

Ojo Encino Tse'chizhi' Bito'

Sustainable Community Growth Strategy



*Roots in our Community,
Growth for our future*



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Executive Summary

The Ojo Encino Chapter 2016 Sustainable Community Economic Development Strategy focuses primarily on the quality of life elements for residents both within Ojo Encino and the surrounding region. By taking a quality of life strategy, the plan hopes to reverse population loss while providing a friendlier environment for businesses to be created and to flourish.

The plan begins by looking at statistics that are derived from local Navajo non-profits, the Census, and from the Navajo Nation. These statistics are locally specific when possible, are nested within a Navajo regional framework, and then compared to other areas outside of the Ojo Encino region. This is to better understand the situation within Ojo Encino and the Ojo Encino region. An important element of the statistical analysis is understanding migration patterns and Navajo diaspora, economic leakage, employment, and commuting characteristics.

The plan then focuses on infrastructure development and public safety. Some proposed infrastructure includes a high-speed fiber optic backbone and a natural gas connection to the downtown area. It also includes discussion of fire, EMS, and police services

Next, governance development is analyzed. Good governance at the local level can stimulate and maintain business development in the area. It also builds confidence by the residents of the area.

The business environment is looked at, and proposals are made regarding creating a stronger environment for business development. Also, education development from Pre-K to high school is discussed.

Potential business enterprises are proposed that residents have requested and which also appear to have a possibility of being successful in Ojo Encino. This includes discussion of an economic zone which is designated just north of the Ojo Encino NHA housing.

Lastly, the retired Ojo Encino day school campus is discussed.

Report Disclaimer

All efforts were made to ensure that data presented in this report is as accurate as possible and is meant for general planning purposes. Some data may be useful for business planning purposes; however, the author and Ojo Encino Chapter (or related entities) make no guarantee as to the accuracy of this data or potential business success. Most data in this report is based on public data sources. However, there is no guarantee of the accuracy of any data within this report. Data verification is advised for project specific planning. The author and Ojo Encino Chapter (or related entities) are not responsible for any impacts arising from any data or synthesis inaccuracies in this report.



Ojo Encino Context

Boundaries

The Ojo Encino Chapter is located on the eastern edge of the Navajo Nation. The service boundaries of the chapter are bordered by Counselor chapter to the north, Pueblo Pintado Chapter to the west, and Torreon chapter to the south. To the east lies predominantly BLM lands and the Village of Cuba. The chapter's service boundaries extend across two counties (McKinley and Sandoval counties) and two Bureau of Land Management (BLM) field offices (Farmington and Rio Puerco). These two BLM field offices are in the Farmington and Albuquerque BLM district offices respectively.

Government

The chapter government was originally certified on June 13, 1957. The chapter government has recently become Local Governance Act (LGA) certified on March 6th, 2012. LGA certification allows the chapter a greater amount of local control on various planning, administrative, and governing matters. This economic development plan has come into being directly because of LGA certification.

Planning

The chapter government has taken on larger scale planning which includes an overhauled Land Use Plan update and exploring the adoption of an Alternative Form of Governance (AFOG). This broad planning effort is being done in a comprehensive and integrative manner to ensure community goals, people, resources, assets, and needs are identified and utilized in a manner which will have the greatest positive impact.

Population

The population within the service boundaries of Ojo chapter was shown to be 688 as of the 2010 census. However, the population served by the Ojo government extends beyond the service boundaries. A large number of Ojo chapter members live in the southern Counselor area. Although this population is not explicitly counted within the numerical analysis, much of this planning is slated to have impacts regionally and some project specific planning does account for this population in southern Counselor.

Region

This economic planning document also integrates regional elements into it since Ojo Encino citizens and leadership had identified previously in the 2003 Land Use Plan, and currently, that Ojo Encino should act as Navajo regional hub particularly for Torreon, Counselor due to geography. This document should not be seen as a comprehensive regional economic development document because the focus is primarily Ojo Encino. This document can be useful as the Ojo Encino Chapter begins working more regionally to understand strengths and potential strategies regional partners can bring.



Ojo Encino & Regional Demographics

1. Population and Median Age

Ojo Encino Chapter

The population of Ojo Encino is comprised almost completely of Navajos. The last decennial census occurred in 2010 and indicates that Ojo Encino has a population of 688 which is a decline of 21 from the 2000 census which indicated a population of 709, a decrease of 3%.

The median age in 2010 is 26.6 years (Census P13) and in 2000 was 21.9 years (Census P013).

Figure 1

Ojo Encino Region

The census indicated that the Ojo Encino region had a population of 3,589 in 2010. This is a 10.5% decrease from the 2000 census population which was 4009.

The median age of the region has increased from 22.7 years in 2000 to 28.3 years in 2010.

Figure 2

Village of Cuba, NM

The Village of Cuba saw a census population growth of 23.9% from 590 in 2000 to 731 in 2010.

This increase was also accompanied by an aging population. The median age increased from 32.4 years in 2000 to 37.5 years in 2010.

Figure 3

New Mexico

New Mexico's census population grew 13.2% from 1,819,046 in 2000 to 2,059,179 in 2010.

New Mexico's median age also increase from 34.6 years in 2000 to 36.7 years in 2010.

Figure 4

Navajo Nation

The Navajo Nation residential population decreased by 3.8% from 180,462 in 2000 census to 173,667 in the 2010 census.

The population also became older with the median age increasing from 24 years in 2000 to 29.1 years in 2010.

Figure 5

United States

The United States' population increased by 9.7% from 281,421,906 in 2000 to 308,745,538 in 2010.

The median age also increased from 35.3 years in 2000 to 37.2 years in 2010.

Figure 6



2. Population Structure

Ojo Encino Chapter

Ojo Encino's population as of 2010 is 49.1% male and 50.9% female. This is a change from 2000 which was 49.4% and 50.6% respectively.

Ojo Encino's median age is increasing and the population size has remained stagnant. However, the population is still comprised of a large percentage of school age children. The current population structure indicates a relatively fast-growing populace, but due to large amounts of out-migration the Ojo Encino population actually decreased by 3%.

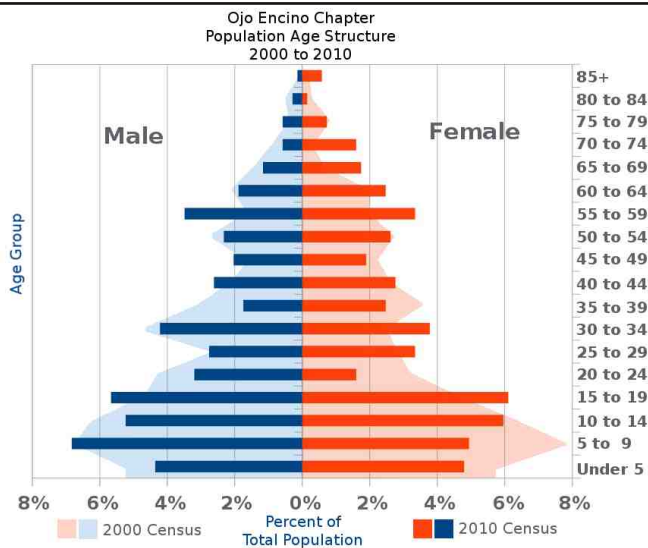


Figure 7. Ojo Encino Population Pyramid

Ojo Encino Region

The region in 2000 was 49.1% male and 50.9% female. In 2010 the region was 50.2% male and 49.8% female.

Ojo Encino region's population is aging. Looking at the structure of the population pyramid for the region indicates that the rate of natural population growth is slowing, and median age should increase. However, this aging has occurred via outmigration of young adults.

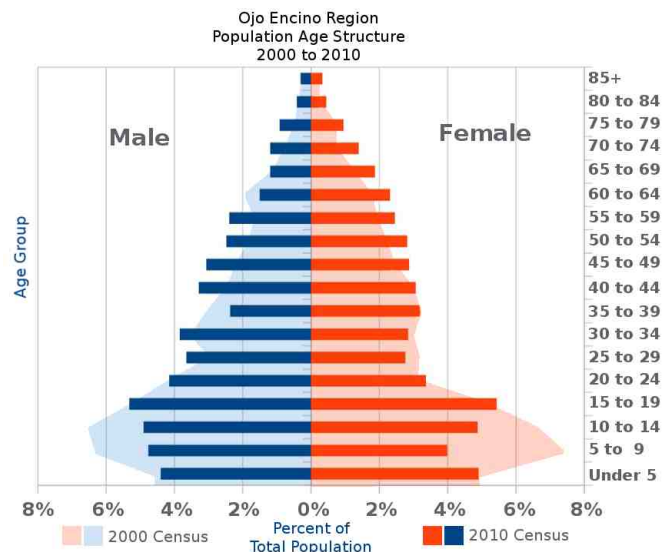


Figure 8. Ojo Encino Region Population Pyramid

Village of Cuba, NM

The Village of Cuba had 49.8% male and 50.2% female in 2000. In 2010 this changed to 46.2% male and 53.8% female.

Cuba Village median age had increased from 32.4 years in 2000 to 37.5 in 2010. This aging has occurred due to an influx of 30+-year-olds migrating to Cuba. Cuba's natural growth rate will remain steady and lower than Navajo areas with its overall growth rate being highly dictated by in-migration of older populations.

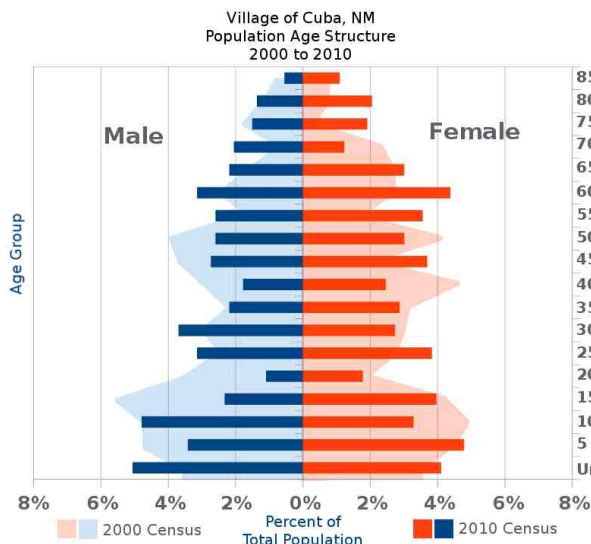


Figure 9. Village of Cuba Population Pyramid



2. Population Structure (cont'd)

Navajo Nation

The median age of the Navajo Nation has increased between the decennial censuses 5.1 years to 29.1 years. This is evident in the age structure of the population. The Navajo Nation resident population should still continue to have a natural increase. However, out-migration of the younger population will likely decrease the natural growth rate.

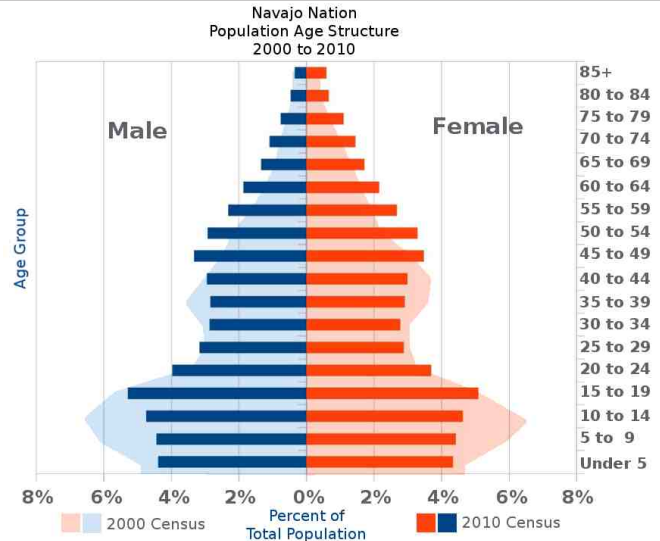


Figure 10. Navajo Nation Population Pyramid

New Mexico

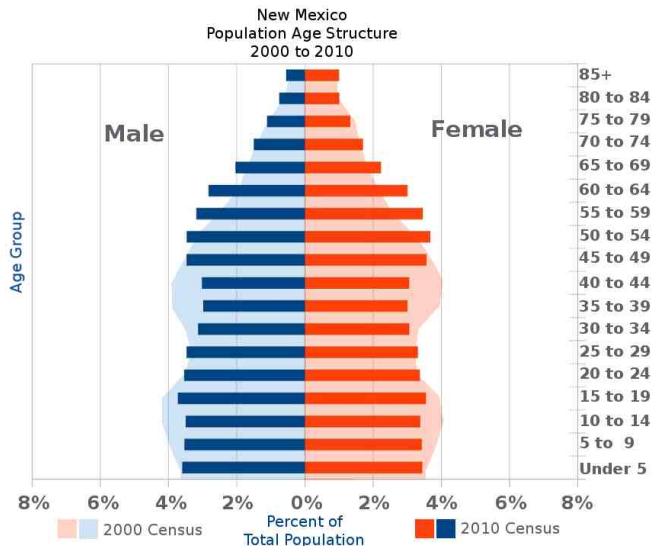


Figure 11. New Mexico Population Pyramid

New Mexico median age had increased from 34.6 years in 2000 to 36.7 in 2010. New Mexico's natural growth rate will remain steady and lower than Navajo Nation, and its median age will probably increase with time.

United States

United States median age has increased from 35.3 years in 2000 to 37.2 in 2010. United States's natural growth rate will decrease and be lower than Navajo Nation. The United States had 49.1% male and 50.9% female in 2000. In 2010 this changed to 49.2% male and 50.8% female.

United States median age had increased from 35.3 years in 2000 to 37.2 in 2010. United States's natural growth rate will decrease and be lower than Navajo Nation.

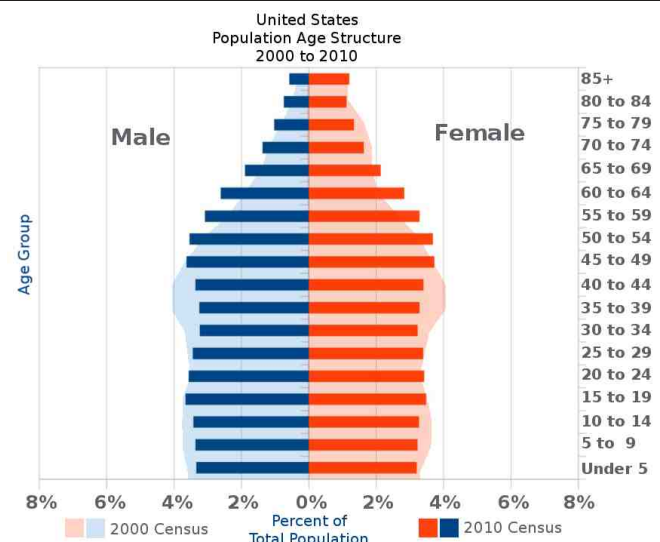


Figure 12. United States of America Population Pyramid



3. Migration and Diaspora

Navajo Nation Diaspora/Migration

OjoNavajo Nation appears to have a large diaspora population. In 2011 Navajo tribal enrollment reached over 300,000* people. However, 2010 census data indicates that the Navajo population living on the nation is around 157,000*.

The potentially displaced population is around 143,000 Navajos. People have chosen to live off of the Navajo Nation for many reasons. However, it is probable that some of the displacement has much to do with economic, public safety, medical, political, and development (education, infrastructure, etc.) issues.

Ojo Encino Diaspora/Migration

In 2010 Ojo Encino was projected to have a population close to 790** based off of 2000 census data. However, due to various issues (including the economic downturn in 2008) the 2010 census population is lower than the 2000 census population of 709 people.

The 2010 census indicates that 688 people reside within Ojo Encino. This was a population decrease of 21 people. However, if the lost population from natural growth is accounted for this population loss is actually closer to 100 people.

Much of this population loss occurs within 2 groups. The first group are the “20 somethings”, essentially youth between the ages of 16 to 30. This group shows significant losses of about 95 individuals. The next group are the 36 to 50 year olds. Although this loss is not as dramatic (about 30), it is still an area significant loss.

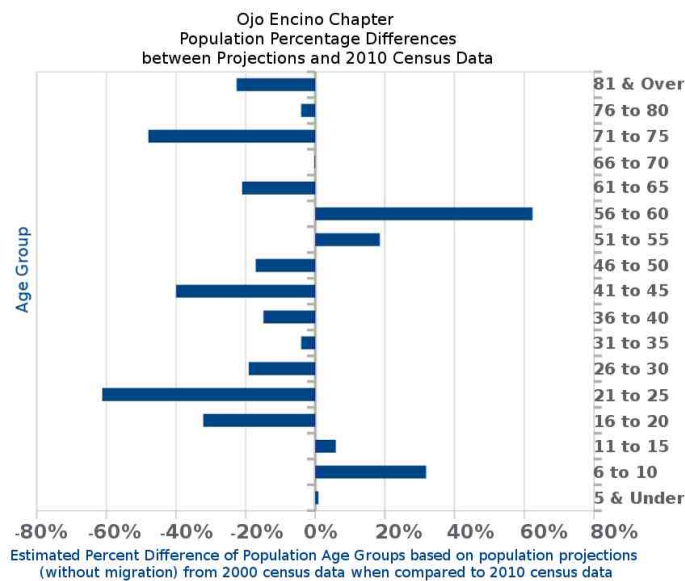


Figure 14. Ojo Encino Estimated Diaspora/Migration

Navajo Residency

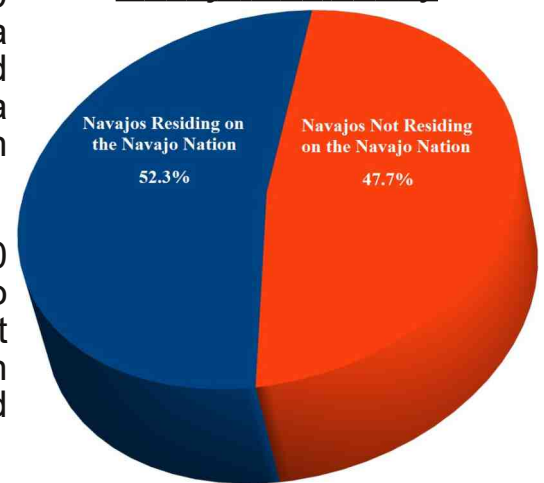


Figure 13. Navajo Residing on Navajo Nation vs. Not Residing on Navajo Nation

Some of the significant losses were made up for by in-migration of 51 to 60 years olds (slightly over 20) and by a larger than expected population of 0 to 15-year-olds (also slightly over 20). The 50 somethings may be individuals returning to Ojo Encino due to early retirement from careers elsewhere. The youth increase may be from higher than expected birth rates or from parents returning with youth to Ojo Encino due to lower living costs.

* Two separate data sources were used to determine the non-resident Navajo Population. The one source for enrolled Navajo members comes from the Navajo Nation Census office while the Census data is self-reported and tends to have inaccuracies. This information is meant to give a general idea of the resident versus non-resident Navajo populations.

** Basic population projections were constructed using estimated birth and mortality rates assuming no migration.



3. Migration and Diaspora (cont'd)

Ojo Encino Regional Diaspora/Migration

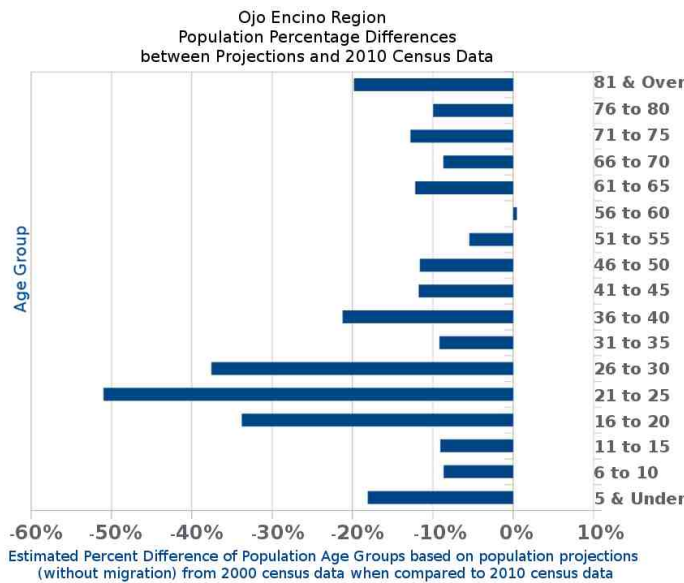


Figure 15. Ojo Encino Region Estimated Diaspora/Migration

In 2010 the Ojo Encino Region would have been projected to have a population slightly over 4,500 based off of 2000 census data. However, due to various issues (including the economic downturn in 2008) the 2010 census population is lower than the 2000 census population of 4009 people.

