



STRATEGIC ENERGY PLAN

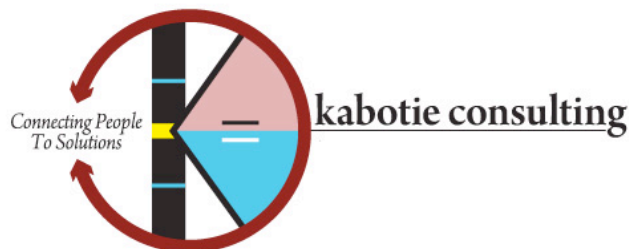
created by

Mescalero Apache

May 16-19, 2011:: Mescalero, NM

Tribal Strategic Energy Plan

Facilitated and documented for Sandia National Laboratories -Tribal Energy Program by



Contents

This report contains the results of the 2011 strategic planning with the Mescalero Apache Tribe. There are four sections to this report.



2 – 5 **Environmental Scan**

This section of the report holds the results of four conversations designed to begin the strategic planning work planted in the current reality. These include responses to questions on basic data, trends, accomplishments and advantages.



6 – 8 **Practical Vision Workshop**

This section of the report holds the Mescalero Apache Tribe's vision for itself in the year 2021. It is the motivating picture of the future that gives guidance to the current priorities of the Mescalero Apache Tribe.



9-11 **Underlying Contradictions Workshop**

This section of the report represents the group's analysis of issues and obstacles to its progress towards the vision. It is an insightful look at contradictions that assists the group in assuring its strategies are grounded in reality.



12 – 14 **Strategic Directions Workshop & Next Steps**

This section documents the strategies of the organization. It represents the key actions the organization is targeting for the next two years. The action strategies are woven into strategic directions that provide the organization with succinct statements that give a sense of the priorities.



Environmental Scan

In completing a scan of the environment, it is important to create a “snapshot” of the organization as it currently exists. In this session participants shared information on Basic Data, Trends that impact the organization’s work, Advantages and Recent Accomplishments that the Mescalero Apache Tribe has achieved. These discussions help set the stage for the creation of a practical vision that is grounded in the reality of the organization.

Environmental Scan: **Basic Data**

- Tribal Budget: \$12.4 Million for Casino, \$15 Million for Tribal Roads (638), Tribal Resource Management Programs, Rehabilitation & Courts
- \$2.2 Million Housing – Federal coming in
- Growth Rate 2% (.0195)
- ¼ Blood Quantum is Membership Criteria
- Death Rate less than 1%
- Ruidoso 30K population
 - Swell in summer: Skiing & Racetrack capacity for housing 80-100K
- Mescalero is 2nd largest employer in Otero and largest in play in Lincoln County
- 460 Families on Housing Wait List
- 360 Homes under Housing Authority
- 3 year old Green Built Subdivision 30 homes with community building 1,500 square feet
- One location (3 schools) K-12 (built 5 or 6 years ago), one Head Start Pre-School
- Dialysis Center & Nursing Home
- Indian Health Services Hospital – 10 Beds
- Rehabilitation Facility – Outpatient & Family Services, 30 Capacity Inpatient
- Utilities Facilities – Mescalero Gas & Propane
- MATI – Mescalero Telecommunications, Inc.
- Tribal General Store
- Hotel & Resort
- Ski Area 5 months of the year

- 30 plus Tribal Programs
- Tribal Bar – Tribally Owned

Environmental Scan: Basic Data, Continued

- 2nd Largest Water Reserve in New Mexico (Ground Water 2,324 Acre Feet)
- Wood Resource – 168K Acres
- Land – 468K plus, 720 square foot miles
- Mountain Land
- Farming, Grazing
- Cattle
- 4500 Tribal Members
- 50% of Tribal Population is under 18 years of age
- ½ Men and ½ Women
- 100% Tribal Administration Budget is Casino Revenue
- Sawmill running on Federal dollars, potentially \$200K a month to run full capacity
- Water Treatment Capacity: 300K gallon per day

