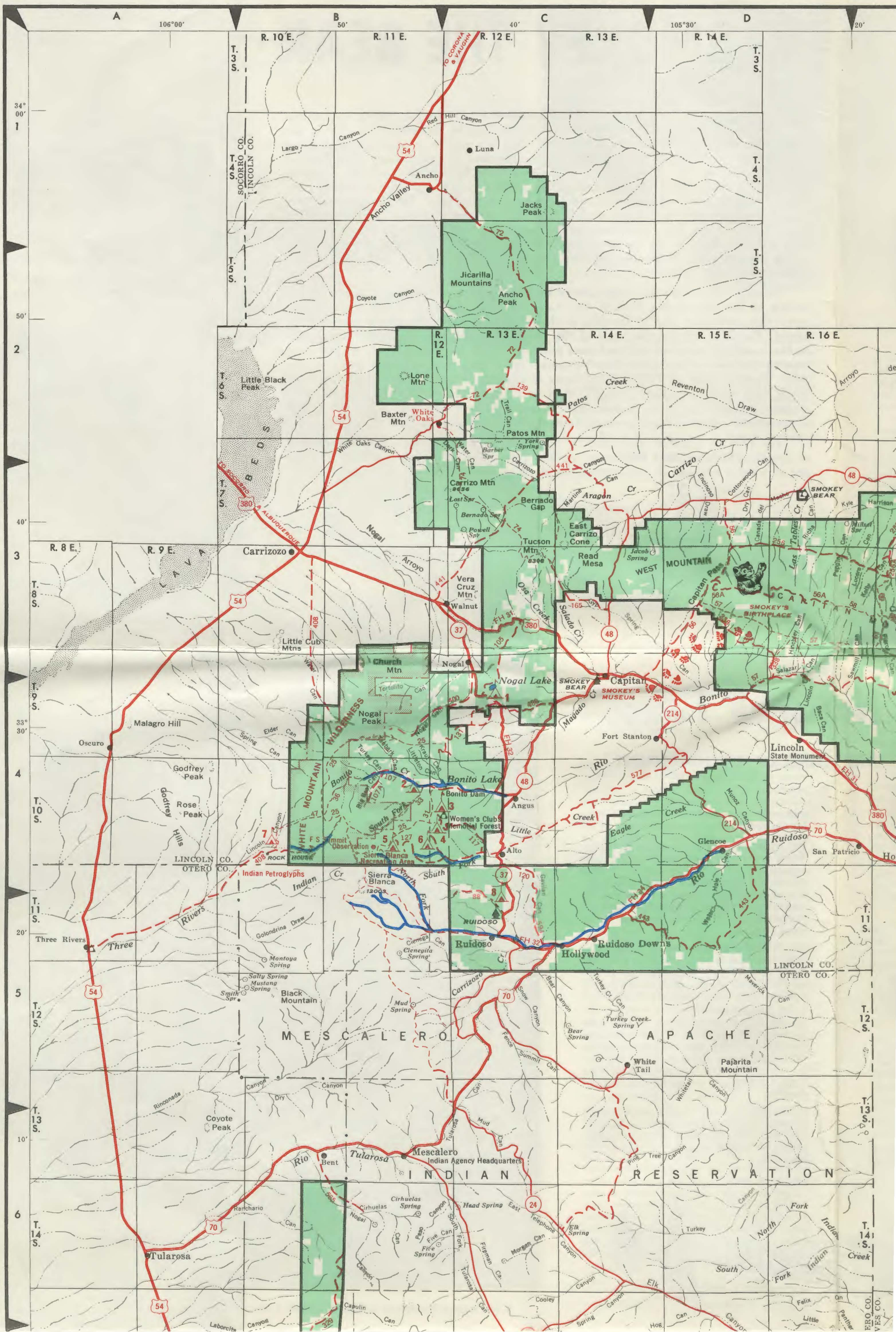
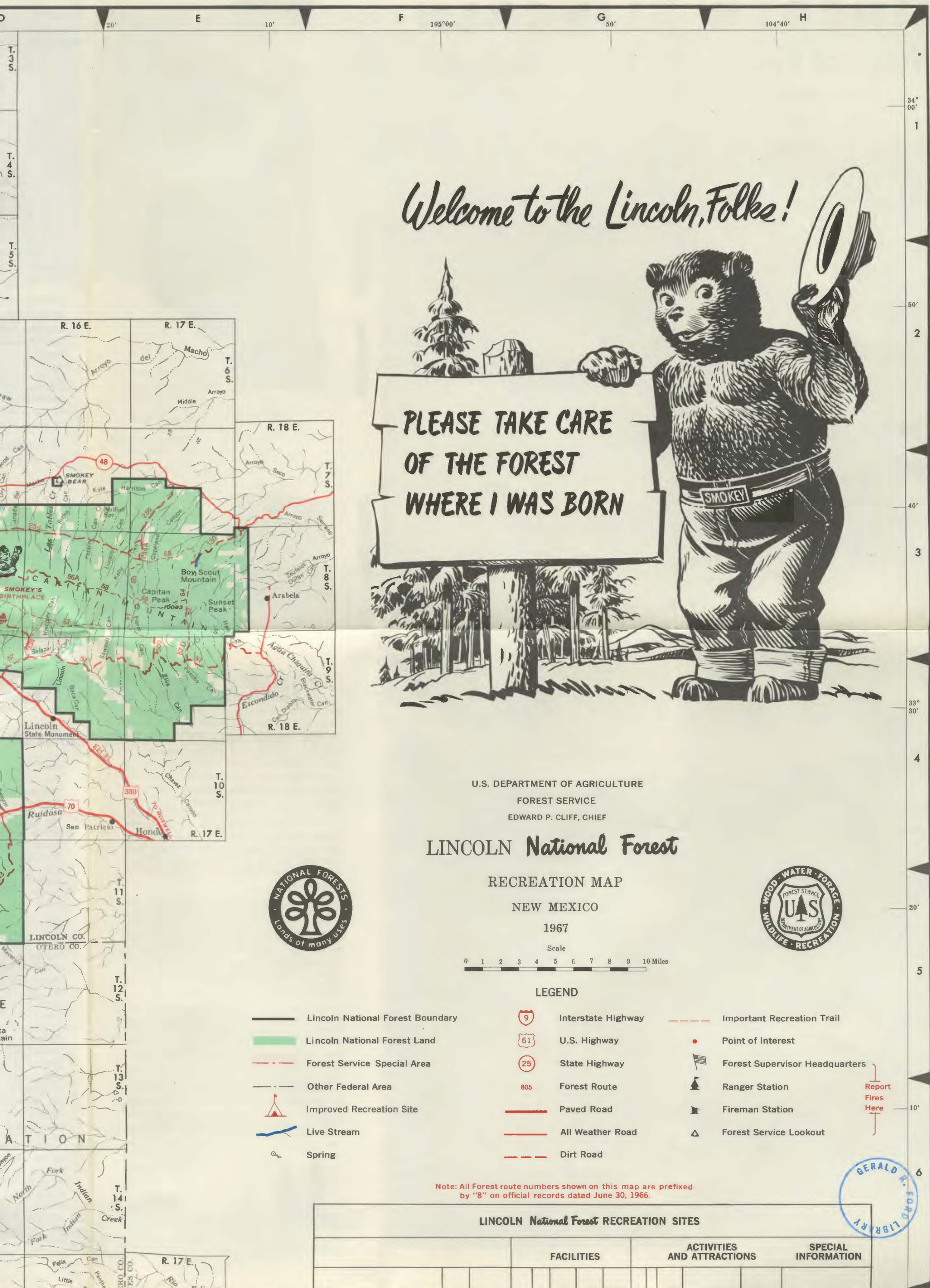


**The original documents are located in Box 10, folder “Mescalero Apaches - Sierra Blanca Ski Resort (2)” of the Norman Ross Files, 1974-75
at the Gerald R. Ford Presidential Library.**

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Welcome to the Lincoln, Folks!



U.S. DEPARTMENT OF AGRICULTURE
FOREST SERVICE
EDWARD P. CLIFF, CHIEF

LINCOLN National Forest

RECREATION MAP

NEW MEXICO

1967

Scale

0 1 2 3 4 5 6 7 8 9 10 Miles

LEGEND

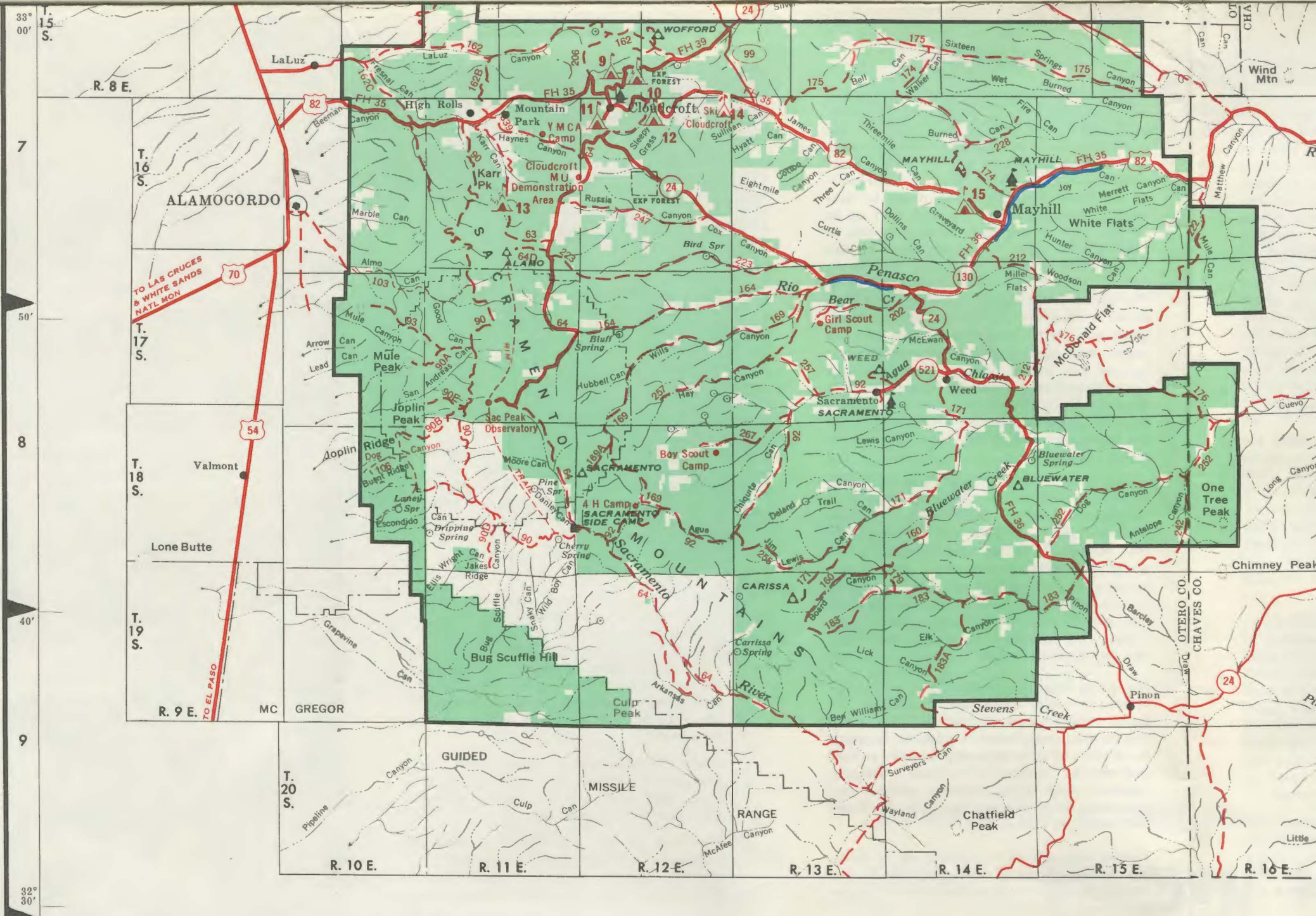
- | | | |
|------------------------------------|--------------------|--------------------------------|
| — Lincoln National Forest Boundary | Interstate Highway | --- Important Recreation Trail |
| Lincoln National Forest Land | U.S. Highway | • Point of Interest |
| --- Forest Service Special Area | State Highway | Forest Supervisor Headquarters |
| --- Other Federal Area | Forest Route | Ranger Station |
| Improved Recreation Site | Paved Road | Fireman Station |
| Live Stream | All Weather Road | Forest Service Lookout |
| Spring | Dirt Road | |

Note: All Forest route numbers shown on this map are prefixed by "8" on official records dated June 30, 1966.

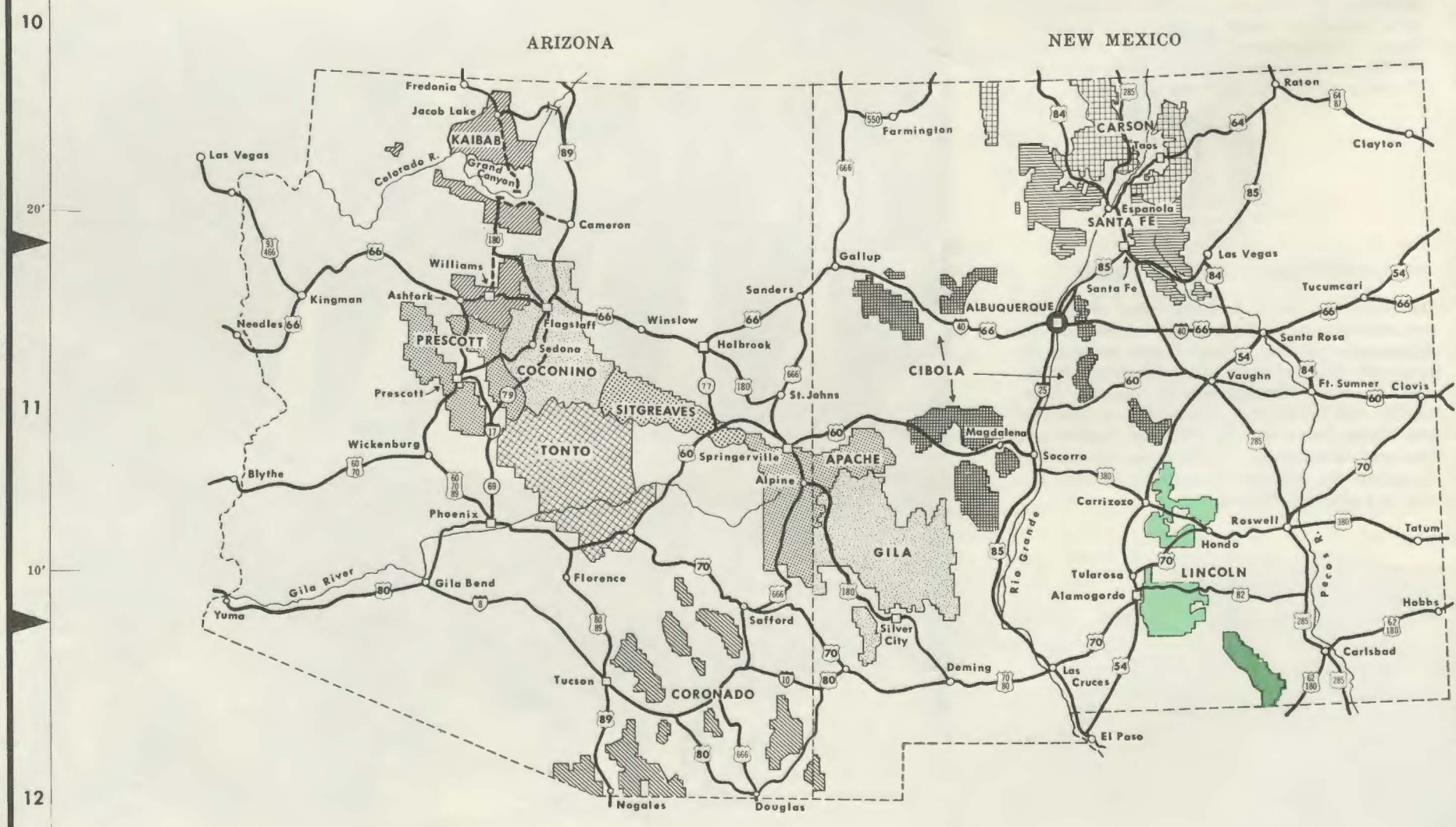
LINCOLN National Forest RECREATION SITES