The 2010 census indicates that 3,589 people reside within Ojo Encino Region. This was a population decrease of 420 people. However, if the lost population from natural growth is accounted for this population loss is closer to 940 people.

Population loss by age group is across the entire spectrum. The only group that

showed no loss were the 56-60 year olds (perhaps early retirees returning home). Losses in the 16-30 year old group was about 580. This represent almost 62% of the total loss of population for the region.

Village of Cuba, NM Diaspora/Migration

The Village of Cuba did see a population increase from the 2000 to the 2010 census. The 2000 population was 590 while the 2010 population is 731. Projections indicate a natural growth rate of 40 people within this timeframe; however, the population increased by 141.

Cuba did see a major outmigration of 16 to 30 year olds (around 55); however, this loss was made up with a significantly larger number of 0-15 year olds (about 55). Also, groups 31 and older for the most part showed an increase (about 101). This older group indicates a large amount of in-migration.

This population increase does not seem to have been spurred by Navajo out-migration, 2000 census data (PCT003) indicates that about 140 Navajos resided within Cuba Village; in 2010 this number increased to only 149 (PCT3.)

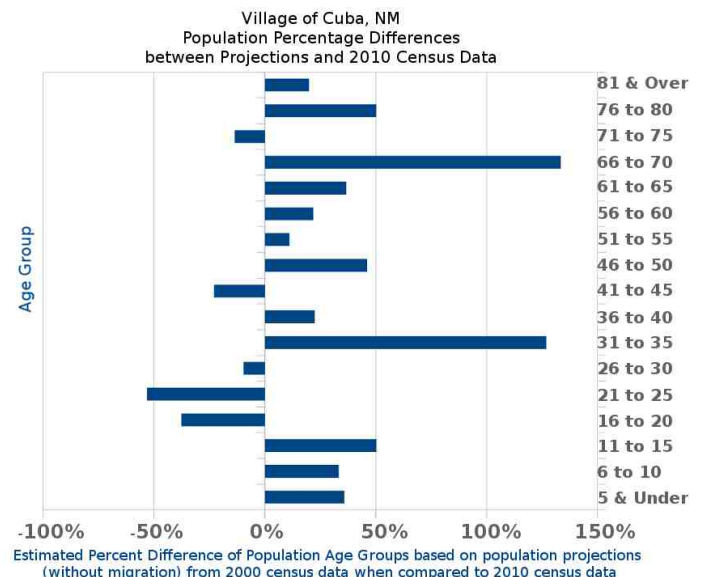


Figure 16. Village of Cuba Estimated Migration



3. Migration and Diaspora (cont'd)

Navajo Nation Diaspora/Migration

In 2010 Navajo Nation would have been projected to have a population slightly over 202,000 based off of 2000 census data. However, due to various issues (including the economic downturn in 2008) the 2010 census population is lower than the 2000 census population of 180,462 people.

The 2010 census indicates that 173,632 people reside within Navajo Nation. Navajo Nation shows major population losses for most age groups 35 and younger. The amount of losses for groups between 36 to 65 show decreasing loss rates, and a positive (in-migration) of individuals occur for ages 66 and older.

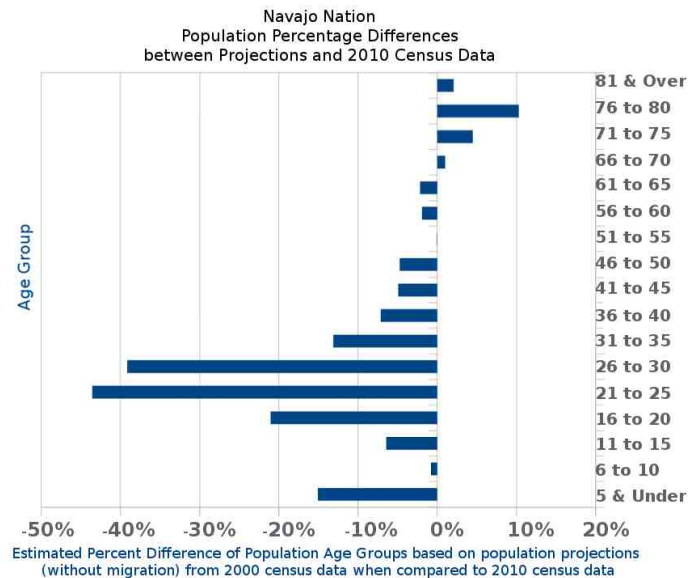


Figure 17. Navajo Nation Estimated Diaspora/Migration

Ojo Encino Chapter Diaspora/Migration Discussion

Ojo Encino has fared better than the surrounding Navajo Region and Navajo Nation in regards to out-migration. However, it has not fared as well as Cuba village which has experienced large in-migration of retiree population and 30 to 60-year-olds.

Ojo Encino has seen increases in its elementary aged youth (similar to Cuba). This is an important economic element because of the local school which provides a significant amount of employment for the population.

Although it will be difficult to retain the 16-30 age group, it should be possible to begin bringing back many of the 30 to 50-year-olds and to retain the elderly population. The 20 to 50-year-old group is probably very sensitive to economic fluctuations and issues related to children. The elderly group has its sets of needs which may include medical, transportation, infrastructure, and assisted care access.



4. Education

Table 1. Year 2000 Educational Attainment

Education Attainment for 2000						
EDUCATIONAL ATTAINMENT	Ojo Encino %	Ojo Encino Region %	Navajo Nation %	Cuba %	New Mexico %	USA %
Population 25 years and Older	304	1921	88662	374	1134801	76632927
Less than 9th grade	16.8%	36.1%	24.4%	16.3%	9.3%	7.5%
9th to 12th grade, no diploma	36.2%	29.8%	19.7%	18.7%	11.9%	12.1%
High school graduate (includes equivalency)	34.9%	20.6%	26.3%	29.7%	26.6%	28.6%
Some college, no degree	6.9%	7.6%	17.0%	14.2%	22.9%	21.0%
Associate degree	0.0%	2.0%	5.4%	5.1%	5.9%	6.3%
Bachelor's degree	5.3%	3.0%	4.7%	12.6%	13.6%	15.5%
Graduate or professional degree	0.0%	0.9%	2.6%	3.5%	9.8%	8.9%
Percent high school graduate or higher	47.0%	34.1%	55.9%	65.0%	78.9%	80.4%
Percent bachelor's degree or higher	5.3%	3.9%	7.3%	16.0%	23.5%	24.4%

Table 2. Year 2010 Educational Attainment

Education Attainment for 2010						
EDUCATIONAL ATTAINMENT	Ojo Encino %	Ojo Encino Region %	Navajo Nation %	Cuba %	New Mexico %	USA %
Population 25 years and Older	374	2118	91484	501	1296627	80939002
Less than 9th grade	23.50%	24.8%	19.0%	5.8%	7.8%	6.2%
9th to 12th grade, no diploma	22.40%	26.0%	15.2%	24.4%	9.5%	8.7%
High school graduate (includes equivalency)	28.10%	31.2%	33.0%	42.7%	27.0%	29.0%
Some college, no degree	15.30%	10.4%	17.9%	16.6%	23.1%	20.6%
Associate degree	5.70%	4.0%	7.7%	3.8%	7.2%	7.5%
Bachelor's degree	3.90%	2.2%	4.2%	4.2%	14.6%	17.6%
Graduate or professional degree	1.10%	1.5%	2.9%	2.6%	10.8%	10.3%
Percent high school graduate or higher	54.10%	49.2%	65.8%	69.9%	82.7%	85.0%
Percent bachelor's degree or higher	5.00%	3.7%	7.1%	6.8%	25.5%	27.9%

Education Analysis

The population of Ojo Encino is becoming more educated. The percentage of the population that has a high school degree or higher has increased 7% over the last decade to 54%. The percentage of the population that have some college (but no degree) has increased greatly as well to a little over 15%. Associate degrees have increased by 5.7% in the last decade as well. The percentage of bachelor degree holders have slightly decreased, and graduate degree or higher have increased slightly.

Compared to the Ojo Region, Ojo Encino has a somewhat more educated population. The percent that has a high school degree or higher is about 5% higher than the region. Ojo Encino also has a higher percentage of people with a bachelor's degree or higher.

Compared to the Navajo Nation Ojo Encino has some educational gains that need to be made. Ojo Encino high school degrees or higher is about 12% lower than the Navajo Nation population. Our percentage of the population with bachelor degrees or higher is also lower by about 2%. Places, where some gains could be had, is by increasing (cont'd)



4. Education (cont'd)

Education Analysis (contd)

associate degrees. It may be difficult to match Navajo Nation higher level educational stats since Ojo does not have the urban locales that the whole of the Navajo Nation has. Thus some more of the specialties that require higher degrees may not be supported within Ojo Encino or the region.

Cuba has a higher percentage of those with a high school degree or beyond. It also has a higher percentage of people with a bachelors degree or higher, including almost 2% higher of people with graduate or higher degrees. However, this may be due to a large influx of older people into Cuba who may be retired and because of the medical center.

Ojo Encino lags behind New Mexico and United States education statistics. However, New Mexico and the USA includes urban areas and other specialty zones that economically support higher educated workforces.



5. Employment

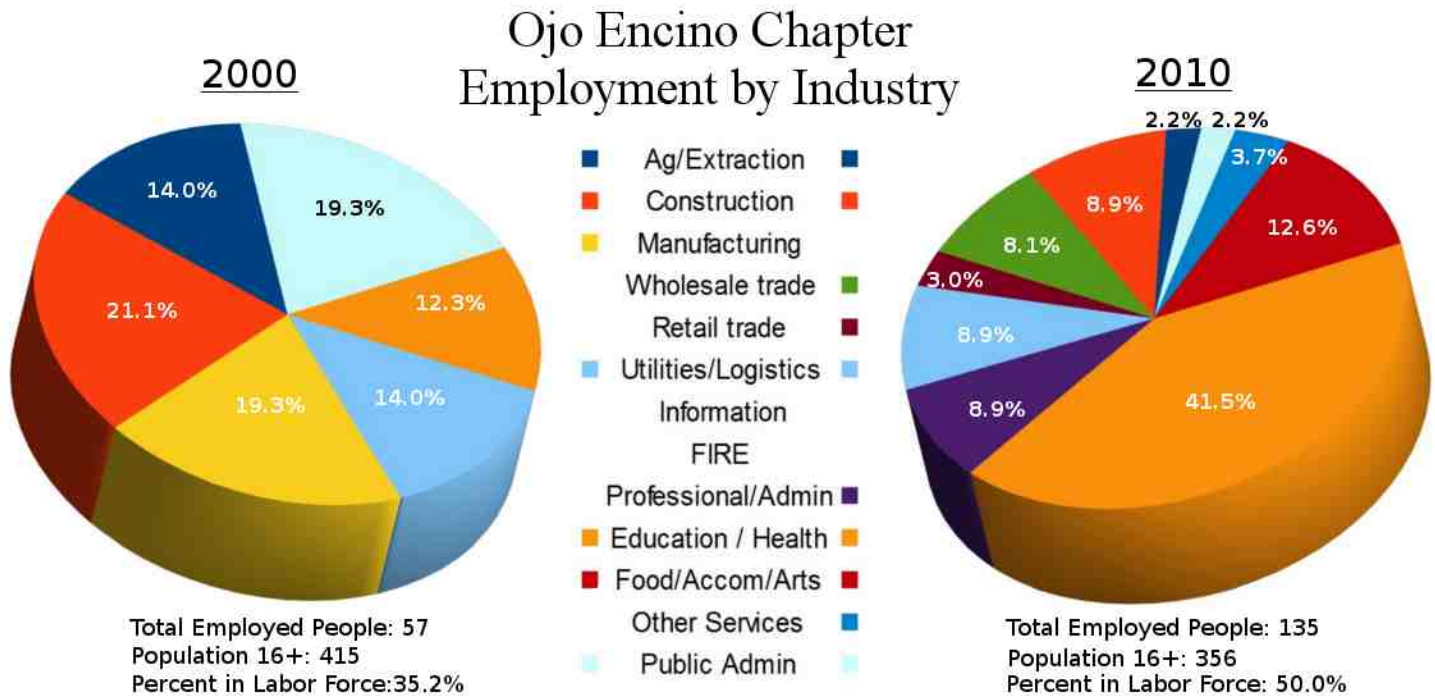


Figure 18. Ojo Encino Employment by Industry

Ojo Encino Chapter

The population 16 and over for Ojo Encino shrank in 2010 to 356. Approximately 50% of these people are not in the labor force. This is a reduction from 2000 where 64.8% were not in the labor force. The percentage of individuals in 2010 who are 65 or older in the workforce is 14.4% which is an increase from 2000 when it was 9.2%. Thus the estimated percent of the population who are 16 to 64 that are not in the labor force is 41.4% which is a decrease from 2000 when it was 61.3%.

The major industry types that workers are a part of is Education services/health care/social assistance with 41.5% of employed individuals, and Arts/Entertainment/Recreation/accommodation/food services at 12.6%. Neither of these industry types was major employers a decade before.

Professional, scientific, and management, and administrative and waste management services have increased as a sector of employment for Ojo Encino. Also, wholesale trade has become a larger employer as well.

Public Administration and manufacturing have significantly decreased as employment sectors for Ojo Encino over the decade.



5. Employment (cont'd)

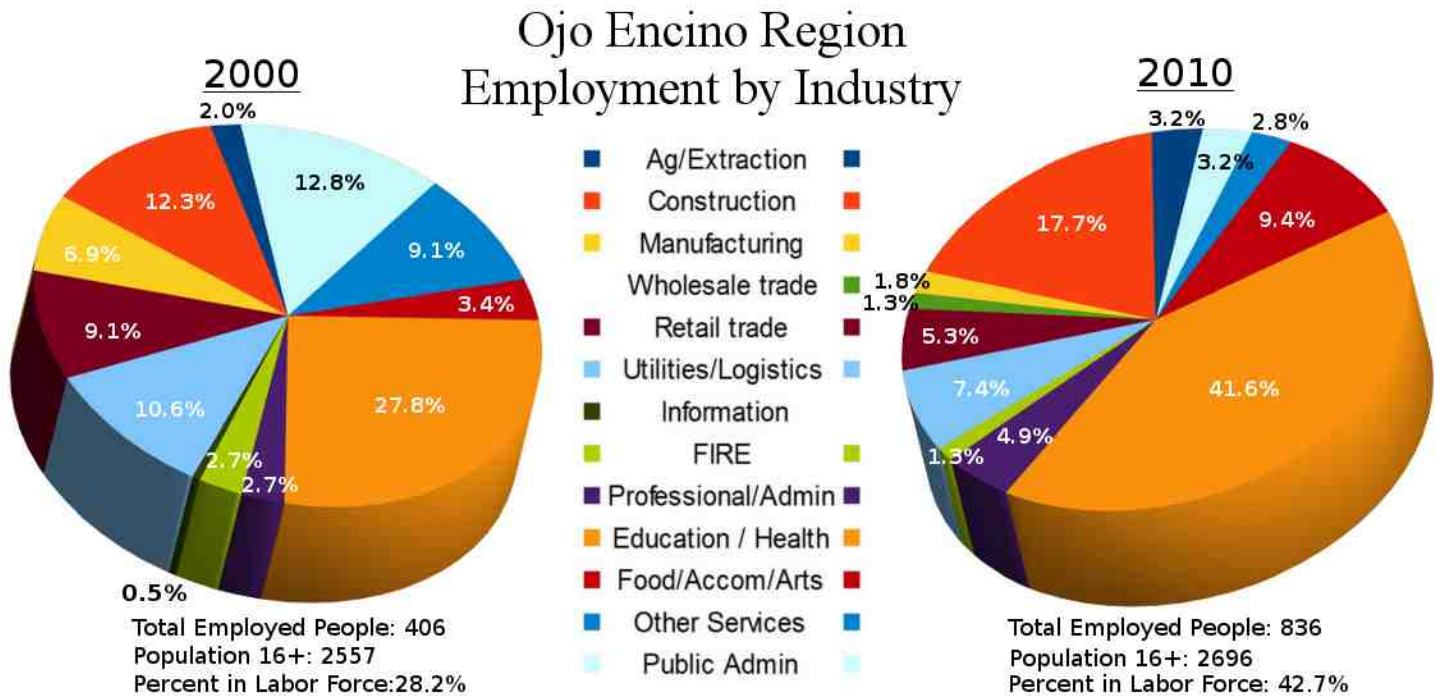


Figure 19. Ojo Encino Region Employment by Industry

Ojo Encino Region

The population 16 and over for Ojo Encino Region increased in 2010 to 2696. Approximately 57% of these people are not in the labor force. This is a reduction from 2000 where 71.8% were not in the workforce. The percentage of individuals in 2010 who are 65 or older in the 16+ category is 12% which is an increase from 2000 when it was 9.5%. Thus the estimated percent of the population who are 16 to 64 that are not in the labor force is 51.4% which is a decrease from 2000 when it was 68.8%.

Educational services/health care/social assistance is the largest employer in the region at 41.6%. Construction is the next largest employer at 17.7%.

Arts/entertainment/recreation/accommodation/food services represent 9.4% of the workforce, and Transportation/warehousing/utilities represent 7.4% of the workforce.

Public administration, Other Services (except public administration), and Manufacturing all showed substantial decreases from 2000.



5. Employment (cont'd)

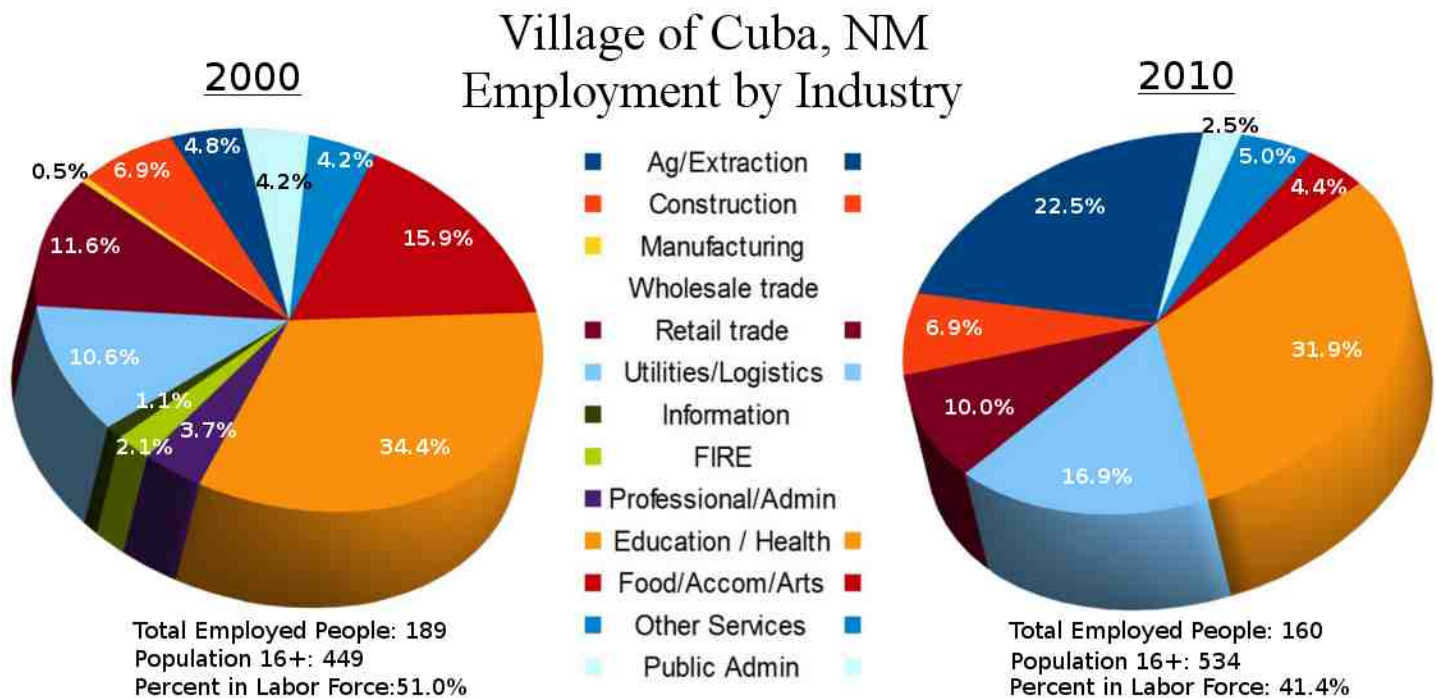


Figure 20. Village of Cuba Employment by Industry

Village of Cuba, NM

The population 16 and over for Cuba Village in 2010 is 534. Approximately 58.6% of these people are not in the labor force. This is an increase from 2000 where 49% were not in the workforce. The percentage of individuals in 2010 who are 65 or older in the 16+ category is 23.2% which is an increase from 2000 when it was 17.4%. Thus the estimated percent of the population who are 16 to 64 that are not in the labor force is 46.1% which is an increase from 2000 when it was 38.3%.

