



STRATEGIC ENERGY PLAN

Created By

Pueblo of Acoma

March 27-29, 2018
Tribal Administration Auditorium
Acoma Pueblo, NM

Strategic Energy Plan

*Facilitated and documented for DOE IE/TEP
through Sandia National Laboratories by*



Contents

This report contains the results of the 2018 strategic energy planning of the Acoma Pueblo. There are five sections to this report.



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Organizational History & Current Environment

This section of the report holds the results of five conversations designed to begin the strategic energy planning work planted in the history of development within the Pueblo as well as the current reality of the community. These include responses to questions on basic data, trends, accomplishments and advantages.



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Practical Vision

This section of the report holds Acoma's Energy Vision. If energy development is done well at Acoma, what is in place in 2028 that serves the community? The group's consensus and motivating image of the future is stated, along with where the Vision moves the Pueblo.



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Underlying Contradictions Workshop

This section of the report represents the group's analysis of issues and obstacles blocking progress toward the Vision. This insightful look at contradictions assists the group in assuring its development strategies are grounded in reality.



17 – 20

Strategic Directions Workshop

This section documents the two-year development strategies targeted by the Pueblo. The actions are woven into strategic directions that provide the group with clear statements of the priorities driving decision making.



21 – 32

Implementation Calendar, Task Teams, Participants

This section documents the accomplishments targeted for completion in Year One, along with the calendared effort and individual implementation sheets completed by the small teams who self-selected to work on task arenas.



History & Current Environment Scan

In completing a scan of the environment, it is important to create a “snapshot” of Acoma Pueblo as it currently exists ~ shaped by the history of the work, people, community and their impact on the consciousness and readiness of the Pueblo to undertake planning. The group generated data and information to discuss this history as it lives in the memories and stories of participants, along with the current day reality in which the energy vision will be developed.

In this session participants shared information on the history of development, Basic Data, Trends that impact energy development, Advantages and Recent Accomplishments that Acoma Pueblo has achieved in the past 2 years. These discussions help set the stage for the creation of a practical energy vision that is grounded in the reality of Acoma Pueblo and its stakeholder community.

History Grounding Acoma's Energy Vision

		Modernized Tribal Enterprise Development (1970s – 2000s)
Simple, Laid Back - Reliance on Natural Resources in Area		We're Integrating Outside Resources Into Our Community
Pre 1930	1930 - 1969	1970s
<ul style="list-style-type: none"> • Sky City where mostly everyone lived • Richmond, CA – Lots of Acoma's living there working on the railroad • Council meetings lasted all night. Leaders "paid" by food • River, Trails, Wagons, Horseback, Connected People • Shearing sheep for wool to sell or trade • Railroad • People living in box cars & housing sections • Governance: War Chiefs. Traditional form of government • Trading of pottery for cattle, sheep & other goods • Households lived in adobe home & did farming • Employed by railroad • Acoma Day School – the only school – grades 1-6 	<ul style="list-style-type: none"> • Grants only area school – bussing 7th – 12th grades • Ranching & farming • Went to war • American legion built • Economic Development Administration (EDA) built • I-40 came through area ('65-'68) • Water lines and tanks put in ('62) • Kids sent to boarding schools – Albuquerque, Wingate & all over • Community action program – 1st Federal Program @ Acoma for planning & development of Acoma • President Kennedy died ('63) • People moved to Albuquerque to work • Electricity ('40s) • Stanley Paytiamo 1st planner & grantwriter • People got vehicles (late '60s) • IHS came in, Acoma – getting shots • 4 companies w/10 uranium mines & mills • Hauling water in barrels in pickups – majority of people 	<ul style="list-style-type: none"> • Hauling water before plumbing • Home Improvement Program (HIP) renovated homes • J.O.M. – education, school supplies • Handful of homes had running water • 1st subsidized housing, scattered – HUD, mutual help homes • 4-6 cinder block water stations set up where people could get water • Acoma Lake: fishing & recreation • Sky City Community School – K-8 grade • 1st subdivision cluster housing – up to 100 units

History Grounding Acoma's Energy Vision (Continued)

			<i>People Comfortable with Technology & Families Exit Farming & Ranching - Everything Coming In – Convenient – Don't Have To Go Out</i>	<i>Older, Traditional People Don't Want Changes & Risk of Loss of Language, Land, Culture & Ways</i>
<i>Modernized Tribal Enterprise Development (1970s – 2000s)</i>			<i>People Are Plugged In To Technology, Unplugged From Each Other & Our Infrastructure is Aged</i>	
1980s	1990s	2000s	2010s	2017
<ul style="list-style-type: none"> • Pueblo of Acoma Fire Fighters • People retire & move home • Discussion of reinstating the draft • Gas station • Bingo hall • Atari, microwaves, personal computers, color T.V.s • Shutdown of Acoma Day School • Iran Contra Conflict 	<ul style="list-style-type: none"> • Oil Embargo • People living a modernized lifestyle • Persian Gulf War • Desert Storm • Internet – computers • Tribal building built • Working on getting mortgage code • Casino & truck stop • Casino was the only growing enterprise on I-40, pulling in \$ for dev. • Acoma breaks away from AIPAA, creates own housing authority ('95) 	<ul style="list-style-type: none"> • People quit planting & started shopping at Walmart • Tribal workforce layoffs ('08) • Obama ARRA Funded new community center, 3 road projects, solar lights at track field • State wants cut of Casino revenue – Richardson, gaming compacts • Haaku Learning Center built • New community center ('09) • Final skyline housing development completed, 69 units • Cell phones, 9/11 • U.S. economy crashes • Population relaxed & started anticipating per-cap (did give out gift cards) • Boys & Girls Club established • Y2K – fear of technology collapse • Sky City Cultural Center built • Reservation economy steady & expanding • Tribal gaming competition heats up 	<ul style="list-style-type: none"> • Went from being self-reliant to being tech-reliant • Shutdown of Boys & Girls Club ('10) • Road development • Development Planning done only at program level • Purchase of Gottlieb Ranch (Skyway) • Utility Authority Board created ('14) • Governor Riley's Vision: "A flourishing community built on wellbeing, strength and opportunity" – Gov. K Riley • Pueblo shopping center – Burger Barn, hair salon • Tribal Council went from weekly meetings to bi-weekly meetings ('16) • Traditional housing doesn't meet technology use standards & norms 	<ul style="list-style-type: none"> • Nobody visits each other anymore – "facetime" & texting • Younger families move off reservation – 50% of population