				FACILITIES				ACTIVITIES AND ATTRACTIONS				SPECIAL INFORMATION			

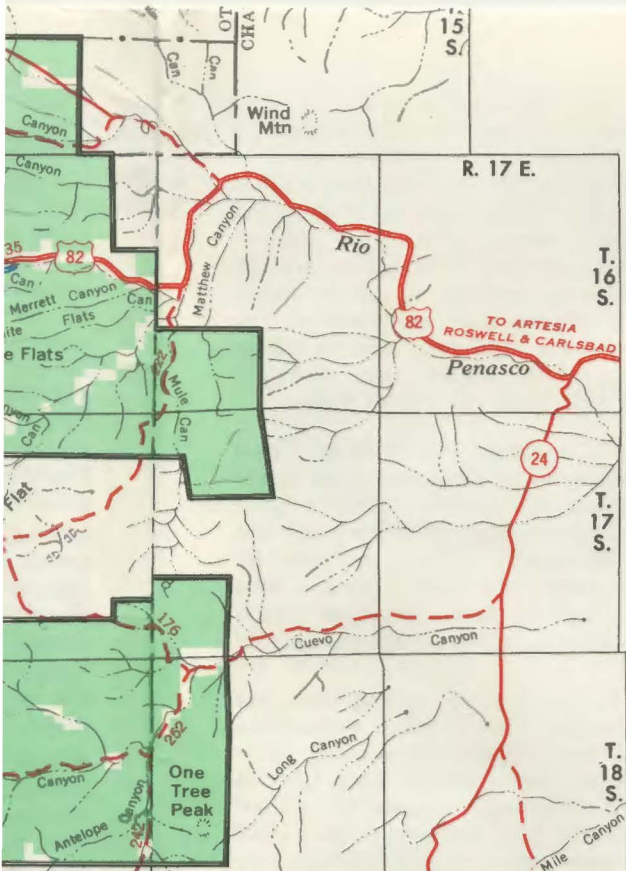




THE NATIONAL FORESTS IN ARIZONA AND NEW MEXICO

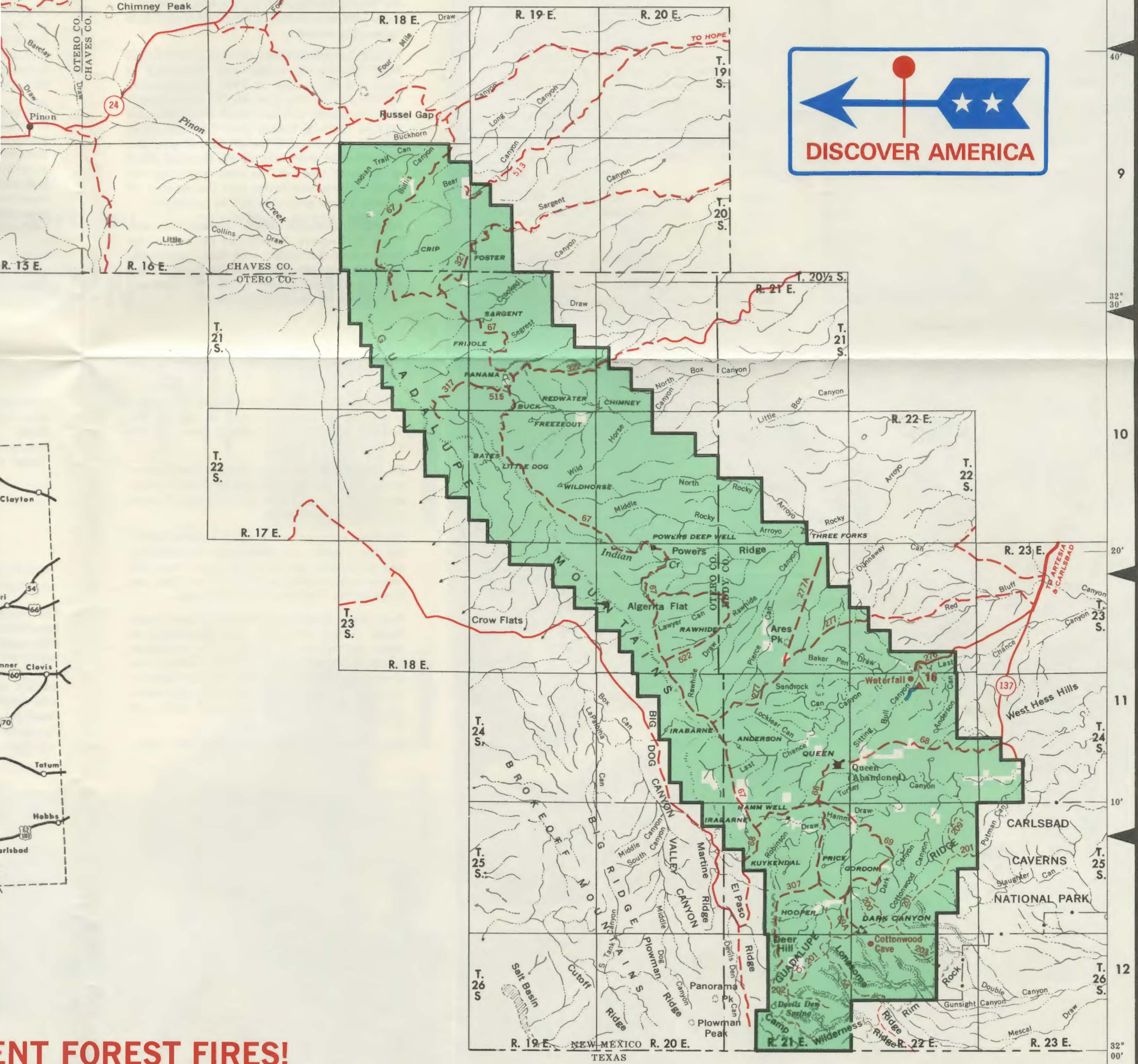


PREVENT FOREST

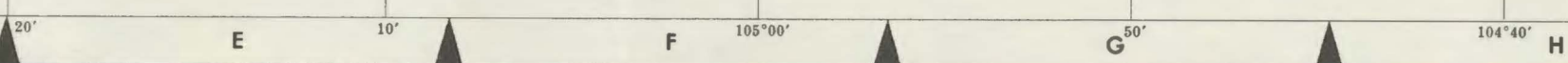


Name of Recreation Site	Location	Elevation	Camping	Picnicking	Camp Trailers	Drinking Water	Number Family Units	Fishing	Boating	Special	Season of Use	Stay Limit Days	
1. Nogal Lake	4C	7,000	x	x	x	x	15	x			Mar-Sept	None	Trailers under 32'
2. South Fork	4B	8,800	x	x	x	x	60	x			May-Sept	10	Trailers under 16'
3. Monjeau	4C	9,600		x			4				May-Sept	None	
4. Skyline	4C	9,000	x	x			17				May-Sept	10	
5. Sierra Blanca Ski Area	4B	10,600											
6. Oak Grove	4B	9,000	x	x			31				May-Sept	10	
7. Three Rivers	4B	6,300	x	x			30	x			Apr-Nov	None	
8. Cedar Creek	5C	7,000	x	x	x	x	37				May-Sept	10	Trailers under 16'
9. Pines	7B	8,750	x	x		x	48				Apr-Oct.	14	
10. Fir	7C	8,750	x	x	x	x	10				Apr-Oct.	14	Trailers under 16'
Silver	7C	8,750	x	x	x		32				Apr-Oct.	14	Trailers under 32'
Saddle	7C	8,750	x	x	x		17				May-Oct	14	Trailers under 32'
Apache	7C	8,750	x	x	x		26				May-Oct	14	Trailers under 32'
11. Deerhead	7B	8,750	x	x		x	34				May-Oct	14	
12. Sleepy Grass	7C	8,750	x	x	x	x	94				Year-long	14	Trailers under 22'
13. Karr Canyon	7B	7,500		x		x	6		NT		Year-long	14	
14. Cloudcroft Ski Area	7C	8,800											
15. James Canyon	7D	7,000	x	x	x		6				Year-long	None	Trailers under 16'
16. Sitting Bull Falls	11H	4,500		x		x	10				Year-long	None	

DON'T BE A "LITTERBUG" — PLEASE KEEP THE LINCOLN CLEAN AND GREEN



RECENT FOREST FIRES!



story of SMOKEY THE BEAR

Time: May 1950. The beginning of the Southwest's hot, dry late-spring fire season.
Place: A pass in the Capitan Mountains of the Lincoln National Forest. It is dry and dusty, a strong wind blowing. Somebody flips a cigarette or burning match along the Capitan Gap road. In the next several days seventeen thousand acres of timberland rage into flaming ruin. Hundreds of firefighters labor to control the blaze, including many of the townsfolk of nearby Capitan. Then, clinging to a charred tree, a small bear cub is found by a state Game man and a crew of firefighters. The mother-less little bear is badly burned and hungry and is taken to the home of a local rancher where he is doctored and fed. He is then flown by the Game Warden to Santa Fe for veterinarian care and later flown to the National Zoo in Washington D. C. There the cub is heralded as the living example of Smokey, the forest fire preventin' poster bear of the U.S. Forest Service and State Foresters.

Smokey, whose story has been carried to the ends of the earth by the public service efforts of The Advertising Council and many others, is now an international symbol of forest fire prevention. But to the folks on the Lincoln he is also a very real part of their forest. They can still see the scars of the terrible fire in which the poster bear came to life — and so many animals and trees perished. They can feel the loss to the local logging and sawmill industry. They remember other bad fires in recent years — the Allen Canyon blaze of 1951, 16,000 acres of destruction wrought by a lightning strike which wasn't corraled quickly enough. And the Circle Cross fire of 1953, a 25,000-acre monster that went 14 miles in four hours before a sixty-mile-an-hour gale. The Circle Cross started when a logging debris-burn on the wrong day got out of control.

The folks of Capitan have built a log museum to commemorate the birthplace of Smokey the Bear. And they hope you and every American will take to heart the lesson of what a moment of carelessness can do to your National Forests.



Smokey says:

1. CRUSH OUT YOUR SMOKES!
2. BREAK YOUR MATCHES IN TWO!
3. DROWN YOUR CAMPFIRE!
4. BE CAREFUL WITH EVERY FIRE!



• "Little Smokey" looks approvingly at one of Big Smokey's posters.



• Smokey poses in front of his home, National Zoo, Washington, D.C.

National Forest

. THE "LAND OF ENCHANTMENT"

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and major parts of the southeastern New Mexico and West Texas water supply.

The higher peaks are the source of timber, mainly ponderosa pine, and also the most popular area for visitors because of the cool climate and green vistas. Camping and picnicking grounds are scattered throughout the mountains to accommodate the thousands of families who flock to the National Forest every year.

The Lincoln is divided into six Ranger Districts, and each is administered by a District Forest Ranger who is responsible for obtaining the greatest good for the greatest number from the land. They must keep in mind that timber and the other tangible resources are not the only important Forest products. Far more Americans look to the Lincoln for outdoor recreation in a setting of natural beauty. Thus, the Ranger's job is to satisfy as many demands on the forest resources as possible without letting one use exclude or damage another.

Visitors can help the Forest Rangers greatly by being careful with fire and litter. Remember, the Lincoln belongs to the American people. It is yours to enjoy . . . protect . . . keep clean!



• The rugged Guadalupe Mountains are laced with limestone caves, including famed Carlsbad Caverns.

LINCOLN

National Forest

NEW MEXICO

U. S. DEPARTMENT OF AGRICULTURE • FOREST SERVICE • SOUTHWESTERN REGION

LINCOLN

National Forest

NEW MEXICO

U. S. DEPARTMENT OF AGRICULTURE • FOREST SERVICE • SOUTHWESTERN REGION



● Fishing at Bonito Lake near Ruidoso.



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IN NEW MEXICO . . . THE "LAND

Where does a resident of West Texas go to escape the hot plains summer? And where does a skier from El Paso, Las Cruces, Carlsbad, or Roswell find the snow he needs? The closest answer to both questions is the Lincoln National Forest, a Land of Many Uses, managed by the U. S. Department of Agriculture's Forest Service for the good of all Americans.

The Capitan, Guadalupe, Sacramento, and White mountains are alone in their lofty class in this part of the country and the bulk of the mountain land is in the National Forest. These ranges vary from 5,000 to 12,000 feet in elevation and contrast sharply with the thousands of square miles of surrounding plains country.

Besides being a mountain playground, the 1,087,000-acre Lincoln earns its way through Multiple Use Management and sustained yield of renewable resources—wood, water, wildlife, forage, and recreation. In the dry Southwest, water is of vital importance to the well-being of towns and cities, and perhaps the most important product of the Lincoln. From the east side of the mountains flow five rivers—Bonito, Ruidoso, Hondo, Felix, and Penasco—all tributaries of the important Pecos River

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● Forage for cattle is one of the many products of the National Forest.



● A load of logs heads for the sawmill.

WATER

The Lincoln is an important producer of water. The higher mountains in the Forest may collect as much as 30 inches of rain and snow a year. Much of this finds its way to irrigated farms, homes, and industries in southeast New Mexico and West Texas.

The Lincoln's Forest Rangers are responsible for keeping the watersheds in good condition. A healthy cover of trees and grass keeps stream runoff clean, soil porous, and permits water to percolate downward to recharge underground supplies.

FORAGE

Visitors may see cattle or sheep grazing under paid permit in almost any part of the Forest. They harvest the forage crop—another valuable product of the National Forest. The animals, some 10,000 cattle and 5,000 sheep, are owned by 200 local ranchers.

To help maintain the important livestock industry, adequate forage must be available year after year. If the land is overgrazed the plants weaken and less forage is produced. The water absorbing power of the soil shrinks as the plant cover disappears. Thus, grazing cannot be too heavy without running the risk of destroying a basic resource and inviting erosion. Because cattle seldom travel more than two miles from water, a problem arises in getting proper distribution and rotation of the herds on the range. Stockmen and the Forest Service have cooperated in developing hundreds of watering places, reseeding of damaged ranges, as well as in fencing allotments and making other improvements for better use.

Range developments also benefit wildlife which must be considered in all forage resource plans.

TIMBER

The timber of the Capitans, the Sacramentos, and White Mountains long has been an

important part of southern New Mexico's industry. Even the wooden beams used in Indian pueblos and the old mission church in Juarez, Mexico, are said to have been hauled across the desert from these mountains. The Lincoln contains about half a million acres of commercial forest land from which enough logs are harvested annually to supply lumber for 700 to 1,000 five-room frame houses. Private land and the Mescalero Apache Indian Reservation, which adjoins the National Forest, also hold large reserves of timber.

In addition to sawlogs, the National Forest supplies thousands of Christmas trees annually to commercial and individual buyers. About a third of the high elevation forest is a mixture of Douglas-fir, limber pine, white fir, Englemann spruce and some Colorado blue spruce. The balance is the principal timber tree of the Southwest, the ponderosa pine.

The Forest Service does no logging itself, but sells the standing trees through competitive bids to qualified loggers and sawmill operators. Trees are cut selectively each year to supply some of the area demand for lumber, fuel, fence posts, mine props and other wood products. Proper harvesting not only improves the health and growth of the forest but provides jobs and prevents waste of a valuable renewable resource.

An unusual combination of harvest and beneficial thinning of timber was scheduled to begin on the Lincoln in 1967 and continue for many years. The operator of a new sawmill in Alamogordo will use small diameter pole logs to produce lumber and furniture parts. Besides the economic benefit to the area, the Forest will be enhanced by the thinning effect of the small-tree cut. The trees remaining will reach mature size faster and the amount of quality timber available will be increased.

All National Forest income is deposited with the U. S. Treasury. Twenty-five per cent of the total is then distributed each fiscal year to the counties containing National Forest land. This often is many thousands of dollars which are earmarked for roads and schools.



● Cool mountain campsites attract vacationists to the Lincoln.

authorized by a Forest Service special use permit the area operators plan to double the number of trails and build a new chairlift by 1972.

Ski Cloudcroft offers its patrons the opportunity to ski at night, thanks to floodlit trails, and both Sierra Blanca and Cloudcroft have snowmaking equipment.

For those who prefer the warm weather activities the Lincoln has developed 16 camping and picknicking grounds with more than 500 family units—tables and fireplaces. They are listed on the map side of this brochure.

From these developed recreation area bases Forest visitors can hike, ride horseback, or enjoy any number of sports. Some recreation areas are near water, making fishing and swimming possible. The most popular activity, however, is merely relaxing in the cool mountain air, far from the heat and bother of city life.

The 31,000-acre White Mountain Wilderness



● Looking northwest from Sierra Blanca recreation area.

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WILDLIFE

Wildlife and fishing streams are among the big attractions of the Lincoln and annually bring out droves of hunters, fishermen, and many others who are satisfied merely to watch or take pictures of animals and birds under natural conditions. The Lincoln contains much of the finest deer producing range in New Mexico, attested to by the fact that up to 50 per cent of the deer hunting success in the State in recent years has been on this Forest. Three types of deer roam the Lincoln and its juniper and brush-covered foothills. The largest is the Rocky Mountain mule deer found throughout the Forest. Mature mule bucks may weigh more than 250 pounds. The desert mule deer, a somewhat smaller member of the family, is most common in the Guadalupe Mountains of the Forest. The Sacramento Mountains above Alamogordo are the chief remaining home in New Mexico for the Texas white-tailed deer which may weigh about 140 pounds.

A less common Lincoln big game animal is the black bear which ranges in color from cinnamon-brown to coal black. Campers probably see more bear around trash cans than hunters do in the field although a few dozen are taken each year. The elusive turkey also is found in all divisions of the Lincoln. Upland game birds include Gambel's and scaled quail (especially on the Forest fringes), mourning dove, chukar partridge, and band-tailed pigeon.

The game birds and animals may be hunted in season under State law. Except for the game refuge near Cloudcroft, the entire Lincoln National Forest is open to hunting. In addition to game animals, hunters can take jackrabbits, cottontails, coyotes, bobcats, mountain lions, foxes, weasels, badgers, and raccoons. There also are skunks in the Forest and many porcupines.

Visitors may see an occasional elk or antelope in some parts of the Forest. Javelina, or peccary, at one time native to the Lincoln area, were re-introduced in 1966. Twenty of

the wild pigs were trapped in the Big Bend country of Texas and released in the Guadalupe Mountains. More plantings are planned and eventually hunting seasons will be possible.

Rainbow and native trout inhabit the Lincoln's fishing waters which include Nogal Lake, Bonito Lake, Eagle Creek, Rio Ruidoso, Rio Penasco, Fresnal Canyon, Silver Springs Canyon, Three Rivers Creek, Carrizo Creek, and Pine Lodge Creek.

Responsibility for fish and wildlife on the National Forest is shared by the New Mexico Department of Game and Fish and the Forest Service. The State agency determines seasons and bag limits while the Forest Service maintains the habitat, the land that provides food and shelter for wildlife.

RECREATION

Two of the southernmost ski areas in the United States lie all or partially within the Lincoln. Both draw most of their skiers from Texas and southern New Mexico, although representatives of a half dozen or more other states might be found on the slopes on any weekend enjoying the deep powder and bright sun.

Sierra Blanca Ski Area, operated under a Forest Service permit by the Mescalero Apaches whose reservation adjoins the Lincoln, lies 16 miles northwest of Ruidoso on 12,000-foot Sierra Blanca. The top of the ski area—11,400 feet—is reached via T-Bars and New Mexico's only gondola lift. The area offers 23 miles of ski trails designed for all skill levels.

When the snow season is over Sierra Blanca turns into a summer playground and the gondola, instead of carrying skiers, transports sightseers to the mountaintop.

Cloudcroft, N. M., is the hub of a year-round recreation complex which features the Cloudcroft Ski Area. In 1966 only three of the ski area's trails extended onto National Forest land. However, under a six-year program



● The museum at Capitan welcomes visitors to the birthplace of the fire preventin' bear.



● Mule deer are numerous in the rough canyons of the Sacramento Mountains.

northwest of Ruidoso is for the outdoorsman who prefers to rough it. As in all National Forest wildernesses, the White Mountain Wilderness is maintained in its natural state. Travel is limited to foot and horseback.