Educational services/health care/social assistance and Agriculture/forestry/fishing/hunting/mining are the two primary industry employers for the population of Cuba.

Most industries saw declines. The industry that grew the most was Agriculture/forestry/fishing/hunting/mining. This industry saw large increases in employment. Transportation/warehousing/utilities also saw increases in employment as well.

Arts/entertainment/recreation/accommodation/food services saw a large decrease in employment from 2000 to 2010.



5. Employment (cont'd)

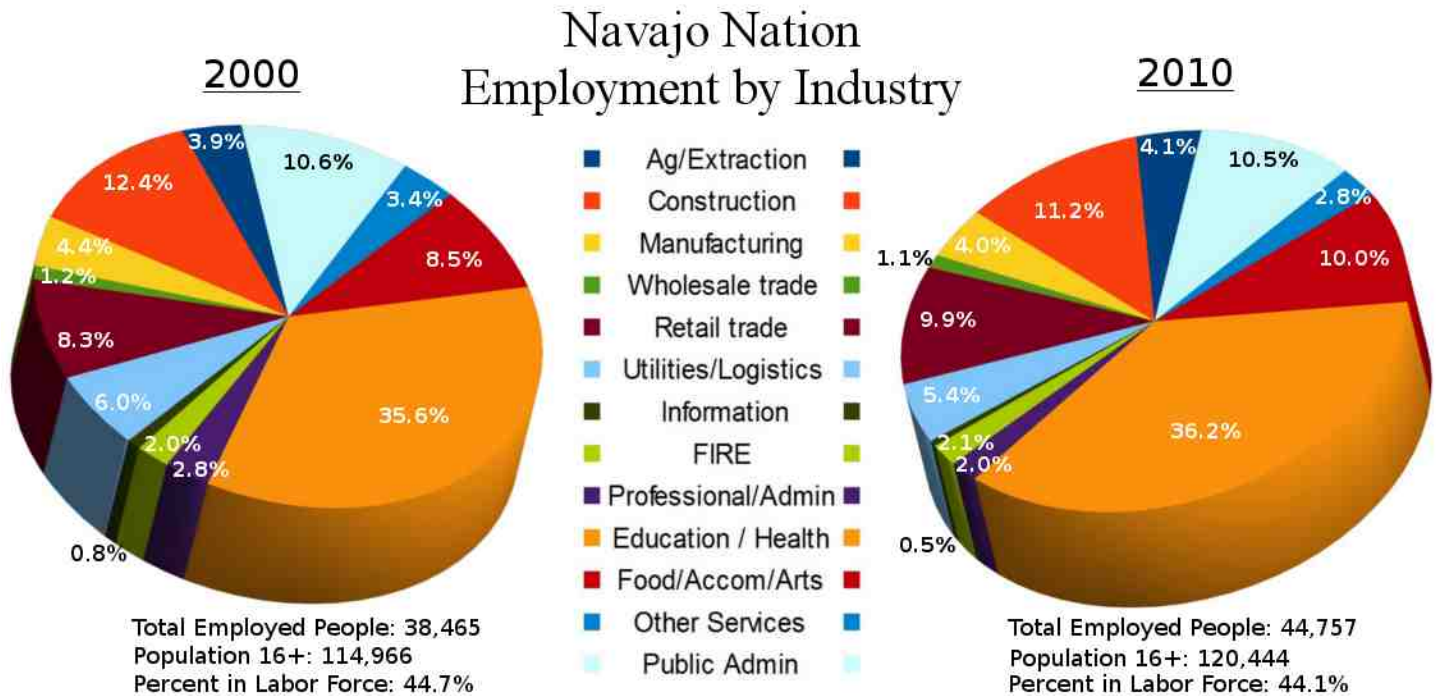


Figure 21. Navajo Nation Employment by Industry

Navajo Nation

The population 16 and over for Navajo Nation increased in 2010 to 120,444. Approximately 55.9% of these people are not in the labor force. This is an increase from 2000 where 55.3% were not in the workforce. The percentage of individuals in 2010 who are 65 or older in the 16+ category is 13.8% which is an increase from 2000 when it was 10.9%.

Educational services/health care/social assistance is the largest employer on the Navajo Nation representing 36.2% of those employed.

Educational services/health care/social assistance, Arts/entertainment/recreation/accommodation/food services, and retail trade all saw significant increases over the past decade.

Information and Professional/scientific/management/administrative/waste management services both saw major losses over the past decade.



6. Class of Worker & Self-Employment

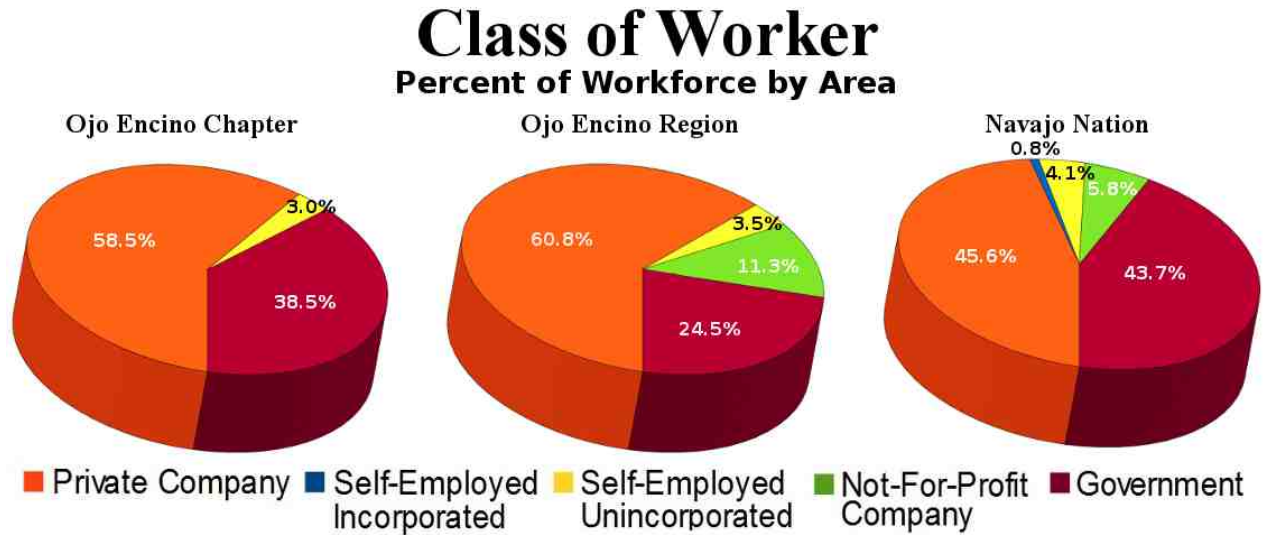


Figure 22. Class of Worker

Ojo Encino Chapter

Self-employment represents approximately 3% of the Ojo Encino's workforce. The self-employed workers are entirely in the construction industry and are unincorporated businesses. Total self-employment income is reported at \$22,300 which is up from \$0 in 2000.

Private sector employment (not including self-employment) makes up 58.5% of the workforce. Government employment makes up 38.5% of the workforce.

Ojo Encino Region

Self-employment represents approximately 3.5% of the Ojo Encino regional workforce. The self-employed workers are entirely in unincorporated businesses. The vast majority are in professional services with a few others in construction and education industries. Total self-employment income is reported at \$23,100 which is down from \$75,900 in 2000.

Private sector employment (not including self-employment) is the largest employer at 60.8%. The next largest is the government sector at 24.5%, and finally, the not-for-profit sector employs 11.3% of the workforce.

Navajo Nation

Self-employment represents approximately 4.9% of the Navajo Nation workforce. The 4.1% of this 4.9% are workers in unincorporated businesses with .8% in incorporated businesses. For those in incorporated business the major industry is Manufacturing followed by arts and then education industries. For unincorporated businesses the major sector is manufacturing followed by retail trade. Total self-employment income is reported at \$33,125,400 which is up from \$23,454,300 in 2000.

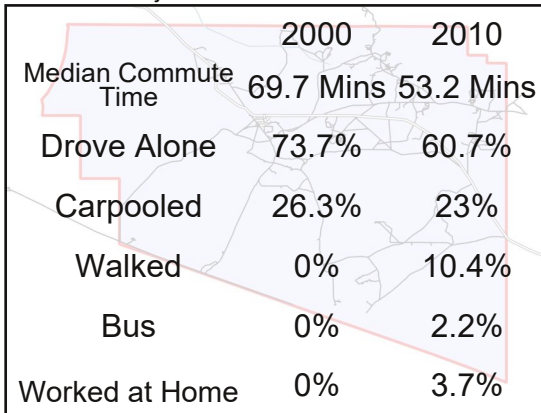
The two main employment sectors are Private (not including self-employment) at 45.6% and Government at 43.7%. Not-for-profit sector makes up 5.8% of the workforce.



7. Commuting Characteristics

Ojo Encino Chapter

Table 3. Ojo Encino Median Commute Time



	2000	2010
Median Commute Time	69.7 Mins	53.2 Mins
Drove Alone	73.7%	60.7%
Carpooled	26.3%	23%
Walked	0%	10.4%
Bus	0%	2.2%
Worked at Home	0%	3.7%

The median commute time for Ojo Encino workers is 53.2 minutes in 2010. In 2000 the median time was 69.7 minutes. The number of workers who did not work at home increased from 57 in 2000 to 130 in 2010.

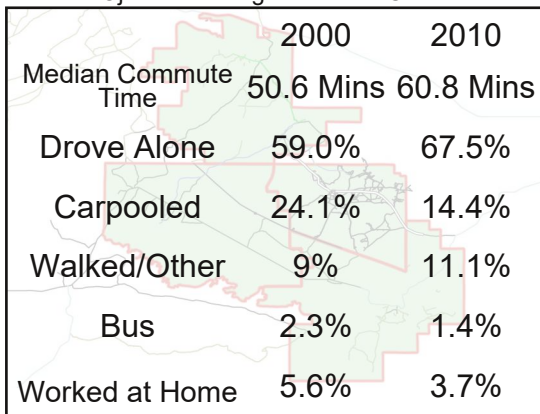
The majority of workers (60.7%) drove alone to work. Another 23% carpooled with the majority of carpools in a three-person carpool. About 10.4% of workers reported walking to work (this is an increase from 0% in 2000). Another 3.7% report working at home, and 2.2% report taking a bus to work.

Almost one-quarter (25.4%) of workers leave for work between 6:00 am and 6:30 am. The vast majority (61.5%) of workers leave for work between 5:30 am and 8:00 am. Two other significant times are 12:00 am to 4:59 am (15.4%) and 12:00 pm to 3:59 pm (13.8%).

Almost all workers work within the state (97.8%). Only 2.2% work outside of the state. 41.5% work within their county of residence and 56.3% work outside their county of residence.

Ojo Encino Region

Table 4. Ojo Encino Region Median Commute Time



	2000	2010
Median Commute Time	50.6 Mins	60.8 Mins
Drove Alone	59.0%	67.5%
Carpooled	24.1%	14.4%
Walked/Other	9%	11.1%
Bus	2.3%	1.4%
Worked at Home	5.6%	3.7%

The median commute time for Ojo Encino Region workers is 60.8 minutes in 2010. In 2000 the median time was 50.6 minutes. The number of workers who did not work at home increased from 368 in 2000 to 754 in 2010.

The majority of workers (67.5%) drove alone to work. Another 14.4% of workers carpooled with the majority of carpools in a two-person carpool. About 11.1% of workers reported walking to work. Another 5.6% report working at home, and 1.4% report taking a bus to work.

Workers leave for work across a broad number of times. 69.6% of workers leave for work between 5:00 am and 8:30 am, with spike times being 6:00 am to 6:29 am (16.3%), 7:00 am to 7:29 am (14.2%), and 8:00 am to 8:29 am (12.9%)

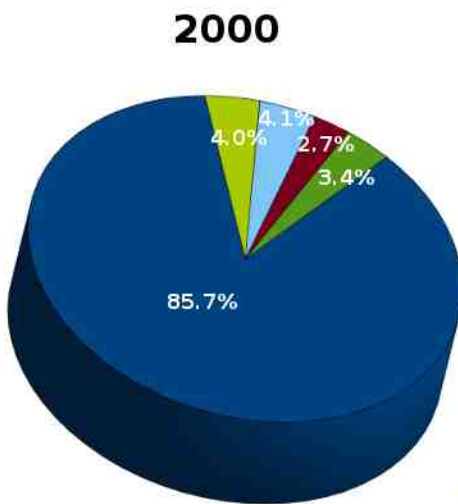
Almost all workers work within the state (90.4%). About 9.6% work outside of the state. 47.9% work within their county of residence and 42.4% work outside their county of residence.



8. Income Types

Ojo Encino Chapter

Percent of Income Types of Total Aggregated Income

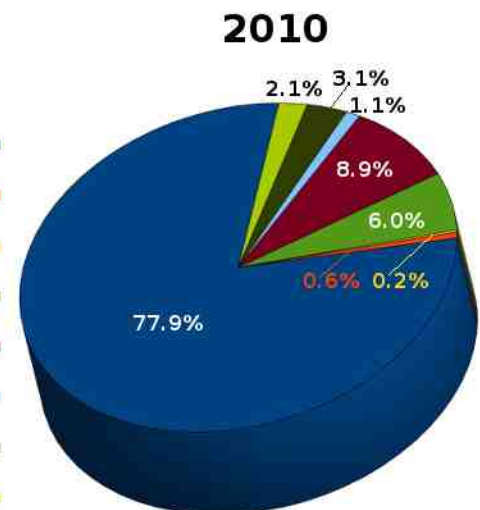


Total Income: \$5,757,412 (2010 Adjusted)

Total Households: 174

Income per Household: \$33,089 (2010 Adjusted)

- Aggregate wage or salary income in the past 12 months (in 2010 inflation-adjusted dollars)
- Aggregate self-employment income in the past 12 months (in 2010 inflation-adjusted dollars)
- Aggregate interest, dividends, or net rental income in the past 12 months (in 2010 inflation-adjusted dollars)
- Aggregate Social Security income in the past 12 months (in 2010 inflation-adjusted dollars)
- Aggregate Supplemental Security Income (SSI) in the past 12 months (in 2010 inflation-adjusted dollars)
- Aggregate public assistance income in the past 12 months (in 2010 inflation-adjusted dollars)
- Aggregate retirement income in the past 12 months (in 2010 inflation-adjusted dollars)
- Aggregate other types of income in the past 12 months (in 2010 inflation-adjusted dollars)



Total Income: \$3,831,500

Total Households: 163

Income per Household: \$23,506

Figure 23. Ojo Encino Income Types

The significant portion of income is from wage/salary income. However, this has decreased to 78.5% in 2010 of total income from 85.7% in 2000. Overall actual total income dropped if inflation is accounted for. Gross income in 1999 (adjusted to 2010 dollars) was \$5,757,412 and in 2010 this amount was \$3,831,500. This represents a per household decreased in 1999 from \$33,088 (2010 adjusted) to \$23,506. Population and number of households dropped over the decade; however, this was not enough to explain the large income drop of the area.

The income types that saw large gains were social security, supplemental social security, and retirement. Increases with both retirement and social security income indicate an older population with a higher proportion of retirees. The supplemental social security income is defined as "... Supplemental Security Income (SSI) is a nationwide U.S. assistance program administered by the Social Security Administration that guarantees a minimum level of income for needy aged, blind, or disabled individuals..."*.

*American Community Survey and Puerto Rico Community Survey 2012 Subject Definitions.



8. Income Types (cont'd)

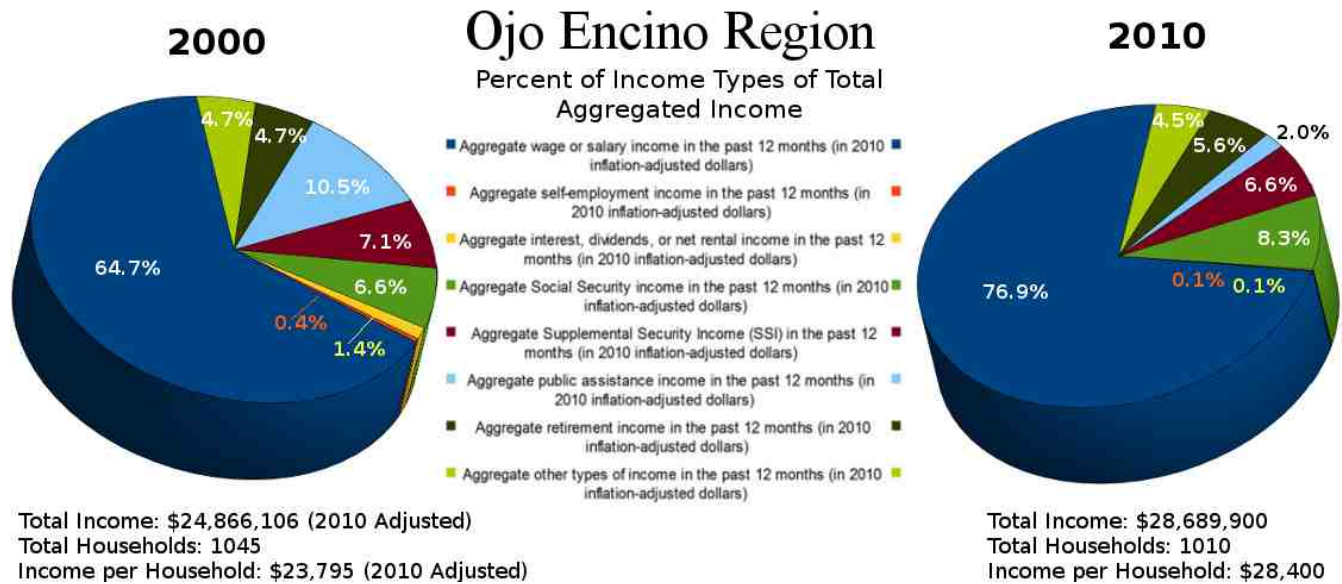


Figure 24. Ojo Encino Region Income Types

Wage/salary income increased greatly as a source of income from 64.7% in 2000 to 76.9% in 2010. Overall, total income rose for the region from \$24,866,106 in 1999 (2010 adjusted dollars) to \$27,383,700 in 2010. This represents a per household income of \$23,795 in 1999 (2010 adjusted) to \$27,112 in 2010.

Social security and retirement income also increased. While public assistance, other income, and supplemental social security income decreased. earnings is the major

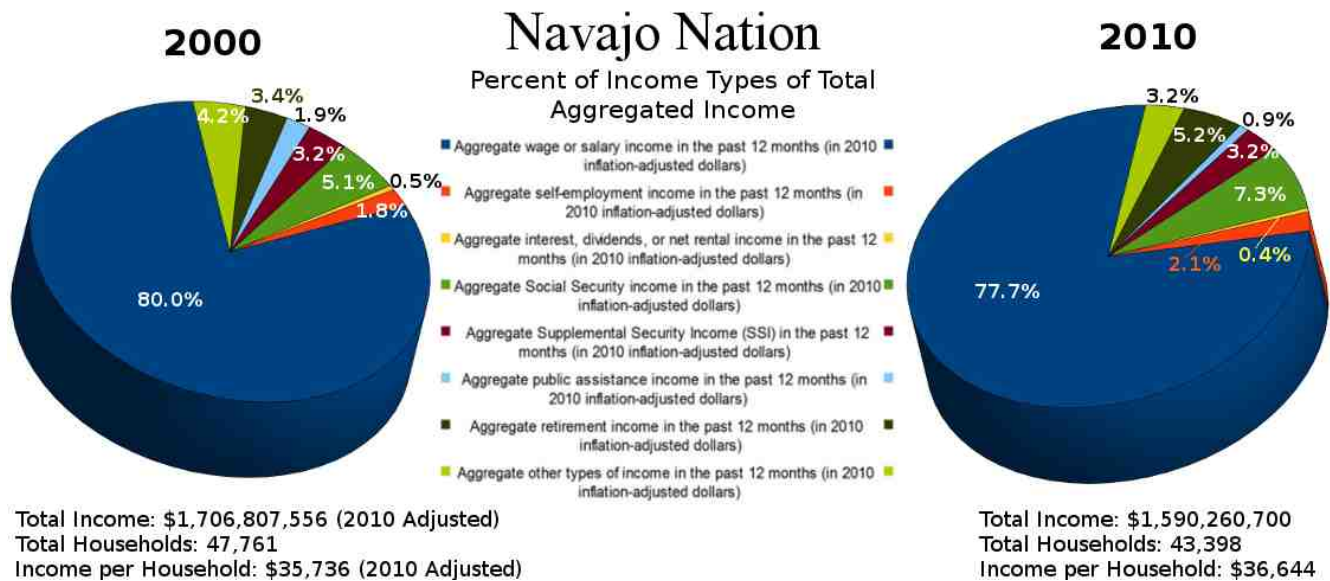


Figure 25. Navajo Nation Income Types

Wage/salary earnings are the major income type for the Navajo Nation, although it slightly declined from 80% in 2000 to 77.7% in 2010. Overall aggregated income dropped from \$1,706,807,555 (2010 adjusted) in 1999 to \$1,590,260,700 in 2010. However, coupled with a decrease in the Navajo Nation's population the per household income increase. In 1999 this was \$35,736 (2010 adjusted) and in 2010 \$36,643.