Environmental Scan: Basic Data

These are facts, measurable information and statistics about the current reality for Acoma Pueblo

- Energy need is \$32M – Water, wastewater, solid waste, natural gas, electric
- 1/3 of our need is met
- Population is 5,136 for 2018
- Government administration visionaries (2-8 years): Continental Divide Electric Co-op (CDEC), Bright Green Group Investors (BGG), Natural Gas Company (NGC), Broadband, Housing Development – Apartments, Room for More
- Land for development
- CDEC has a monopoly
- \$6.0 Million to establish Acoma Electric Utility
- \$6.5 Million need for community Natural Gas deployment
- Enrollment at 5,136
- Reservation population at 2,100+
- \$153,000 need for Tribal government buildings infrastructure improvements
- Contract IHS services and contracting
- 220 government employees
- \$1-\$2 M / mile for road construction
- \$400-\$700k/ mile for water line construction
- \$250k/mile for electric line construction
- \$2.5 M for 1 Megawatt solar farm
- Conversions of Wind mills to Solar pumps underway - \$30-\$70k/installation
- 20 year transportation plan with \$60M for short-term project
- \$30M for Mesa Hill Bridge
- Start mortgaging opportunities – happening this year (2018)
- Replace and manage ACL housing units and utilities – doing work in-house, \$85k budget – now complete; also, hospital and regional treatment center
- Utility Authority bills IHS for wastewater, solid waste and water service
- Discussions underway with IHS to maintain and operate housing units
- Water negotiation/ adjudication is on-going \$200-\$400k/year x 30 years

Environmental Scan: Positive (+) Trends

Trends are shifts or changes that are occurring around us and are not done yet. Positive trends are beneficial to our forward momentum, like the crest of a wave that a surfer might ride. They provide lift and support our efforts.

- Self-governance, exercising sovereignty on many fronts
- Building self-capacity
- Transition of traditional practices bringing outside knowledge back into community
- New Road Development, Exit 100 Road to Pueblo Road Project would be a plus +

- Solid waste collection, recycling, protecting the environment
- Green movement
- Taking over the BIE school
- Starting to form Acoma Electricity
- Community support
- Technology upgrades/ availability to rural communities
- Natural gas development
- Broadband development
- Greenhouse Project
- Pinsbaari Drive corridor development plan
- Mortgaging via Section 184 – Veterans, etc.
- New Market tax credit
- Rebuild tourism initiatives
- Mineral development (sand and gravel)
- Update Tax & Tribal Codes

Environmental Scan: **Negative (-) Trends**

Trends are shifts or changes that are occurring around us and are not done yet. Negative trends present obstacles that hinder our forward momentum. They complicate and diffuse our efforts.

- Less participation and community involvement
- Decline in Tribal revenue
- No media: no newspaper, web page not updated
- No land use plans
- Limited capital
- Lack of capacity
- Passing on traditional values
- Less volunteers (community / traditional)
- Resistance to change
- Less family involvement (time, place, togetherness), funerals, weddings, graduation receptions are only times we visit one another
- Family feuds and disputes (land, homes)
- Loss of language
- Loss of traditional way of life
- Decline of federal / state funding
- Decline of good jobs to bring people home
- Climate change, lack of resiliency
- People don't want to accept responsibility

Environmental Scan: Advantages

Advantages are strengths, resources or expertise we possess that position us to make powerful and significant strides.

- We have management capacity to undertake this work
- We have land
- Tribal sovereignty
- Competitive
- Natural gas line (close proximity)
- I-40
- Scholarships to Acoma's in field of Energy
- Utility Authority
- Leadership support
- Electric Utility formation
- Building partnerships: NM Gas Co – Emera, DOE Sandia National Labs, Avant energy
- Tourism/ historical landmark
- Traditional values
- Prayer, ceremonies, leadership amongst other Tribes/ Pueblos, Clanship
- Ability to incorporate traditional values into development
- Tribally owned utility for the community
- Pueblo/Tribal unity/support/ “examples, modeling” collaboration

Environmental Scan: Recent Accomplishments (2 year)

Recent accomplishments give us a sense of confidence as we look toward our continued achievement.