Environmental Scan: Trends (-) and (+)

- (-) Babies raising babies
- (-) People buying mobile homes and moving into the forest
- (-) 4 to 6 Tribal members turn over every year in employment
- (-) No zoning
- (-) No pipe or stored water in areas where people are moving
- (-) Federal cuts redirecting to local resources
- (-) Tourism dwindling statewide
- (-) Inflation going up
- (-) Gas prices going up
- (-) Elders dying younger 60/70 (2% of population)
- (-) Elders population dementia increasing
- (-) Political trends impact – State 4 years – Tribe 2 years
- (-) Meth, alcohol, drug trafficking
- (-) 13-25 year old suicide rate increase
- (-) Teen pregnancies on the rise and tied with dropouts
- (-) High unemployment – members not in to service industry
- (-) Individual credit barrier to business development
- (+) Information transfer quicker
- (+) Language and culture teaching coming back

- (+) High member interest in outdoor-type jobs
- (+) Developing skilled laborers

Environmental Scan: Trends (-) and (+), Continued

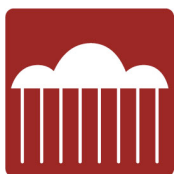
- (+) Mescalero tourism still above last year
- (+/-) One of 4 reservations in country to get crime task force attention
- (+) Technology availability and use is on the rise
- (+) Crime reduction taskforce is growing from 4-15 officers

Environmental Scan: Advantages

- Water, land abundant
- Highway 70 runs across reservation
- Sovereign status
- Large labor pool to draw from
- Great location – Southwest...people picture desert – lots people from Texas
- Mescalero reputation – Business People, Money making, Progressive
- Tradition & Culture – Keeping in Mind our Environment
- Young People – pool to draw from & technology savvy
- Unique geographic location to market energy globally
- Population – small & familiar – all know each other

Environmental Scan: Recent Accomplishments

- K-12 school built 5 years ago
- Inn of Mountain Gods built about 5 years ago
- Nursing Home 2005
- Dialysis Center
- Successfully refinanced \$200 million in debt this year 2011
- Elder Center – Community Social Center for the elderly
- Immersion school Pre-K language program
- New day care 2006 or 2007
- Early Childhood Center 1997/99-2000
- Water Treatment Facility
- Revitalizing Mill Built in 1987



Practical Vision

Everyone owns the vision of the future. We each hold it in our imagination. In this workshop, participants are invited to bring their imagination and optimism to the table and help weave a complete picture of where the Mescalero Apache Tribe should be in ten years.

The focus question before the group was:

What Is Our Tribal Energy Vision; What Do We See In Place at Mescalero in 2021?

Vision Statements

The following statements are additional information on each part of the vision. They are intended to help explain the vision more fully to those who were not involved directly in the session. Many people offered their ideas during the creation of this vision. This is an opportunity to see how their ideas came together with other ideas to form a comprehensive vision for the future.

The group identified two elements of the vision that are considered to provide both the strength and balance of the work for the long term future. These elements are considered “Keystones” and are at the center of the vision.

ENERGY INDEPENDENCE THRU SELF-SUSTAINING RENEWABLES

ECONOMICALLY INDEPENDENT THRU DIVERSE BUSINESS DEVELOPMENT



Vision Brainstorm Data

This is the brainstorm data that was the result of the first round of vision discussions. It represents the ideas of many people. The brainstorm data itself does not represent the consensus of the group but it is an important link to what people were thinking about as they discussed each of these vision clusters. The groupings emerged from this seed data. Some ideas are specific, others are more general. They all help us imagine the future ten years from now.