Social Security and Retirement income also increased. While supplemental social security income and public assistance decreased.



8. Food & Energy Usage

Table 5. Food & Energy Usage

	Per Household / Month	Ojo Encino Chapter Estimated monthly Usage/Spending	Ojo Encino Regional Estimated Monthly Usage/Spending
Car Fuel Usage	130.2 Gallons	21,200 gal	131,500 gal
Electricity Usage	725 KWH	91,000 KWH	563,800 KWH
Propane Usage	85.3 lbs	13,900 lbs	86,100 lbs
Firewood Usage	8.5 cords	1385 cords	8600 cords
Hot Water Fuel	58.6% households regionally use propane 41% of Households use Electricity		
Grocery Spending	\$373.00	\$60,800	\$377,000
People Fed Per House	Regionally, each household is feeding about 4.55 people		
Grocery Spending Per Person	Regionally, per capita grocery spending is about \$82.00		
Plant Garden	Regionally, 33.7% of households report planting a garden or field		
How are Garden vegetables used	Regionally, almost all households eat produce from gardens. Also, 80.6% report giving some vegetables away. 15.6% of households report selling produce.		
Ranching	Regionally, 37% of households report some type of ranching activity.		
Types of Livestock	Regionally: Sheep (61.7%) Cattle (25.6%) Chickens (24%) Goats (22.4%) These are percentages of livestock households that have these livestock types.		
How are livestock used	Regionally livestock are used in a multitude of ways: Sold Alive (32.3%) Sold Butchered (7.5%) Butchered for Home Use (46.2%) Butchered for family use (18.3%)		
Value Added Production	Regionally about 6% of households report selling food which includes: Burritos, Navajo Tacos, Navajo Burgers, and Tamales.		

The data presented here was collected and reported by Hasbídító which is a local Navajo Non-profit that works in the area. The data is for the Counselor, Ojo Encino, and Torreon area but has been extended to the Ojo Encino Regional area (which also includes Pueblo Pintado).

Car Fuel Use

A per household estimate of car fuel usage in 2013 was 130.2 gallons. Ojo Encino (163 households) uses about 21,200 gallons of gas per months. This would make for a regional usage (1010 households) of about 131,500 gallons per month.

Electricity Usage

The average household (with electricity) in the trichapter area uses 725 KWH per month. However, 23% of households have no electricity access. Ojo Encino uses about 91,000 KWH per month, and the region uses about 563,800 kWh per month. The estimated usage for Ojo Encino may be lower than the actual amount since Ojo Encino may have higher electrification rates than the rest of the trichapter area.

Propane

The average household in the trichapter area uses 85.3 lbs of propane per month. This would mean that Ojo Encino Chapter residents use about 13,900 pounds of propane a month. The region uses about 86,100 lbs per month. These aggregated estimates may be higher due to some households not using propane at all.

Firewood

93% of trichapter households report using firewood as their primary heating source.

The average trichapter household uses 8.5 cords of wood per year. This would mean Ojo Encino uses about 1385 cord of wood per year and the region uses about 8600 cords per year.

Water Heating

58.6% of households use propane to heat water while 41% use electricity.).



The data gathered for the food economics comes from Hasbídító tri-chapter community survey published in August 2013. All monies are in 2013 dollars.

Household Expenditure on Food

The tri-chapter community survey estimated that households spend an average of \$373 per month on grocery items. This means that Ojo Encino spends in aggregate about \$60,800 per month on grocery items. The Ojo Encino region spends about \$377,000 per month on grocery items.

With an average of 4.55 people being fed per household, the per capita spending on food per month is approximately \$82.00 (per person).

Planting Garden/Field

About 1/3rd of households (33.7%) report planting a garden or field. Of this group, 94.7% report eating vegetables/fruits from it. Most households (80.6%) give crops away to friends and family. 15.6% of households sell crops.

Ranching

37% of households report doing some ranching activities. The main type of livestock reported was sheep (61.7%); however, the next three largest reported livestock types were cattle (25.6%), chickens (24%), and goats (22.4%).

A large number of households report selling livestock either alive (32.3%) or butchered (7.5%). A larger number of households report butchering livestock for home use (46.2%) and/or family use (18.3%).

Value Added Food

About 6% of households reported selling food in the area. These households are producing value-added food such as burritos, Navajo Tacos, Navajo Burgers, and Tamales. This would mean that around ten households in the Ojo Encino Chapter produce value added foods.



9. Border Town Usage

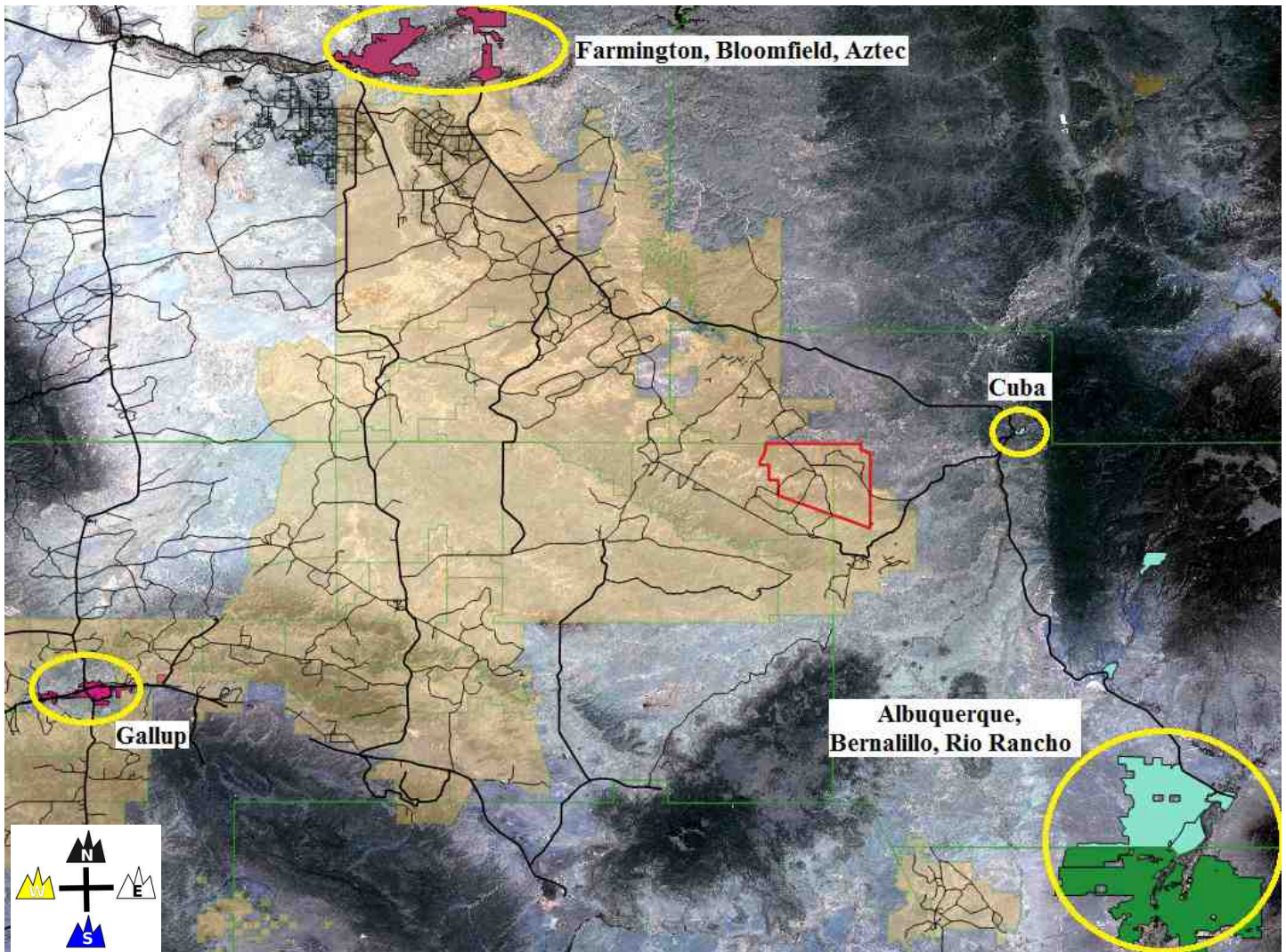


Figure 26. Border Town Map

The top areas the tri-chapter survey found for food shopping were the Albuquerque area (36.9%), Farmington Area (30.4%), and Cuba (9.9%). These areas are based on a gradient with more northern households shopping in Farmington and southern households shopping in Albuquerque area. With Ojo Encino in the middle, it is a split with Albuquerque Area being 36.8% and Farmington area at 30.2%.

It would be good to note that Cuba makes up about 9.9% of households' primary shopping area and about 30.3% of households' secondary shopping locale. This could be an important market segment for the development of any food/retail elements in the Ojo area.

Each trichapter household averages 2.76 grocery store trips per month and spends an average of \$373.00 a month on groceries.



10. Per Capita Income

Annual Per Capita Income Rates Over Time

Table 6. Per Capita Income

Ojo Encino		Ojo Region		Navajo Nation	
2000*	2010	2000*	2010	2000*	2010
\$8,434	\$8,112	\$6,026**	\$8,419	\$9,514	\$10,547

Cuba		New Mexico		USA	
2000*	2010	2000*	2010	2000*	2010
\$14,649	\$14,109	\$22,592	\$22,966	\$28,254	\$27,334

Ojo Encino

Ojo Encino has a per capita income rate in 2010 of \$8112. This is a drop from 1999 when adjusted for inflation from \$8434. This represents a 3.4% decrease.

Ojo Encino Region

The region as a whole has seen an increase in per capita income rates. In 1999 (adjusted to 2010 dollars) the per capita income was \$6026 per year. In 2010 this rate increased to \$8419. Much of this increased was derived from Counselor chapter's per capita rate increasing by nearly 220% from 1999 to 2010 when adjusted for inflation. This increase may be an artifact of poor sampling in 1999. Torreon also showed an increase in its per capita income.

Navajo Nation

The Navajo Nation annual per capita increased from 1999 to 2010 when adjusted for inflation from \$9,514 in 1999 (adjusted to 2010 dollars) to \$10,547 in 2010. This represents a 10.9% increase.

Village of Cuba

The Village of Cuba saw a decrease in its annual per capita income from 1999 to 2010. In 1999 the per capita income was \$14,649 (adjusted to 2010 dollars) while in 2010 the per capita income was \$14,109. This represents a 3.7% decrease.

New Mexico

The state of New Mexico saw a slight increase in per capita income from 1999 to 2010. The per capita income for New Mexico in 1999 was \$22,592, and in 2010 the per capita income was \$22,966. This represents a 1.7% increase.

United States

The USA saw a decrease in per capita income from 1999 to 2010. This rate was \$28,254 (adjusted to 2010 dollars) in 1999 versus \$27,334 in 2010. This represents a 3.3% decrease.

*In 2010 dollars using the Bureau of Labor Statistics CPI Inflation Calculator (1999 to 2010)

**Counselor Chapter PCI was very low in 1999 thus the regional CPI also came out low.



Table 7. Primary Food Shopping Location
Table 8. Primary Food Shopping Area

Primary Shopping Location for Food		
Location	#	%
Farmington	150	39.2%
Albuquerque	107	27.9%
Bernalillo	69	18.0%
Cuba	38	9.9%
Bloomfield	8	2.1%
Other	7	1.8%
Lybrook	2	0.5%
Aztec	1	0.3%
Counselor	1	0.3%

Primary Shopping Area for Food		
Area	#	%
ABQ Area	176	46.0%
FAB Area	159	41.5%
Cuba	38	9.9%
Other	7	1.8%
Counselor Area	3	0.8%

10. Economic Leakage

Trichapter Food

The tables to the left indicate primary food shopping areas while the tables on the right indicate secondary food shopping areas according to household responses. The information is for the Trichapter area and shows a gradient from north (Counselor) to south (Torreon) of where residents shop. Counselor uses Farmington more while Torreon uses Albuquerque area more. Ojo Encino is split between the two areas for shopping. Cuba is also a very strong secondary shopping area for residents, especially in the Ojo and Torreon areas. Although exact spending amounts in the shopping areas cannot be calculated from this information, it gives an idea with other data as to approximate amounts spent in these areas. The trichapter survey indicated that Ojo Encino residents annually spend about \$837,000 on food shopping. The majority of this likely split between Farmington and Albuquerque areas.

FAB = Farmington, Aztec, Bloomfield

Table 9. Secondary Food Shopping Location
Table 10. Secondary Food Shopping Area

Secondary Shopping Location for Food		
Location	#	%
Cuba	116	31.3%
Bernalillo	79	21.3%
Albuquerque	65	17.5%
Farmington	47	12.7%
Bloomfield	34	9.2%
Other	14	3.8%
Lybrook	10	2.7%
Counselor	4	1.1%
Aztec	2	0.5%

Secondary Shopping Area for Food		
Area	#	%
ABQ Area	144	38.8%
Cuba	116	31.3%
FAB Area	83	22.4%
Other	14	3.8%
Counselor Area	14	3.8%

"Lack of retail outlets is one of the major problems faced by the Navajo people. A survey by the Support Services Department of the Division shows that only around 36% of all the Navajo monies are spent inside the reservation. In other words, over 64% of the Navajo money is spent in off-reservation communities (see Table No. 22). This is simply because the Nation lacks wholesale and retail outlets. In remote areas, the problem is further exacerbated by lack of transportation. A ride to Gallup from Low Mountain, for example, costs as much as \$60.00 round-trip, provided some vehicle owner volunteers to make the trip."

Extracted from the Navajo Nation Comprehensive Economic Development Strategy 2009-2010: Page 23

The Navajo Nation is thought to have an economic leakage of about 64%. This means that on the Navajo Nation as a whole, 64¢ of \$1 earned by Navajo Nation residents is spent off of the Nation. However, it seems likely that this number is higher for Ojo Encino since almost all primary and secondary food shopping areas are off of the Nation in border towns. Other areas of the Navajo Nation have on-Nation shopping areas, for Ojo Encino, there are few on-Nation shopping opportunities (mostly gas stations). Thus, it would seem likely that the leakage rate will be substantially higher than 64% and probably closer to 100%.



10. Economic Leakage (cont'd)

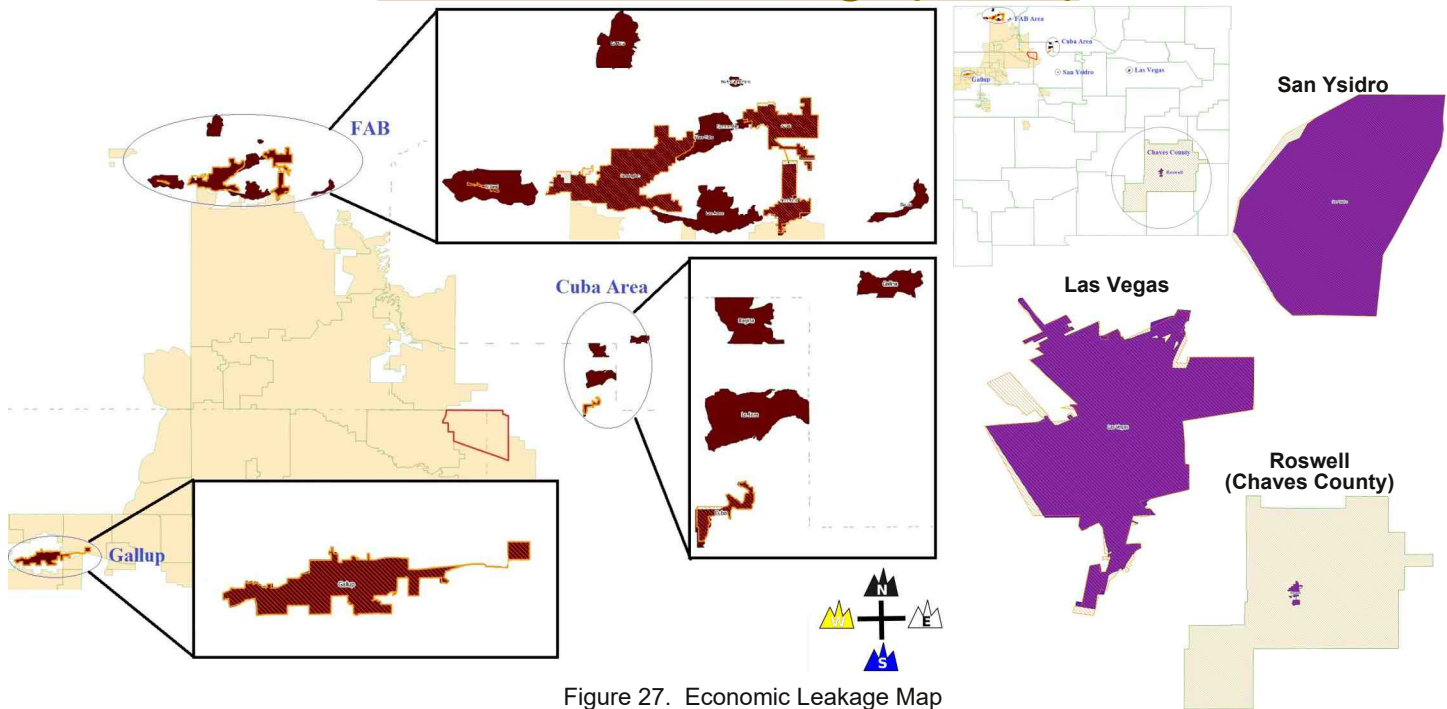


Figure 27. Economic Leakage Map

Border Towns

Table 11. Border Town Analysis

Area	Type	2013 Gross Receipts	Per Capita
FAB Area*	Retail	\$1,173,129,626	\$15,382
<u>Population</u>	Food & Accom.	\$199,593,236	\$2,617
76266	All Gross Receipts	\$3,853,710,288	\$50,530
Cuba Area**	Retail	\$14,067,652	\$10,585
<u>Population</u>	Food & Accom.	\$4,207,833	\$3,166
1329	All Gross Receipts	\$44,426,026	\$33,428
Gallup	Retail	\$583,412,390	\$26,913
<u>Population</u>	Food & Accom.	\$113,613,146	\$5,241
21678	All Gross Receipts	\$1,323,719,311	\$61,063

Non-Border Town Approximates

Table 12. Non-Border Town Approximate Analysis

Area	Type	2013 Gross Receipts	Per Capita
Roswell Area***	Retail	\$803,884,955	\$12,246
<u>Population</u>	Food & Accom.	\$106,745,328	\$1,626
65645	All Gross Receipts	\$1,856,245,812	\$28,277
San Ysidro	Retail	\$1,729,777	\$8,963
<u>Population</u>	Food & Accom.	ND	ND
193	All Gross Receipts	\$9,671,734	\$50,113
Las Vegas	Retail	\$158,184,920	\$11,502
<u>Population</u>	Food & Accom.	\$37,064,552	\$2,695
13753	All Gross Receipts	\$423,419,945	\$30,787

The three border town areas that were analyzed are Farmington Area, Cuba area, and Gallup. The total gross receipts for Retail (includes grocery stores) and Food and Accommodations (Restaurants and Hotels). The approximate equivalent for the border towns are to the right and include Roswell (Chaves County), San Ysidro, and Las Vegas. The Farmington and Roswell areas have roughly equivalent populations and are also similar market types geographically. Chaves counties population is mostly centered around Roswell. Also, it does not appear that Roswell pulls from tribal areas for economic purposes. The Cuba area and San Ysidro have population differences, and San Ysidro is closer to a primary market, but both are on HWY 550. They also have smaller populations than the larger surrounding tribal populations that they likely serve as a secondary market. Gallup and Las Vegas have different populations but are both along major interstate corridors, although Las Vegas is closer to a larger market area of Santa Fe than Gallup is to Albuquerque (this is a larger market than Santa Fe). Las Vegas does not have tribal areas within close proximity to it while Gallup does. The populations for areas do not include populations living on tribal lands.