- Waterless composting toilets
- TERO tax passed
- Pinsbaari Drive construction
- Water accountability – Utility Rates and Board
- Sewer line improvements
- FEMA declarations – Presidential approval of Tribal self-declaration (eliminated the State)
- McCarty's Exit 96 improvements & Exit 102 improvements
- Grant funding success
- New housing complex
- Natural Gas expansion
- BIE to Acoma
- Estevan well
- Development of Anzacs Well #8
- Construction Manager General Contractor – Best Practice
- Residential Lease Agreement Approved

- Federal Highway Agreement eliminating BIA
- Public works/ OA Automation (WINCAMS) – new software
- Haaku Community Academy- BIE School
- Tribal Historic Preservation Office
- Exit 96 NMD Agreement to tax & traffic control on I-40
- Dictionary – Keres – Electronic
- Purchase of range land
- Lands into trust – Pick Martin and Sanchez Ranch
- New organization chart for Tribal operations
- CDEC Plan
- Track and community building (pool/gym)
- Subway Franchise



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 how strategic energy development should support, advance or positively impact Acoma Pueblo and its constituents. The workshop moved the conversation to a broader scope, with participants talking about the motivating image of the future that compels action.

Participants were asked to discuss and describe the desired future that would be achieved through the work of the Pueblo and the Utility Authority. It is this image of the long-range future that inspires and motivates progress over time.

The focus question before the group was:

What Is In Place in Acoma In 2028 That Tells Us We Are Serving the Energy, Development and Community Needs Well and Appropriately?



Acoma Pueblo Strategic Energy Vision 2028

Consensus Vision Statements

The following statements represent the group's consensus after discussing the individual elements of the vision. These Vision Elements capture the group's insight on their collective intent in each arena.

Towards Preservation of a Traditional & Productive Lifestyle for Acoma		Towards Economic Freedom as a Pueblo		Towards a Safe and Healthy Quality of Life For All	
Diverse Learning and Training Opportunities That Create and Strengthen Acoma's Success	Multiple Pathways for Learning to Speak and Understand Keres	Sustainable and Diverse Acoma Energy Portfolio That Meets & Exceeds Our Current & Future Needs	Thriving Economic Enterprises, Capital Sustainability and Revenue Generation for Individuals and the Pueblo	State of the Art Technology & Resources That Enhance Our Community's Quality of Life	Every Family Has Energy Efficient, Affordable, Sustainable Housing That Reflects Our Pueblo Lifestyle

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 bulleted 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 and consensus emerged from this seed data. Some ideas are specific; others are more general. They all help us imagine the future 10 years from now.

DIVERSE LEARNING AND TRAINING OPPORTUNITIES THAT CREATE AND STRENGTHEN ACOMA'S SUCCESS

- Education, science and technology, math, arts, engineering curriculum scholarships
- Enhanced employment: licensed plumbers, electricians, waste water / water operators, grant writers, environmentalist
- Job training for future energy development
- Year-round schooling
- Year-round youth employment for after school jobs
- Acoma has its own college/ university or technical school
- Advanced training and security (community policing and safety)
- Up-to-date library and information

MULTIPLE PATHWAYS FOR LEARNING TO SPEAK AND UNDERSTAND KERES

- All Acoma's fluent in Keres
- Language and culture preservation, development, continuing cultural practices
- Language retention

SUSTAINABLE AND DIVERSE ACOMA ENERGY PORTFOLIO THAT MEETS & EXCEEDS OUR CURRENT & FUTURE NEEDS

- Infrastructure: roads, buildings, bridges, broad-band, natural gas, electric energy
- 100% energy need met: natural gas development, electric company, wind power development
- Clean energy meets 100% of Acoma needs

THRIVING ECONOMIC ENTERPRISES, CAPITAL SUSTAINABILITY AND REVENUE GENERATION FOR INDIVIDUALS AND THE PUEBLO

- Exit 100 Walmart
- Regional Distribution Center for Goods off of I-40 and the Railroad
- Large scale agricultural plant
- Economic development, energy and utility expansion: retail, food establishments, laundromat, grocery store
- Local grocery and feed store

STATE OF THE ART TECHNOLOGY & RESOURCES THAT ENHANCE OUR COMMUNITY'S QUALITY OF LIFE

- Senior and Community Living Center where people can relax, visit, etc.
- Health care facilities / services living healthy lifestyles, recreation
- Showers at Old Acoma
- Hospital upgrade: State-of-the-Art Building, Diabetes Treatment & Cure or Care
- Assisted Living Center for Veterans & elders who want/need it
- Elimination of drugs and alcohol
- Social and cultural resources for community-building
- Gray water recycling and filtering
- Broadband; available to all community
- New water source: high tech water purifying system & water meter
- Paid utilities from projects for people 65 and older
- Paid natural gas to homes
- Law enforcement & safety, safe community, protect our borders

EVERY FAMILY HAS ENERGY EFFICIENT, AFFORDABLE, SUSTAINABLE HOUSING THAT REFLECTS OUR PUEBLO LIFESTYLE

- LED Lighting in 100% of homes
- Self-grid homes
- Pueblo architecture with open space housing that is quality, affordable, conserve energy homes



Underlying Contradictions

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

What Are the Issues Blocking Acoma's Energy Vision?