OPTIMIZING USE OF OUR TIMBER LOCALLY & INTERNATIONALLY

- Timber product sales to housing and development contractors and possible international business
- Pellet Plant with Pellet stove manufacturing
- Timber branded green credits history – marketed globally
- Timber Products
- Build Homes
- Branding
- Cabinetry & building supplies, etc.
- Construction Company
- Road Construction
- Home Construction
- Infrastructure
- Tribal Construction Company

ECONOMICALLY INDEPENDENT THRU DIVERSE BUSINESS DEVELOPMENT

- Infrastructure; water, sewer for roads for development
- Vocational – technological training center
- Leased water; sell to neighbors, bottled water
- MOU's, agreements in place with Ruidoso, Alamogordo
- HUB status, leveraging multiple deals
- Financial institution on reservation
- Bank on reservation
- Tribal investments
- Small (1/2 dozen) business complex/plaza
- Tribally owned and controlled “Law” firm
- Recycling center; plastic, paper, and aluminum
- 200 additional jobs for Tribal members
- Wireless access reservation – wide
- Energy sales strong – possibly international
- Thriving ecotourism business and opportunities
- Cattle operation sustaining a tribally owned meat plant & feed lot
- Tourism; economic/small business development
- Revenue invest in Tribal/\$25million infrastructure; electric, roads, water

ENERGY INDEPENDENCE THRU SELF-SUSTAINING RENEWABLES

- Wind Energy integrated into: schools, homes, business
- Wind Farm
- Biomass
- Solar
- Co-generation operations
- Wind turbine; electrical energy
- Solar energy integrated into: schools, homes, wells, business
- Co-generation plant
- Sell excess electricity

SUSTAINABLE FACILITIES THAT RESPOND TO GROWTH

- 500 housing units
- 3 Apartment Complexes
- All Tribal homes rehabilitated and renovated
- Solar energy for 100-200 Correctional Facility
- Retrofit green the administration building
- Scholarships; \$7 million in budget for Youth Skill Development
- Homes: Energy efficient
- Recreational opportunities (playgrounds, campgrounds...for youth)
- 400 Green Energy Homes
- Build 200 Green Homes
- Larger Tribal run hospital, 50 beds



Underlying Contradictions

The focus of the Underlying Contradictions Workshop is Analysis. The underlying contradictions workshop asks the question:

What are the issues and obstacles which block progress towards our shared energy vision?

Honest dialogue is required for this clear-headed analysis of the Tribe's issues. The group's analysis of contradictions is at the heart of this workshop. Participants grappled with the issues and obstacles blocking the Mescalero Apache Tribe Vision and determined that there were four underlying contradictions. These are shown in the swirl on the next page moving from the most disruptive at the center to the least disruptive.

Underlying Contradictions Data

UNSKILLED, UNCULTIVATED, WORKFORCE

- Job hiring reflects Tribal preference & not skill sets
- Insufficient number of skilled Tribal Members
- Reluctance from Tribal Members to becoming self-sustaining
- Neglected work ethic
- Measures not in place to track workforce
- Trusting & encouraging employees, sporadic & personality driven