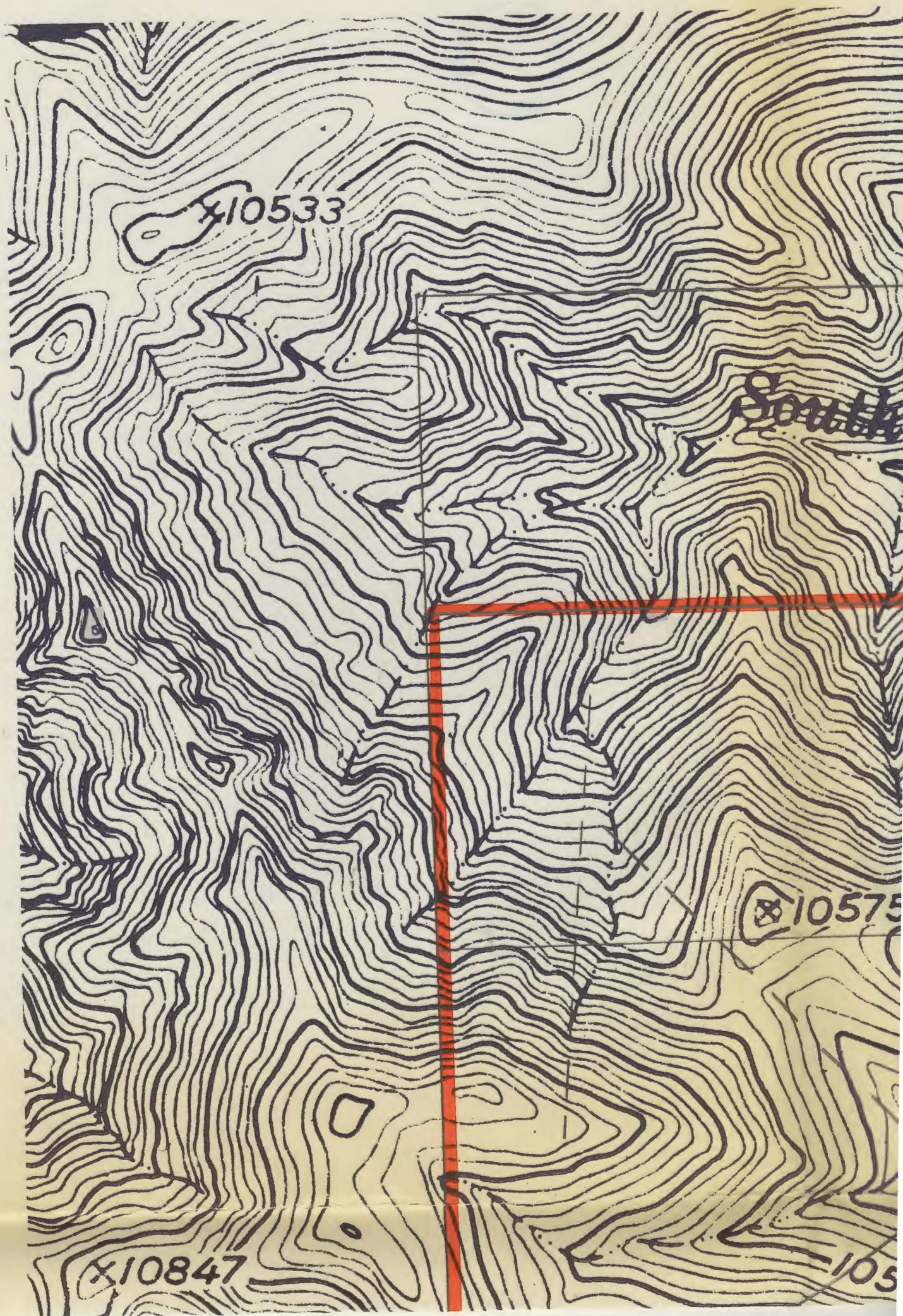


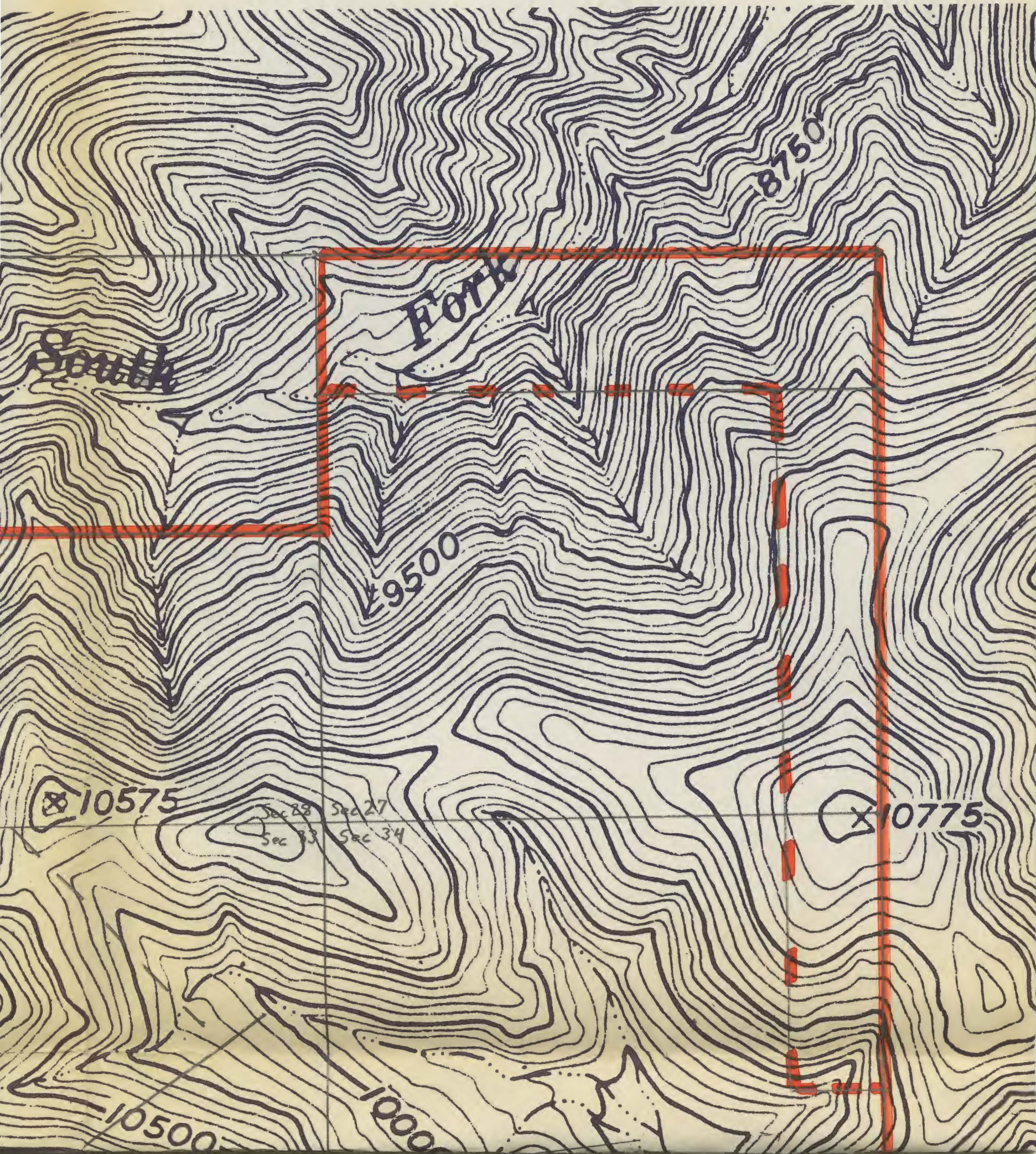
THE FOREST SERVICE CREED

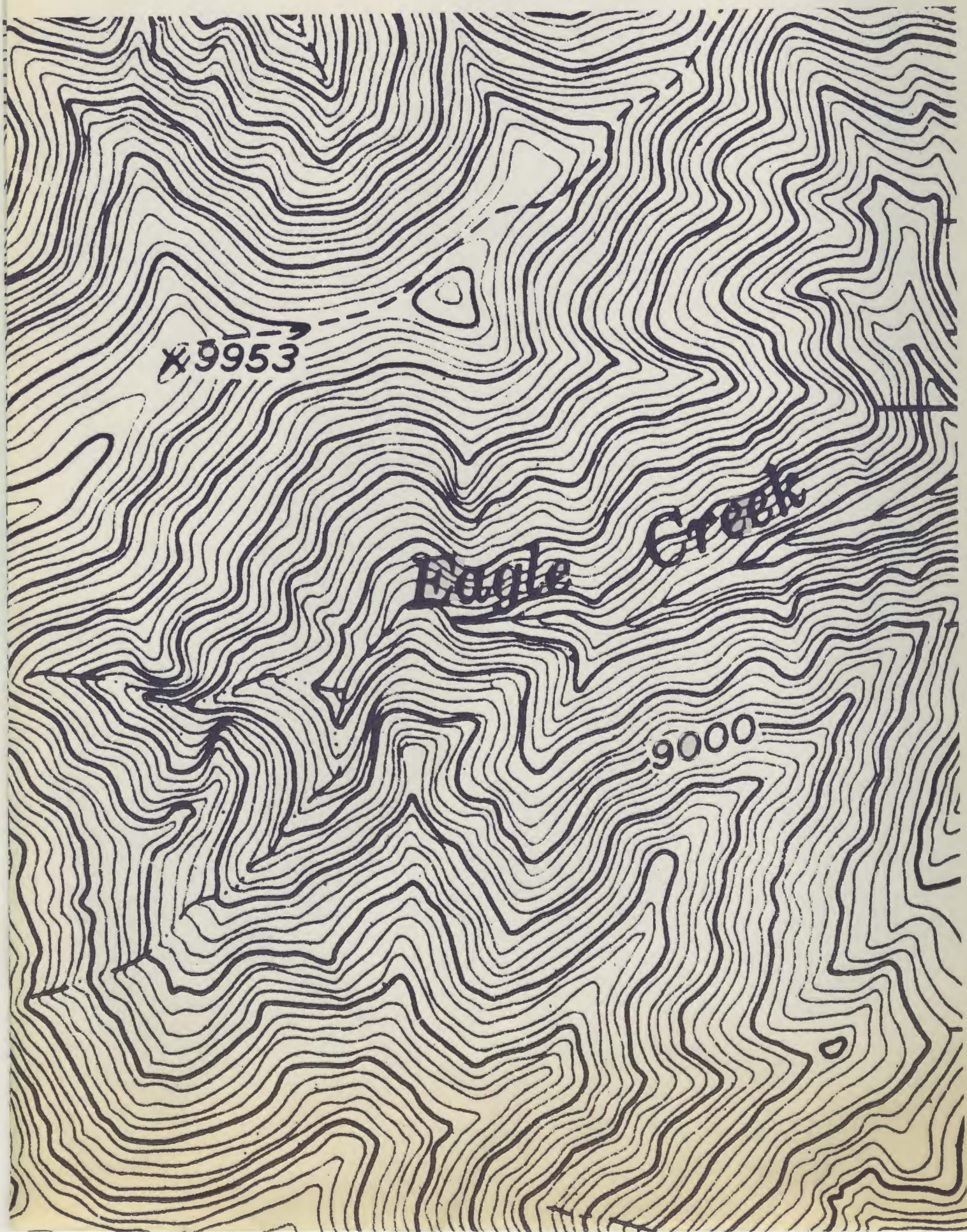
The Forest Service, U. S. Department of Agriculture, is dedicated to the principle of Multiple Use Management of the Nation's forest resources for sustained yields of wood, water, forage, wildlife, and recreation. Through forestry research, cooperation with the states and private forest owners, and management of the National Forests and National Grasslands, it strives—as directed by Congress—to provide increasingly greater service to a growing Nation.



● The spires of the Sierra Blanca Ski Lodge match towering spruce and fir trees on the slopes near Ruidoso.







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APPROX. LOCATION
ROCK OUTCROPPING

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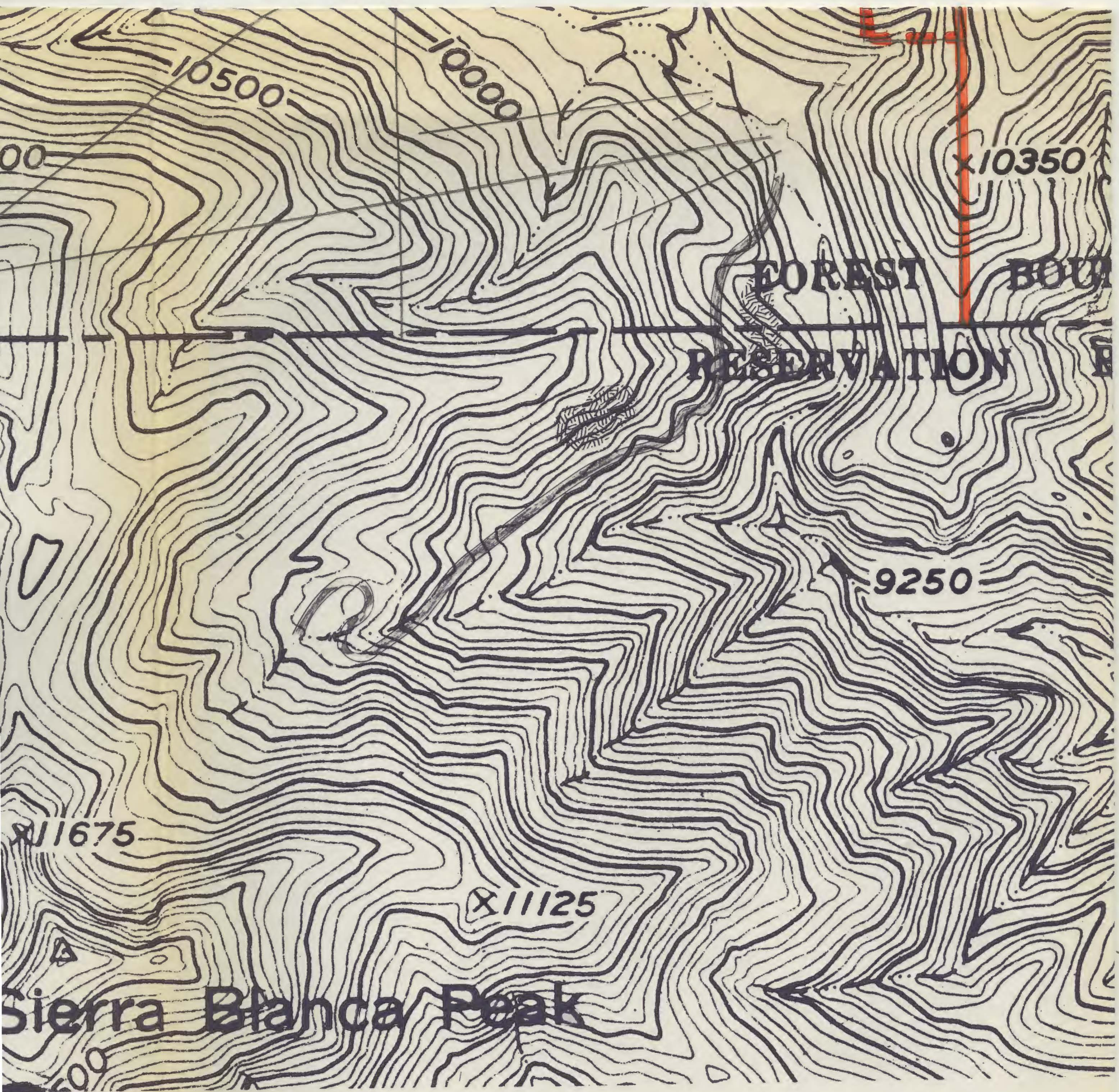
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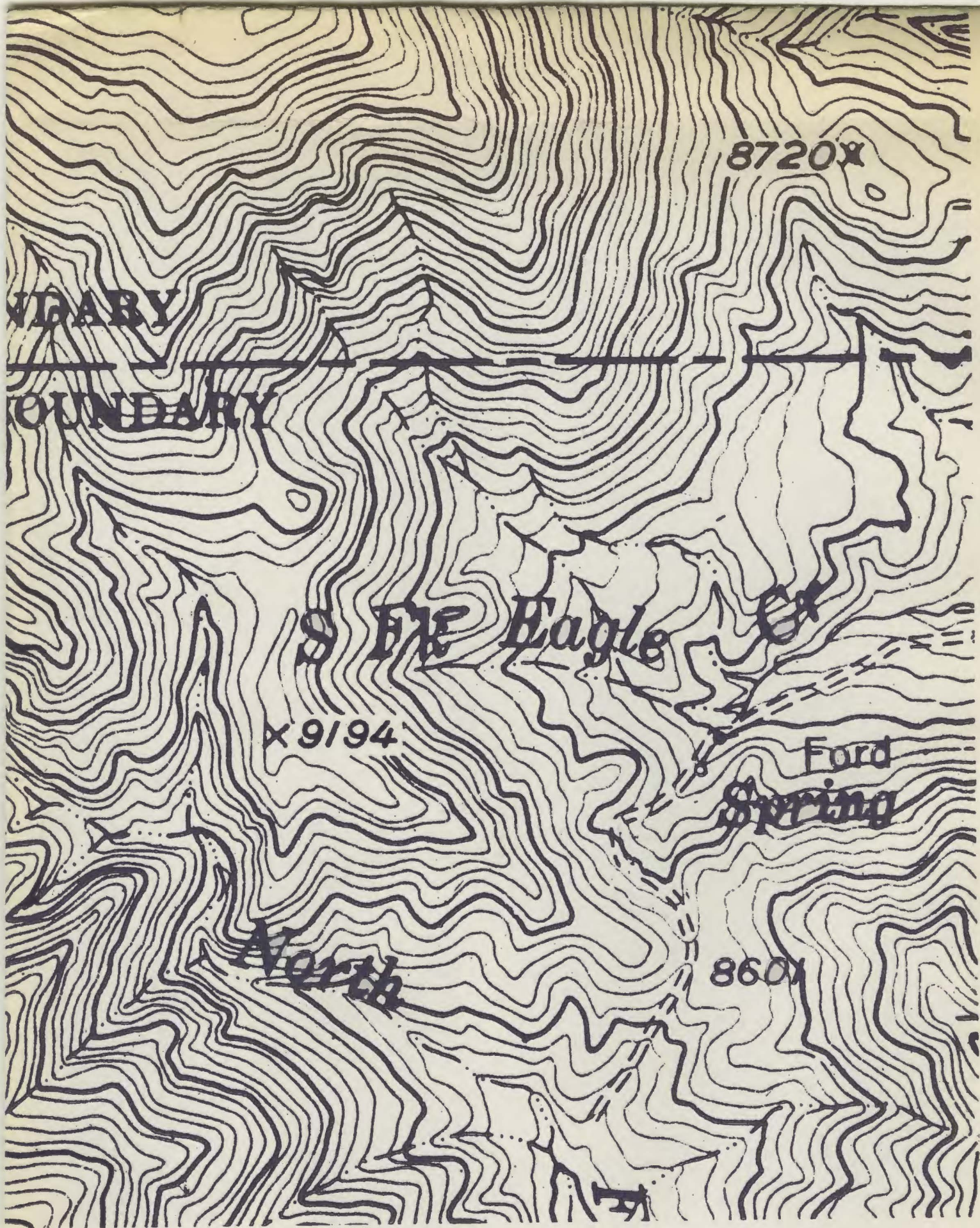
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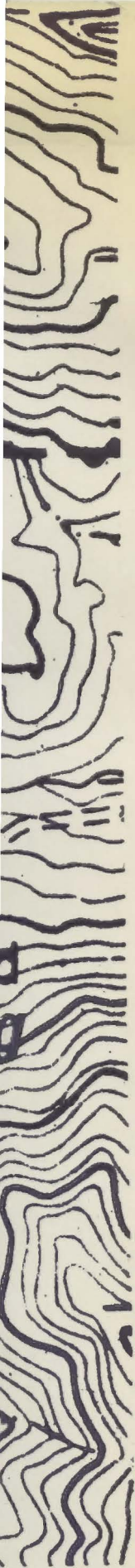
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Sierra Blanca







W. F. TURNEY
AND ASSOCIATES
CONSULTING ENGINEERS
SANTA FE, NEW MEXICO

MESCALERO, NEW MEXICO

SIERRA BLANCA

BY	REVISION	DATE			

O.A.E. DESIGNATES
OR APPROVED EQUAL

DRAWN: J. G. G. G.
CHECKED: J. G. G. G.

