

RESOLUTION OF THE
WHITE MOUNTAIN APACHE TRIBE OF THE
FORT APACHE INDIAN RESERVATION

- WHEREAS, the Tribal Council is authorized to make appointments to the Community Development Corporation Board of Directors; and
- WHEREAS, the Tribal Council has been presented with a synopsis of the Hawley Lake Cabin Rental Program initiated by the Community Development Corporation which is attached to this resolution and incorporated by reference herein; and
- WHEREAS, the Tribal Council wishes to appoint a new Board of Directors to oversee the Hawley Lake Cabin Rental Program and other activities of CDC and to appoint those that have a particular interest in serving thereon; and
- WHEREAS, Councilmember Judy Dehose; Councilmember Raymond Endfield; Councilmember Randall Massey, Jr.; Director of Planning Charles O'Hara; Dave Ingram, Acting Director of Social Services and present Project Director for CDC; Mary Jo Stahl, Legal Assistant; and Carol Williams, Executive Assistant to the Tribal Chairman have been suggested to be nominated and appointed to the CDC Board of Directors; and
- WHEREAS, General Counsel Robert C. Brauchli has been suggested as being appointed as Executive Director of the CDC to replace former Tribal Attorney Claudeen Bates Arthur; and
- WHEREAS, the Tribal Council concludes that the foregoing persons should be appointed to the Board of Directors of the Community Development Corporation.
- BE IT RESOLVED by the Tribal Council of the White Mountain Apache Tribe that it hereby appoints; Judy Dehose, Raymond Endfield, Randall Massey, Jr., Charles O'Hara, David Ingram, Mary Jo Stahl, and Carol Williams to the Board of Directors of the Community Development Corporation.

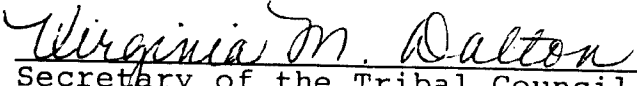
Resolution No. 08-90-188

BE IT FURTHER RESOLVED by the Tribal Council that it hereby appoints General Counsel Robert C. Brauchli as Executive Director of the Community Development Corporation.

The foregoing resolution was on August 8, 1990, duly adopted by a vote of eight for and zero against by the Tribal Council of the White Mountain Apache Tribe, pursuant to authority vested in it by Article V, Section 1 (i) of the Amended Constitution and Bylaws of the Tribe, ratified by the Tribe June 27, 1958, and approved by the Secretary of the Interior on May 29, 1958, pursuant to Section 16 of the Act of June 18, 1934 (48 Stat.984).



Chairman of the Tribal Council



Secretary of the Tribal Council

AUG 21 1990



Community Development Corporation

COMMUNITY DEVELOPMENT CORPORATION
HAWLEY LAKE CABIN RENTAL PROGRAM

The Cabin Rental Program at Hawley Lake did not get under way until mid-May of 1989. Despite the late start and limited advertisement, the idea was an immediate success. The first year was a feasibility study to determine the demand for cabin rentals at Hawley Lake, cost to refurbish cabins, and the ability to manage on a volunteer basis.

Booking and reservations were contracted through Mid Town Travel in Pinetop for a 10-12% commission arrangement. Advertisement was done in the travel section of the Phoenix paper on a weekly basis. Cabin repairs were done with a small group (2-4) of tribal members. Housekeeping by 1-2 women tribal members. Management and coordination was done on a voluntary basis by a member of the Board of Directors of the Community Development Corporation. C.D.C. began this project with a cash reserve of \$4,500 and a small loan from the Tribe of \$6,945.

Our rates were as follows:

No view of either lake - Up to 6 persons:

Minimum 2-3 nights - \$70.00 per night

Minimum 4-6 nights - \$55.00 per night

Weekly - \$300.00 per week

Within 200 yards of a lake - Up to 6 persons:

Minimum 2-3 nights - \$90.00 per night

Minimum 4-6 nights - \$75.00 per night

Weekly - \$400.00 per week

Special rates are also available for 2 week and monthly rentals.

Our first year we began to receive bookings for cabins in May, despite our late start. The following is a break down of booking for each month of operation, the number of cabins involved and cash revenues from the rentals. It should be noted that bookings in any month does not mean that the cabin was occupied that month, it merely means the cabin was reserved that month. The average booking was two weeks in advance.

Month	No. of Bookings	Revenues	No. of Cabins.
May	12	\$ 3,740	5
June	42	10,388	13
July	45	9,727	14
Aug	26	6,493.	11
Sept	10	1,790	7
Oct	11	2,055	6
Nov	2	550	2

Our first season we received 148 bookings totaling \$34,743 in revenues. We paid \$3,848 in commissions for the bookings and reservation service and refunded \$850 for various reasons, netting \$30,045. Our expenses totaled \$42,570. The breakdown follows:

Labor	Repair and maintenance of rental cabins and work on preparing future cabins for second season.	\$17,012.60
Housekeeping	Cleaning of cabins after renovation, rental and upkeep on laundry.	4,532.50
Supplies	Towels, linens, blankets, furniture, appliances, utensils, pots, pans, dishes and glasses, etc.	8,600.58
Utilities	Electricity and gas for each cabin. Includes minimum charges through the Winter.	5,906.97
Materials	All building materials for renovation and maintenance of current and future rental cabins.	2,524.22
Advertisement	Weekly ad in Phoenix newspaper	1,192.81
Equip Rental	Power generators for cabins with no utilities.	100.47
Mileage	Reimbursement to staff for mileage incurred for business.	619.08
Miscellaneous	Printing of checks, loss of equipment, etc.	<u>2,081.00</u>
		\$42,570.23

As a result of the work we did the first season, we began our second season with fourteen cabins ready for rental. In May we have received 33 bookings for occupancy in May, June, July and August. The average advanced booking so far is two months. These advanced bookings total \$13,735.00 as of the date of this report.

