy	1	4500	
PUBLIC SPACES	Entry	1	200	59,100
	Lobby	1	2500	
	Information Desk / Security	1	120	
	Restrooms	2	340	
	Museum Store / Storage	1	500	
	Community Room	2	1500	
	Café	1	800	
ADMIN	Office	3	300	10,430
	Work Room / Office Supplies	1	200	
	Conference Room	1	250	
	Security Office	1	120	
	Library / Archives	1	300	
	Storage	1	200	
	Collection Storage	1	9000	
CAFETERIA	Kitchen - Fridge/Refrig.	1	2,000	4,150
	Multipurpose / Dining Area	1	2,000	
	Chair / Table Storage	1	150	
BLDG. SVCS.	Janitor	1	150	
TARE (30%)	Circulation, Structure, Mechanical	1	12,207	
OUTDOOR	Parking	108		
EXTERIOR	Observation Deck	1		
	Amphitheater/Outdoor Gathering	1		
	Iwo Jima Monument	1		
	Long Walk Honor Trail	1		
	Memorial Garden	1		
	Interactive Exhibit/Obstacle Course	1		





## Gallery Space Exercise

### Museum Architecture General Principles

#### A museum's building should...

##### Announce its mission

- Does the building look like what it's supposed to be?

##### Advertise its contents

- Does the building give you a clue to what you might find inside?

##### Underscore its message

- Does the building make a statement, or take a stand?

##### Contribute to the experience

- Does the building work in concert with the exhibits to enhance the overall experience?

##### Provide a good home for its exhibitions

- Does the building support the exhibit program?"

##### Welcome and comfort its visitors

- Does the building make visitors feel as if their needs were put first?

### Museum Architecture

## Visitor Welcoming and Services

### Step 1: The Decision to Go

What kind of place is the museum?

What kind of experience do I expect to have there?

Will it be of interest to my entire group?

How much time and money should I budget for our visit?

### Step 2: Finding the Museum

Where is it? How do I get there?

Is the highway signage clear, unambiguous, and reassuring?

Can I see the building from the highway?

Where do I park? Will I have to pay for parking?

### Step 3: Entering the premises

Do the building and grounds make me anticipate a wonderful experience?

Where is the front door?

Where are the restrooms?

Do I feel comfortable, welcomed, and reassured?

What do we do with our coats and parcels?

Can I take the baby in our stroller?

Will I be able to get around in my wheelchair

### Step 4: Assessing Options for the Visit

Can I make sense of the layout of the space?

What is there to do and see here?



## Visitor Welcoming and Services

### Step 5: Orientation to the Subject

Give me an overview of what you are about.  
Put me in the mood to receive your message.

### Step 6: The Exhibit Experience

Can I make sense of how the exhibits are organized and laid out?  
Can I get the message?  
Am I learning something or just becoming more confused?  
Is the experience enriching me or just making me feel stupid?  
Can I find my way easily through the building and exhibits?

### Step 7: Taking a Break

I'm tired. Where can I sit down for a breather?  
I'm hungry. Can I get something to eat and then resume my visit?  
How hard would that be?  
Where are the restrooms?