PROJECT No.

SCALE:

1" = 1000'

DATE:

JUNE 69

SHEET

OF

ski sierra blanca



LIFTS AND SERVICES

	Length	Vert.	Cap.
A. Gondola 4 pass. Pohlig 1962	8000'	1700'	600 hr.
B. Double Chair 1965	5015'	1300'	1000 hr.
C. Lincoln T-Bar 1961	2700'	750'	800 hr.
D. Capitan T-Bar 1961	1600'	600'	700 hr.
E. Baby T-Bar 1961	690'	82'	700 hr.
F. Poma-Lift 1966	320'	41'	600 hr.
G. Mitey-Mite 1969	300'	25'	800 hr.

- H. Cafeteria
- J. Ski Rental-Sport Shop
- K. Ski School Meeting Area
- L. Gazebo Cafeteria 1966



**Powder Snow Country
at Sierra Blanca**



May 3, 1973

Mr. Wendell Chino, President
The Apache Tribe of the
Mescalero Reservation
and the Board of Directors
Cienegita Tourism Project

The following is a report of the current status of the Cienegita
Tourism Project including bid tabulations of the April 17th bidding.

This report is submitted for your consideration and recommendations.

Respectfully submitted,

Stanley J. French
Stanley J. French
Architect A.I.A.



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OPERATIONAL FORECAST

CIENEGITA TOURISM PROJECT BOARD OF DIRECTORS



PROJECT ELEMENTS

The Cienegita Tourism Project includes the following elements:

1. A 100 surface acre lake.
2. The main lodge including a 500 seat banquet facility, a 175 seat dining room, 3 cocktail lounges, meeting rooms, lounges, outdoor dining terraces and decks, 2 snack shops, spa, swimming and wading pool, shuffle board courts, registration areas, and complete guest and employee service facilities.
3. 140 guest rooms
4. A championship 18-hole golf course and driving range complete with 40 electric carts and necessary maintenance equipment.
5. A golf club house including pro shop, snack shop, cocktail lounge, and restroom facilities.
6. A golf course maintenance building
7. Two tennis courts.
8. A boat dock.
9. Complete public works facilities such as domestic and fire fighting water supply system, sewage collection and treatment plant, gas and electric supply systems, roadways and parking areas.
10. Various hotel service and recreational equipment.
11. Landscaping including irrigation system.



Mescalero Apache Tribe
Mescalero, New Mexico

HISTORICAL SYNOPSIS - CIENEGITA TOURISM COMPLEX
April 24, 1973

Background

Prior to 1962, the Mescalero Apache Reservation was closed to non-Indian use. This was primarily a result of the animosity and distrust that had developed during more than 350 years of warfare with the non-Indian and the great losses suffered.

Early in 1960 the tribe decided to seek economic self-sufficiency and end the poverty that plagued the Mescalero people during recent decades. A long range economic development plan was adopted following careful study with assistance from the federal government, primarily through the Area Redevelopment Administration.

The development plan concluded that use of the two major resources of the reservation - timber harvesting and cattle raising - were not enough to do the job. The desired results could, however, be achieved by modifying these two operations and adding the development of the two additional available resources - tourism and commercial/industrial potentials. Extensive study followed, assisted by the Area Redevelopment Administration, and by mid-1962, the tribe decided to energetically develop the tourism potential of the reservation.

The Cienegita Project was the result of that considerable study. The project was designed as a core tourism development facility. As such, it is a facility that would offset the disadvantages of the region, create an attraction to draw the market, provide base facilities for the use of the market, and encourage the expansion of numerous other tourism and outdoor recreation enterprises.

Due to the undeveloped reservation area, considerable investment was required in non-profit producing facilities such as roads, sewer and water, landscaping, do-and-see areas, lakes, etc.

Development

Six years and over 500 thousand dollars of non-EDA funds were invested in a wide variety of technical and economic feasibility studies and in laying the groundwork for project development (1962 to 1968). Zoning and land use limitations were passed to protect the area. The tribes Range Use Plan and Timber Management Plan were revised to take the project into consideration as well as improve the development of those resources. The Timber Management Plan, for instance, was revised to allow cutting an 80 year growth cycle over a 20 year period, letting the forest regrow without significant cutting during the remaining 60 year period. This technique would not only result in a more healthy forest and improve the economic



viability of the forest, but would also enable the tribe to carefully groom the forest around the lakesite and assist in paying for the preliminary work of the project. The Cienegita project must be developed during this time span in order to provide the jobs and income that will be lost after 20 years of forest utilization.

ARA assisted the tribe in the preparation process again in 1963 by providing Accelerated Public Works funds which were used to build seven small dams in the area to protect the project lake.

The Sierra Blanca Ski Area was obtained and expanded by the tribe (1963) without EDA assistance to facilitate winter, off season, viability of the Cienegita project. The Cienegita project will provide the primary lodging and transportation net for the ski area.

Initial Application

EDA had been working closely with the tribe during the six years of study. Finally, the project was ready for application submittal. An application for the total project, providing 80 percent EDA grant and 20 percent tribal funding, was accepted by EDA in late 1968.

EDA budget limitations resulted in the dam and lake portions only of the application being funded. The tribe agreed to seek private financing for the remainder of the project. Energetic efforts to obtain private financing were thwarted in 1969 due to two primary factors. First was stock market recession and capital freeze placed on new developments by interested companies. Second, private capital demanded control of the project in return for a minority investment. The tribe did not feel it in their best interest to lose control of such an important core development facility and such a large partial of their homeland.

Second Phase

The tribe presented evidence of their efforts and their problem to EDA in mid-1970. EDA agreed to accept an application for the second half of the project. The tribe agreed to try to hold the second half of the project to cost limits contained in the 1968 application. EDA funding procedures changed after application submittal, but prior to grant award. Revenue-producing projects were funded on a 50-50 basis while non-revenue producing projects were funded on a 100 percent basis. The second project grant was, accordingly, split in two with a 100 percent grant made for the public works facilities and a 50 percent grant made for the hotel building proper and its contents. The 80-20 relationship in the total project was to be essentially maintained.



Second Grant Award

Upon award of the second grant (now two EDA projects) in April of 1971, an immediate problem was evident. Costs for the project were originally based on 1962 to 1964 figures. These costs were revised in 1968 as a result of better information at hand and to account for inflation. The 1970 application tried to hold to the 1968 figures. Final design of project, advertising for award, and construction period considerations lay ahead of us and building costs were beginning to spiral. By June of 1972 the extent of our problem became definable. We estimated construction costs for the second phase would be 3.043 million dollars higher than construction funds and contingencies available. EDA understood the problem and prepared for a overrun of 80 percent of this amount (2.3 million)

Initial Bid and Economies Effected

Bids were opened on October, 1972, but were unresponsive. Only one major bidder bid the project. The 10 million dollar bid was rejected. Extensive revision was then accomplished. Many areas of the project were changed to reduce costs. Stables, skeet range and laundry were omitted. Engineering and architectural systems were completely revised and redesigned. Equipment schedules were changed. The Board of Directors maintained project scope and economic viability while reducing costs in numerous areas.

Other costs have been removed from the project. All access roads had been removed from the project as BIA agreed to invest 600 thousand dollars in roads now under contract, or soon to go under contract, at the project. Power supply lines have been removed from the project as well as telephone supply lines and relocations. These costs will be amortized by the project. The Bureau of Reclamation power line relocation has been removed from the project and BOR has invested almost 250 thousand dollars of their own funds in its completed relocation. The natural gas and television supply systems have been removed from the project as these suppliers have agreed to bear these construction costs.

Second Bid Opening

The redesigned project was readvertised and bids opened April 17, 1973. Bidding was responsive. Nine contracts were involved with seven of the contract bids near the engineers estimate, both above and below. Two contract bid areas were in excess of estimates - the golf course and the hotel building proper. The engineer's estimate for total project was 7.4 million and bids received would result in a total project cost of 8.5 million or 15 percent (1.1 million) over budget.

It is believed that the rapidly increasing building cost spiral during the six month period since the first bid opening is primarily responsible for the bids received being higher than the estimate. This project will be built over the next sixteen months. A contractor observing building material price trends during the past six months would have prudent cause to bid carefully today.



Problems to Resolve Now

One major concern now is time. The tribe has sixty days from April 17, 1973, to award contract or reject bids.

The Board of Directors have cut all the extras out of this project prior to the last bid opening. Cuts now must involve weakening the economic viability of the project. Also, redesign within existing contract will take more than 60 days even if they were possible.

Any further delay will, by all indicators, witness even faster rising costs and higher project costs. Responsive bids have now been received. Therefore, readvertising the project does not appear justifiable.

The economic viability of the project is doubly threatened. First costs are rising rapidly, and secondly, costs are rising fastest in the building material field. The second factor means that the EDA project encompassing a 50 percent grant and 50 percent tribal contribution is rising faster than the 100 percent grant project thereby increasing the tribe's share of the costs of the total project and threatening economic viability.

Public offerings or private sources of equity financing will be almost impossible to arrange during the 60 day period available, assuming such sources can now be located. The price of "loss of control" of a major hope of the tribe may be too high a price to expect the tribe to pay.

Bidders now have commitments on delivery of certain types of building materials to be used in the project. Delay may nullify these commitments forcing redesign due to product non-availability, i.e., cedar shingles, concrete, various types of other woods, and furnishings.

Our second major concern is overrun financing within the context of the above time problem.

A communications problem is apparent. Our presentation to EDA June 23, 1972, in regard to overruns needed centered on the construction cost figure. Many different figures are available in a project of this nature. We used construction costs since we were talking about construction cost inflation problems and since this is the key to total project cost calculation. EDA set aside funds for the construction overruns. Construction costs and their contingencies (our presentation figure) is about 80 percent of total project cost.



SUMMARY OF BIDDING

The first phase of bidding for the Cienegita Tourism Project was the construction of the dam and related activities on May 15, 1972. The bid of Rowand Construction Company of Little Rock, Arkansas, the lowest of six submitted, was in the amount of \$2,119,393.32. Construction funds available for E.D.A. project No. 08-01-00929, including contingencies, were \$2,473,200. This contract was awarded in July, 1972, and is now approximately 60 percent complete. Site variations will require all available funds on this project.

The second phase bidding of the site development and hotel complex, E.D.A. projects 08-1-01087 and 08-1-01105 was bid on October 26, 1972. All parts were included in one contract. Unfortunately, only one bid was received. That bid was from Hunt Construction Company, El Paso, in the amount of

	\$10,227,200.00
The necessary equipment added	<u>300,000.00</u>

TOTAL \$10,527,200.00

This was far in excess of funds available leaving no alternative than to reject all bids. After investigation of the bidding it appeared that in addition to rebidding it would be necessary to redesign certain elements and omit others.

The board and tribal officers considered these suggestions and approved the general idea of cutting out all non-essential elements and redesigning as necessary, but stressing the retention of income producing portions.

The following units were redesigned and/or reduced in size:

1. All room units
2. Golf club house
3. Golf maintenance building
4. Concessions building
5. Main lodge building
6. Swimming pool

The following were deleted:

1. Laundry building
2. Stables
3. Skeet and Trap range
4. Golf course toilet buildings

All other portions were carefully reviewed and reductions and omissions were made in practically all trades, especially the air conditioning and electrical systems, landscaping, and types of finishes.

Advertisement for bids were issued with a bid call of April 3, 1973. In early March it appeared that we had only one contractor interested in bidding the general building construction. Personal solicitation was made over the southwest region to contractors able to bid this size project. Several said they would bid if the bid was delayed. This decision was made and the bid date was changed by addendum to April 17, 1973.

Results of April 17 bidding were as follows:



SUMMARY OF BIDDING

CONTRACT	BIDDER	BIDS	LOW BID
1 SITE DEVELOPMENT	1 Burn Construction Co. 2 Rowand Company 3 Co-Con, Inc.	396,656.80 419,276.57 528,961.50	*381,356.80
2 GOLF COURSE	1 Lew Hammer, Inc. 2 Van Buskirk Construction 3 Burn Construction Co. 4 Lee A. Bilberry 5 G. Wayne Baker 6 Donnelly Construction 7 Co-Con, Inc. 8 Siesta Irrigation Supply	796,361.89 802,902.65 881,105.72 899,899.00 982,947.25 998,975.90 1,031,842.55 1,235,901.38	*765,732.58
3 BUILDING CONSTRUCTION	1 Ramey Construction 2 Jordan-Nobles 3 J. W. Cooper 4 Bradbury-Stamm	4,874,000.00 5,146,000.00 5,281,600.00 5,373,568.00	*4,691,500.00
4 KITCHEN EQUIPMENT	1 National Restaurant 2 Virgil Greene 3 Green Brothers Industries	234,500.00 255,228.00 281,076.00	234,500.00
5 FURNISHINGS			
Room Furnishings	1 Paper Mill, Inc. 2 American Furniture	152,785.35 162,203.26	152,785.35
Public Area Furnishings	1 Paper Mill, Inc. 2 American Furniture 3 National Restaurant	92,480.70 107,356.26 125,800.00	92,480.70
Furnishing China, Flat-ware, Glassware, Misc.	1 National Restaurant 2 A. M. McKenzie	54,239.00 68,765.32	54,239.00
Office Furniture	1 Paper Mill, Inc. 2 American Furniture	9,219.80 9,543.20	9,219.80
Linen	No Bid	Estimate	33,000.00
Carpet	1 American Furniture 2 Paper Mill, Inc.	76,714.00 103,380.00	76,714.00
Draperies	1 Paper Mill, Inc. 2 American Furniture	17,020.00 17,858.00	17,020.00
6 EQUIPMENT			
Buses	1 GMC Coach Division	165,903.33	165,903.33
Electric Golf Carts	1 Taylor-Dunn 2 Lawn and Garden 3 Bell Company 4 Westinghouse 5 J. A. Enterprises	44,018.00 50,222.00 50,720.00 53,248.00 53,980.00	44,018.00
Service Carts	1 Lawn and Garden 2 Wilcox International 3 Westinghouse 4 Taylor-Dunn	6,102.20 9,600.00 11,973.08 13,295.00	6,102.20
Fishing Boats & Equip.	1 Sears Roebuck	6,214.90	6,214.90

CONTRACT	BIDDER	BIDS	LOW BID
6 EQUIPMENT (continued)			
Canoes & Equipment	1 Sears Roebuck	1,773.00	1,773.00
Maintenance Equipment	1 Sears Roebuck	2,427.87	2,427.87
Sports Rental Equip.	1 Sears Roebuck	5,184.40	5,184.40
Safe	1 American Security 2 Herman-Patrick J. O'Neal 3 Diebold	998.00 1,155.00 1,890.00	998.00
Sail Boats	1 W. D. Schock	7,645.00	7,645.00
Rescue Boat	No Bid	Estimate	2,000.00
Golf Course Equipment	1 Superior Service Co.	43,077.38	43,077.38
Television Sets	1 Philco Ford 2 Sues, Young, Brown 3 Sears Roebuck	36,412.50 42,388.82 53,225.00	36,412.50
Misc. Operating Equip.	1 Wilcox International	2,783.50	2,783.50
7 LANDSCAPE WORK	1 Western Landscape Const. 2 Donnelly Construction 3 Lew Hammer, Inc.	285,000.00 328,000.00 488,650.00	285,000.00
8 SWIMMING POOL	1 Intermountain Specialty	58,550.00	* 56,298.07
9 SITE ELECTRIC WORK	1 Boone Electric Co. 2 Bowers Electric, Inc. 3 Gardner-Zemke Co. 4 C-H-R Division of Newbery Energy	181,900.00 206,237.00 217,000.00 261,205.00	* 174,972.00
10 SEWAGE DISPOSAL SYSTEM	Negotiated with Rowand and/or Site Development Contractor Subject to EDA Approval		239,591.62
TOTAL			\$ 7,588,950.00

*Bids adjusted for deduction of New Mexico gross receipt tax.

Distribution of Bids to Grants

08-01-0115	\$2,413,150.00
08-01-01087	5,175,800.00

We now believe that the project has received competitive bidding for all the major elements and thus the bids represent a true picture of actual construction costs at this time.

Contractor bids of April 17, 1973, are bound by bid bond for 60 days. Therefore, contracts must be awarded by June 16, 1973.