COMMUNICATION IS INFORMAL, CRISIS DRIVEN, & REACTIVE

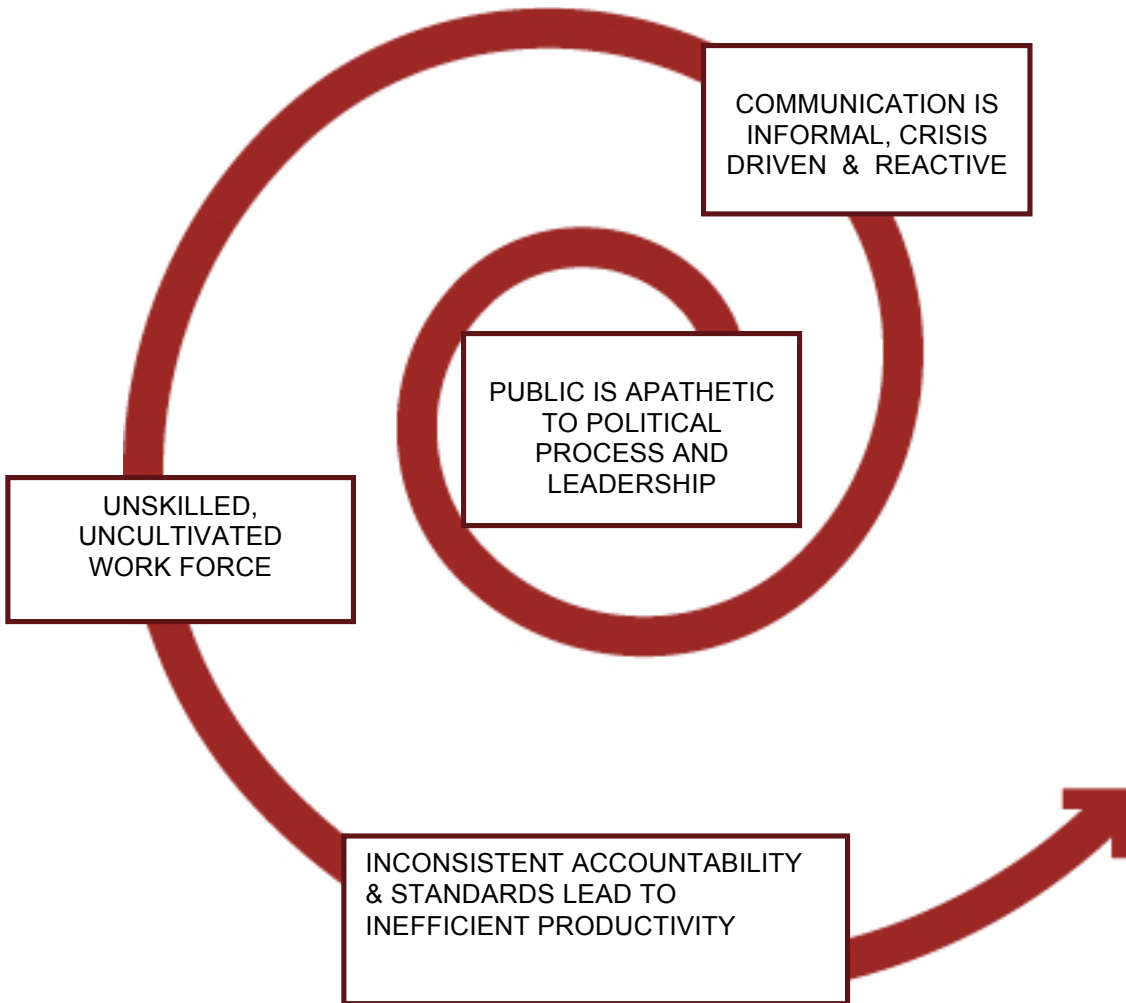
- Competition for grants with other tribes that have more political clout
- Communication deficiency
- Misunderstanding or not informed on Tribal Goals
- Communication is often one-sided & inaccurate
- Reluctance to plan goals, no priorities, short & long range

INCONSISTANT ACCOUNTABILITY STANDARDS LEAD TO INEFFICIENT PRODUCTIVITY

- Departments not accountable
- Duplication of Services
- Territorialism amongst departments
- Unaccountability and neglect, Tribe and Tribal departments
- Loyalty and commitment to a job, no dedication

PUBLIC IS APATHETIC TO POLITICAL PROCESS AND LEADERSHIP

- Inconsistency & continuity in Tribal administration, 2 year terms
- Elections on unrealistic and uneducated platforms
- Inexperience with policies, regulations
- Hard decisions impact ability to get back in
- Political short term agendas override long term focus