Honest dialogue is required for this clear-headed analysis of the organization's issues. The group's analysis of contradictions is at the heart of this workshop. Participants grappled with the issues and obstacles blocking the Team's Strategic 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

LIMITED COMMUNITY ENGAGEMENT & BUY-IN IN GOVERNANCE AND DECISION-MAKING HINDERS LOCAL AND STATEWIDE SUPPORT FOR ACOMA DEVELOPMENT PROJECTS

- Statewide decision-makers often overlook our Tribal needs because they see us as insignificant in the political process
- Praise occurs sporadically
- Territorial tendencies limit cooperation, support Build Absolutely Nothing Anywhere Near Anything (BANANA) in all areas of Vision
- Acoma Tribal laws do not reflect the current diversity of our community and ever-changing ways and lifestyles
- Inconsistent community participation in enterprise and capital
- People feel their voices don't matter
- Inconsistent community participation in Energy portfolio
- Inconsistent participation from community (all areas of Vision)
- Negativity is unchecked in community general meetings

COMMUNITY ACCESS & ENGAGEMENT IN HOUSING IS LIMITED TO POVERTY-FOCUSED RESOURCES AND CAPITAL

- Leaders fear land loss through mortgage collateral
- Inconsistent funding for modernizing traditional homes
- Time is taking to get Section 184 established
- People resistant to change to upgrade inefficient homes
- Housing no credit or bad credit limits options
- Difficulty obtaining a loan or mortgage because the land assignment cannot be used as collateral on the loan application

TRIBE HAS HIT ITS LIMIT ON BEING ABLE TO LEVERAGE EXISTING ASSETS THROUGH CONVENTIONAL FINANCIAL MECHANISMS

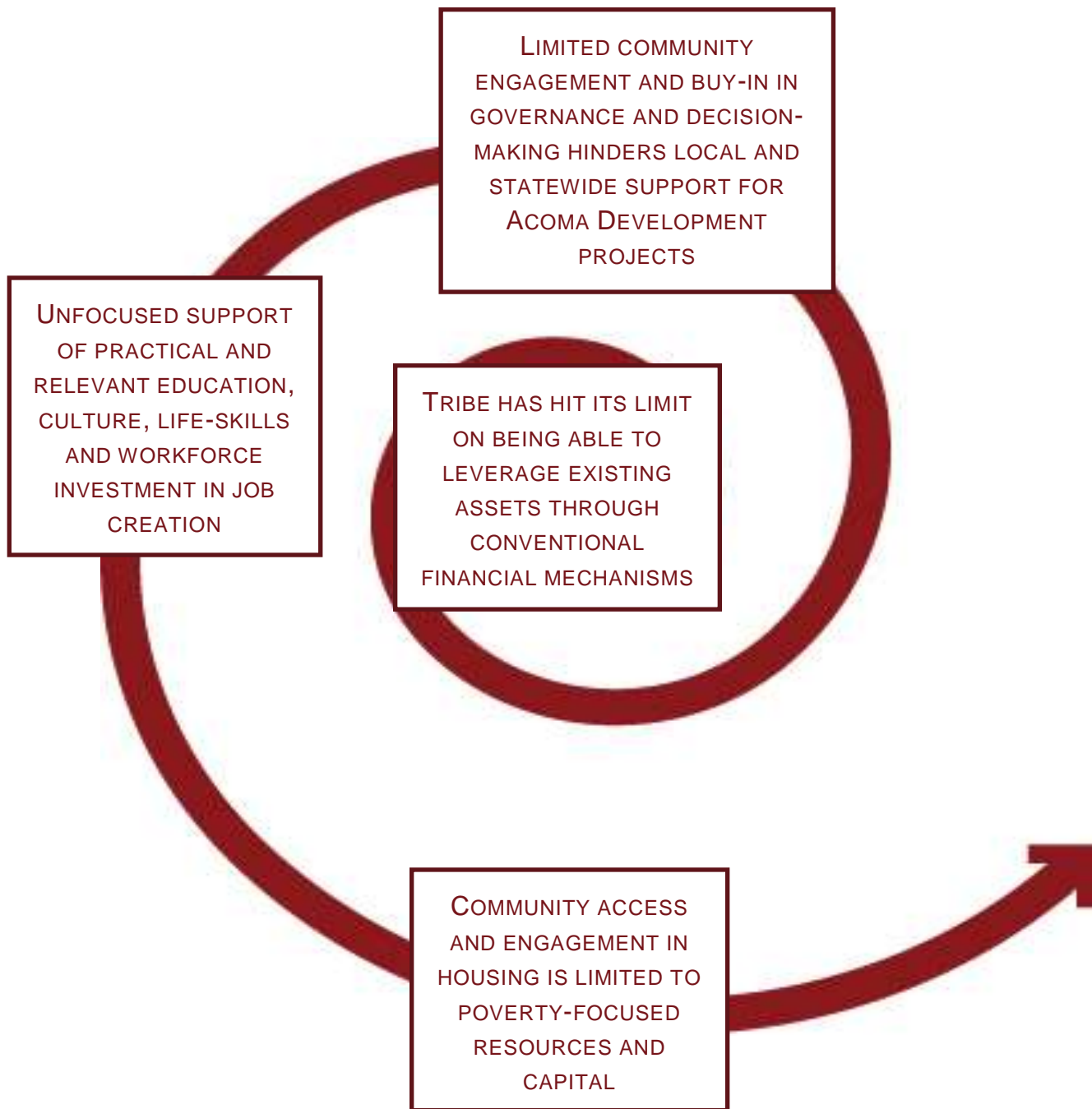
- Intermittent finances for energy portfolio
- Challenge obtaining matching funding