PRICE INFLATION
FOR TYPICAL CONSTRUCTION MATERIALS
RUIDOSO, NEW MEXICO

AUGUST 1973  \$42.00 68% INCREASE (ESTIMATED)

APRIL 1973  \$35.00 40% INCREASE (ACTUAL)

OCTOBER 1972  \$25.00

PRICE FOR A CUBIC YARD OF CONCRETE DELIVERED TO THE JOB SITE RUIDOSO, NEW MEXICO

AUGUST 1973  \$250.00 67% INCREASE (ESTIMATED)

APRIL 1973  \$235.00 57% INCREASE (ACTUAL)

OCTOBER 1972  \$150.00

PRICE PER 1,000 BOARD FEET OF FRAMING LUMBER DELIVERED TO JOB SITE RUIDOSO, NEW MEXICO



SUMMARY OF GRANTS, BIDS, AND NEEDED FUNDS

	Budget Grant Offer	08-01-01105 Public Works Bids	Budget Grant Offer	08-01-01087 Bids	Combined Budget Grant Offer	Combined Bids	Difference
Land and Right-of-Way			\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	-
Construction	\$736,800	\$2,413,150	1,800,600	5,175,800	2,537,400	7,588,950	\$5,051,550
Engineering Services	71,500	224,183	144,100	465,820	215,600	690,003	474,403
Legal and Administrative	1,750	3,000	4,300	6,000	6,050	9,000	2,950
Capitalized Interest	5,000	10,000	20,000	20,000	25,000	30,000	5,000
Project Contingency	81,950	74,667	198,000	131,380	279,950	206,047	(73,903)
TOTALS	<u>\$897,000</u>	<u>\$2,725,000</u>	<u>\$2,176,000</u>	<u>\$5,808,000</u>	<u>\$3,073,000</u>	<u>\$8,533,000 (2)</u>	<u>\$5,460,000 (1)</u>
Grant Offer:							
EDA	\$897,000	\$ 897,000	\$1,088,000	\$1,088,000	\$1,985,000	\$1,985,000	-
Tribe Cash	-	-	1,079,000	1,079,000	1,079,000	1,079,000	-
Tribe Land and Right-of-Way	-	-	9,000	9,000	9,000	9,000	-
TOTALS	<u>\$897,000</u>	<u>\$ 897,000</u>	<u>\$2,176,000</u>	<u>\$2,176,000</u>	<u>\$3,073,000</u>	<u>\$3,073,000</u>	
Overrun Total		\$1,828,000		\$3,632,000		\$5,460,000 (1)	
Funds Required Overrun:							
EDA	-	\$1,828,000		\$1,816,000		\$3,644,000	
Tribe				<u>1,816,000</u>		<u>1,816,000</u>	
						<u>\$5,460,000</u>	
Funds Required as Bid in Present Project Distribution:							
Tribe						\$2,904,000	34%
EDA						<u>5,629,000</u>	66%
						<u>\$8,533,000</u>	
Funds Required Total Combined Projects @ 20 - 80							
Tribe						\$1,706,600	20%
EDA						<u>6,826,400</u>	80%
						<u>\$8,533,000 (2)</u>	
Additional Funds Required @ 20 - 80							
Tribe						\$ 618,600	
EDA						<u>4,841,400</u>	
						<u>\$5,460,000 (1)</u>	



Mescalero Apache Tribe
Mescalero, New Mexico

OPERATIONAL SYNOPSIS - CIENEGITA PROJECT

Occupancy:	<u>45%</u>	<u>65%</u>
Operating Income:	\$448,400	\$771,000
Less Undistributed Expenses	<u>(205,700)</u>	<u>(331,100)</u>
House Income	242,700	439,900
Less Fixed Charges:	<u>(543,000)</u>	<u>(543,000)</u>
Net Income (Loss):	(300,300)	(103,100)
Plus depreciation that would be available to service debt and not be required for replacement	<u>348,000</u>	<u>348,000</u>
Available to capitalize project:	47,700	244,900

Conclusion

These figures indicate that the project could probably safely amortize a debt of 4.5 million. Debt service on 3.0 million would necessitate a 65 percent average occupancy figure over the 30 year life of the debt. Although the net income figure does not support this amount, it should be noted that almost all the fixed charge cost is depreciation which will produce a cash flow sufficient to amortize considerable debt, (as the tribe has arranged financing) taking into account necessary replacement reserves, other fixed charges, and the amount of depreciation expense involved in such non-replaceable items as lake, golf course and public work items.

Most tourism projects of this size are built to take advantage of:

1. Operation loss and depreciation tax advantages
2. Capital gains resulting from property appreciation
3. Real estate speculation on adjoining property

Unfortunately, an Indian tribe can use none of these. No taxes are payable, therefore, depreciation and operation loss has few advantages. The tribe will not sell this property, therefore, capital gains and its corresponding



OPERATIONAL SYNOPSIS

Page 2

tax advantages are not possible, nor are real estate speculation prospects, at least in the immediately foreseeable future.

The project, combined with Sierra Blanca Ski Area, will capitalize (by IRS rules) at close to 15 million dollars. A private investor (non-Mescalero) taking control of this project for tax purposes has a significant incentive to invest but also poses many problems to the tribe. Most of these problems threaten the growth center development concept as well as employment of the poor.

To the Mescalero tribe, this project is a straight forward job-creating, core tourism growth center. The project is designed to put people to work, to support regional economic growth, and to spawn new businesses that will provide jobs and private capital opportunities to members of the tribe. Hopefully, the project will also provide some income to the tribal government to help support public efforts as timber sales dwindle. Near 1984 and after, the project's income must, therefore, support its operation.

The project is an Economic Development tool. It is the type of project that must have public works grant support. As this project spawns economic growth and economic sophistication (as well as jobs, hope, and rising individual incomes); private initiative will be able to carry on.

At this point in time, and at this point in Mescalero Apache tribal economic development, EDA grant support is desperately needed.



Mescalero Apache Tribe
Mescalero, New Mexico

BOARD OF DIRECTORS
CIENEGITA TOURISM COMPLEX

Working with Tribe
on Tourism
Developments Since

<u>Name</u>	<u>Position</u>	
<u>Board Members</u>		
Wendell Chino	President, Mescalero Apache Tribe Mescalero, New Mexico	President 15 years
Harry Clement	President, Clement-Smith, Inc. Washington, D.C.	1962
John Lesure	Senior Partner, Laventhol, Krekstein, Horwath and Horwath New York, N.Y., and Orlando, FL	1963
Kingsbury Pitcher	Owner, Santa Fe Ski Basin Santa Fe, New Mexico	1963
Bernard Bracher	President, Bracher Productions El Paso, Texas	1963
Jeremiah Dillon	Vice Chairman, Robert F. Warner, Inc. New York, N.Y.	1972
<u>Ex-Officio Members</u>		
Lesslie Clayton	Vice President, Boyle Engineering Ventura, California	1968
Beef George Fettingner	Fettingner and Burroughs, Attorneys Alamogordo, New Mexico (N.M. House of Representatives)	1960
Richard Wardlaw	Administrative Assistant, Operations Mescalero Apache Tribe Mescalero, New Mexico	1961
Fred Heckman	Administrative Assistant, Development Mescalero Apache Tribe Mescalero, New Mexico	1962
Project Manager:		
Stanley J. French	Vice President, Architecture Boyle Engineering Santa Ana, California	1968



MESCALERO APACHE TRIBE
MESCALERO, NEW MEXICO

CASH FLOW STATEMENT
MESCALERO RESORT HOTEL PROJECT

September 1, 1972

BIA Loan \$2.05mm @ 3% for 30 years with a 10 year deferment on principal with 1st interest & principal payment coming due on 11th year anniversary of advance. Interim financing bank loan @ \$2.05mm @ 6%-10 year term adjusted to current NYC prime each 6 months.

Year Occupancy Rate ^{1/}	<u>0</u> -	<u>1</u> 45%	<u>2</u> 45%	<u>3</u> 50%	<u>4</u> 50%	<u>5</u> 55%	<u>6</u> 55%	<u>7</u> 60%	<u>8</u> 60%	<u>9</u> 65%	<u>10</u> 65%	<u>11</u> 65%	<u>12</u> 65%	<u>13</u> 65%	<u>14</u> 65%	<u>15</u> 65%	<u>16</u> 65%
Beginning Balance	481,700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
House Income ^{1/}		192,900	192,900	230,500	230,500	266,800	266,800	338,800	338,800	418,300	418,300	418,300	418,000	418,300	418,300	418,300	418,300
Fixed Charges																	
Property Insurance ^{2/}		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Depreciation & Amortization ^{1/}		287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800
Interest (BIA) ^{3/}		-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	162,237	232,137	57,090	56,400	55,100	49,800
		347,800	347,800	347,800	347,800	347,800	347,800	347,800	347,800	347,800	347,800	510,037	579,937	404,890	404,200	402,900	397,600
Net Income (Loss)- less interim financing interest ^{4/}		(154,900)	(154,900)	(117,300)	(117,300)	(81,000)	(81,000)	(9,000)	(9,000)	70,500	70,500	(91,737)	(161,637)	13,410	14,100	15,400	20,700
Add: Depreciation & Amortization ^{1/}		287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800	287,800
Cash available from operations		132,900	132,900	170,500	170,500	206,800	206,800	278,800	278,800	358,300	358,300	196,063	126,163	301,210	301,900	303,200	308,500
Deduct: Replacement Capital Goods		50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000	150,000	200,000	200,000	200,000	300,000	300,000	300,000	200,000
Pre-Opening expense ^{1/}	381,700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow-project	100,000	82,900	82,900	120,500	120,500	106,800	106,800	178,800	178,800	208,300	158,300	(3,937)	(73,837)	1,210	1,900	3,200	108,500
Add: Cash Advance-BIA ^{5/}		177,000	173,000	169,000	165,000	160,000	156,000	152,000	148,000	143,000	139,000	135,000	135,000	126,000	77,000	-0-	-0-
		259,900	255,900	289,500	285,500	266,800	262,800	330,800	326,800	351,300	297,300	131,063	61,163	127,210	78,900	3,200	108,500
Deduct: Interim Financing Amortization Fund		273,134	273,134	273,134	273,134	273,134	273,134	273,134	273,134	273,134	273,134	-	-	-	-	-	-
Deduct: BIA Loan Principal		-	-	-	-	-	-	-	-	-	-	17,000	53,000	110,000	110,000	110,000	110,000
Cash Flow	100,000	(13,234)	(17,234)	16,366	12,366	(6,344)	(10,834)	57,666	53,666	78,166	24,166	114,063	8,163	17,210	(31,100)	(106,800)	(1,500)
Cumulative Cash flow	100,000	86,766	69,532	85,898	98,264	91,930	81,596	139,261	192,927	271,093	295,259	409,322	417,485	434,695	403,595	296,795	295,295

Notes: ^{1/} Directly or interpolated from "Feasibility Report on 120 Room Resort Hotel on the MAR, N.M." by Laventhol, Krekstein, Horwath & Horwath, N.Y.C. dated Mar. 27, 1972
^{2/} From Tribal Consultants
^{3/} Interest payment deferred 10 years & that amount paid years 11 and 12
^{4/} Net profit figure during first 10 yrs. should be reduced by amount of interest paid on interim financing (line 17) not included here to simplify presentation
^{5/} From re-lending of Sierra Blanca interest & principal loan payment



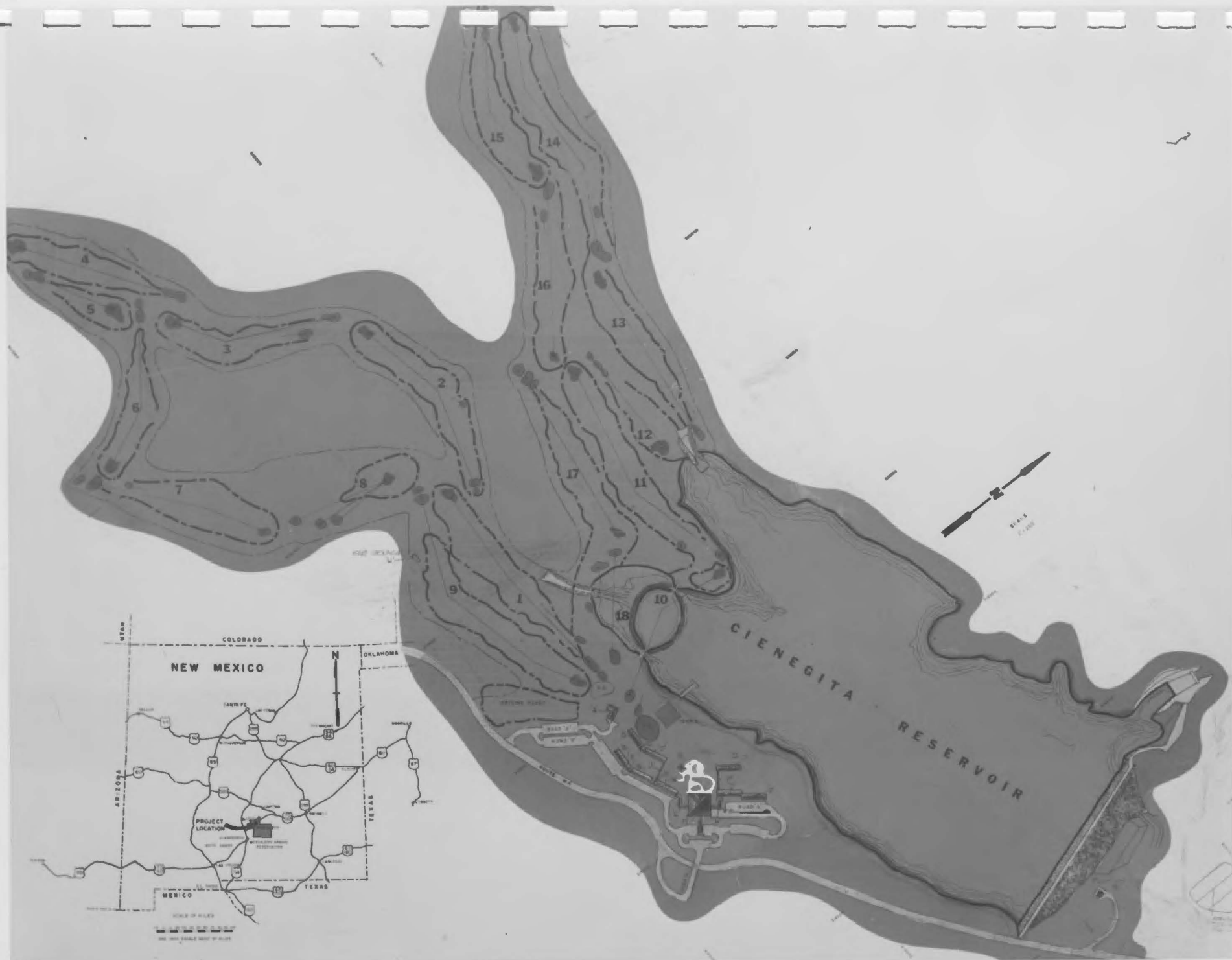
MESCALERO APACHE RESORT HOTEL

MESCALERO, NEW MEXICO

BOYLE ENGINEERING
ARCHITECTS - ENGINEERS

JOHN P. BARBARINO AIA
PROJECT ARCHITECT





THE MESCALERO **APACHE** RESERVATION

MESCALERO, NEW MEXICO





THE Mescalero Apache people have a strong and proud heritage. Our civilization was founded centuries ago and has been polished and refined from experience. Our people were practising a pure form of democracy during the same time feudal kings were ruling the Western European people.

Centuries of struggle to protect our beautiful homeland left the Mescalero Apache tired and withdrawn during the first half of this century. Now our people are on the move again. We are

developing our people and lands so that we and our children can participate wholly in the full American life. We are sharing our cultural and natural resource wealth with all men for our mutual betterment. We think you will find our progressive efforts stimulating and profitable.

We need the help of many to realize our dreams of the future. We have come a long way but we still have a long way to go. This book is presented to you so that you can see what the Mescalero Reservation is and is doing.

Come, and share a good future with us.

Sincerely

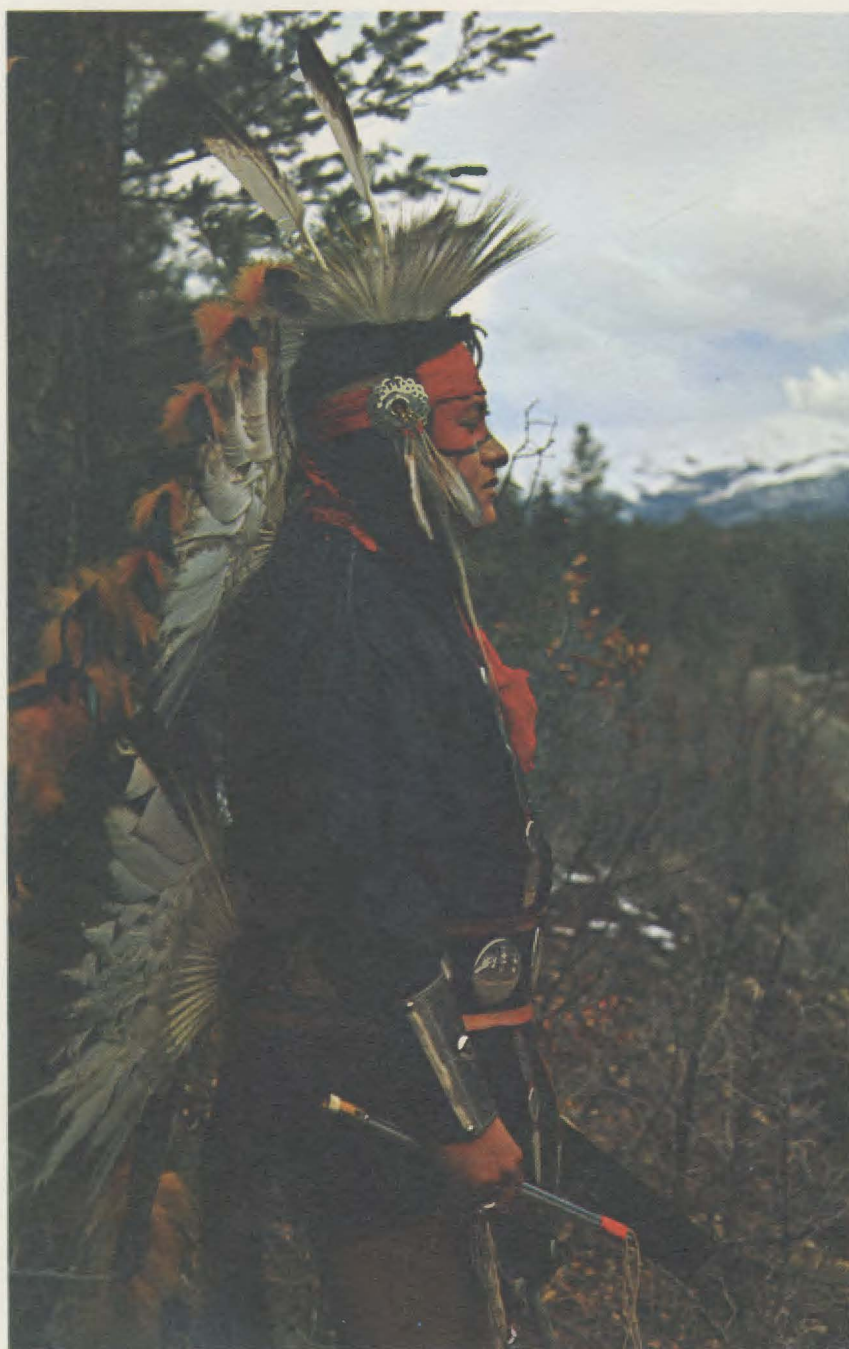
Wendell Chino





Accessibility to Markets

The Mescalero Reservation is in a tourist area of over 9,000,000 people . . .
 within a day's drive of a 10,000,000 person market



The Tribe makes the transition from old ways to new . . .



A Part of the Mescalero Community

the reservation: people, community and natural resources,
potential for the future . . .



A great, as yet hardly untapped, potential for the future lies in the Mescalero Indian Reservation—in her people, her modern community and the natural resources abounding in the area.

With electricity supplied from two sources, REA and Community Public Service, plus LPG and natural gas and an unlimited supply of fresh, fluorinated water, industry has the resources at its command here to make profitable investments in this new and fast developing area.

Other facilities include a well maintained telephone system located at Mescalero, owned by the Ruidoso Telephone Co. Western Union is available at Ruidoso as are newspapers through postal service and by carrier. There is a fourth class postoffice equipped with modern facilities located at Mescalero. Residents own radios and television sets and television reception is through a community-owned 3 channel translator system. Rebroadcasting El Paso, Texas TV Stations.