The per capita figures attempt to provide a comparison between market areas to understand differences in gross receipts between areas. Per capita differences that are higher could indicate differences in spending by local population; however, in it is likely showing significant differences in tourism/travelers and because of Navajo consumers.

Source: NM Taxation Department Department



10. Economic Leakage (cont'd)

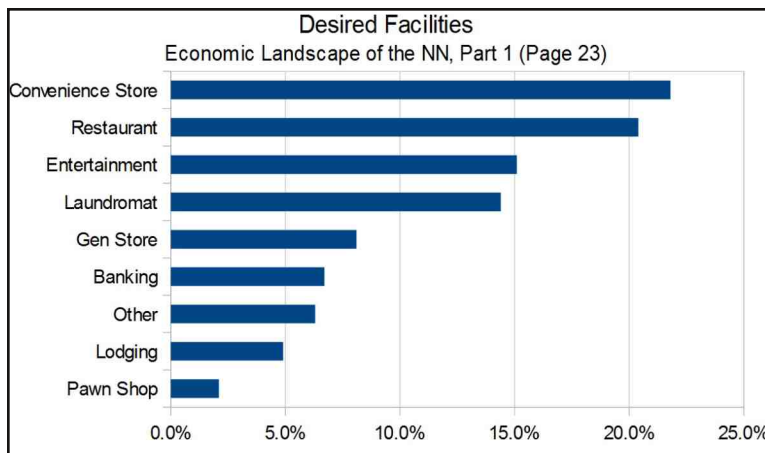


Figure 28. Navajo Nation Desired Facilities Survey

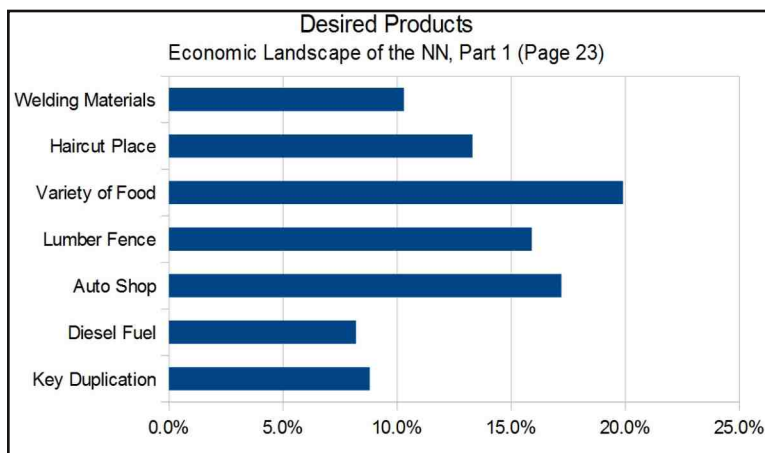


Figure 29. Navajo Nation Desired Products Survey

The graphs to the left were created using data extracted from the Economic Landscape of the Navajo Nation Part 1. The report was generated in 2012. The information shows services and facilities that Navajo residents indicate as wanted in their communities. Although this report is for the entire Navajo Nation, it is very likely that many of the services/facilities shown are probably wanted by Ojo Encino residents as well. If economic sectors locally are developed to provide these elements, it is thought that economic leakage from the community/region should be reduced. However, proper business/market analysis will be needed to ensure that these desired economic needs can be sustained within the Ojo area.

11. Navajo Nation Economic Development Strategies

The 2009-2010 Navajo Nation Comprehensive Economic Development Strategy plan covers many topics of the Navajo Nation at a large scale. It also provides some specific strategies to be implemented at varying levels to increase the economic vitality of the Navajo Nation. The following is a brief list of those strategies:

- Industrial Development
- Tourism Development
- Revisions to Business Site Leasing
- Implementation of the Local Governance Act
- Financing Opportunities for Small Business and Economic Infrastructure.
- Creation of Navajo Venture Capital Investment Services
- Comprehensive Land Use Planning

From this list, the Ojo Encino Chapter has accomplished Local Governance Act implementation and Comprehensive Land Use Planning. The updated land use plan has complementing plans such as this one, will help to provide strategies for continued economic development.

This economic development strategy plan also includes easing access to cultural markets. Reducing economic leakages by providing retail (via c-store and laundromat) at the local level and local food system development.



Ojo Encino Infrastructure Development

Downtown Centralized Sewage System

A major element for development is having access to wastewater disposal facilities. Currently, the downtown area is served by two sewage lagoons and multiple septic systems.

Having a system in place that future developments can easily link into will be critical to attracting new development. This includes the physical linking with the sewage system but also systems in place that will ensure future development entities that the sewage treatment system can serve them.

Thus creating a plan and implementing this infrastructure will ensure that all wastewater treatment assets are being used to full efficiency and that future developments will feel confident in their access to such services (along with an understanding of operational costs)

The two sewage lagoons in the downtown Ojo area is a three cell system run by NTUA and a single cell system run by the BIE.

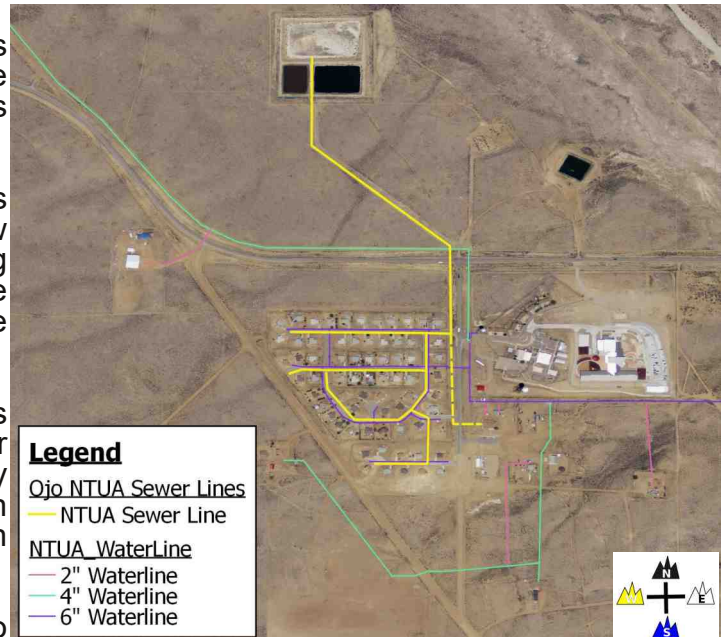


Figure 30. Downtown Sewage & Water

Water Use/Contingency Planning

Ojo Encino Chapter has begun doing water contingency planning in the case of drought. However, a more robust plan which incorporates the cutter lateral project will be needed to help spur further development.

Understanding the quantity and quality of the water brought in by the cutter lateral project will be critical to future development planning. Also, there is a discussion of what will become of current NTUA water pumping/treatment stations. Questions have arisen as to what should be done with this water and who will run/maintain this system.

Lastly, water is one of the most critical resources for the chapter. Understanding the various water assets (precipitation, surface, near surface, well level, and deep aquifer) will become ever more critical if the area continues into a sustained period of drought. Records indicate that this region does go through extended drought periods (as evidenced in tree ring data). Ojo Encino Chapter's ability to adapt to these drought circumstances while still providing the level of development its citizens require will be a challenge which will require much more critical planning.

Solid Waste Program

A solid waste program for the chapter would provide a needed service for residents, while also potentially providing some employment opportunities. Planning in the 1990s was for individual household pickup. Detailed planning in regards to the type of service and enforcement in regards to dumping will need to be determined. During public meetings, participants expressed a strong desire for garbage services; however, funding is an issue. If the chapter can provide universal garbage collection and convince residents of the benefits of paying for such a service it may be possible to implement such a program while only relying on limited outside funds/grants. Also, Torreón/Starlake chapter is considering the creation of a garbage dump which Ojo Encino may be able to utilize for a fee.



Natural Gas Connection

There is a natural gas transmission line approximately 6 miles (following current roads) from the downtown area of Ojo Encino. This pipeline constitutes the southern boundary of Ojo Encino Chapter. It is proposed that Ojo Encino attempt to connect the downtown area of the chapter to natural gas service. It is likely any gas service line will need to follow current right of ways which have been established to minimize impacts to the lands and also to decrease right of way processing times due to potential cultural and environmental impacts.

Potential Route

A potential route could be to follow Star Lake road from the pipeline all the way until it is about 6800' south of the chapter house where it would continue to follow the 6" NTUA waterline that runs to the northeast (then to the northwest then west). This route runs through tribal allotment, tribal trust, and BLM lands. The BLM master title plat indicates the NTUA waterline's right away as being number NM18724 and is 50'.

The total length of the potential gas line would be about 31,000 feet. It should be noted that this is a potential route. Further feasibility studies may indicate that the project is not economically viable, or that other circumstances prevent the construction of such a gasoline and auxiliary structures.

Overall Project

The chapter should engage professional services that can help in the design of a local distribution system (LDS). Also, this LDS will require an element called a city gate, which brings down the pressure from the transmission line and adds an odor so the gas can be smelled (in the case of a leak).

The chapter should also do a detailed market analysis to understand the demand of households in the downtown area for natural gas. Although, planning meetings have indicated an interest by the public and officials for this type of project more detailed study/planning will be needed.

The position of the city gate will be of critical concern since customers can only be served after the city gate. The city gate will also provide special environmental impact concerns for those within proximity.

There are likely other potential gasoline routes. The one described in this document is only one potential route that follows existing NTUA right of way.

This LDS would have to be managed by a local distribution company (LDC). Some local governments create and operate their LDCs; however, in this situation, it might be best to consult with NTUA not only for the design of the system but also to manage it.

The LDS will need to run to potential customers such as housing, schools, and government facilities. This will require metering at each end user. Also, the end user may have to retrofit their appliances to be able to use natural gas, since many/all gas fixtures will likely be running on liquid propane.

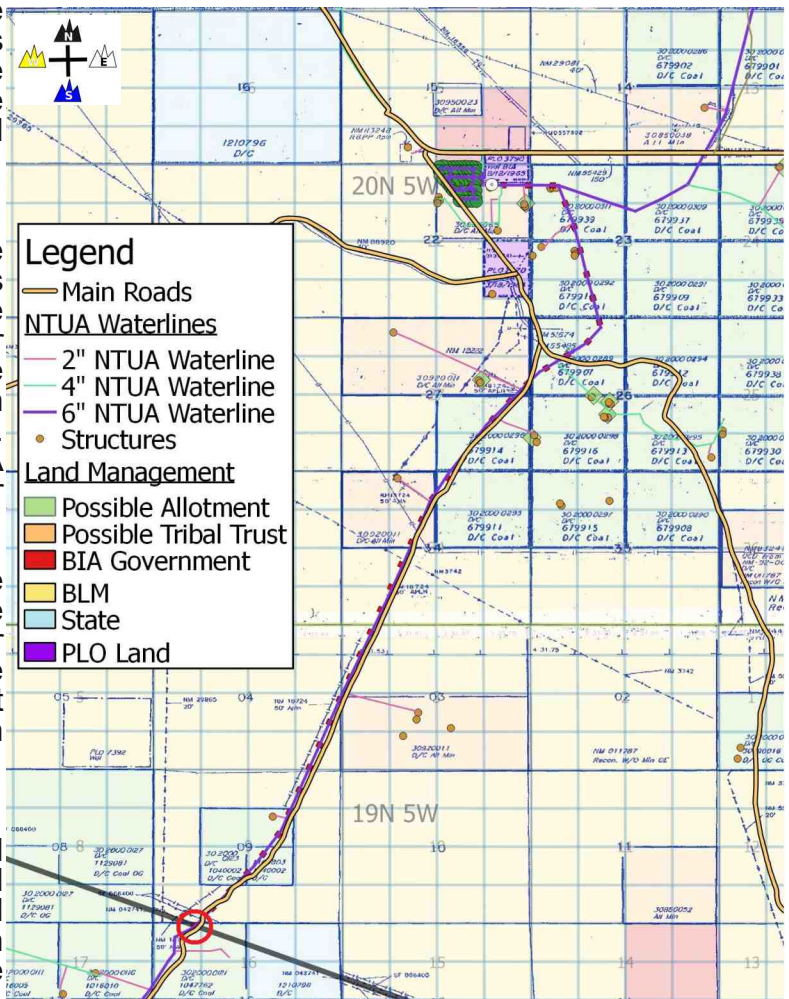


Figure 33. Potential Natural Gas Connection



Chapter Wide Infrastructure

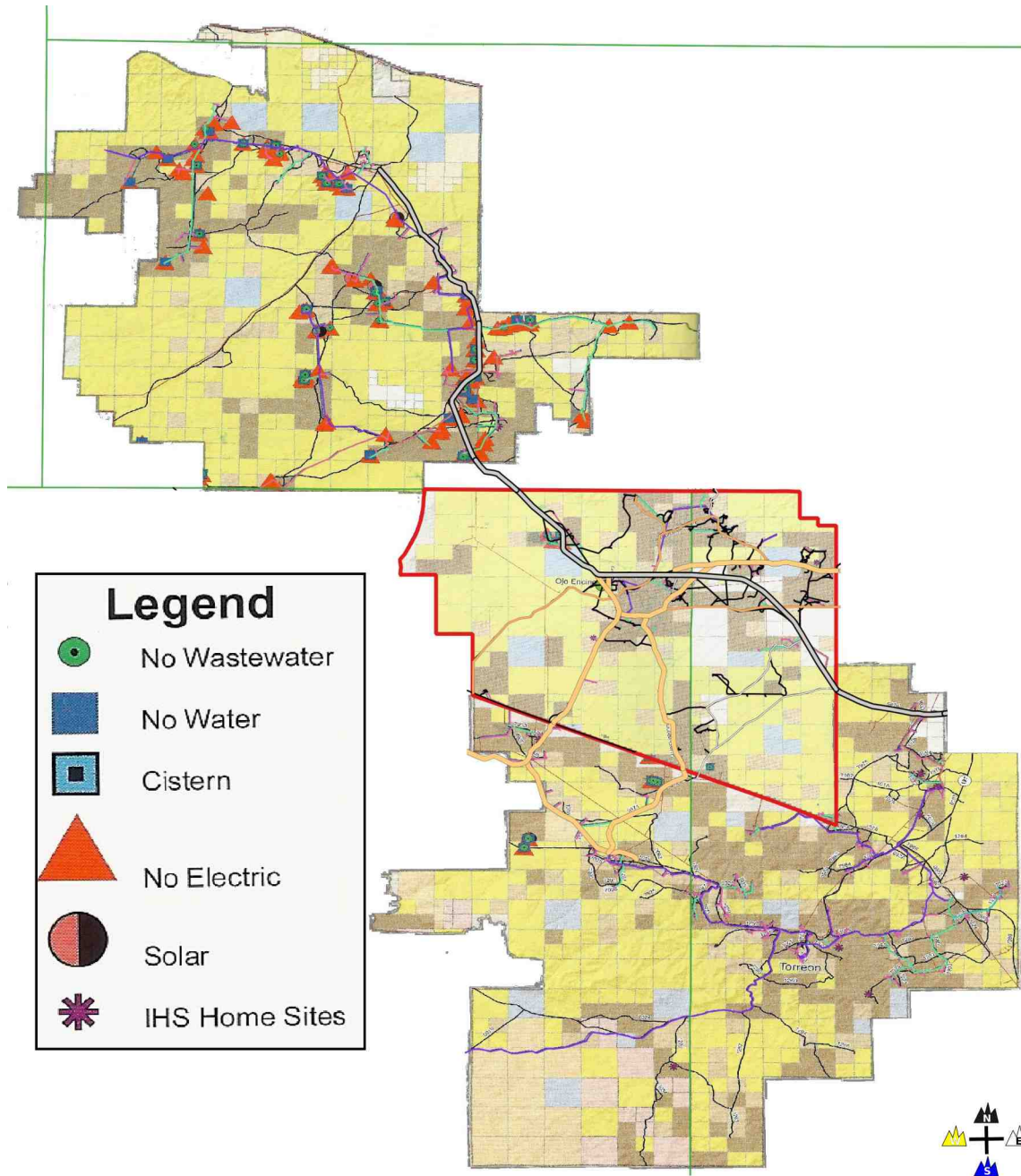


Figure 34. Trichapter Infrastructure Issues

Although the infrastructure plan discusses advanced infrastructure development projects, there is fundamental infrastructure that is still required. Namely, this includes 100% water, electric, and wastewater disposal provision for all households and all Ojo Encino Chapter residents and members. Within Ojo Encino most households do have access to these services; however, some households are missing these provisions, and all efforts should be made to connect these houses. The Franciscan Lake, electric line project, helped to bring electrical service to one of the last major areas that were not electrified in 2012 (ENLC Infrastructure Report). However, many Ojo Encino members live in southeast Counselor where many houses do not access to various services. Collaborative efforts with Counselor chapter to address infrastructure development in this area is critical. Another important facet for septic systems is that residents have reliable, cost effective, and easy access to a honey dipper service. Lastly, the chapter must begin improving road conditions for the major routes within Ojo Encino.



Public Safety

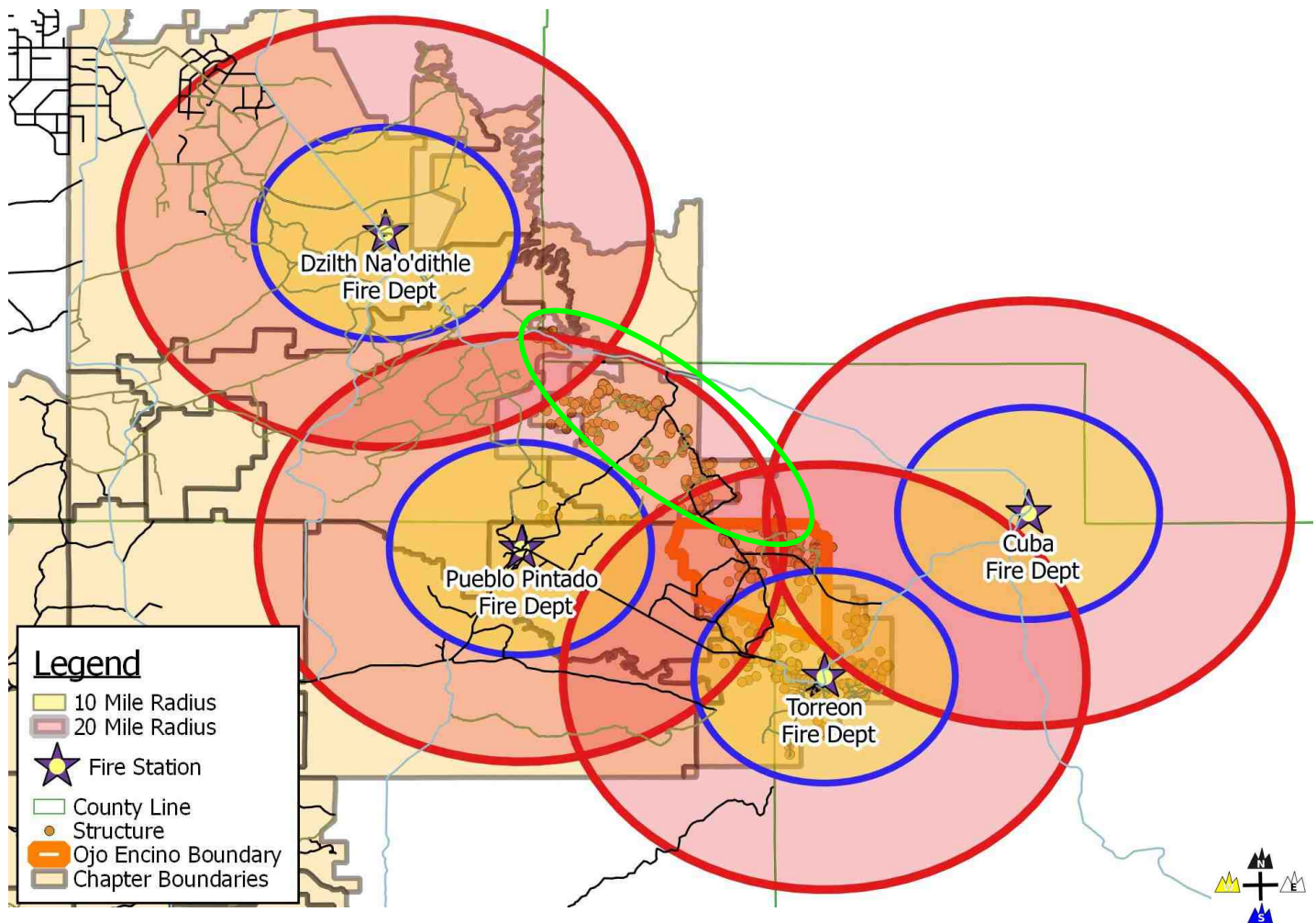


Figure 35. Public Safety Access

Many areas of the Navajo Nation have public safety access issues. These issues are caused by lack of funding and jurisdictional issues. In the trichapter area fire, EMS, and police access are limited. The green ellipse shows an area in northern Ojo Encino through central counselor that has a lack of access to EMS and fire services. The northeastern portion of this circle once had a fire station; however, due to funding and other issues, the station was closed. In general response times for fire in the circle, the area can be close to an hour or longer. This gap in coverage is being discussed, and the need for a public safety station is being proposed. Depending on requirements it would likely be beneficial to the community if this station is located within the ellipse. Locations currently proposed are close to Apache corner and at the retired Ojo Encino Day School campus.