UNFOCUSED SUPPORT OF PRACTICAL & RELEVANT EDUCATION, CULTURE LIFE-SKILLS AND WORKFORCE INVESTMENT IN JOB CREATION

- People fall into financial trouble with loans because they don't understand about money
- Learning, training opportunities, lifestyle (have all or have none), unmotivated, complex education opportunities
- Keres language complex
- Underdeveloped curriculum for Keres language
- Keres – people feel embarrassed when learning the language
- Underdeveloped or inaccessible programs & facilities for training / education
- Tribal members limited experience with full range of money management

Contradictions “Swirl”

The issues identified are plotted onto this swirl with those that are the most distracting at the center and working their way outward:





Strategies for 2018-2020

In this workshop participants developed potential actions that could be taken in the next two years to launch Acoma's Energy 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, which in-turn, led to consensus statements describing the *strategic approach* to the work moving forward.

DEVELOPING DIVERSE WAYS TO COMMUNICATE INFO. EFFECTIVELY, IN WAYS THAT ARE UNDERSTANDABLE, RELATABLE & MODEL POSITIVE VALUES

- Emphasize positive values during general meetings
- Develop community wide campaign to encourage people to affirm & be positive w/language use
- Create means for programs to get the word out
- Keep at the work- being positive and be persistent
- Promote awareness of energy vision regularly, many ways: trash news, Instagram, FB, newsletter
- Create a "go-to" place (or places) for people to get info (pipe @ home/lane- billboard)
- Promote community involvement:
 - Flyers
 - Door to door
 - Online
 - Meetings
- Visually communicate progress and efforts to show people what's changing, plans, etc.
- Distribute the work of Outreach across the programs, don't put everything on one group to communicate

BUILDING & ALIGNING OUR ORGANIZATION & CAPACITY IN OPERATIONS & MANAGEMENT AT PUEBLO

- Tribal Programs/Tribal Members continue to research grants resources, etc.
- Develop internal power authority capacity for management, operations and maintenance
- Determine timeline on getting projects done
- Support Pinsbaari Drive corridor project
- Create a position to champion plans for each changing Tribal Administration
- Establish a chronological action plan
- Research what other nations have done & benefit from

- Develop research and development office for Acoma
- Organize the R & D office so that all domains and programs are represented
- Develop an overall Pueblo strategic plan that will be representative of all domains
- From the strategic plan development domain plans that create continuity that cross the spectrum of domains of the pueblo
- Identify action steps to be developed that result in tangible outcomes to impact the various domains of the Pueblo

EXPANDING DIVERSE ENERGY INFRASTRUCTURE CREATING COMMUNITY, AWARENESS & CULTIVATING CONSERVATION PRACTICES

- Technology: Advance Acoma to launch broadband deployment & automate operations
- Conduct community wide energy audit
- Finalize electric utility formation
- Create samples of Green-Built homes that are affordable options of what's out there
- Update energy strategic plan to align with pueblo wide strategic plan

PROMOTING & COMMUNICATING FOCUSED EDUCATION AT ALL LEVELS, PERSONAL DEVELOPMENT & LIFE SKILLS RELEVANT TO LIFE, VALUES AND OPERATIONS AT ACOMA

- Designate someone whose job it is to communicate the opportunities that will be available to students.
- Housing- Launch mortgage opportunities including home buyer education
- Assist to community Keres language. Products
- Develop training and learning opportunities for all utility operations
- Assist w/design of Haaku Community Campus
- Offer financial literacy training
- Develop safe & accessible places & focused opportunities to learn & practice language
- Continuously encourage individuals to take language classes & practice
- Build member-limited language access systems to promote and protect language development
- Bring high school (& middle school) students into the awareness of jobs coming
- Address issues in housing eligibility that keep unfair practices alive