Private charter flights may be arranged at the Ruidoso Airport and commercial airlines are available at Roswell and Alamogordo. The Southern Pacific Railroads runs to the west of the reservation serving Alamogordo, Tularosa and Carrizozo. The area is also served by Pacific Intermountain Express and Navajo Trucking Lines.

The alpine terrain has a southwestern climate with relatively clear, cool summer days and nights. Winter months are usually not severe, and the mean temperature at Mescalero is about 50 degrees. Average annual rainfall is 20 inches, with higher elevations receiving more and lower elevations less than this amount.

The Community And It's Commerce

PHOTOS: from left to right, top to bottom), Mescalero National Fish Hatchery; New Sawmill; Cienegita Canyon; Heavy Construction Workers; Sierra Blanca Ski Area; N.M. State University Branch; Heavy Equipment Servicing Facility.



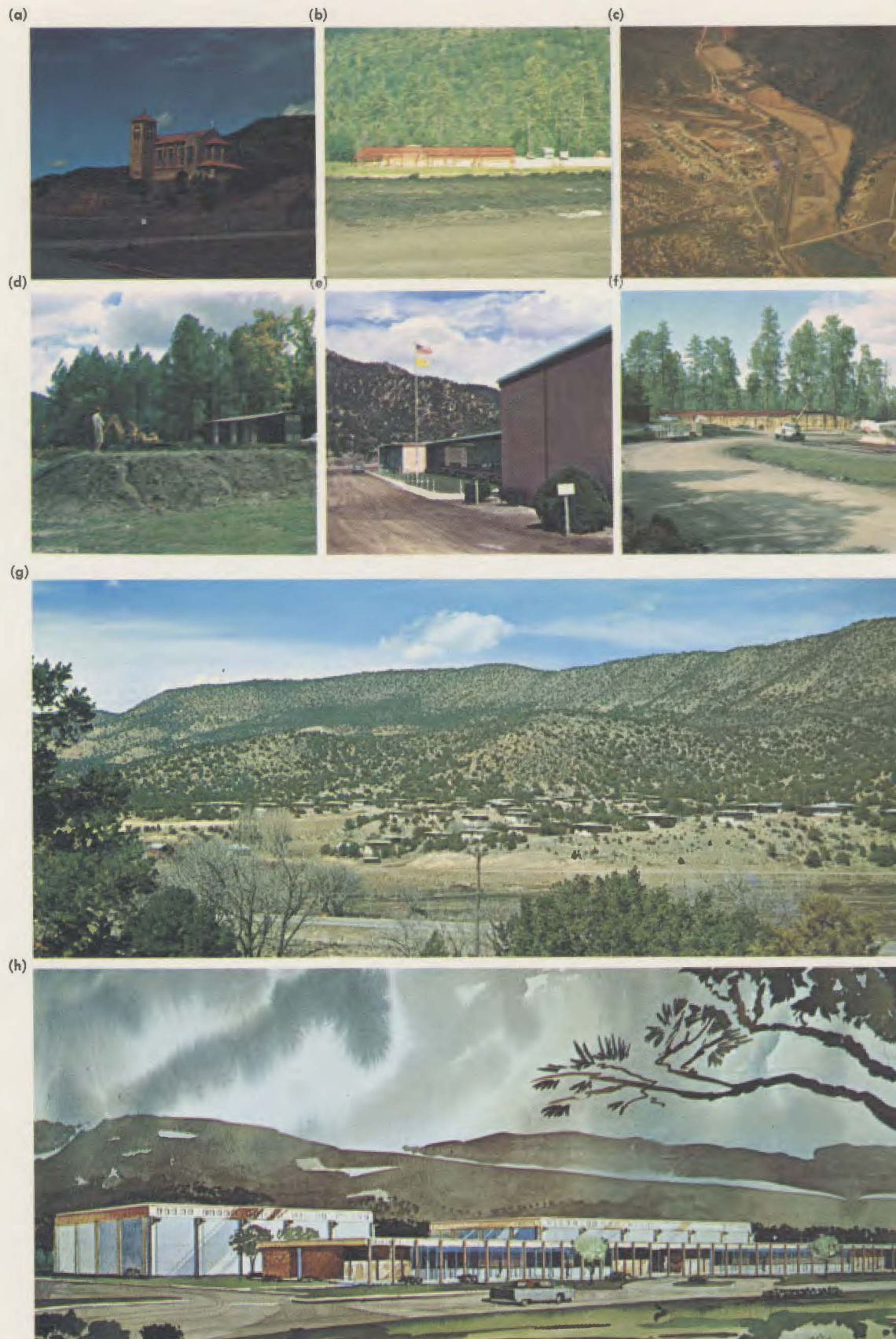
The 1600 Apache Indians living on the Mescalero Reservation have created the progressive community of Mescalero, New Mexico; where most of the Reservation population lives. Also living in this community are approximately 400 non-Indians who work in businesses, industries, government agencies and for the Mescalero Apache Tribe.

The Mescalero Community has several stores and other consumer-commercial facilities as well as five churches, a new 15-bed hospital, numerous new housing developments, and the most modern of schools and recreational facilities used by all. The Tribe is now completing construction of a large multi-purpose community center which will contain educational facilities, a swimming pool, bowling alley, game rooms, youth organization club rooms, library, museum, gymnasium, and recreational workshops. The Tribe also operates Head Start nursery programs, extensive summer youth recreation programs and programs for special education.

Most of the lighted streets of the Mescalero community are paved. Clear, fresh spring water (chlorinated) are supplied through the community by two separate water systems. Sewage is treated in several sanitary disposal systems.

Children of the community have many recreation opportunities in addition to those already mentioned. These include sports organizations, rifle clubs, boy scouts, girl scouts and other social organizations.





- a. Churches
- b. Industrial sites
- c. A portion of Mescalero Community
- d. Homes among the pines
- e. Schools
- f. Buildings for industry
- g. Modern Housing
- h. Community Facilities

Industries have found the Reservation an excellent place to locate.

One of these is the Mescalero National Fish Hatchery, newest in a chain of 91 such hatcheries operated by the Bureau of Sport Fisheries and Wildlife. The hatchery was authorized in 1963 and put into operation in 1966.

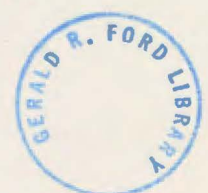
Another recent industry is a sawmill which makes use of the heavily forested Reservation area, converting huge timbers into millions of board feet for industrial and residential building. Indian labor is utilized in the operation of the mill.

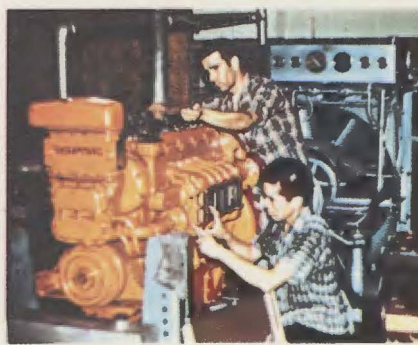
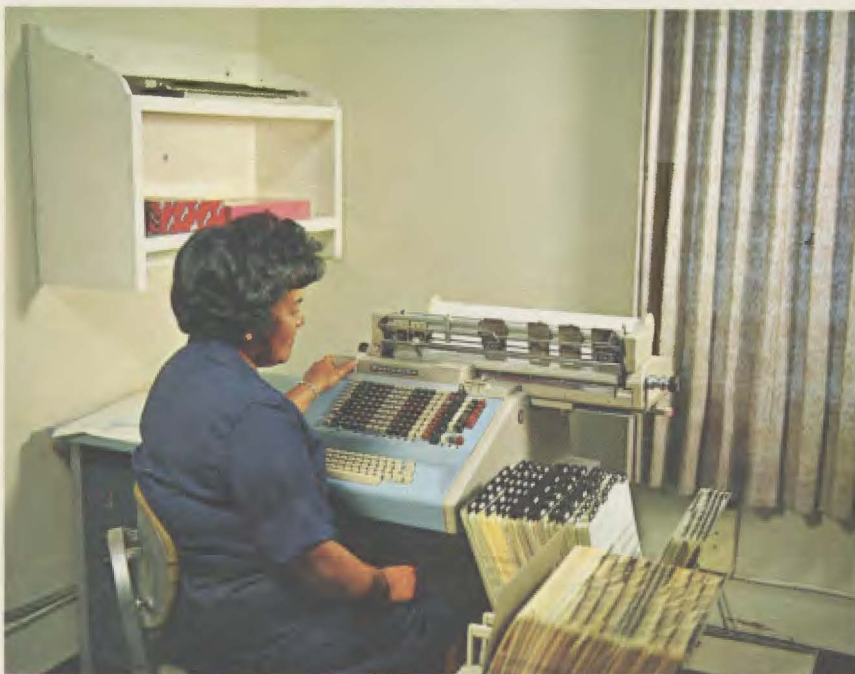
A heavy equipment garage is being constructed on the big Mescalero Indian reservation, providing space for storage and maintenance of heavy vehicles. Here, too, tribal members are being employed.

The Sierra Blanca Ski area, built with Mescalero financing and labor, is the pride of the Reservation and provides employment for many of its people. Managed by experienced personnel, the Ski area is a model of what an Indian private enterprise located on the reservation can accomplish.

These are only part of the industries that have found it profitable to locate on the Mescalero Indian Reservation.

Here lies an unparalleled and virgin territory for industry to expand its present manufacturing facilities or to locate new factories and plants.





People:

The Mescalero Reservation has an available labor force of some 600 persons from 18-60. Already engaged in the construction of some industries, the Reservation seeks to create more jobs for its people so that their standard of living may be improved. To this end training centers and training programs are available to interested investors.

Plus Financing:

Under the Economic Development Administration (EDA), an agency of the U.S. Department of Commerce, EDA business loans are now being made to upgrade areas economically through new permanent jobs and better incomes for local residents. Although there is no limitation on the total amount the Agency may lend to any one applicant, EDA may not lend more than 65% of the cost of land, buildings, machinery and equipment for industrial and commercial enterprises. These loans may extend to 25 years and currently are based on 4¾ % interest. EDA loans may be subordinated to other financing.

EDA grants are also available—and may provide up to 80% of the cost of public facilities such as water, sewage, parking, site development, etc.

The People —



Equal a Capable Labor Force:

Experienced, skilled men and women are in the Mescalero Reservation labor pool. Many tribal members are employed as maintenance men, police, bookkeepers, clerks, stenographers, teachers, nurses, etc. About 42% of the tribal members have stock in the Mescalero Cattle Growers Inc., a business enterprise with a board of directors, operated by an experienced ranch manager who directs the work of handling a herd of 6,000 Hereford cattle. The manager hires cowboys from among the Apaches.

A new sawmill industry has been started on the Reservation, utilizing tribal labor and timber from the thousands of heavily wooded acres on the reservation. This mill processes 20 million board feet of timber annually.

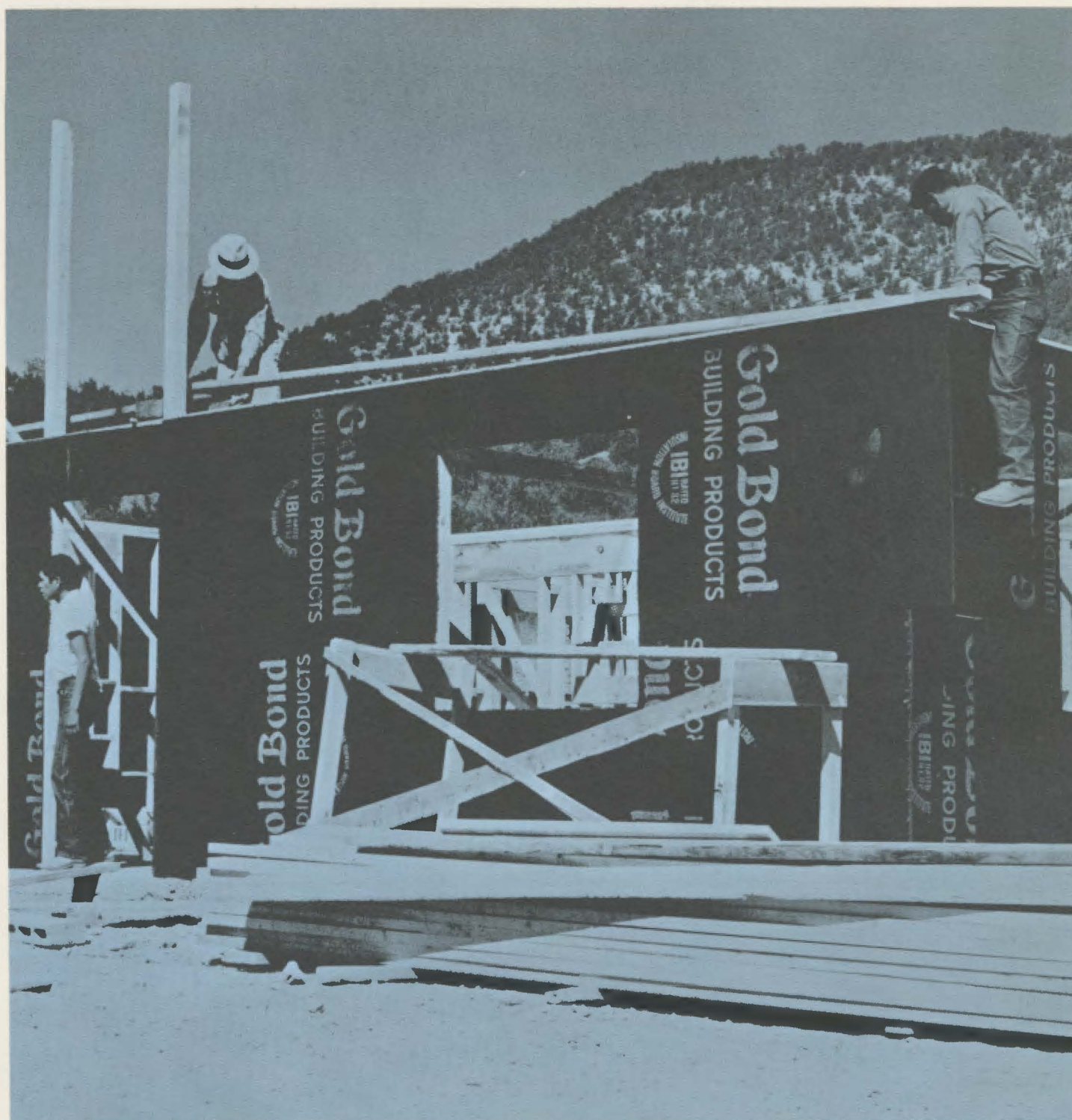
The Indian women, known for their fine tradition of meticulous handwork, are excellent prospects for light electronic industries and provide a readily available market for on-the-job training for prospective employers.

Skilled workers have been and are being trained as electricians, plumbers, carpenters and in other crafts.

Most important, conditions abound here for the utilization of leasing facilities, built with financial assistance and Indian labor and managed by key outsiders who have the requisite skills and know how to operate businesses on the Reservation, such as the multimillion dollar Sierra Ski Lodge and the Resort Hotel, and at the same time using the Indian labor force available.

Tribal members are also capably assuming administrative, supervisory and managerial positions. Commercial stores, recreation enterprises, educational and social development programs are now being directed by Apache people.





Apaches Building Modern Homes



Realizing that industry is now interested in their area for future expansion, the Reservation is constantly adding new roads in the area to make access more and more convenient.

At the same time skilled workmen are also supervising and constructing new commercial and industrial parks for the use of new industries.

The most modern machinery, operated by Apaches, is being used to hurry the construction of new roads and industrial areas, quickly transforming a part of this beautiful and scenic area into useful manufacturing sites.

Here lies thousands of acres available for industry to locate in select, easily accessible areas, and set in the heart of some of the most beautiful, untouched natural splendor to be found in the United States.



One of the principal sources of income for the Tribe is from the harvest and sale of timber on the Reservation.



Crops growing on some of the hundreds of acres under cultivation on the Mescalero Indian Reservation.



Thousands of head of cattle graze on the rich land.



the pleasures of life in the southwest



Tourism and Recreation



The scenic splendor of the Mescalero area stretches the imagination. Numerous man-made and natural lakes add to the grandeur of the area and new improvements are being planned and carried out all the time.

Here on the Mescalero Apache Reservation the vacationing visitor has an opportunity to get away from the fast paced city life and take leisurely advantage of camping, fishing and picnic areas such as the Eagle Creek Campground and Picnic area with 40 family units, water, rest rooms, tent camping and undeveloped trailer parking.

Also in the Lincoln National forest there are the Oak Grove Campground and Picnic Area, the Skyline Campground and Picnic Area, the Monjeau Area, The South Fork Campground and Picnic Area with 61 family units, water, 40 developed trailer and camper parking units, tent camping and flush type toilets. Also included is the Three Rivers Campground and Picnic Area.

Here the pressures of our modern technological age can be laid aside temporarily and the visitor can once more get close to nature, and opportunity that is fast disappearing in much of the United States.