Another infrastructure element that could help improve response efficiency are the creation of watering spots so water tenders can refill without having to drive long distances for additional water. These fill-up locations will require large volumes of water to be useful.

Lastly, this area needs better access to law enforcement. Although cross-commissioning is an option to help provide better coverage, the chapter is seeking the employment of a full-time resident Navajo Nation commissioned police officer who will reside and cover the Ojo Encino region. It may be possible to work with surrounding chapters to provide funding that could be matched by the Navajo Nation and other public safety entities. The presence of a local officer in the region will increase security, public confidence, and potentially deter crime.



Ojo Encino Governance Development

This section focuses on projects that provide human networks and relationships to create a better

Downtown Committee

The downtown area of Ojo Encino is distinctly different than the surrounding region of Ojo Encino. The settlement patterns are denser, and housing style is different. There is access to sewage lagoons, water, and three phase electric. Also, there is a relatively high number of governmental and educational facilities.

As a result, types of zoning and other policies which would be appropriate for a denser area such as downtown, might not be appropriate for the more rural areas of the community. For example, Ojo Encino could be considered a county while downtown Ojo could be considered the town. Although all are under the jurisdiction of Ojo Encino Chapter, the downtown would have additional policies for its development due to its special circumstances.

Kayenta setup something similar to this with a township. However, the relationship between the township and the chapter was never fully established and led to conflict (particularly about revenue generation). It would be suggested that the downtown district is under the jurisdiction of the chapter government (but with some special considerations) to reduce potential conflicts.

For now, it may be sufficient to consider the downtown area a special district of Ojo Encino Chapter (this can be done through an ordinance). A special committee should be formed to deal with specific issues that face the downtown area. This committee could be appointed by the chapter officials and quorum. This committee in coordination with other committees can deal with planning, housing, and other issues pertinent to the downtown area.

Economic Development Committee

There is a good deal of economic activity that occurs within the chapter. Some of these activities include food sales, mechanic work, manual labor, construction, and art production. Much of this activity takes place informally. However, it may be possible to help these small business enterprises to formalize their operations which would lead to greater economic benefits/services for the entire chapter.

One means of accomplishing this is to ensure that the voice of the Ojo business community is heard. Establishing a committee which is made up of various people with some type of business in Ojo could be useful in addressing their concerns.

This committee could also act as a local networking group to facilitate communication with other regional business interests and provide a more positive environment for business development.

The committee does not need to be large, probably three people. However, its actions could indeed begin to change the business climate of the chapter.



Business Environment Development

This section focuses on social and physical environmental changes/policies that are meant to help create a better economic development and business creation environment.

Downtown Housing & Buildings

Certain standards and qualities should be codified about buildings in the downtown area. Buildings should be maintained to a certain degree as to give a better appeal for the district. This should apply to all downtown buildings in order create a better up-kept environment.

It is hoped that such actions could increase pride within the community. Also, by changing the appearance of the physical environment, it could have positive effects on the social environment.

Any beautification policies should be cognizant of the fact that the people in the area do not necessarily have large amounts of funds to be able to do upkeep on their households. However, policies that require basic maintenance and appearance should be considered.

Any business and governmental buildings should maintain a high quality appearance. This includes the chapter house itself. The chapter house should be the example for the downtown district to follow.

Downtown Designation

The downtown district should be designated through proper processes. In the LGA this can be done through an ordinance. It might also be possible to do this through an Alternative Form of Governance ordinance. The area should be large enough to encompass future planned development. Its designation should also be cognizant of current restraints such as pipeline right-of-ways, high sensitivity wildlife areas, and allotment lands.

Downtown Yard & Property Upkeep

Downtown area should have up-kept lands. This includes yards (Front and Back) and areas surrounding businesses and governmental entities.

These lands should be kept clear of garbage, debris, and junk cars. Mainly the property should look upkept.

Also, any property that has a fence should maintain the fence as well. The fences should not look run down or dilapidated. Dogs owned by residents of the downtown area should be prevented from roaming freely in the downtown district and kept on the owner's property.



Downtown Conversion of Non-Tribal Lands to Tribal Trust

Multiple land types exist in the downtown area. These lands include Tribal Trust, BLM, Public Land Order (PLO) (BLM underlying), State, and allotment. The main potential areas for the downtown district designation and expansion would not include allotment lands.

The PLO lands seems to be administered by the BIA although the underlying land appears to be BLM. Some of this land may be able to be transferred to tribal trust.

The first area of PLO land to transfer would be the retired Ojo Encino day school campus (PLO #3790). The BIA/BIE is to transfer this campus over to the Navajo Nation (eventually to Ojo Encino Chapter). Due to the special status of the land which the building sits upon, this facility must have some educational purpose. Although more in-depth planning is taking place for this campus, a long-term goal should be the conversion of this land to tribal trust. This would be a partial transfer of PLO #3790 which totals about 30 acres. Depending on the transfer process the land to be transferred would be 6 to 8 acres and should include the Presbyterian Medical Clinic.

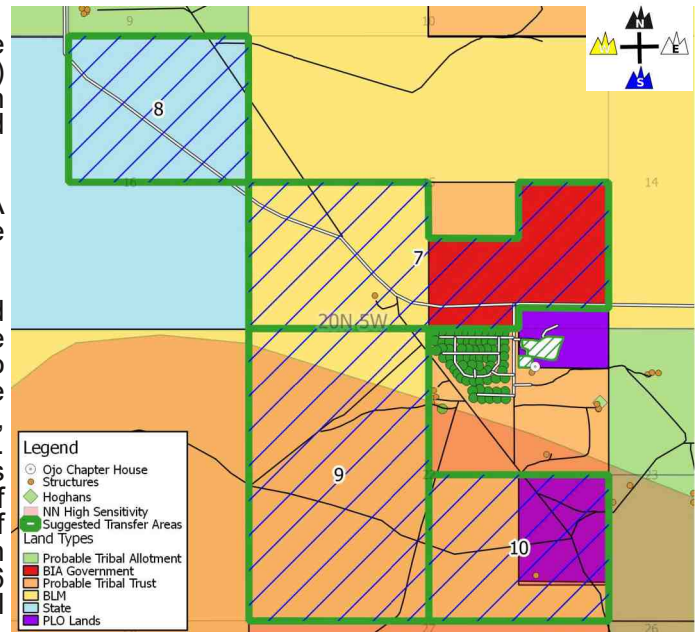


Figure 36. Downtown Lands Conversion

Some of this area (approximately 20 acres) is considered as part of Ojo Encino's chapter tract. This may have an influence upon who the underlying land owner is (either BLM or Navajo Nation. This will need to be resolved.

The second area of PLO land to be potentially transferred borders the southern downtown area. PLO #2970 is the location of the first Ojo Encino school and is approximately 60 acres. This area has not been use for this purpose for some time and has water and electric utilities. Also, this area is designated in the larger plan of transferring over BLM lands to tribal trust for future growth and prevention of incompatible land uses. All of this land should be transferred to tribal trust.

Some state land was designated, and its transfer could be in coordination with BLM to exchange lands in the south of the state for lands in the north. Lastly, environmental sensitivity area and the lands, in general, should be analyzed before transfers take place to ensure the lands are suitable for development.

Current Chapter Tract Land Use

The chapter tract as described in the previous Ojo Encino Land Use Plan is illustrated. The designated chapter tract is not its full size that it could be due to the PLO3790 lands which exist for the current and retired Ojo Encino Day School campuses. The northeast portion (which is reduced in size due to PLO lands) has a large amount governmental facilities and a couple of houses. The northwest quarter of the tract is used for NHA housing. The southwest portion contains the rodeo grounds and cell phone tower. The southeast portion of the tract has an old trailer park and some housing.

It is currently recommended that the chapter not allow any more homesite leases within the tract. The chapter should develop planning that will maximize the usage of this land for civic, governmental, and economic usage.

The proposed economic zones along ISR474 are on what is currently considered BLM lands. The main economic zone is actually on lands which both the BLM and BIA claim management of, so this land could potentially be tribal land. The economic zone annex is on BLM lands. With BLM lands it is possible to use Recreation and Public Purposes Act to develop economic opportunities for the community. These zones have easy access to water, sewage, and electricity. Also, this is an area of highly concentrated civic activity and is likely a key economic zone in Ojo Encino and the broader Ojo Encino region.

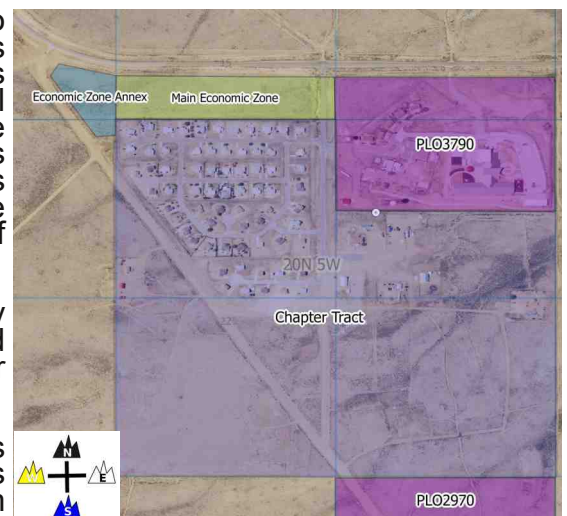


Figure 37. Chapter Tract Land Use



Ojo Encino Proposed Lands Transfers

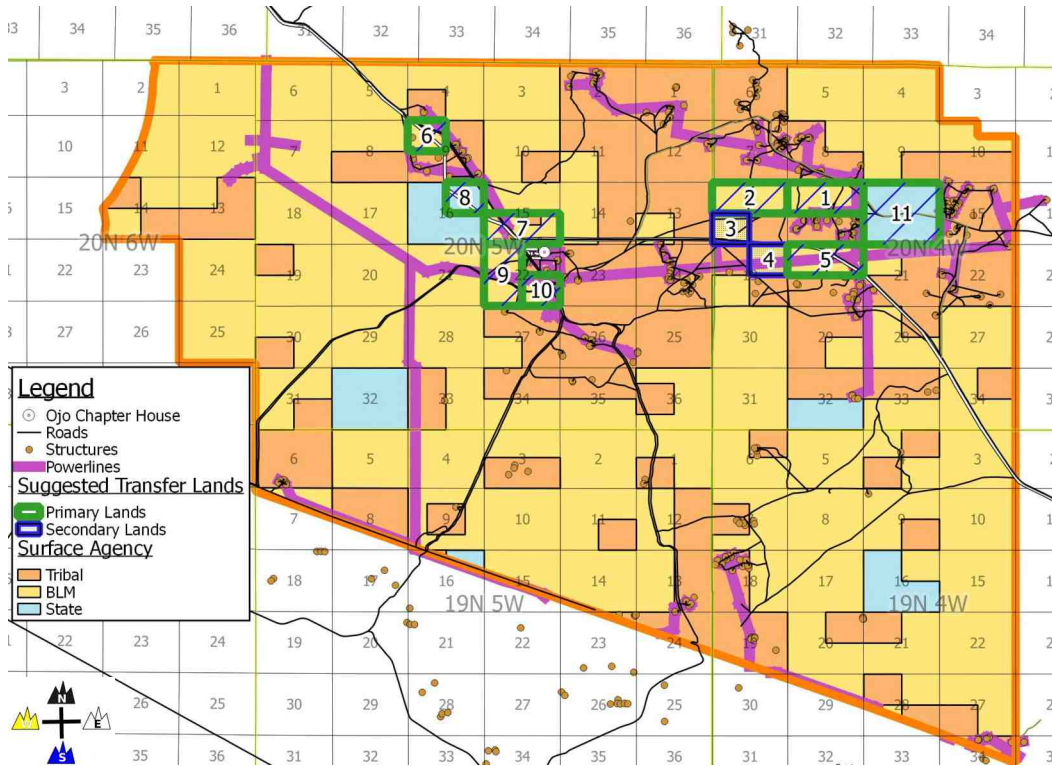


Figure 38. Proposed Transfer Lands

The Ojo Encino Chapter would ultimately like to see all lands/minerals within its boundaries to be designated as tribally controlled. The chapter has designated current priority lands. A large amount of land/minerals within Ojo Encino boundaries are controlled by the BLM and to a smaller degree by the State and private landholders.

The Navajo Exchange Legislative Initiative (NELI) has been in the works for a significant amount of time and could solve a large amount of the land/mineral issues being faced by Ojo Encino and surrounding

chapters. However, NELI requires congressional authorization and its development has been protracted. Therefore it is in the interest of the chapter to pursue land transfers via other means while NELI continues to be worked out.

The priority areas listed by the chapter includes mostly BLM lands. There are some small private landholders on some of these parcels that have been withdrawn for community/church/residences. Those private lands are not necessarily included in this policy (but the chapter would entertain transfer if the leaseholder is interested). The other lands included are some state lands. The priority lands would open up denser population areas that may be suitable to further rural settlement.

The parcels listed include access to electric and water and proximity to rural residential areas. The parcels also may have important potential value due to the vicinity of the paved road ISR474.

Centralized Downtown Development Policy

The previous Ojo Encino Land Use Plan and the current plan denotes a centralized Downtown development policy. This policy applies to non-homesite residences (such as NHA). This is to help with higher level infrastructure needs required for development, reduce infrastructure costs, and to concentrate activity in the downtown area to enhance development and economic activities.

This policy is to apply to commercial, light industrial, educational, health, and governmental developments. Included is also the development of future residential subdivisions. Potentially incompatible developments, such as those that may have negative effects on the livability/usability of downtown, should be sited elsewhere. Potentially in an industrial park or other appropriate location.

Overall this policy should help provide for more economic and service opportunities for the residents of Ojo Encino and the surrounding region. By concentrating some types of development, more benefits can be received by the Ojo area.



Downtown Park & Trail System

Giving residents of Ojo Encino a central place to recreate and relax is critical for physical health and well-being. It is also a key component for the social functions of a community.

The downtown area could utilize lands adjacent to the chapter house for a public park and meeting area. This downtown park could have a performance area (for bands), community gardens, a playground area for younger children, a basketball court for older youth and adults, and a picnic area.



Figure 40. Potential Downtown Walking Trails

This park area can provide a central place for civic activities to take place and give people a safe, neutral space to enjoy themselves and socialize.

Trail (walking, running, biking, and horse) should link up various areas downtown and make the area more walking friendly. All future development projects should seek to integrate themselves into this trail network which will also extend throughout the chapter itself.

The chapter should work with the Ojo Day School to develop a robust cross country course for competitions that will help draw people from the entire region.

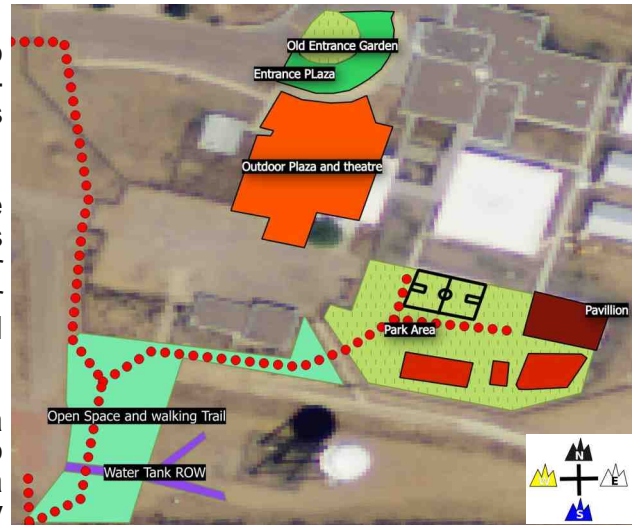


Figure 41. Potential Walking Trails Retired Ojo Day School Facility

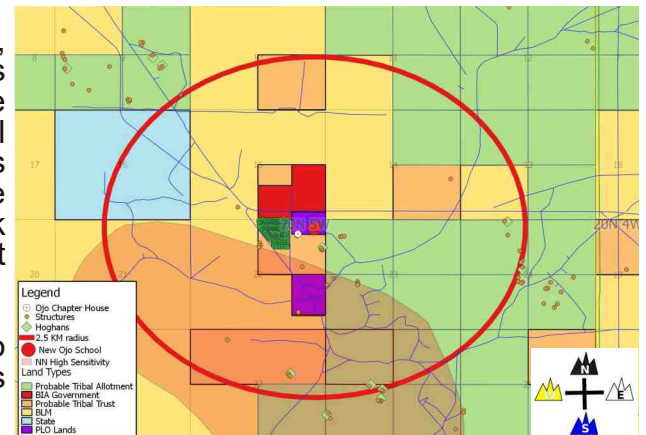


Figure 39. Proposed 5K Running Course Area

Chapter Park & Trail System

The large portion of the Ojo Encino's population lives outside of the downtown district. Park services should try to be made available to these residents as well since not everyone can get to the downtown district because of transportation restraints.

Small family cluster or community cluster parks should be made available to service clustered areas. These areas might not serve as large of a population as the downtown area; however, they should service a significant number of households that are within a 1-mile radius.

Also, a chapter wide network of trails should be established to ease the transportation need from the rural areas of Ojo and southern Counselor to downtown. Biking and horseback riding could provide non-motorized transportation options for residents. Trails should help facilitate these activities safely, which can also have health benefits. These trails will link up the various cluster parks and downtown area.

The previous land use plan identified an area for camping and hiking. This location should be analyzed and declared for this purpose. These lands are close to high sensitivity areas and could help provide an additional buffer space to protect these places.

Please refer to the land use plan for more details.



Increased Civic Activity

Increasing the number of civic events is useful for improving the quality of life. It provides neutral opportunities for Ojo Chapter residents to engage with each other. It also provides entertainment for residents.

Also, increasing civic activities can provide additional opportunities for people to engage in an economic exchange (such as vending and food sales).

These activities can include such events as basketball tournaments, movie nights, clubs, pow wows, or concerts. There are many other types of events the chapter could engage in that could help increase the quality of life as well.

The chapter should develop and fund a Civic activity group/committee that would be able to organize and implement such activities.

Protection of Quality of Life Elements

People have identified various elements that they enjoy about the Ojo Encino area. Some of these elements include quiet, low traffic, clean air, good ground water, and beautiful landscapes. Ensuring that development which occurs within Ojo Encino boundaries is cognizant of protecting these elements will be critical to ensuring that future generations will continue to live here. However, policies should be aware of the fact that some development may be at odds with these desires and should be balanced according to the benefits for the community and its residents.

Also, residents consider the area to be beautiful, and the natural beauty should be protected/enhanced to ensure that quality of life in the area is not degraded by future development within chapter boundaries. This should include protection of viewsheds, the environment from sound pollution, and protection of night sky from light pollution.



Ojo Encino Education Development

Pre-K through Highschool

Preschool

Currently, there are no preschool facilities within Ojo Encino. There was a Headstart facility, but due to various reasons, the facility has not reopened.

The nearest preschools are located at Lybrook Elementary in Counselor Chapter and the Torreon Chapter compound.

Preschool is critical for students to be engaged in. Many times Kindergarten teachers are struggling to get their students ready for first grade. Preschool provides an environment for young students to become acclimated to the school environment and also ensure that they are fully prepared for kindergarten. This way students have a better chance of being ready for 1st grade and will not start their academic careers trying to “catch up.”

It is advisable that the chapter and related groups study the head start issue in depth and allocate substantial resources towards reopening the preschool.