To date we have earned \$3,345.00 in rent revenues for renting ten cabins. Approximately half of our bookings are for two weeks or longer.

Just prior to the beginning of the second season we were successful in obtaining a loan for \$25,000 from Revolving Credit. We are in the process of upgrading furniture, appliances and getting more cabins ready to rent. Within the next two weeks we hope to add 16 more cabins to our line, bringing the total available for rent to 30 cabins.

OVERVIEW

The first season took us totally by surprise, the demand was overwhelming, despite little advertisement, and preparation. We made a number of mistakes and have learned from them. The second season has gotten off to a bigger start, but the operation is better situated to deal with problems. The most important lesson learned is that we do not just rent cabins, we provide a service and the reputation we have built in providing this service has brought people back. Most of our advanced booking were received before our ad hit the newspapers. Tourist want to feel that they are getting what they pay for, and our ability to repair hot water heaters, or leaky pipes gives them a sense of confidence in our service. We make a point to greet each renter and check on them through out their stay, reinforcing their confidence and building good public relations.

The beauty of this project is that everything that is needed is already there. This project has the potential to be a major employer of tribal members directly and offering an area for craft and food vendors to sell their goods. Conservative projections for revenues this year are in the area of \$100,000.00. We plan to reinvest our revenues to have more cabins ready to rent. Our target is to have fifty ready by our third or fourth season. At this point we would hold at that number to insure our occupancy rate is maximized before we would add any more cabins. By the third season we plan to do our own booking and reservation and have full time management and maintenance staff on site.

What makes this program different from other tribal enterprises is that it is self perpetuating...it generates the capital necessary to expand and develop without relying on the tribe to support it and we have not had to take on enormous debts with banks, so that the profits come back to the tribe not to the banks.

RECOMMENDATIONS

We need to have the continued support of the tribe in this endeavor. The success of this project is due to the enthusiasm of staff who have worked hard because they believe in the positive

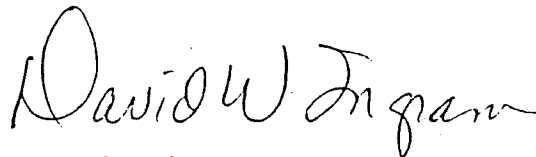
impact this project can have on a large segment of the tribal membership. We have started with virtually nothing and have developed this project into an operation that rivals many tribal enterprises and has the potential to surpass most. We have demonstrated our ability to develop and expand this project. Our track record has indicated progress and growth, with little assistance or financial support from the tribe. Based on this past record it would be in the best interest of the project for the Community Development Corporation to continue to manage this project.

As we spend more time and invest more money, the need for police and fire protection becomes more apparent. There has been a tremendous amount of damage done by vandalism and we must minimize this to reduce the financial burden as well as the poor image it gives to the area. A police officer stationed in the area would aid us greatly in this effort. Fire protection is of equal importance. Last year one of our rentals burned and despite the fact that a forestry pumper was on site immediately, the best they could do was contain the fire. As our investment grows so will our liability for the property. A fire engine and trained crew would help to be preventative and add a sense of security to the area.

Finally, our Board of Directors will be undergoing change. We would like the Tribal Council to move swiftly to replace any vacancies. The individuals coming on board must be interested and willing to be active. Our Board has been less than optimal and this has created problems. Based on past experience with the Community Development Corporation Board and demonstrated record of interest and involvement we recommend that Bob Brauchli be our Executive Director, and that you consider Judy Dehose, Andrew Kane and Raymond Endfield as possible selections for Board vacancies. I have attached a current list of names of Board of Directors for C.D.C.

Should you need any further information or if you would like to discuss some of our future plans or ideas, please do not hesitate to contact me.

This Report Respectfully Submitted
June 5, 1990



David W. Ingram
Project Director
Community Development Corporation

June 11, 1990

M E M O R A N D U M

TO: Robert Brauchli, Tribal Attorney

FM: Dave Ingram, Community Development Corp
Project Director *DWI*

RE: Time Analysis Hawley Lake Cabin Rental Program

The following breakdown identifies the amount of time I spend and the type of service provided:

Service	Time
Security Patrol on Cabins	4 hrs/week
Checking Customers In	4 hrs/week
Checking on Customers in Cabins	5 hrs/week
Repairs/Assistance to Customers	3 hrs/week
Picking up Supplies	2 hrs/week
Writing checks, paying bills, accounting	<u>2 hrs/week</u>
Total	20 hrs/week

I should note that these are average figures for a moderate week and weekend. During long weekends and holidays the increase in time could be as much as 50% (10 hours) per week. The mileage I incur is projected at about 100 miles per week. I receive no reimbursement for my time or for mileage. All time indicated is my time, evenings, weekends and holidays.

Should you need any additional information, please feel free to contact me.