Eagle Creek Fishing Lakes with Mescalero Reservation in Background



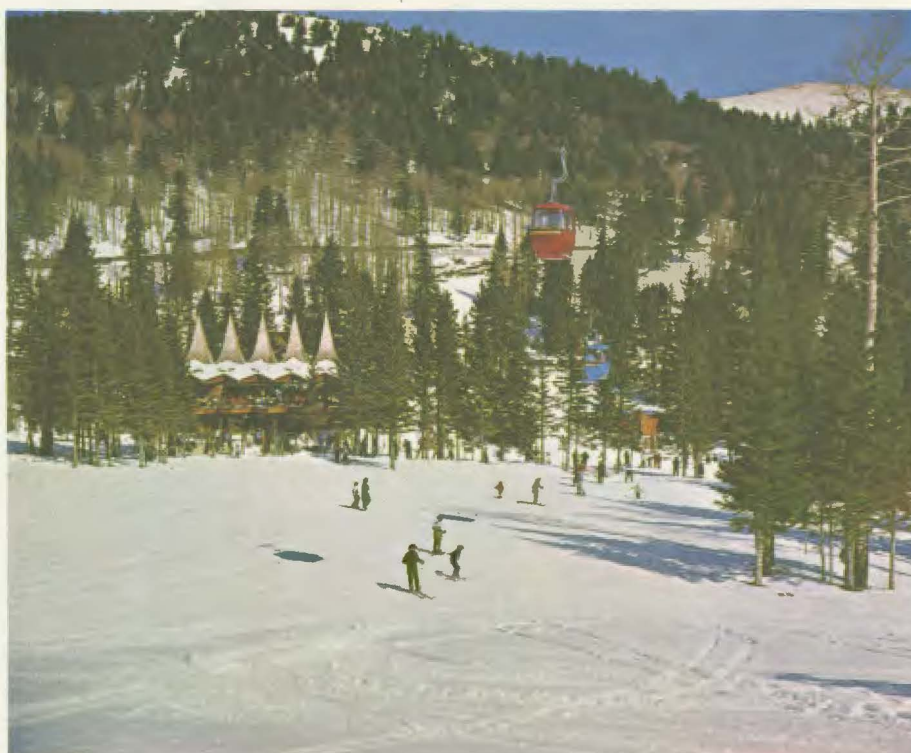
ski **sierra** **blanca**



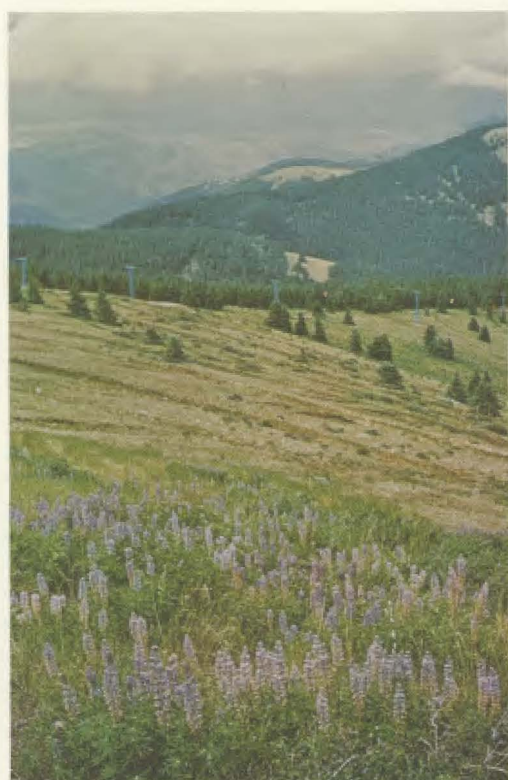
LIFTS AND SERVICES

	Length	Vert.	Cap.
A. Gondola 4 pass. Pohlig 1962	8000'	1700'	600 hr.
B. Double Chair 1965	5015'	1300'	1000 hr.
C. Lincoln T-Bar 1961	2700'	750'	800 hr.
D. Capitan T-Bar 1961	1600'	600'	700 hr.
E. Baby T-Bar 1961	690'	82'	700 hr.
F. Poma-Lift 1966	320'	41'	600 hr.
G. Mitey-Mite 1969	300'	25'	800 hr.

H. Cafeteria
J. Ski Rental-Sport Shop
K. Ski School Meeting Area
L. Gazebo Cafeteria 1966



Powder Snow Country at Sierra Blanca



Scenes from the Tourism Triad Development



**Two Views of the Rinconada Basin —
Dude Ranch and Hunting Lodge Area**



Oak and Flowers In Cienegita Canyon

Cienegita Lake and Resort Hotel Site



View From Resort Site Looking Over the Future Lake.

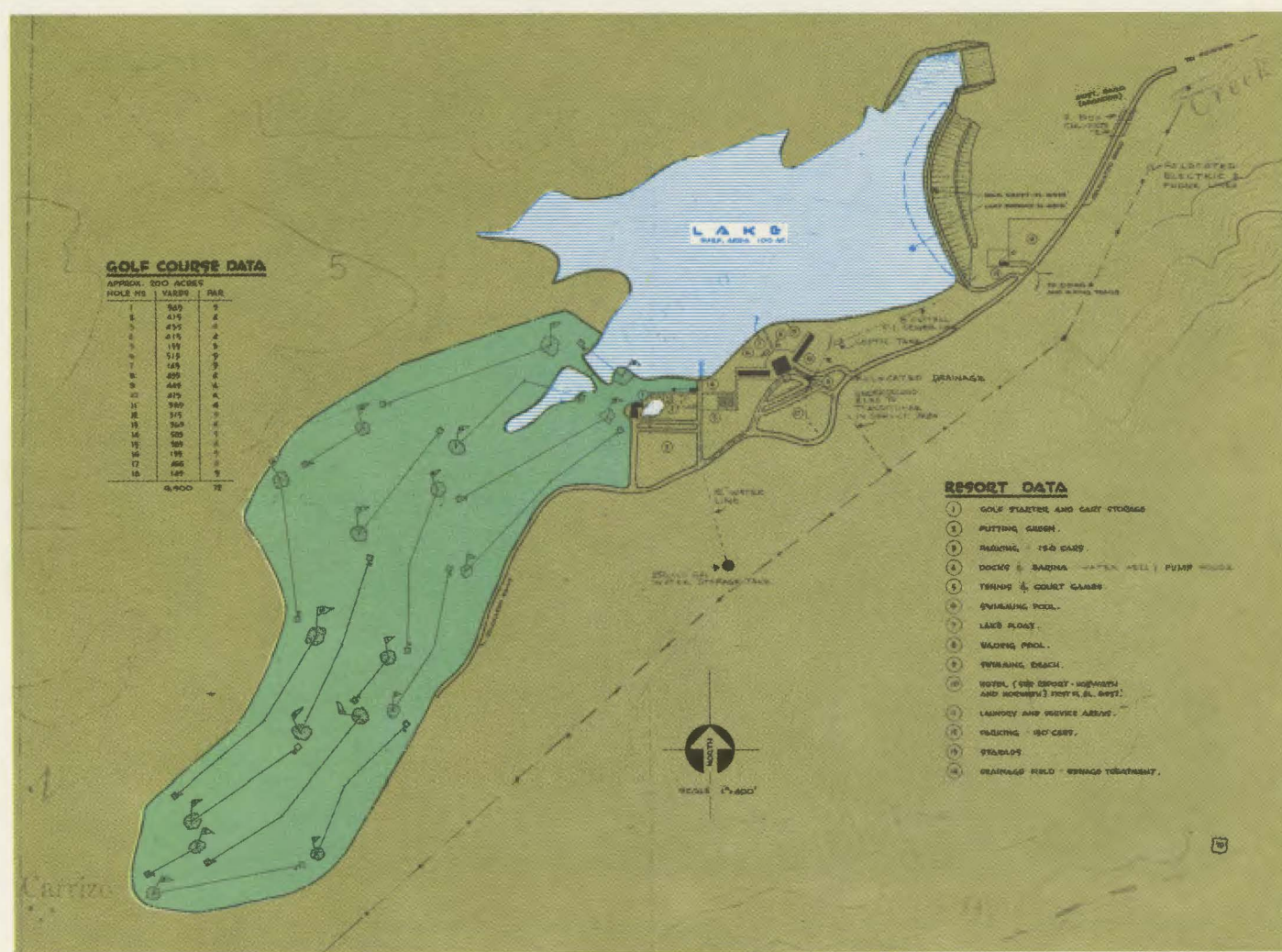


Aerial View of Lakesite



**Cienegita Lakesite (right)
and Ruidoso (center and left)**

The Cienegita Resort Hotel Complex



The Mescalero Apache Tribe is in the process of developing one of the finest tourism complexes in the United States. This multi-million dollar tourism triad will consist of 1) the largest ski area in the Arizona-New Mexico southwest, 2) a resort hotel beside a 18 hole golf course and 100 surface acre lake, and 3) a dude ranch and hunting lodge. This complex will provide the terminal tourist from the midwest a year-around variety of activities centering around the best facilities available.

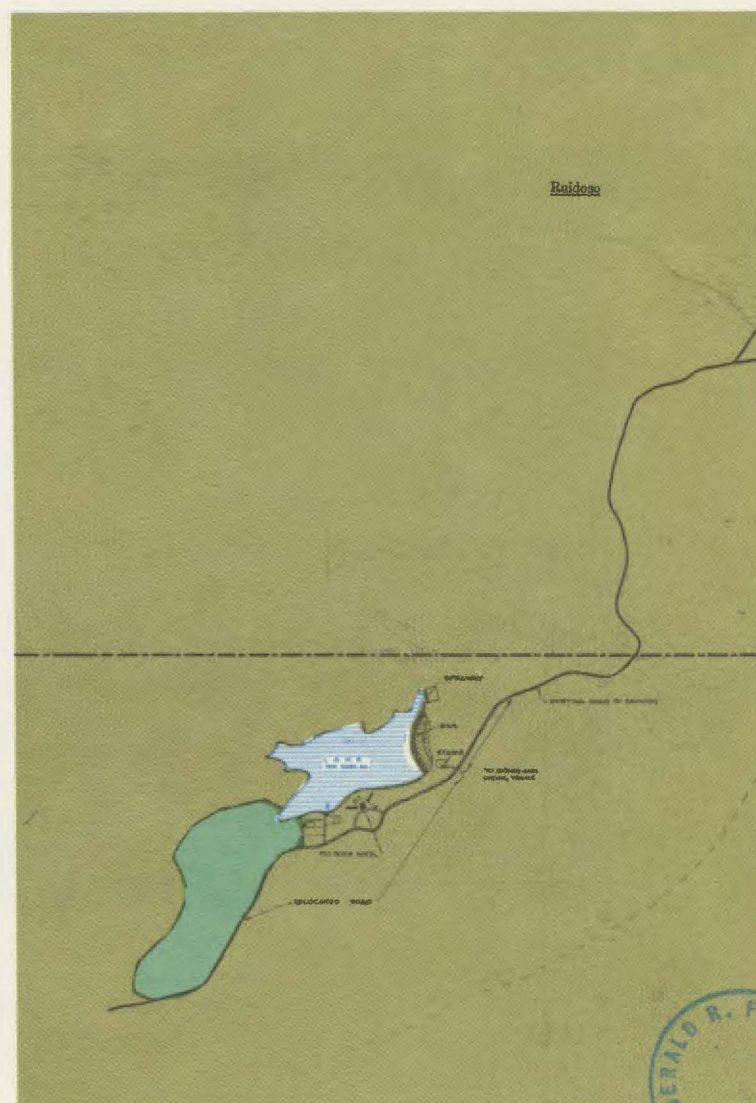
The Cienegita Resort Hotel will provide the finest facilities in New Mexico for the resort convention market. During the summer, guests will have the opportunity to fish, horseback ride, boat, play golf and sightsee while relaxing in the cool pines beside sparkling mountain waters. Rooms, restaurants and recreational facilities will be of the highest quality as now sought by our market. The Ruidoso Downs Horse Race Track, featuring the All American Futurity — the richest horse race in the world, will be only three miles away.

The Cienegita Resort Hotel has been on the Tribal planning boards since 1962. Numerous studies concerning the complex have been completed by some of the most qualified organizations in the United States. Seven small dams designed to protect the large dam have been completed as have core drilling and geology-hydrology investigations. The resort, golf course and large dam will be under construction in the very near future.

The resort hotel will be only minutes away from the fantastic Sierra Blanca Ski Area. This ski area, now completed and under successful operation, is itself part of the tourism triad and will provide resort guests a winters vacation skiing on the finest powder snow in the world.

The Rinconada Dude Ranch and Hunting Lodge will provide the vacationist the varied experiences of bird and big game hunting in the 10,000 acre Rinconada game preserve. Facilities will also be available the horse enthusiast wishing to ride the alpine slopes of Sierra Blanca or to board his horses on the Rinconada grasslands.

The total complex will occupy over 30,000 acres of virgin land — land with some of the most beautiful scenery in the nation.





Sierra Blanca Ski Lodge is the largest ski area in New Mexico, Arizona and the entire Southwest. Skier use-days now stand at about 90,000 between Thanksgiving and Easter 1968-69, with total annual visits exceeding 350,000.

The miles of ski trails are served by seven lifts, a 8,000-foot, 75-car Gondola, a double chair 5,000 feet long; three T-bars, two Poma lifts. In the summer the Gondola takes visitors to the "Gazebo," an unusual glass-walled observation building at the summit of 11,400 foot Signal Peak, commanding a view of a wide area of southern New Mexico.



Apache Summit Lodge is supported by tribal leadership with experienced, progressive management principals. It is located near the center of the Reservation on U.S. Highway 70 and is hunting and fishing headquarters for the Reservation. The lodge includes modern cabins of rustic design, a restaurant, service station and an Indian crafts store.



CARLSBAD CAVERNS

Recreation and shopping in the Mescalero Reservation area and in surrounding cities is excellent, ranging from the sale of Indian handwork to the beautiful stores and shopping centers of El Paso just 100 miles to the Southwest and Albuquerque 210 miles to the north.

Closer to the Reservation is Alamogordo, New Mexico, a city 22,000 and Tularosa, New Mexico, just 18 miles to the west.

Other spots include the Ruidoso Recreation area near Ruidoso, for fishing and picnicking, Blazer's Mill at Mescalero, Eagle Creek Recreation area, Cienega Recreation area for fishing, Round Mountain, west of the Reservation on U.S. 70, location of the last Indian battle, the Mescalero National Fish Hatchery, and the Mescalero cultural museum and Apache Indian Village.

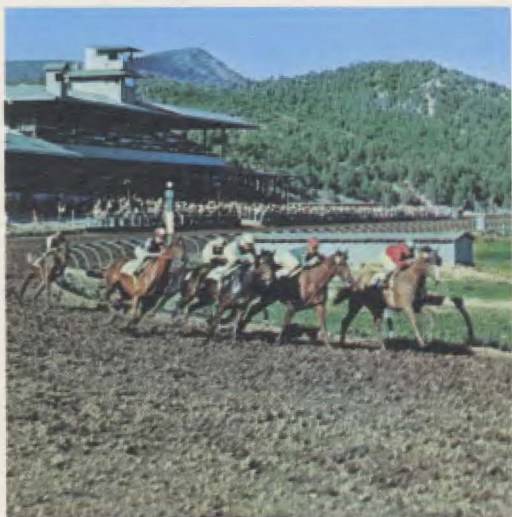
In addition, some members of the Tribe make baskets, bead work and other crafts for sale to the many tourists who come to the area each year for a relaxed, leisurely-paced vacation.

The lure of old Mexico and its fourth largest city of Juarez, this city with a population of some 400,000 is just across the Rio Grande from El Paso and here the visitor may find many exotic gifts fashioned by hand by the excellent Mexican artisans.

One of the finest race tracks in the world is located a few minutes from the Reservation at Ruidoso Downs, home of the world's richest horse race, the All American Futurity, offering a half million dollar purse.

Famous Carlsbad Caverns are only 90 miles from Mescalero, as is White Sands, National Monument, White Sands Missile Range, and Cloudcroft, New Mexico with the highest golf course in the United States.

Other recreational activities at hand include golf, horse back riding, fishing, hiking, all a few minutes from the Reservation.



Ruidoso Downs Racetrack

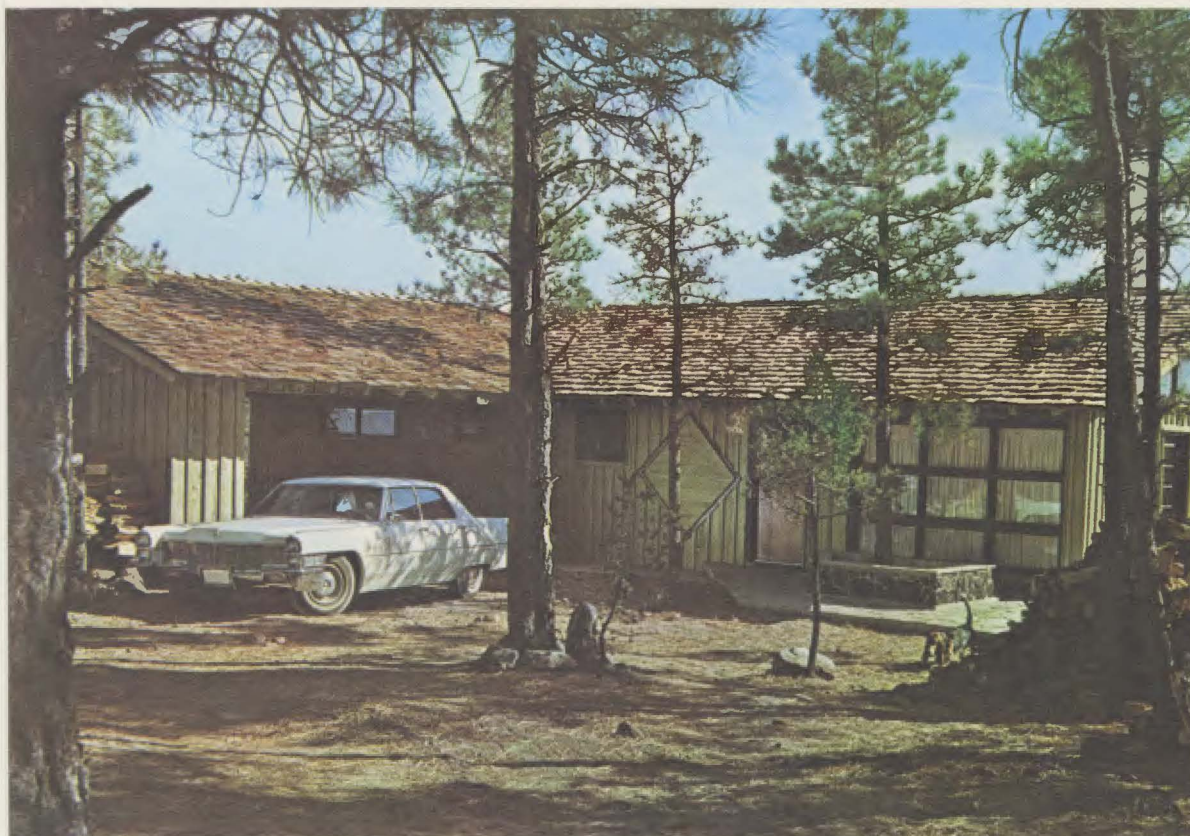


Horseback Riding



Ruidoso Golfcourse

Surrounding Areas:



RUIDOSO SUMMER HOME

FACTS ON RUIDOSO

Ruidoso, New Mexico lies in the south-east corner of Lincoln County, nestled in the cool pines of the New Mexico mountains where camping, fishing, hunting and just plain relaxing places are available with a five to ten minute drive.

For winter sports enthusiasts the Sierra Blanca Ski Resort offers the ultimate in skiing from Thanksgiving to early spring. Average snowfall here is 80 to 120 inches.

Ruidoso Downs Race Track has attracted more than 210,000 persons annually over the past six years.

Ruidoso has a permanent population of approximately 4,000, a figure that swells to nearly 20,000 during the tourist season and to about 30,000 during track season.

Rich in history and abounding in things to do and see, Ruidoso is a modern city ideal for year 'round living, with 13 churches, good schools, desirable municipal services, friendly people and what is probably its greatest asset, the climate. It has an altitude of approximately 7,000 feet which increases abruptly within a space of a few miles, and an average temperature of 61 degrees. In this tall pine country summers are pleasantly cool with fireplaces going during rainy spells. While much snow falls in the winter and the temperatures drop. City and state agencies regularly keep streets and roads clear of snow.

Ruidoso offers living accommodations for

visitors or permanent residents, to match every pocketbook.

Rio Ruidoso, a tumbling mountain stream, flows through the heart of the city and is regularly stocked with mountain trout.