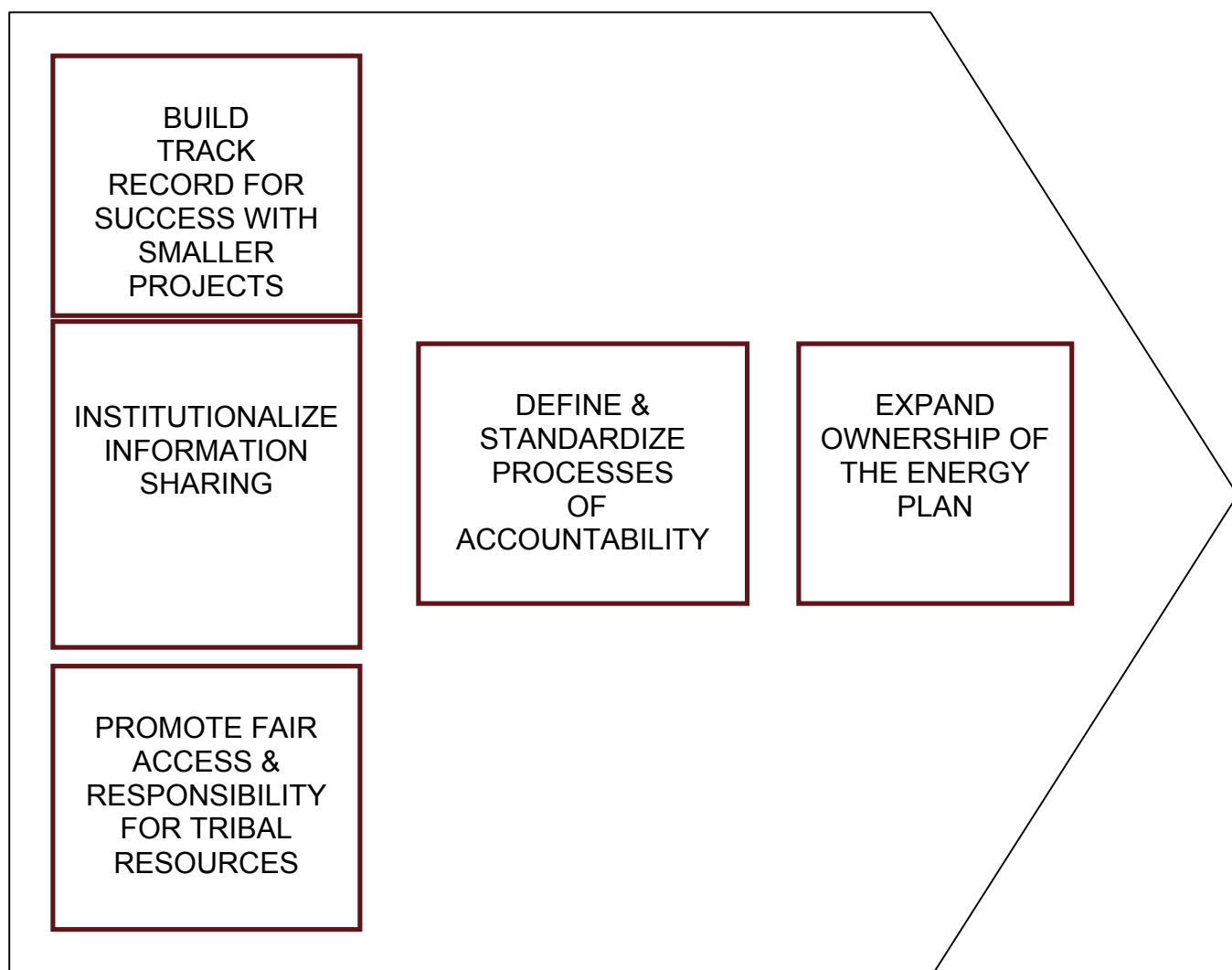




Strategies for 2011-13

In this workshop participants developed potential actions that could be taken in the next two years to launch the Mescalero Apache Tribes Vision. The group then wove those action elements into strategies. The group identified actions that launch vision activities and actions that address the contradictions. The strategies then came together through group dialogue and consensus on the strategies implied by the various groupings of effort.