Employment opportunities

Many youths have very limited opportunities for gainful employment. Lack of jobs available within the chapter and driving distances to areas such as Cuba restrict many student’s abilities to become employed. This leads to an issue where many young adults are unfamiliar with working as an employee and provides obstacles to maintaining employment. Thus, more opportunities must be provided for youth to become engaged in meaningful employment.

Ojo Encino Ranching Committee

The OERC has provided youth employment for almost a decade. The committee by working with partners has provided employment that also enriches the youth knowledge. This program has also benefited local ranchers by making their lands more productive and decreasing soil erosion.

Engaging with this program to help support their employment efforts could provide additional employment opportunities for youth in the area. Importantly, this employment program also provides supervisory positions for experienced youth.

Office of Youth Development

The chapter has not fully utilized the OYD youth employment program. This program can provide positions for youth during summer and winter breaks. As a result, this program could be useful in providing additional employment opportunities, fill basic labor gaps, and provide activities for youth during off times.

The chapter would need to invest time into developing work programs that would be beneficial for the students as enrichment. Also, the chapter would need to have a supervisor available for the students too.

Engagement with Ojo Day School, Cuba School District, and Tse Gai High School

The Ojo Encino Day school has a board of elected members from the community. However, more formal relationship between the chapter government and the school itself could be very useful.

The Ojo Encino Chapter government should have an education committee (similar to a municipal school board) that interacts with various educational elements within the community. This entity would be in charge of ensuring that the interests of the community are represented and being followed through with.

This committee also can help integrate various programming from schools and the chapter to enhance the educational environment for students. This increased communication and cooperation will be beneficial.



Charter School Initiative

There has been increasing discussion of establishing an alternative high school in the area. A group has received grant funding to plan a charter school for the area.

This high school tentatively is planned to be a vocational school that is targeted at high school dropouts and those that are likely to drop out.

Helping to create an alternative high school, particularly one based in Ojo Encino, which can serve the region, would be highly beneficial not only for the Ojo community but the regional one as well.

Also, Ojo Encino and the surrounding chapters should consider the establishment of a tribal school district that would serve the Ojo Encino region. A school district that would be developed for and controlled by the tribal populations within the Ojo Encino region would likely be beneficial in that responsible parties for school effectiveness would be held directly responsible for educational issues. It would also provide economic benefits for the communities and provide infrastructure benefits as well.

GED Program

Providing opportunities for adults to get their GED should be a priority for the chapter. This will help raise the education level of residents and also help to provide potential new economic opportunities for them.

Navajo School District

The chapter should begin working with other entities and chapters to develop a Navajo regional school district. This district ideally would offer Pre-K through 12th-grade instruction and would consolidate current BIE facilities. This will likely increase educational services for students, create more community opportunities, increase access to extracurricular activities (such as sports and music), decrease busing times, increase educational coordination among school levels, and increase economic opportunities.



Enterprise Development

Downtown Ojo Economic Zone

The designated area for business development exists in the strip of land north of the housing and south of ISR 474. This land is being proposed for business development that would be found in small towns the size of Ojo Encino. This includes a C-store with gas station and laundromat. It is also proposed that this land has space for a flea market.

The area in the main economic zone shows both BIA and BLM management. BIA records indicate that this land is designated as Government. The BLM shows this land as being BLM-managed. However, some deeper record searches indicate the possibility that this land may be tribal trust or some other type of tribal land status.

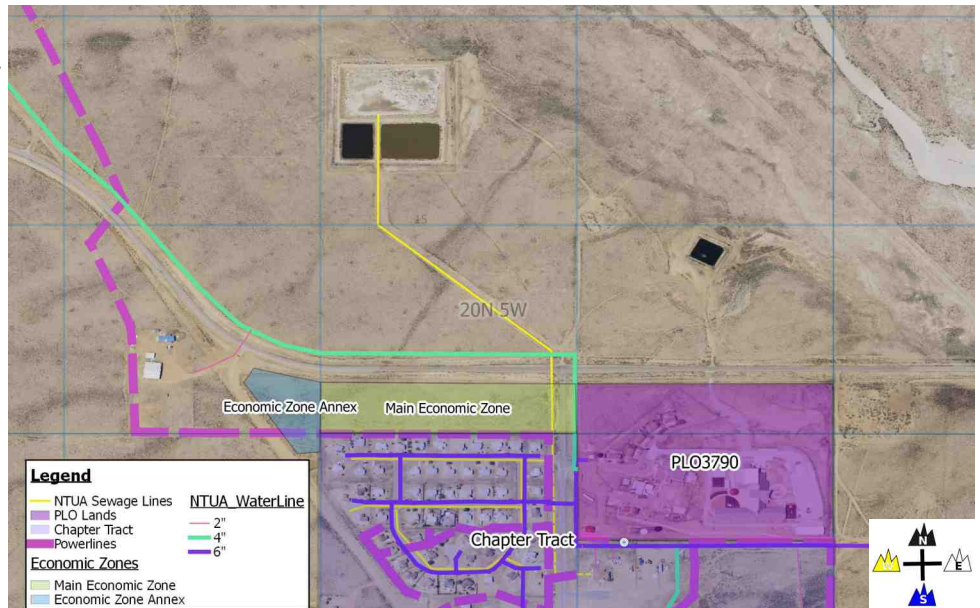


Figure 42. Downtown Economic Zone

The site has easy access to both 6" and 4" NTUA waterlines. The site already has electric running through it and sewer. The sewage lagoon to the north has been noted by NTUA as having additional capacity. The site also has easy paved access to ISR-474.

Gas Station & C-Store

Basic Market Analysis (Based on Hasbídító Food/Energy Survey)

- About 325 Households
- About 1000 people
- Elementary School, Senior Center, Medical Clinic, Behavioral Health Clinic, Ojo Chapter House.

*Estimated Food Market: \$121,000 / month

*Estimated Gas Market: \$157,000 / month

*Estimated Propane Market: \$16,750 / Month

*Estimated Firewood Market: \$40,000 / year

Total Estimated Yearly Market Size: \$3,577,000 / year

Currently, Ojo Encino reports very little spending within its community. This is due to no stores being available. Ojo Encino does report large amounts of shopping taking place in Cuba. A C-store placed in downtown Ojo Encino will probably be able to capture a large amount of this market, plus capture other sales due to the store's comparative convenience for residences.

Ojo Encino should show relatively higher percentages of shopping locally because the location of the store will be in an area central to residents and other activities (government meetings, medical services, civic activities, education). In other internal chapter shopping areas the stores are located away from dense residential areas, and rely primarily on heavy extra local traffic.

The Location selected sits on a stretch of land north of the Ojo Encino housing but south of Indian Service Route 471 and west of the downtown Ojo road. This stretch of land is approximately 260 feet wide (North to South) between the right of ways and could be almost 1400' long. Part of this area has also been designated for a laundromat and a flea market.

This area has easy access to water, sewer lagoon, and electrical hookups. It is also at a prime intersection in Ojo Encino Chapter. A site can be constructed and leased to potential operators.



Laundromat

Current Laundromats

Chacowash Laundromat

The store is about 20 driving miles away from the Ojo Encino chapter house (well over half of the miles are via dirt road). It also has a C-store with a good selection of foods. It has no gas service (at this time) but does offer propane.

Cuba

There are currently 2 laundromats in Cuba. The drive is about 28 miles via paved roads, and slightly shorter using a dirt road (travel time is about the same). Cuba has gas stations, propane, a grocery store, fast food, and restaurants.

Lybrook Mercantile

Lybrook Mercantile was sold and closed in 2014. It is not likely due to a shortage of business for its Laundromat.

Potential Market (Cuba 2013 Gross Receipts Monthly AVG 80,500 Sector 812)

The market area is similar to the market geography of the C-store. However, with the addition of the C-store and other services, this could make the market penetration of the laundromat in Ojo stronger.

There is no local level data to indicate household expenditures for laundromats in the area. However, it does appear that laundromats in surrounding areas (Cuba, Pueblo Pintado, and Counselor) are faring well. It is possible that Ojo Encino could support a small laundromat which would provide better convenience and easier access (and less expensive access) for residents in the projected market area. Cuba gross receipts in 2013 showed a monthly average of \$80,500 being spent at laundromats (CUBA 2013 GR Monthly AVG 80,500 Sector 812)

Location and Utilities

The area for the laundromat is in the same location as the c-store. This area also has easy access to a sewage lagoon, water, and electricity. It is also directly adjacent to a 70 house NHA area.

Fleamarket

Currently there is a minor area where informal flea market emerges across from the main economic zone. By providing a better area for people to congregate and conduct sales it might help spur additional activity that could generate funds for the chapter while providing additional income for residents.

Improvements do not need to be overly expensive but would require parking areas possibly in addition to the ones provided for the C-store and laundromat. The fleamarket would have to make sure to keep dust at a minimum and not be disturbing to residents to the south.

Septic Service

A major service needed in the area is septic system servicing, also known as "Honey Dipper". Currently, people must call outside operators to service their septic systems. It seems that it could be possible for a local service to be established. Disposal of sewage is an issue that needs to be considered. Further discussions with NTUA regarding the so far under utilized sewage lagoon should probably be considered. However, environmental and other concerns should be considered before allowing the use of the lagoon for such purposes. It may be possible for entities to construct such lagoons, but consideration of surrounding land use should be contemplated.



Tourism: San Juan Badlands

The BLM Rio Puerco Field Office is considering the designation of the land north/northeast of Ojo Encino Chapter as San Juan Badlands Extensive Recreation Management Area (ERMA). This area would encompass approximately 71,112 acres depending on final resource management plan approval. About 5,921 acres are protected as the Torreon Fossil Fauna East and West Area of Critical Environmental Concern (ACEC). The badlands designation would provide additional protections for the following areas: Oh-My-God 100 Race (a-C) Zones, Ceja Pelon Zone, and Chijuilla zone. (Information Derived from Table 2.24 on page 2-62 of RPFO Proposed RMP)

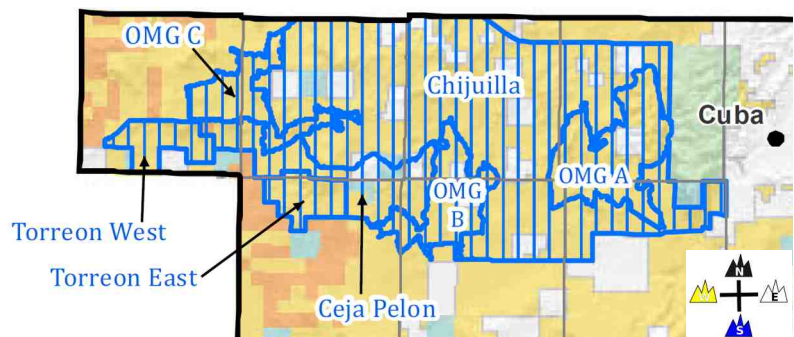


Figure 43. San Juan Badlands Designation
Excerpted from Map #55 of the BLM Rio Puerco Field
Office Draft 2016 RMP

These areas would be open for hiking and limited motorized access. Races which occur in the Oh-My-God zones will continue. Management prescriptions will be designated in the final resource management plan. Ideally, residents of the Ojo Encino area stand to provide tour guide services which could use the San Juan Badlands as an anchor but could also include cultural elements as well.

The chapter looks to anchor this natural element as part of its tourism plan. Other elements include arts and traditional agricultural activities (ranching and farming). Also, the chapter would like to help build and become part of a broader eastern Navajo tourism system. Counselor, with its easy access to Hwy 550, hunting resources, forested areas, and relatively close proximity to Chaco Canyon; makes it an essential partner for tourism development. Nageezi is also pivotal in this development along with Torreon and its tourism development projects. Development of this broader tourism region will help with the development other economic sectors. Ojo Encino Chapter sees Chaco Canyon being the major anchor for Navajo regional tourism development. Thus, Chaco Culture National Historical Park does and will play, a significant role in economic development for the region and chapter.

Development of the tourism sector could also positively impact other industries such as retail, arts, food, and hospitality.

The development of other economic and quality of life elements will be crucial for increasing the tourism sector. Projects that improve access to gas stations, convenience stores, cell phone service, public safety, and other elements outlined in this plan is critical to developing tourism.

The construction of the needed facilities for potential operators will also likely be critical for tourism development. This includes the c-store, laundromat, flea market, and low-density lodging such as hoghans for tourists to stay.

The chapter also sees the potential to engage with Home Sharing Services / Short Term Rental industry can provide a low-cost means for small scale entrepreneurs to offer lodging options for tourists. The chapter has outlined some general policies in regards to home sharing services to guide potential ordinances in the future and to inform the Navajo Nation government. Essentially, the chapter would like to encourage this lodging type and will not pass taxes and additional local level regulations until a future point if this accommodation type becomes prominent within Ojo Encino.

Lastly, the development of an economic development corporation may be a useful tool for development projects within Ojo Encino and the broader Navajo region.



Firewood

Close to 93% of households report using firewood as their primary heating source. The average Ojo Encino household reports using 8.5 cords of wood per year. That is close to 1600 cords of wood that the Ojo Encino area uses (2010 census 187 households).

About 55% of households report paying someone to gather firewood for them. The BLM is also reporting increasing incidences of illegally harvested firewood. This could present an opportunity for the chapter to get a monetary stream, reduce illegal firewood gathering, and enhance a currently informal economic sector. (Hasbídító Food/Energy Survey)

If the chapter passed an ordinance that requires firewood haulers within Ojo Encino to register with the chapter (with a small registration fee) and provide evidence of sales and permission to harvest, it could potentially generate sale tax revenue, fee revenue, and reduce illegal harvesting.

Also, this process would reward those who are legally collecting wood (giving them a larger market share) and prevent those who are engaged in illegal activities from legally engaging in commerce in the area. However, this is only the case if the ordinance is enforced.

Various agricultural sales are tax exempt, but it does not appear that firewood is exempt from sales tax statute Section 609(C)(2). However, this should be researched more closely, and these sales may fall under some other exemption.

The means of taxing should be considered. Many wood haulers are unlikely to want to do the paperwork to pay the Navajo Nation Sales Tax. As a result, it is probably better if the chapter can find a way to collect the tax on behalf of the wood haulers and pay it directly to the Navajo Nation tax office. However, this will require close coordination with Navajo Nation tax commission and may prove difficult to implement.

Food System Development

The average household spends about 373.00 per year on grocery items. This equates to almost \$70,000 / month that households in the Ojo Encino Chapter spend on groceries. The vast majority of this spending takes place outside of Ojo Encino because of a lack of retail within Ojo Encino. Also, food production in Ojo Encino is not necessarily very high. However, there appears to be a potential path to increase economic opportunities for residents and decrease the amount of economic leakage leaving the community. (Hasbídító Food/Energy Survey)

Commercial Kitchen

A certified commercial kitchen has been identified by multiple entities as a major factor in rebuilding a local food system that could also tie into regional markets. A certified commercial kitchen would help producers produce value-added products that could be packaged on site and sold commercially.

Elements of a certified commercial kitchen include record systems, training, cleaning/maintenance systems, and controlled temperature storage for food.

It could be possible to convert the current chapter kitchen into such a facility but would require modification and the creation of systems to ensure the kitchen and its commercial users are within all federal and Navajo Nation regulation (amongst any other needed regulations).

There would be an upfront cost for the modification of the kitchen and then program costs to ensure that the kitchen is monitored and kept up to code.



Ranching

Ranching represents a major cultural facet of the community. It also has economic impacts as well. Currently, most ranchers sell their cattle to be finished off. Unfortunately, most ranchers do not get the full value of their cattle. There are multiple obstacles in the way for ranchers to get full market value for their cattle. This cattle is free grazed and grass fed which would typically get a premium in the market.

A major obstacle is processing the animal so that it can be commercially sold. The slaughter of the animal, packaging, and transport of the meat is highly regulated and requires infrastructure to meet all regulations.

To address this problem, Ojo Encino would need a small slaughter facility and commercial kitchen to package and store the meat. It is possible that a mobile matanza could be utilized for slaughtering. This is a slaughterhouse contained within a trailer and can be moved. The kitchen and storage facilities could be implemented at the chapter house or in the old Ojo Day School Campus.

Both of these entities will require extensive record keeping and upkeep. This will require money, and a comprehensive business plan will be required to ensure that this can be kept up. Also, this facility probably should serve regional ranchers and provide a regulated access point to the larger region's food market.

Another important element is also ensuring that land productivity is repaired and enhanced throughout the chapter. This may become increasingly important if the climate for the region shifts to become more dryer and warmer. Current efforts by the Ojo Encino Ranching Committee and Rio Puerco Alliance at erosion control and productivity enhancement have shown promise. These efforts have also provided youth employment during the summer time.

Increased Gardening

Increased gardening at households could provide an inexpensive means of accessing fresh vegetables and fruits. Many people in surveys have indicated that cost as being a barrier to acquiring more fruits and vegetables (Hasbídító Survey). Encouraging water efficient gardening could overcome this barrier and perhaps free up some household food monies for other needs.

Also, some home gardens could become small commercial gardens. These gardens could use excess produce for sale at a local flea market or tie into other upcoming projects such as the Hasbídító mobile farmers market. This would provide a means of closing some of the economic leakages which occur within the community, and ease access to healthier foods. Some of these commercial gardens may increase in size to small farms. There were many small dry-farms in the area historically. Some of these farms may be able to get back up into production and be very water efficient.

The chapter could engage with non-profits and Navajo Nation programs to help provide support, materials, and training for households and farmers. Local Navajo non-profits in the area have already begun working on this and have a wealth of on-the-ground knowledge.

Farmers' Market

A farmer's market can provide a place for local growers to sell their produce and other food products. Currently, Hasbídító is about to implement a mobile farmer's market that will sell produce throughout the region.

Currently, Hasbídító offers a trichapter mobile farmers market that travels to the various chapters in the region selling produce grown by local Navajo farmers. The chapter should help in all ways it can to encourage this activity and provide a welcoming environment. It helps to close economic leakage through the sale of goods within the chapter, and it can also help to encourage more production by providing a stable market for local produce to be sold.

Taxes could potentially be derived from prepared foods and other non-food products which may be sold at the market. These revenues could help derive a revenue stream for the chapter.

Retired Ojo Encino Day School Campus

Ojo Encino Day School Campus Overview

The old Ojo Encino Day school was slated for demolition. Groups of local citizens and non-profits asked for the campus to not be demolished but be reassigned for the community to use. Through efforts with the BIA/BIE and the Navajo Nation President's office, basic agreements were put in place to transfer the campus to the Navajo Nation eventually and then eventually to Ojo Encino Chapter government.

In 2012 an environmental analysis of the school structures and campus was done. In December 2012 the Ojo Encino Chapter quorum voted to have all school buildings turned over to the chapter. A request for funds was sent, in early summer 2013, to the Navajo Nation for 1.5 million dollars to make the campus usable after the abatement and transfer process. However, funding from Navajo Nation was denied, and a meeting was called in mid-summer 2012 (which included representatives from Hasbídító and Charter School Initiative) to discuss the campus transfer. It was decided that the buildings from the 1960s (559, 560, 561) would be demolished and that building 558 from 1984 would be abated and transferred. This was also verified through a chapter resolution.

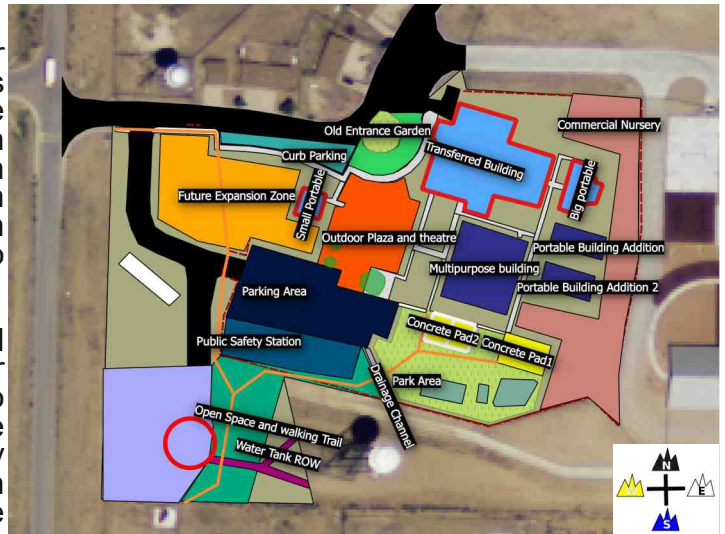


Figure 44. Retired Ojo Encino Day School Facility Conceptual Plan

This saved approximately 12,000 square feet of space to be utilized for entities in addition to the portable buildings. The campus will also be transferred which includes about 5 to 8 acres of land which is said to be underlying BLM land which is administered by the BIA under Public Land Order 3790. Due to this PLO, the BIA has stated that the land must continue to be used for educational purposes, although this can be interpreted more broadly than as just a school.