A wide choice is offered to the resident or visitor, from "live it up" entertainment to solitude and quiet. Motel quarters or a small cabin can be found in Ruidoso.

For those wishing to fly their own planes the city maintains a municipal airport with a 5,500 foot runway 75 feet wide going N.S. magnetic. There are paved taxi strips hangars and an administration building. All services are available for the private flying visitor.

Financial center of the city is the Ruidoso State Bank, where deposits have passed the \$7 million mark.

Ruidoso offers fully accredited elementary and high schools, two on the grade level and a junior-senior high with an enrollment of about 850. Local bus service is provided to all grades. Several colleges and universities are located within one to three hours drive of the city. Two new Colleges to be located in Ruidoso are now being planned.

The city is served by U.S. Highway 70 and state highway 37, and Lincoln County in addition is served by U.S. Highway 38 and 54 as well as by numerous state high-

ways. These roads are well maintained and never closed for any length because of bad weather.

Medical facilities include Ruidoso Hondo Valley General Hospital, 28 beds, and in case of emergency other facilities are available at nearby Roswell or Alamogordo.

The area has several sawmills producing more than 10,000,000 feet of lumber yearly and Ruidoso has a convention industry of some 20,000 persons annually, ranking second only to Albuquerque in the state of New Mexico, despite its lack of large convention facilities, Lincoln County has possibilities of many other industries with its huge deposits of building stone, potash, brick clay and almost any known mining mineral.

Other facilities to be found in this pleasant mountain city include a well stocked library of 4,500 carefully selected volumes and three newspapers: the Ruidoso News, more than 3,200 circulation; the Lincoln County News, over 1,700 circulation; and the Roswell Record, published daily in that city with a circulation of more than 14,000.

The visitor can be quickly accommodated in one of the more than 1,250 rooms to be found in the 79 motels.

The city has two parks, one with a swimming pool and many camping areas.

Ruidoso is served by Whitfield Transportation Lines and New Mexico Transportation Co.

All taxes, state, county, school and city, handled through the county tax assessors office. Most property is rendered at approximately 15% of valuation, with an average tax rate of approximately \$50 per \$1,000. The city has a sales tax. The Mescalero Reservation charges no city tax and land is not subject to state taxation.

The city has a radio station and cable television which brings in six channels, plus closed circuit TV of the Ruidoso area.

Utilities available include natural gas, locally owned water and two electrical companies.



FACTS ON ALAMOGORDO AND TULAROSA

Alamogordo, New Mexico, county seat of Otero County, is located in the Tularosa Basin south central of New Mexico, between the Sacramento and San Andres Mountains. The city is served by U.S. Highways 54, 70 and 82 and lies just 84 miles north of El Paso, 208 miles south-east of Albuquerque, and 30 miles southwest of Mescalero.

With a population now estimated at past the 25,000 mark, the city is the center of a ranching and irrigated farming area where cotton is the leading crop, followed by fruits, alfalfa, small grains and vegetables. Sheep and cattle are heavily scattered over the many ranches.

A fine recreational area, mean temperatures in this city set 4,350 feet above sea level run to 76.6 as the daily maximum and 45.6 as the daily minimum.

Alamogordo is served by Frontier Airlines, Southern Pacific Railroad, the New Mexico Transportation Co., Navajo Freight Lines and Whitfield Transportation, Co.

The city has a well diversified summer recreation program along with a senior citizens program. Facilities include 150 acres devoted exclusively to parks and a zoo, with tennis courts, swimming pools, fishing pond, picnic areas, playground equipment, ball parks and a community building. A modern, handsome country club provides golf and other recreation.

The city has a diversified industrial base

with nearly 25 industries ranging from one to 220 employees turning out a variety of products.

Excellent utilities are provided by the Community Public Service Co. with power, Southern Union Gas Co., natural Gas, a city owned water system with a capacity of 12 million gallons daily. Mountain State Telephone Co. provides local service and 77 long distance lines into the city.

Alamogordo's tax structure shows a rate of \$4.94 per \$1,000 with 28% of actual valuation. County and state taxes are \$19.30 per \$1,000 and schools are \$18.93 per \$1,000 both also based on 28% of actual valuation.

Some 550 acres are reserved for industrial development with all utilities available.

The Otero County labor force is 11,389 and good labor force of available workers can be utilized for new or expanding industries in the Alamogordo area, including workers from the metropolitan El Paso area.

Other facts of interest on the city reveal that it has two banks, with total deposits of \$23 million plus and a savings and loan institution with savings past the \$17 million mark.

A 58-bed hospital is operated there, and the city has 12 physicians and surgeons, four dentists, two chiropractors, one osteo-

path and one podiatrist.

News media at Alamogordo include the Alamogordo Daily News and the Otero County Star, two radio stations, KALG and KINN and major network television reception from outside stations.

A total of 551 rooms are available through the one hotel and 15 motels in the city. Some 70% of the residents are home owners with a median value of occupied units standing at about \$14,000.

Religious life of the city is centered in the 41 churches representing most of the faiths and denominations.

Educational facilities include 11 public and two private elementary schools, two junior highs and one senior high school, School for the Visually Handicapped, New Mexico State University at Alamogordo, and two senior colleges located within an 85-mile radius.

Cultural activities abound in the community, which has a modern library of 26,540 volumes and libraries are also located in each of the public schools. There is a Music Theater, a Community Concert Association, art schools and associations, little theater groups and annual events that include art shows, the county fair and livestock show and rodeos.

A community of 3,500, Tularosa is located 20 miles from the Mescalero community on the road to Alamogordo.



Downtown El Paso



Copper Refinery

FACTS ON EL PASO - JUAREZ

The sky's the limit for fun in the El Paso sun and El Paso serves up a double portion in the most interesting international community in the nation. Nearly 700,000 friendly folks on both sides of the Rio Grande invite visitors to see more, do more and enjoy their holidays more in the two-nation metropolis of El Paso, Texas and Ciudad Juarez, Chihuahua, Mexico.

And the two-city area is also an industrial and wholesale supply center, with a plentiful labor market available for jobs in a wide surrounding area.

Radiating from the city of El Paso, like the rays of the sun, are nine U.S. and International Highways, including the multi-lane Interstate 10 freeway and the Central Highway to Mexico City (Mexico 45). Replacing the oxcart and covered wagon, millions of motorists (many with covered campers) retrace these trails annually while many more cross trails with history via five bus lines, four major airlines and four railroads which serve the city.

More than 1,000 hotel rooms and over 5,000 motel rooms are available for El Paso and Juarez visitors. A journey north in the sister state of New Mexico (six miles up the valley) will take you to old Mesilla where in 1850 the U.S. purchased 29,640 square miles under the Gadsden Treaty with Mexico. Further north is fascinating White Sands National Monument, and from there

a short drive will take you to Cloudcroft, Ruidoso and the Sierra Blanca Mountains and the Mescalero Apache Indian Reservation. This is also Billy the Kid country where golf and skis have replaced the six shooter.

To the East are the natural wonders of the famous Carlsbad Caverns and Big Bend National Parks plus old Ft. Davis Historical site. To the west there's more big country with a game filled wilderness, abandoned Gila Cliff Dwellings (a national monument) Elephant Butte Dam, more outdoor sports, old mines and ghost towns everywhere.

South of course is Mexico, minutes away across the bridge. Nearby is Chihuahua City where Pancho Villa headquartered and his home is open to visitors. Travel the new streamlined railroad over the Sierra Madres, through Barrancas del Cobre country to the Gulf of California and the new Mexican Riviera, or stay on the fast, paved thoroughfare to Mexico City or beyond.

Visitors may take America's only international streetcar across the river to Juarez from El Paso, there to find high adventure shopping in the biggest import-export city adjacent to the U.S. The Juarez Race Track opened in 1964 with magnificent facilities for greyhound racing and horse racing. The track accommodates 10,000 fans in air conditioned enclosed facilities which feature fine restaurants and bars.

Night greyhound racing is presented amid Juarez Track's handsome facilities Wednesday through Sunday nights throughout most of the year. Pari-mutuel betting is used.

PRONAF, a word created from the Spanish initials for "National Border Program," is the designation of the new cultural and commercial center near the Cordova port of entry. The PRONAF Center is highlighted by many tourist "must see" attractions, such as a convention center, museum, artesanal, the Camino Real Motel, restaurant and many excellent shops.

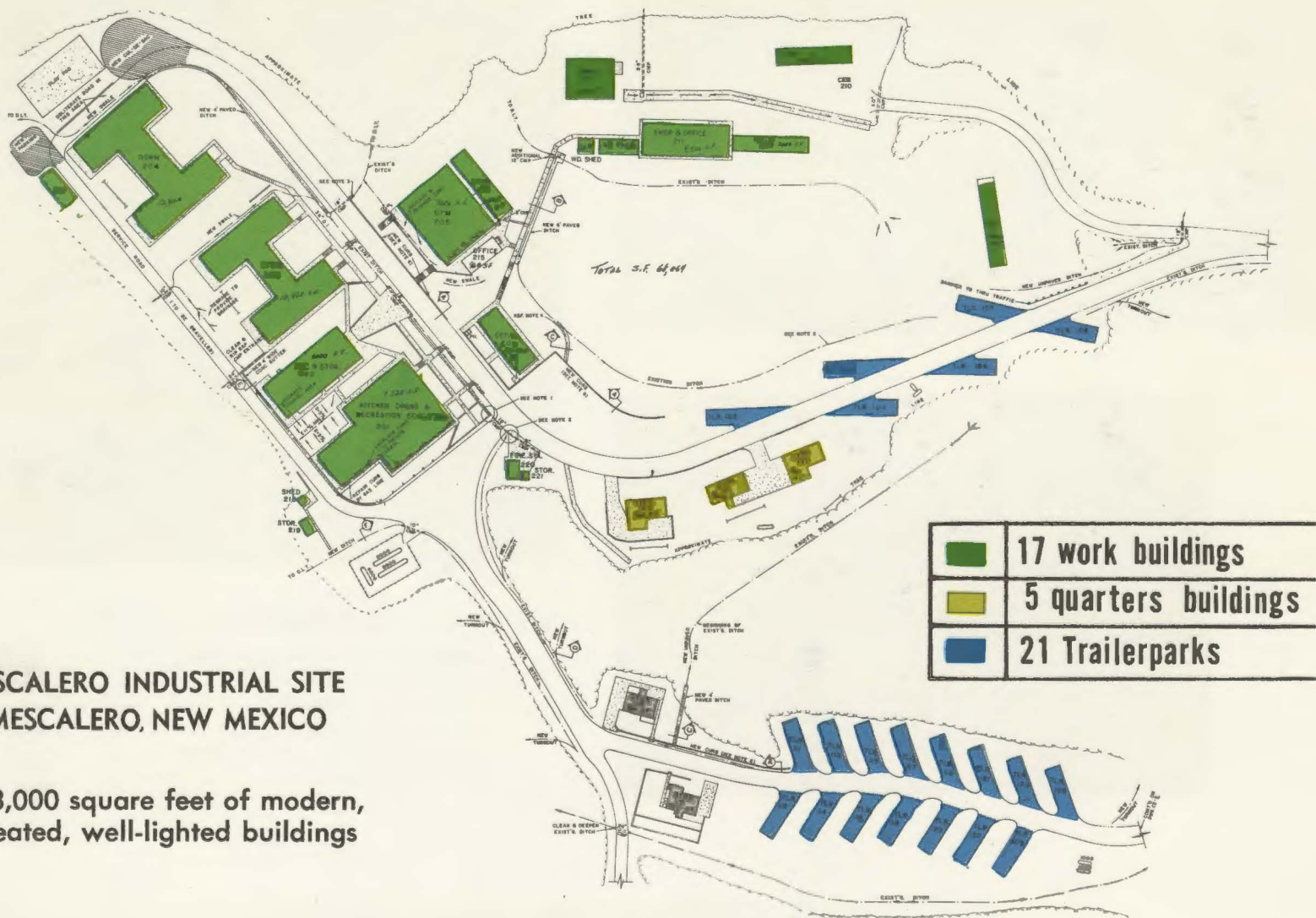
Bullfighting is a Sunday feature in Juarez and golf courses are a recreation highlight in the mountain rimmed valley at the "Pass of the North."

Neighboring El Paso also has horse racing at Sunland Park and offers 8 golf courses for its residents and visitors, plus boating or water skiing.

Educational facilities are centered in the University of Texas at El Paso home of the famous Sun Bowl and Sun Carnival Parade.

A city where the sun always shines (actually it missed being out 12 days in six years) El Paso-Juarez stands ready to receive the fun seeking tourist or the industry-weekend executive to show them the wonders, sights and facilities of their great cities.

A MESCALERO INDUSTRIAL SITE

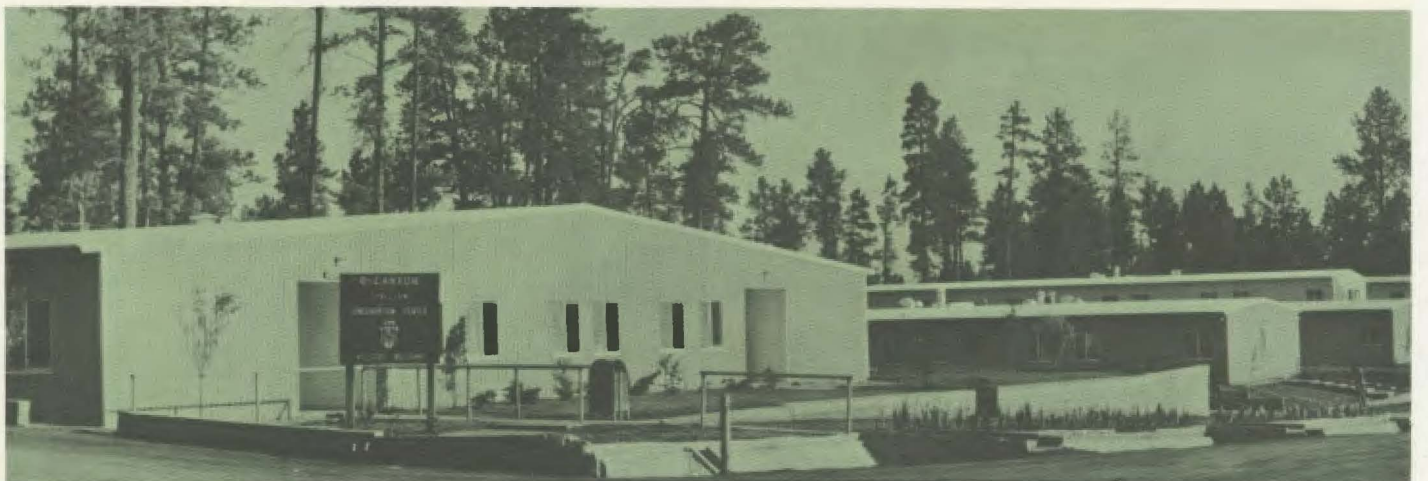


MESCALERO INDUSTRIAL SITE MESCALERO, NEW MEXICO

— 68,000 square feet of modern,
heated, well-lighted buildings



A PAVED ROAD
TO THE
FACILITY ---
(under construction)





VIEWS OF THE INDUSTRIAL FACILITY:

- RECREATION FACILITIES
- ELECTRIC SYSTEM (160 KVA)
- THREE YEARS OLD
- FOUR TO EIGHT INCH CONCRETE SLAB FLOORS
- COMPLETED LANDSCAPING
- PAVED STREETS

MESCALERO RESERVATION AT A GLANCE

SIZE:

460,563 acres, 1,278 square miles.

LAND USE:

260,000 acres grazing land.
190,000 acres commercial timber.
Over 9,000 ft. — 1,000 acres.
7,000 to 9,000 ft. — 315,000 acres.
Below 7,000 ft. — 135,000 acres.
Elevation of Mescalero, Silver
Canyon and Cienega Canyon Development
areas — approximately 7,000 ft.

CLIMATE:

Frost free season — 170 days.
Average precipitation — 19.4 inches.
Minimum precipitation — 1924, — 11.93
inches.
Maximum precipitation — 1941, — 39.13
inches.
Average % sunshine, 43 years, — 79.1%
Mean temperature — 49.6°.
Mean minimum temperature — 3.0°
Mean maximum temperature — 82.1°.

GEOLOGIC BASE:

Carboni-ferrous limestone with
igneous intrusions.

CROPS:

Oats, alfalfa, apples.

CATTLE HERD:

5,000 herefords.

TIMBER:

600 million merchantable board feet,
Douglas Fir, White Fir, Pondarosa Pine,
White Pine, Spruce.

TRANSPORTATION:

Railhead — Tularosa, New Mexico.
(Southern Pacific)
Airport — Ruidoso, New Mexico.
Commercial Airline — Alamogordo,
New Mexico (Frontier)
Commercial trucking — Navajo and Whitfield
Trucklines at Mescalero.
Bus line — Mescalero.

ELECTRICITY:

R.E.A. and Community Public Service.

GAS:

Butane, Propane and Natural gas.

WATER:

Distribution systems from local springs and
wells.

SEWAGE:

Septic tank and settling basins.

APACHE CRAFTS:

Basketry and bead work.

OFFICIAL TRIBAL NAME:

Apache Tribe of the Mescalero Reservation.

ADDRESS:

Mescalero, New Mexico.

RESERVATION POPULATION:

1,463 (Year 1963). 1,750 (Year 1968).

TYPES OF INDIAN:

Mescalero and Chiricahua Apache.

GOVERNMENT:

Eight man Tribal (Council) elected at large.

PRESIDENT:

Wendell Chino. Vice President: Samson Miller

TRIBAL SYMBOL:

Gahen Dancer.

AVAILABLE WORK FORCE:

600 persons.

PERMANENT POPULATION:

Ruidoso — 4,000.
Tularosa — 4,000.
Alamogordo — 21,000.

RECREATION WATERS:

Lakes, existing and immediately planned
222.2 surface acres.
Streams — 42.7 miles.

WILDLIFE POPULATION:

Deer—4,000 Bear—300 Elk—350
Antelope—500 Turkey—3,000 (New herd)

CHURCHES:

Four Protestant, one Catholic (Mescalero).

MEDICAL FACILITIES:

Fifteen-bed P.H.S. Hospital (Mescalero), New.

TELEPHONE:

Ruidoso Telephone Company.

SCHOOLS:

Public School grades one — six, Mescalero;
Public Schools, grades one — twelve in
Tularosa, Alamogordo, Ruidoso, and
Cloudcroft; Community College in
Alamogordo.

TELEVISION:

El Paso, Texas and Roswell, New Mexico,
broadcasts with Repeater Station serving
Mescalero.

RESERVATION ROADS (Existing and immediately planned):

46 miles paved.
202 miles first class gravel.
200 miles 2nd class gravel.
300 miles unimproved.

TRIBAL CEREMONIAL:

Held annually in July at Mescalero. Puberty
rites, Indian dances and rodeo.