UTILIZING ECONOMIC & NON-TRADITIONAL FUNDING TO LEVERAGE RESOURCES TO MANAGE & EXPAND OUR ENERGY INFRASTRUCTURE

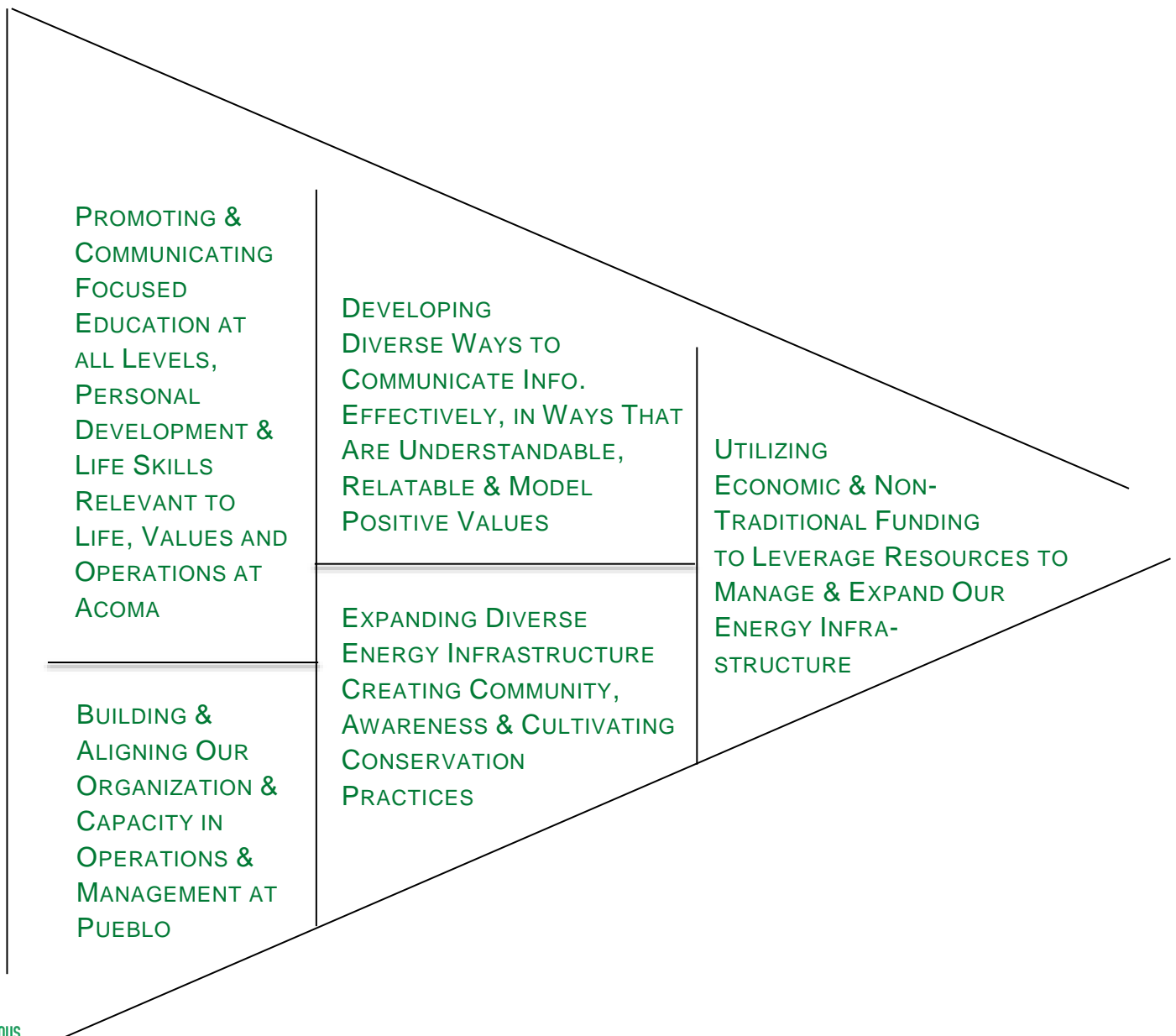
- Leverage private and governmental resources to develop utility scale solar 1 MW phases
- Explore opportunities to secure multiple funds to leverage projects
- Increase taxes and apply to utility bills

Strategic Opportunities

The group was asked to review the two year strategies and determine what the arrangement of the strategies would be if one particular strategy would be at the forefront of creating new opportunities, momentum or involvement in the overall work to achieve the vision of the group. The group acknowledged that ALL of the strategies are significant in the effort to move ahead and arrived at the following arrangement of two- year strategies.

What Strategic Actions Can We Take To Address the Issues and Launch the Vision?

The front of the arrow represents that effort which creates *breakthrough* opportunity for Acoma energy development; at the center are those which produce *critical mass* in the effort; at the rear are those strategies which create *lift and stability* to assure distance in the trajectory of the work.





Implementation & Next Steps

Achieving meaningful change is a long-term effort that requires the coordinated, persistent involvement of many to launch the work that paves the way for community readiness, asset deployment and collective support and contribution to the process.

In the implementation workshop, all participants are asked to identify what work needs to be done to move each of the strategies ahead as well as identify which piece of the puzzle they will work on to support the whole group's effort. Participants self-selected onto small work teams, and mapped out the timeline of effort they will undertake – individually and together – to build momentum toward achieving their vision of the future.

The timeline calendar lists the major accomplishments of each of the small teams which represent the Programs as well as the Department.

This information is supplemented by the planning sheets of the small teams, spelling out who will do what in the first quarter of the calendar year to begin achieving and accumulating small successes that move toward the desired future articulated by the whole group.

A blank planning sheet is included to assist small teams in continuing to meet, update small team plans and map out further tasks for implementation.

STRATEGY

INTENT:

Identify funding

ACCOMPLISHMENT

Identify
several
Funding
opportunities

1

2

3

4

5



IMPLEMENTATION STEPS

WHEN

WHO

1	Research & contact various funding sources for opportunity	April 19	Arvind Arvind
2			
3	learn about applicability and considerations	April 19	Arvind
4	obtain application and required docs.	April 19	Arvind
5			

SPECIAL CONSIDERATIONS

Don't take no
for an answer

RESOURCES NEEDED:

time

COLLABORATORS

NMFA/ABE
Gila River
Darryl
Council
Administration
Controller.
VA Board.

TEAM

Funding.
Arvind
* Darryl

* CHAMPION:

Jicarilla Apache.
Navajo Nation.