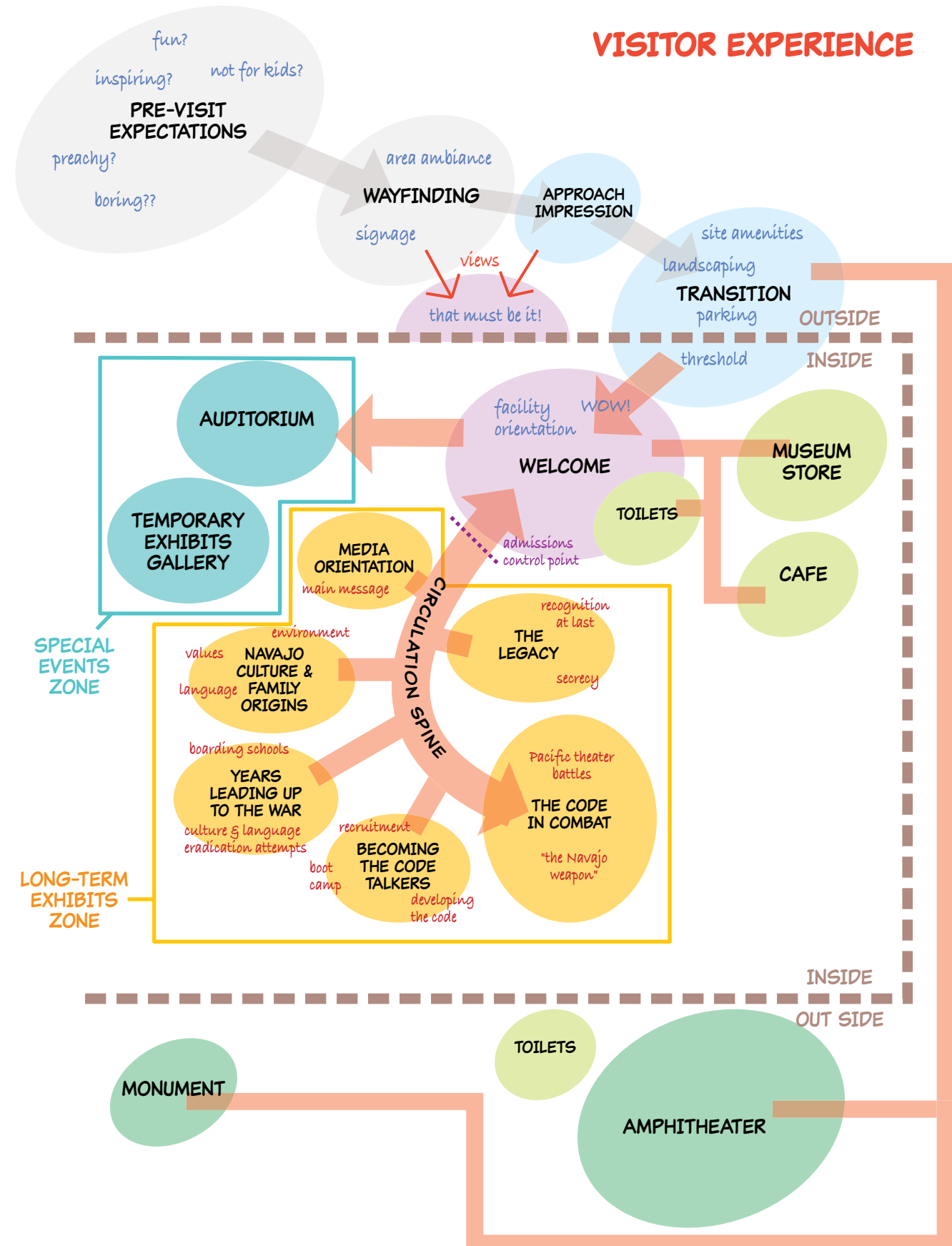
### Step 8: Shopping

What can I take home with me as a souvenir and reward?  
Is the store so good I would come back here just to shop?

### Step 9: Taking Leave

Why would I want to come back here another time?  
May I have my coat and packages back please?  
Where is my car?

**ANDREW MERRIELL**  
INTERPRETIVE PLANNING AND DESIGN





## Museum Architecture

### Things to Keep in Mind

#### Arrival and Departure

Consider electric car chargers for the parking lot.

Ideal size for the parking lot is one space for every 1000 annual visitors. If you expect 100,000 visitors a year, the parking lot should have 100 spaces. The Navajo Nation Museum's visitation might be a good indicator of probable visitation to the Code Talker Museum.

Make the museum entrance obvious from the parking lot and don't make visitors walk too far from their car (or tour bus) to the door.

The first thing visitors will want to do is go to the restroom. Make sure restrooms are adjacent to the lobby and easy to find.