The demolition and abatement process began in April 2014. The transfer process from the BIA/BIE to the Navajo Nation and then to the Ojo Encino Chapter will probably take a substantial amount of time. However, Ojo Encino Chapter is being proactive and planning on the school campus usage and attempting to secure resources to restore and run the campus after the transfer process is complete.

Ojo Encino Day School Campus: Charter School Initiative

The charter school initiative seeks to implement a vocational based charter school which would serve at-risk and dropout high school students. The school would have a vocational base to its curriculum and focus on alternative means of educating high school youth.

The high school is seeking to be chartered under the state of New Mexico. The school is looking to serve 15 to a max of eventually 50 students. Planning for the school is ongoing.

The school will provide potential employment opportunities. More importantly, the school will provide education for a large number of students (particularly Navajo) for whom standard education is not working. These students will receive vocational skills that will help them into the future. Also, their increased skill set will enhance the labor pool of the chapter.

The charter school initiative has stated that the school could utilize the main building of the campus and that the remaining areas and portables of the campus could be used by other organizations. This would create a multi-organizational and multi-use campus which the charter school initiative feels could be beneficial for the students since they could learn and interact with the other entities on campus.



Ojo Encino Day School Campus: Creative Cluster Initiative

Another element that could be included on campus would be the creative cluster initiative. This initiative is a regional economic development program that looks at helping those in the creative industries and support industries to develop linkages internal and external to the community to help create better economic opportunities. The initiative would require only a limited amount of space for a technology lab and meeting space. It could be possible that some of this space is shared with the school and other programs on the campus.

The creative cluster also would provide business incubator services for small businesses in the region. The business incubator would provide access to resources to developing a business on the Navajo Nation.

this initiative may mesh well with the charter school initiative and could potentially utilize a portion of the portable which is to be transferred.

Ojo Encino Day School Campus: Extended College Campus

Parts of the campus could be used as an extended college campus. This may be done via a formal relationship with a college entity. However, another possible avenue could be providing space for online college students to take their classes.

Online education is becoming more popular. Many students do not have access to fast and reliable internet in the area. The campus could provide a space for these students to take online classes and supply other resources for students to access such as access to other school libraries and reference materials.

The extended campus would help with post-secondary education needs for students in the area and help to enhance the workforce in Ojo Encino and surrounding region.

Creative Cluster Initiative

A creative economic cluster consists of groupings of artists and other types of creative businesses that utilize creativity as the primary product for sale. This includes music, painting, digital design, web mastering, software, textiles, etc.

This initiative looks to work with various artists, musicians, and supporting businesses to provide better access to resources and markets. This better access should yield better economic opportunities and help to drive the development of supporting industries in the area.

Support industries include businesses that help the primary creative industries to succeed. This includes graphic design, marketing, and web authoring. These businesses may utilize artisans as primary clients but could eventually branch off into new customer types.



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Appendix



Home Sharing Service Proposed Guidelines

Home sharing services (“HSS”) provides a scalable and affordable solution for local entrepreneurs to offer lodging for tourists and other visitors to the Ojo Encino Chapter and Region. Ojo Encino and other areas of the Navajo Nation have a tradition of hospitality towards guests traveling through. From this tradition economic, cultural, and knowledge exchanges are made.

In keeping with this tradition Ojo Encino chapter would like to encourage local entrepreneurs to engage in various tourism related businesses. Ojo Encino chapter would like to establish basic guidelines for potential Home Sharing operators (“HSO”) to utilize so that the experience for visitors and for hosts will be as beneficial as possible

I. Facility Safety/Sanitation

1. Sound Structure

a. The structure that guests will stay in shall be sound and safe in nature. There shall be no potential dangerous contaminants and should have a minimum of:

1. Smoke Detector
2. Carbon Monoxide Detector
3. A Radon test should be conducted for the structure
4. An up-to-date and/or inspected fire extinguisher readily available to guests
5. A designated fire exit with exit plan
6. Reduce tripping hazards and ensure stairs have railings
7. All electrical systems should be installed to federal/international codes
8. Lights should be made available to guests. These lights may be battery operated and can include appropriately sized flashlights.
9. The structure shall be made “child-safe” (prevention of electrical shock, prevention of burning hazards, restricted access to chemicals, etc.).
 1. If the structure is not made child safe guests should be made aware of this.

2. Heating System Inspected

- a. Any heating system should be installed correctly and inspected to ensure guest safety.
- b. Guests should be instructed on how to safely operate the heating system. Extra care and instruction should be given to systems using coal or firewood.

3. Cleanliness of structure

- a. The short term rental shall be kept in a clean and orderly condition. This will ensure proper sanitation and reduce the risk of injury. After a guests stay is complete, the short term rental should be cleaned.

4. Access to Restroom/Outhouse

- a. Guests must have access to a clean and properly stocked bathroom or outhouse.
- b. If an outhouse is used, the structure shall be sound in nature.
- c. Guests must have access to a means of sanitizing their hands.
 1. This can include hand sanitizer, self-contained hand washing station, or a sink with running water.
 2. Guests should have access to disposable paper towels.

5. Access to water

- a. Guests shall have access to water for consumption. This water shall come from a regulated drinking water source. The water must be contained within a sanitized drinking water container.

6. Access to First Aid

- a. A first Aid kit shall be available to guests in the short term rental
 1. The kit shall be inspected after each rental is complete to ensure the kit is complete and clean.
 2. It is encouraged that an individual near the short term rental has first aid / cpr training.

7. Require Food Permit

- a. If food is being prepared for guests, the main preparer should have a food permit.
- b. The preparers shall meet all Navajo Nation food code standards.

8. Require Clean Kitchen

- a. The kitchen, if available to guests, should be clean and have the capacity to be cleaned by guests.

9. Guest Privacy

- a. The guests' privacy shall be maintained.

10. Access to emergency help

- a. Emergency numbers should be posted.
- b. Guests should be made aware of the remote nature of the rental. The following should be

posted:

1. Distances (and directions) to nearest medical facilities
2. If there is access to a land phoneline
3. Access to cell phone service (and which ones if known)
4. Locations/Directions to nearest cell phone access points
5. Location/Direction to nearest helicopter landing zones

II. Taxing/Business Permits

1. Currently the Ojo Encino chapter government does not wish to tax HSO or similar activities. Is it unknown if Navajo Nation wishes to tax such activities.
2. Eventually, if HSO revenue generation in the chapter reaches larger levels, the chapter will consider an HSO or HSS tax.
3. Ojo Encino would like to collect any HSS related taxes from HSS company directly and not from individual hosts. Ojo Encino would also like to encourage the Navajo Nation taxing authority to consider doing the same as well by partnering directly with HSS to help streamline tax collection and to reduce hurdles for small entrepreneurs.
4. Ojo Encino chapter does not require HSO to have business permits for chapter governmental purposes. However, the chapter would like to encourage HSOs to inform the chapter of their activities and to meet all standards set forth by the hosting company, set forth by this document, and any Navajo Nation/Federal requirements.

III. Nothing in these proposed guidelines are meant to preempt Navajo Nation or Federal Law. Operators are advised to comply with all Navajo Nation and Federal requirements.



I. Quality of Life

A. Infrastructure

- i. Roads
 - a) The chapter has a goal of having 100% of residential roads paved.
- ii. Electricity
 - a) All Ojo Encino households will be electrified. This can include the utilization of alternative (such as Solar power) sources which does not need to be tied into the electric grid.
- iii. Water
 - a) All Ojo Encino households will have clean running water.
- iv. Sewage/Septic
 - a) All Ojo Encino households will have access to a sewage system, septic system, or other approved sewage disposal system.
- v. Cell Phone
 - a) All Ojo Encino households should have a reliable cellular phone signal.
- vi. Internet
 - a) All Ojo Encino households should have access to broadband internet (wired or wireless). This broadband access may also come in the form of cell phone internet.
- vii. Heating
 - a) The chapter shall construct policies related to heating which will help ensure families are warm enough over winter while also preserving/enhancing firewood reserves across the region.
These policies should look at:
 - Winterization of households
 - Insulation of current and new structures
 - Implementation of solar heating technologies (IE: solar orientation of structures and passive solar heating)
 - Gaps in heating needs by Ojo Encino households
 - Regional fuelwood supply conservation and use

B. Housing

- i. The chapter will adopt policies for new homesites to be within certain distances of existing infrastructure
- ii. Encourage traditional forms of housing that provided for family connectedness (such as family clusters) while simultaneously lessening the need for extended infrastructure.
- iii. Ensure that Navajo Housing Authority styled housing developments are built and managed in a manner which ensures walking and transportation connectedness within the community and is maintained and managed.
 - a) The chapter supports the concept of a community controlled local housing management entity for NHA housing.

C. Public Health

- i. The chapter shall engage/support activities that help in the prevention of diabetes and obesity.
- ii. The chapter shall engage/support activities that help in the prevention/postvention of sudden deaths.
- iii. The chapter shall, in all its policy actions, be concerned with the protection of the general welfare and safety of its residents/members.
- iv. The chapter shall ensure that the community has access to a community cemetery which is available and open to all community members.

D. Public Safety

- i. The chapter will adopt policies regarding animal control (specifically dogs) in the downtown area of Ojo Encino.
- ii. The chapter will reestablish its ALERT team.
- iii. The chapter will take a proactive role in ensuring heavy industrial/commercial traffic is permitted and operating on roads which can handle the heavy traffic.
- iv. The chapter will adopt policies to ensure noise from industrial/commercial traffic is reduced to mitigate impacts on the quality of life of residents.



- v. The chapter will work with partners and neighboring chapters in the development of a local/regional Navajo police force.

E. Youth & Education

- i. The chapter shall engage actively with various educational entities that are responsible for educating youth (Pre-K through 12th) within the community. This is part of the chapter's intergovernmental engagement policy.
- ii. The chapter shall engage/support activities offering youth enrichment, after school activities, and employment.
- iii. The chapter shall engage/support activities to engage youth in leadership and government.
- iv. The chapter shall work with other regional entities to develop a regional Navajo school district which will include education from Pre-K - 12th grades.
- v. The chapter shall explore the establishment of mini outdoor libraries where community members can borrow and share books.

F. Community Development

- i. The chapter shall engage in community events which bring people from Ojo Encino and beyond for recreational and other purposes.
- ii. The chapter shall keep the the community informed via radio and also through its website and via social networks.
- iii. The chapter will seek to create a community trail system that can accomodate walkers, bikes, and horses which will connect the rural areas of northeast Ojo and southern Counselor to downtown Ojo Encino.
- iv. The chapter will collaborate with entities in the provision of services for the elderly, integrating the elderly into the day-to-day activities of the community and government, and in the development of assisted care housing within the chapter.

G. Economic Development

- i. The chapter shall engage in economic development strategies which will enhance community member's quality of life, provide access to needed economic goods/services, provide access to economic opportunities, and be balanced with cultural elements of how community members wish to live.
- ii. The chapter shall concentrate development of larger scale residential, commercial, governmental, educational, health, and other appropriate projects in the downtown area of Ojo Encino to help concentrate economic activity. The chapter will not allow homesites to be created within the chapter tract. Downtown transfer lands when acquired should have a conceptual plan to maximize future use of those lands.

II. Governance

A. Local Empowerment

- i. Ojo Encino chapter will develop a strong local government via the AFOG process. A system of active monthly committees should be developed to analyze and study resolutions to educate the quorum regarding proposed resolutions.

B. County Development

- i. Ojo Encino chapter will engage in the development of a county or regional government with its neighboring chapters to provide higher level services which may not be economically viable at the local level.

C. Public Services

- i. Ojo Encino chapter shall begin planning and developing a public works and public safety departments.
- ii. These departments may be regional in nature, but the region shall be of a size which ensures that Ojo Encino and other partner chapters are properly served.

D. Intergovernmental Engagement

- i. Ojo Encino chapter shall be engaged with other governmental entities both inside and outside of the Navajo Nation.



- a) Some entities of particular interest include the Bureau of Land Management, Eastern Navajo Land Commission, Navajo Nation Resource Development Committee, Navajo Nation Council, Navajo Nation Departments, Educational school boards/entities, and NM Counties / State.

E. Lands/Minerals

- i. The policy of Ojo Encino chapter is that all lands within Ojo Encino boundaries should be transferred to tribal control. Tribal can mean either allotment or trust lands.
 - a) The chapter considers all lands within its boundaries to have social, economic, and cultural significance to its community. The chapter also considers that these lands also have effects on the political/governance integrity of the chapter, economic security of chapter residents, and have effects on the health/welfare of chapter residents.
- ii. Develop policies to inform the Bureau of Land management how the chapter wishes to see BLM lands management within Ojo Encino boundaries to ensure max compatible land use.
- iii. Develop policies to inform the Bureau of Indian Affairs as to how the chapter wishes to see overall lands management within the chapter to inform the BIA regarding allotment lands development that maximizes compatible land use
- iv. The chapter should engage with the state of New Mexico to ensure compatible land use.
- v. The chapter shall develop extractive industry guidelines to inform the BLM and BIA of setbacks and other safety protocols to ensure the protection of the quality of life of residents.
- vi. Ojo should consider adding to its original chapter tract since approximately 20 acres of its current chapter tract land is the land on which the Ojo Encino Day school rests.
- vii. The chapter shall be part of the homesite/lease approval process. The chapter's approval of a homesite lease or other lease type shall be required by the Navajo Land Department.
- viii. The chapter shall utilize (when possible) utility corridors in which right-of-ways will have multiple uses as to decrease the impact of new linear projects on lands within Ojo Encino. The chapter shall encourage other land management entities to utilize the same management prescription as well.
- ix. The chapter shall examine annexation which at a minimum include 21N 5W Sect 26(NE), 21N 5W Sect 36(SE), 21N 4W Sect 31, and 20 N 3W Sect 14. In addition the chapter will works with bordering chapters to formally adopt a boundary for Ojo Encino chapter.

F. Land and Economic Plan Implementation

- i. Elected officials, chapter committee members, chapter manager, and interested community members shall meet twice a year in regards to implementing the Land and Economic plans. The first meeting shall occur early enough to integrate priority projects from the plans into funding lists such as ICIP. The second meeting shall overview project implementation and to take further steps to ensure project implementation.

G. Animal Control

- i. The chapter shall develop animal control policies specific to the chapter and to help control domestic animal populations in the downtown area of Ojo Encino.
- ii. The chapter shall engage with entities to provide free and low cost vaccinations and spay/neuter clinics.

F. Revenue Generation

- i. The chapter shall explore the feasibility of establishing municipal trust funds to provide funding of community needs/services.
- ii. The chapter shall explore the potential of sharing in revenues generated from federal lands within the chapter's boundaries to be used for community needs/services.
- iii. The chapter will develop a tax code when enough business transactions occur to warrant such a code. Any local tax code should research the potential of including a local severance type tax.

III. Natural & Cultural Resources

A. Cultural Security

- i. Ojo Encino chapter shall to revitalize an environment for its community members where they feel comfortable to exist, in particular, to exist as self-defined Navajos with the natural world all its elements and abide by the universal and natural laws which govern us as Diyin Nohookáá Diné.
- ii. Ojo Encino chapter wishes to encourage the utilization of the Navajo language for usage in all areas of daily life and to ensure that education systems for youth understand this need.



- iii. Ojo Encino chapter shall support/engage in activities to provide cultural and history sharing and opportunities for intergenerational exchange, sustainability and overall well being of our community.

B. Cultural Resources

- i. It is the policy of the chapter that cultural resources includes past and present cultural facets of the community and natural resources. All lands bordering Dinétah are a part of the greater cultural landscape. All activities within Ojo Encino that effect both past and current tangible and intangible cultural elements in accordance to what Diné within Ojo Encino revere in the natural, ceremonial, and oral histories since time immemorial are considered to impact Ojo Encino's cultural resources. Thus, any development that may have these impacts should be considered to ensure that development will not impact the cultural resources too negatively and is properly balanced with positive elements for the community.

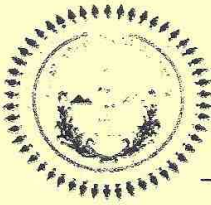
C. Natural Resources

- i. Ojo Encino considers natural resources and cultural resources as being the same. Impacts on natural resources (both living and non-living) do constitute an impact on the cultural resources and well being of the community. Any development which will negatively impact or deplete natural resources in the community should be examined for negative and positive consequences to the natural resource and to the cultural environment. This shall include viewsheds.
 - a) Night sky (especially dawn sky) is a natural resource also has cultural connectivity and the chapter recognizes that its protection is important to the protection of culture and to the general quality of life for residents of the chapter. The chapter will work with entities such as federal agencies, residents, and the electric utility company to to mitigate impacts to the night sky from light trespass and/or pollution.
- ii. The chapter considers fuelwood supplies as being a subsistence resource of the Navajo community. This is due to historical consumption use, current overwhelming use, and an economic inability of Navajo community members to change heating fuels. All federal agencies should be made aware of this.
- iii. The chapter shall work to support the Ojo Encino Ranching Committee in its efforts. In particular:
 - a) The creation of watershed management plans
 - b) The development of grazing plans for ranchers in the Ojo Encino region.
- iv. The chapter requests baseline environmental and social data from federal entities before development of natural resources by federal entities to help ensure protection of the community and to understand any negative or positive impacts. Some examples include traffic counts/type, economic data, crime data, noise, air quality, water quality, visual impacts, light pollution levels, health impact assessments, etc.

D. Water

- i. Ojo Encino chapter's policy regarding water is its protection and conservation.
 - a) All water (surface and sub-surface) should be protected from undue or unneeded contamination.
 - b) Ground water must be protected and shall include deep aquifer water.
 - c) The chapter shall develop a water management policy which should consider aquifer recharge.

Land Use Plan Amendment Approval Ordinance



OJO ENCINO CHAPTER
HCR 79 BOX 1500, OJO ENCINO, NEW MEXICO 87013
PHONE (505)731-2263 or 731-2262 FAX (505)731-1516
EMAIL: ojoencino@navajochapters.org

RESOLUTION OF THE OJO ENCINO CHAPTER **OF THE NAVAJO NATION #OJOE 02-12-16/001**

Resolution to Approve Ojo Encino Chapter Plans for Review by the Resource Development Committee

WHEREAS,

1. The Ojo Encino Chapter (the "Chapter") is a political subdivision of the Navajo Nation under 11 N.N.C. § 10 and a local governance certified chapter pursuant to 26 N.N.C. § 102, and the Chapter is responsible for the health and safety of its local residents and for stewardship of its Chapter lands and resources; and

2. According to to Title 26 of the Navajo Nation Code the Chapter is to update its land use plan every five years, as stated:

26 N.N.C. §2004

The CLUPC shall make necessary adjustments, as approved by the chapter membership, and shall submit the plan to the transportation and Community Development Committee of the Navajo Nation Council. The Transportation and Community Development committee by resolution shall certify the community based land use plan. Every five years the plan shall be reevaluated and readjusted to meet the needs of the changing community.

;and

3. The Ojo Encino CLUPC has approved completed plan updates, which includes the 2016 Ojo Encino Chapter Land Use Plan and 2016 Ojo Encino Chapter Economic Development Strategy Plan for the Ojo Encino Chapter quorum to review and approve, before review by the Navajo Nation Council's Resource Development Committee.

NOW THEREFORE BE IT RESOLVED THAT,

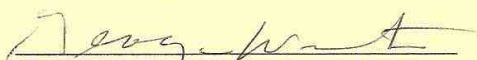
1. The quorum of Ojo Encino Chapter have reviewed and approve the 2016 Ojo Encino Chapter Land Use Plan and 2016 Ojo Encino Chapter Economic Development Strategy Plan for review by the Navajo Nation Council's Resource Development Committee.

CERTIFICATION

I hereby certify that the foregoing resolution was considered by the Members of the Ojo Encino Chapter at a duly called meeting at the Ojo Encino Chapter House at which a quorum was present, and that the same was passed by vote of 14 approving, 0 opposed, and 9 abstaining, this 12th day of February, 2016.

Motion: Nancy Largo

Second: Tony Castillo


George Werito, Chapter President

George Werito Jr., Chapter President
Jeanette Vice, Chapter Vice President
Brandon Sam, Chapter Secretary/Treasurer

Gloria Chiquito, Chapter Manager
Leonard Tsosie, Council Delegate
Elizabeth Stoney, Land Board Member