The picture below represents the group's consensus on five strategies with the key strategy that produces significant benefits and momentum is at the front, followed by the second:



Strategic Directions Brainstorm Data and Teams

In the brainstorm for the strategic directions is the core information to launch the implementation phase of this work. Although every item listed may not be prioritized for completion, this information provides a look at the pending priorities and potential action which will ultimately be decided by the teams of people who work on each strategy. In addition to the strategy teams, it will be important for the tribe to engage each program or department in the planning process to consider the Energy strategies and determine how these strategies inform the work of each respective department or program.

EXPAND OWNERSHIP & INVOLVEMENT IN TRIBAL ENERGY PLAN

- Complete the strategic plan
- Change “talking” into action – ideas brought forth in the past but require follow-through
- Communicate strategic plan to Tribal membership and department Directors
- Coordinate efforts for implementation of goals with all departments related to project engaging key players in the process for change
- Engage Tribal departments/public in planning process
- Promote buy-in for vision & plan

DEFINE & STANDARDIZE PROCESSES OF ACCOUNTABILITY

- Update personnel policies & procedures and enforce them
- Make clear directives to directors as to priorities and time lines
- Develop performance standards & training programs to educate and empower department heads
- Communicate expectations for accountability to program directors
- Engage key players in the process for change and growth (directors and selected staff)
- Develop position descriptions for Tribe
- Support and mandate directors role and players
- Establish Human Resource department separate/centralized
- Support and initiate efforts for accountability from tribal departments and enterprises

BUILD TRACK RECORD

- Seek “pilot” projects with more financial backing for tax credits from the government
- Provide and develop small business opportunities; Artists & construction company development
- Start and finish projects that are “going green”
- Fund and designate full time Tribal Grant Writer Opportunities

INSTITUTIONALIZE INFORMATION SHARING

- Educate council; sets example
- Educate the community on the step by step process (quarterly general meetings)
- Amend Tribal Constitutional term limits increase to 4 years
- Standardize IT/Communications between departments
- Mandate more general meetings to provide information and project updates
- Prepare and train employees for upcoming projects
- Train Tribal leadership in renewable technologies & grant writing/requirements

PROMOTE FAIR ACCESS & RESPONSIBILITY FOR TRIBAL RESOURCES

- Model & promote respect daily
- Promote equitable distribution of services to Tribal members
- Set aside more dollars in Tribal budget for training and scholarship programs
- Change existing conditions in order to in order to qualify and reach success
- Promote community participation and interaction
- Consist pro-active interactions

Next Steps for Key Actions

Error! Not a valid link.

Participants
May 16-19, 2011
Mescalero Apache Tribal Strategic Energy Planning Session

NAME	EMAIL	TELEPHONE PHONE
1. Fred Chino, Sr., Treasurer	none	575/464-4494 (msg)
2. Randy Bell, Council	rsbell@matisp.net	575/464-4494 (msg)
3. Duane Duffy, Council	duane.duffy83@gmail.com	575/430-9323 (cell)
4. Ira Sago, Council	isago@innofthemountaingods.com	575/464-7138 (w)
5. Pamela Cordova, Council	pcordova47@gmail.com	575/464-4494 (w)
6. Greg Mendez, Council		
7. Peter D. Kazhe, Council		
8. Sandra Platero, Vice-President		
9. Mark Chino, President		
10. Thora Padilla, Res Mgmt	thora@mescalerodmp.net	575/464-4711
11. Alvin Benally, Housing	abenally@mescalerohousing.com	575/464-9259 (w)
12. Nelva Cervantes, Legal	nc@jdw-law.com	
13. Sandra Begay Campbell, Sandia	skbegay@sandia.gov	505/844-5418
14. Gepetta Billie, Sandia	gskilli@sandia.gov	505/844-1559
15. Tim Rooney, Antares Group	trooney@antaresgroupinc.com	303/893-6859
16. Camilla Liddell, Facilitation Support	camillaliddell@gmail.com	480/234-3699
17. Lesley Kabotie, Facilitator	ljkabotie@gmail.com	406/953-4142