If you are charging admission, the restrooms, museum store, and cafe should be outside the admissions control point, and adjacent to the lobby.

Deep lobbies are better than wide lobbies. The lobby should be big enough for a school group to gather.

Maps of the exhibit layout are nice to provide.

Visitors should be able to return easily to the lobby after making their way through the exhibits. That's when they will want to visit the museum store. Ideally the museum store will be on the right-hand side of the lobby as visitors exit the exhibits.

#### Exhibit Experience

Consider a dedicated orientation theater as the first part of the exhibit experience. Orientation media is a good way not only to provide an overview of the content, but also to get visitors in the right mood to receive the message. This needs to be separate from the general-purpose auditorium.

Provide plenty of seating and access to restrooms for visitors while they are in the exhibit areas. Pause areas that offer seating and some quiet are good to include.

Try to avoid level changes and ramps. Many visitors to this museum will be using wheelchairs or walkers.

14-15 feet is a good ceiling height for exhibit areas. High enough to

## Things to Keep in mind

accommodate most collections and exhibit ideas, but low enough so expensive and bulky lifts will not be required to reach the ceiling (for hanging things and aiming lights).

Including a temporary gallery will allow the museum to present traveling and changing exhibits that refresh the experience, but will require some infrastructure: a loading dock that can accommodate a tractor-trailer, storage for traveling exhibit crates, and exhibit design and production shops.

#### Visitor Services

This is a remote location. If there is a café, then it has to be so good that people will drive from Gallup or Window Rock just to eat there. Otherwise it is likely to fail. An alternative is a space with tables, chairs, and vending machines.

Consider providing space behind the admissions desk for visitors to leave coats and parcels while they are visiting. Visitors generally feel comfortable parting with these items if they can count on casual surveillance by the front desk staff.

#### Environmental Controls

Standards for museums are temperature kept between 68 and 72 degrees Fahrenheit; humidity between 45% and 55%; and dust filtration to 1.5 microns. These standards can be relaxed somewhat as long as rapid changes in temperature and humidity are avoided.

**ANDREW MERRIELL**  
INTERPRETIVE PLANNING AND DESIGN



## Museum Exhibits

**Questions Needing Answers****Mission**

- Why are you doing this project?

**Audience and Constituency**

- Who is it for?

**Content**

- What is it about?

**Message**

- What do you intend to say?

**Voice**

- What is your point of view?

**Inspiration**

- What (if anything) do you want to emulate?

**Hopes and Fears**

- What are your concerns?

**Givens**

- What are the constraints on the project?

## Museum Exhibits

**General Principles****A great exhibit requires...****Vision**

- A great idea that lends itself to the exhibit medium

**Passion**

- A drive to share the idea with others

**Leadership**

- A strong leader to share and interpret the vision

**Support**

- First-rate talent to help the leader realize the vision

**Mandate**

- Administrative protection of the vision from erosion by nay-saying and second-guessing – from being “nibbled to death by ducks.”



# Meeting Notes

WCI No.: 17-100-090-21



**WILSON**  
& COMPANY  
HIGHER RELATIONSHIPS

**WILSON**  
& COMPANY

<b>Project Title:</b> NCTM Technical Committee Meeting	<b>Meeting Date:</b> 11/23/2021
<b>Location:</b> Navajo Nation Museum Window Rock, AZ 86515	<b>Issuance Date:</b> 11/29/2021
<b>Subject / Purpose:</b> Gallery Layout Meeting	

## Attendees:

See attached sign-in sheet.