INDIGENOUS COLLABORATION

STRATEGY

INTENT:

Infrastructure

ACCOMPLISHMENT

Implementation of the strategic energy plan

1

2

3

4

5



IMPLEMENTATION STEPS

WHEN

WHO

1	Present to Tribal Council Final Draft for endorsement	April 1, 18	A. Patel
2	Implementation kick off w/ all stake holders (IA programs) directors	May 1, 18	A. Patel
3	invite external partners to meet w/ internal CDEC, OM contractor (selected)	June 1, 18	A. Patel
4	Present to general public for support & endorsement	June 15, 18	A. Patel
5			

SPECIAL CONSIDERATIONS

Contingent on CDEC
final purchase
agreement w/ CDEC

COLLABORATORS

1st Lt. Gov.
R. Concho
D. Deutscher
UA Board
F. Martinez

TEAM

1st Lt. Gov.
R. Concho
S. Phillips
K. Felipe

RESOURCES NEEDED:

UA Board, Planning, Engineering Dept,
Re Natural Resource/Realty Dept.

STRATEGY

INTENT:

Infrastructure

ACCOMPLISHMENT

Define skill sets
needed for future
utilities etc.
electric & gas

1

2

3

4

5



IMPLEMENTATION STEPS

WHEN

WHO

1	Electrical equipment RFP for operation & maintenance	May 2018	A. Patel
2	RFP to include training component for tribal members	May 2018	A. Patel & B.
3	Train acct recv. for utility elect services	June 2018	A. Patel
4	Develop job descriptions (secure template)	July 30, 18	A. Patel
5	Develop SOP for Electric Utility (outline)	June 30, 18	A. Patel

SPECIAL CONSIDERATIONS

Full implementation of CDec ops.

COLLABORATORS

Dayliah Felipe, HR Director
B. Keyupe, billing tech.

TEAM

1st Lt. Gov. R. Cincho *
S. Phillips
K. Felipe

RESOURCES NEEDED:

Human Resource templates from other entities (tribes)

STRATEGY

INTENT: Ongoing communications

To provide a consistent flow of truthful and valid information'

ACCOMPLISHMENT

Valid, truthful
communication

1

2

3

4

5



IMPLEMENTATION STEPS

WHEN

WHO

- 1 Develop a plan/Budget
Request time on Tribal Council
- 2 Provision Presentation
- 3 Request Resource to support
Initiative
- 4 Develop Organizational Structure
Develop position Descriptions
- 5 Submit to HR for Certification
Advertise, Hire, Implement

June 2018

Communication/
Education Team

SPECIAL CONSIDERATIONS

Funding Available? Office Space?
Mediums for Distributions

COLLABORATORS

All Depts.
Tribal Admin.
Community

TEAM

Lloyd
Dominic
STAN
Wendell
Kyle

RESOURCES NEEDED: Staff, Office,
Budget. Expertise

STRATEGY

INTENT: Develop a Home buyer Education Curriculum by 2018

ACCOMPLISHMENT

Home buyer Education Curriculum

1

2

3

4

5



IMPLEMENTATION STEPS

WHEN

WHO

1

Request time for Tribal Council AGENDA

Jun. 2018

PAHA

2

Develop tribal Council

3

Presentation with PAHA

4

Provide presentation to tribal Council

5

Request Resources to Implement program

SPECIAL CONSIDERATIONS

IF PAHA is in Agreement + PROVIDE Resources

COLLABORATORS

Designated TEAM AND PAHA

TEAM

FBI
to Be
Determined
W. CHINO
Dominic Tribal
Lloyd SHUTZVA
STAN HOLDER
KYLE MARTINEZ

RESOURCES NEEDED:

Funding for the STAFF Curriculum / TIME FOR



Strategic Plan Implementation worksheet provided by Indigenous Collaboration, Inc.

STRATEGY

INTENT:

Apply for Federal & State &
Private Opportunities

ACCOMPLISHMENT

Have \$\$ to
implement ideas
Ideas & goals

1

2

3

4

5



IMPLEMENTATION STEPS

WHEN

WHO

1

~~Identify Funding Agency~~

~~April 30, 2016~~

Arvind
Darrell

2

~~Obtain application~~

~~May 10, 2016~~

~~Arvind
Darrell~~

3

Submit application
Push the button (Send)

June 15, 2016

Arvind
Darrell

4

5

SPECIAL CONSIDERATIONS

Federal Funding (Congress)

COLLABORATORS

Marvin
Vello

TEAM

FQOLs
Funding
Opportunities
Operations
Leaders

* CHAMPION:

Arvind

RESOURCES NEEDED:

DOE Website
Loan Originals

STRATEGY

INTENT:

ACCOMPLISHMENT

1

2

3

4

5



IMPLEMENTATION STEPS

WHEN

WHO

1

2

3

4

5

SPECIAL CONSIDERATIONS

COLLABORATORS

TEAM

RESOURCES NEEDED:

1 Year Implementation Calendar – Acoma Energy Plan

Task Team	Q1 – Apr-Jun	Q2 – Jul-Sep	Q3 – Oct--Dec	Q4 – Jan-Mar 2019	Year 2
Communi- cation & Education ✓ Lloyd ✓ Stan ✓ Wendell ✓ Kyle ✓ Dominic	<ul style="list-style-type: none"> • Develop a home buyer education curriculum by June 2018 • Ongoing communication with the community 	<ul style="list-style-type: none"> • Build community bulletin boards, strategically placed • Designate a full-time staff to update website by July 2018 • Install mailboxes for community outreach • Create communications Tribal newspaper • Develop a community newspaper by June 2018 	<ul style="list-style-type: none"> • Provide a quarterly financial literacy training to Acoma members by October 2018 • Educate community on mortgage programs by October 2018 	<ul style="list-style-type: none"> • Values: embedded in language and culture project will implement next school year • Building and aligning programs • Develop Research & Development office • Do in-house/cross training • Mandate programs to collaborate 	<ul style="list-style-type: none"> •
Infrastruc- ture ✓ 1 st Lieu- tenant ✓ Sharlene ✓ Kathy	<ul style="list-style-type: none"> • Define skill sets needed for future utilities (Electricity, gas, etc.) • Implementation of the strategic energy plan 		<ul style="list-style-type: none"> • Fully implement new & approved organization structure by October 2018 • Erect new digital reader board • Complete an energy audit • Complete Pinsbaari Dr. corridor feasibility project by December 2018 	<ul style="list-style-type: none"> • Connect to the Transmission system and build substation • Secure 10 model floor plans & 3D model using passive solar and LEED design concepts • Expanding utility, finalize electric utility • Acquire Electrical System 	<ul style="list-style-type: none"> • Construct broadband by June 2019 • Automate government operations by June 2019
Funding ✓ Arvind ✓ Darrell	<ul style="list-style-type: none"> • Identify funding through PPA's or others for clean energy • Apply for federal & state private opportunities 		<ul style="list-style-type: none"> • Utilize economic development to leverage funding, explore business partnership w/private, Gov't, and global opportunities • Grant writer secure DoE funds for wind & solar energy production by October 2018 	<ul style="list-style-type: none"> • Increase GRT, BPT, TERO, tax by January 2019 • Apply GRT to Acoma utility bill by January 2019 • Hire a full-time grant writer by January 2019 	<ul style="list-style-type: none"> • Secure non-Tribal funds to contract services to develop a community wide strategic land use plan by October 2019 • Utility authority rates in 100% revenue for energy infrastructure by January 2019

Next Steps

- Paul & Lesley deliver documents to Sandra by the 4th
- Sandra Reviews and transmits to Arvind by 4/9
- Arvind distributes document to all participants by 4/16
- Arvind present to Utility Authority Board of Directors on 4/11
- Arvind get on Council Agenda & present
- Present to general public in meeting and ongoing

Participants, Acoma Strategic Energy Planning Session March 27-29, 2018

Name	Title / Role	Phone	Email
Davy Malic	Tribal Secretary	6604	tsecretary@puebloofacoma.org
Amy Tapia	Community Involvement Manager		
Marcus Chavez			
Eleanor Salvador		Acoma AN2A2	
Carma Nez			carina-nez@hotmail.com
Anita Lowden		552-5765	alowden@puebloofacoma.org
Monica Felipe		552-5190	mfelipe@puebloofacoma.org
Melissa Vallo		552-5180	mevalla@puebloofacoma.org
Wendell Chino		552-5180	wchino@puebloofacoma.org
Alvin Lewis Jr	Solid Waste	552-5131	
Lloyd Shutiva	Water / Wastewater	552-6818	
Ben Chavez	Pueblo Member	552-0252	
David Duetsawe		552-5190	ddentsawe@puebloofacoma.org
Donna Martinez		552-5161	dmartinez@puebloofacoma.org
Jessie Padilla		220-2893	
Mark A. Juare		803-0800	wwoperator@puebloofacoma.org
Raymond Concho, Jr	1 st Lieutenant Governor	552-5144	1st_lt@puebloofacoma.org
Clorinda Nunez		552-6728	cnunez@puebloofacoma.org
Bernard Lewis	2 nd Lieutenant Governor	552-6604	
Rachel Zieuwhite-James		552-7523	
Arvind Patel	Director, Utility Authority	552-5131	apatel@puebloofacoma.org
Jose Antonio	Waterless Compost Tech	552-5131	
Harold Felipe		552-6661	
Brenda Mariana	Human Resources	552-6728	
Kyle Martinez	PoA Utility Authority, Water/Wastewater	552-5131	
Dominic Bailon		362-5977	
Sharlene Phillips	PoA Utility Authority	552-5131	

Participants (continued)

Name	Title / Role	Phone	Email
Brittney Shutiva	Facilities Department	552-5165	Bshutiva@gmail.com
Stan Holder		552-5170	sholder@puebloofacoma.org
Dana Martinez		240-0059	Dn.martinez@yahoo.com
Darrell Felipe		552-5125	dlfelipe@puebloofacoma.org

Sandia Labs, Dept. of Indian Energy & Guests

Sandra Begay	Lead, Indian Energy Prog., Sandia Natl. Labs	(505) 844-5418	skbegay@sandia.gov
Tweedie Doe	Project Officer, U.S. Dept. of Indian Energy	240.562.1617	tweedie.doe@hq.doe.gov
Amy Tapia	Community Involvement Mgr, Sandia Natl. Labs	505 284-5207	astapia@sandia.gov
Carma Claw	PhD student, NMSU Dept. of Management		

Facilitators, Indigenous Collaboration, Inc.

Lesley Kabotie	Facilitator	720 379-4245 x101	ljkabotie@gmail.com
Paul Kabotie	Facilitator / Documentation	720 379-4245 x102	pkabotie@gmail.com
Sidney Kabotie	Documentation		skabotie@gmail.com