## I. Introductions

## II. Business

- Programming Document Review:
  - Programming Document has been provided to Technical Committee for final review.
    - Any comments or recommendations will need to be reported.
    - Printed draft versions provided, digital version available on FTP website.
- Potential Food Service Amenities at Museum
  - Usage of Food Service will need to be defined. Will the food services only pertain to a café? Or a dining room with kitchen for special events only?
  - Museum food service tend to not make a substantial amount of revenue unless it's in a well populated area.
  - Café may not remain steady if the intended target is just based on museum traffic alone.
  - Possibly set up kitchen area for catering instead of a full kitchen.
  - Vending machine area.
- Collections Storage / Gallery
  - Is the storage space intended to house large artifact items such as vehicles?
  - Regan has the largest collection at Lupton, AZ
  - Ask the NCTB if they have any large items.
  - Potential for other military divisions to donate equipment related to the Code Talker experience.
  - "Make sure that the loyalty of the Code Talkers is exhibited as part of war story, of not spilling the beans" -Vern
  - Life span of long term exhibits is usually about ten years before they need updating.
  - Media Orientation is suggested to be at the beginning of gallery to explain main key points.
  - Include toilets in the gallery space area as well.
- Museum Feasibility
  - Commission an Operating Plan and Feasibility Study to indicate survivability of Museum.
  - Will the museum receive private donations? Government grants? Or Navajo Nation funding?
  - Andy has recommendations for vendors that do Feasibility Studies.

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11/23/2021  
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- There is currently a master plan development for entire Navajo Code Talker parcel intended for future funding applications. (Albert Damon)
- Peter McDonald asked Albert Damon to create a five-year cost plan for the entire development.
- The master plan used 45,000 square foot museum building in estimate developed by Albert Damon. Costs were primarily based on percentages.
- Should the feasibility study include the costs to cover Cafe operations?
- Museum Visitor Traffic
  - New Mexico Highway 264 has an estimated Average Daily Traffic Count (ADT) of 22,000 vehicles. Potentially 3% of that volume would turn off for Code Talker Development Parcel.
  - Tourists from Europe and Asia have an increased interest in the history of the Navajo Code Talkers.
  - Interstate 40 also has a potential of bringing in visitors. There is a 9,000 Square foot building currently in development with the Hualapai Tribe in Arizona for a museum near the interstate.

End of Meeting Notes

**Copies:** ☒ Wilson & Company Team ☐ Other ☐ Other

If these notes contain errors that could affect contract time or cost, please notify WCI immediately.

QUALITY, SAFETY AND VALUE!!

Report By:  
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### Sign-In Sheet

#### Task #21 – Navajo Code Talker Museum Technical Committee Meeting November 23, 2021

Name	Initial	Company	Phone Number	Email
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Brenda Yazzie		Navajo Nation OPVP	928-871-7132	<a href="mailto:brendayazzie@navajo-nsn.gov">brendayazzie@navajo-nsn.gov</a>
Ettie Anderson Abasta		Navajo Nation OPVP	928-871-7204	<a href="mailto:eanderson@navajo-nsn.gov">eanderson@navajo-nsn.gov</a>
James Zwierlein		NN Veterans Administration	505-371-8472	<a href="mailto:jameszwierlein@navajo-nsn.gov">jameszwierlein@navajo-nsn.gov</a>
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Peter MacDonald		Navajo Code Talkers Association President		
Samuel Sandoval		Navajo Code Talkers Association President	505-368-5449	<a href="mailto:malulasandoval@yahoo.com">malulasandoval@yahoo.com</a>
Malula Sandoval		Wife to Samuel Sandoval		<a href="mailto:malulasandoval@yahoo.com">malulasandoval@yahoo.com</a>
Regan Hawthorne		Navajo Code Talkers Association Board Member	505-870-6909	<a href="mailto:reganh54@gmail.com">reganh54@gmail.com</a> PO Box 1266, Window Rock, AZ 86515
Jean Whitehorse		Navajo Code Talkers Association Secretary	505-786-7223	PO Box 20, Smith Lake, NM 87365
Vern Lee		Navajo Code Talkers Association	505-635-3249	<a href="mailto:vernlee@gmail.com">vernlee@gmail.com</a>



### Sign-In Sheet

#### Task #21 – Navajo Code Talker Museum Technical Committee Meeting

November 23, 2021

Name	Initial	Company	Phone Number	Email
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Nate Bitsoie		Navajo Nation Museum	928-871-6643	nate@navajonationmuseum.org
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