

# Mercedes Unidas Center (MUC)

## STRATEGIC PLAN – Draft A

JUNE 19, 2024 MUC STRATEGIC PLANNING WORKSHOP

### Facilitators

Roger Valdez, Consultant

Amalio Madueño, Consultant

Community Development Consulting Associates LLC

Cell: 505.692.3846 email: [cdca.llc.nm@gmail.com](mailto:cdca.llc.nm@gmail.com)

### **Mercedes Unidas MISSION**

Use the Mercedes Unidas Center to promote a) economic development through job, business creation and capital investment; b) educate the community and visitors on all aspects of Hispanic culture in northern New Mexico including the history, culture, language, food, and crafts of the region; c) regaining lost historic lands.

### **Why Mercedes Unidas PROVIDES SERVICES**

The Abiquiu region's three land grants -- Merced de los Pueblos de Tierra Amarilla, San Joaquin Land Grant & Juan Bautista Valdez Land Grant – have engaged in a Joint Powers Agreement creating the Mercedes Unidas Center to collaborate on the mission described above as well as other endeavors

**Target Population(s):** *Mercedes Unidas* will serve the indigenous Hispano population of the northern NM region, the statewide and the national population.

**GEOGRAPHIC LOCATION:** *Mercedes Unidas* serves the Rio Arriba County area of north central New Mexico, :

**SERVICE DELIVERY:** *Mercedes Unidas DELIVERS ITS SERVICES* through direct contact with members of local communities and land grant members as well as to visitors, tourists and local government agencies.

## **A. SITUATION ANALYSIS**

### **1. Mercedes Unidas Center STRENGTHS**

- a) Ownership of a central location, Mercedes Unidas Center (MUC), deeded by the National Park Service (40 acres on US Hwy 84/285 near Ghost Ranch) to provide economic , educational and cultural opportunity.
- b) Community outreach programs serving youth elderly and farmer/ranchers
- c) Successful program development through legislative proposals to the New Mexico Legislature and project proposals to federal agencies.
- d) High traffic volume on US Hwy 84/285
- e) Completed "Comprehensive Management Plan"

### **2. Mercedes Unidas Center WEAKNESSES**

- a) Increasing capital requirements for rehabilitation and upgrade of MUC facility infrastructure and grounds
- b) Increasing requirements for maintenance, labor force , and equipment on MUC facility, infrastructure and grounds.
- c) Lack of security system at facility and grounds
- d) Drinking water system evaluation and improvement(s)
- e) Incomplete Building(s) and Systems upgrade (90%?)

3. *Mercedes Unidas* OPPORTUNITIES

- a) Re-opening, revitalization of a needed regional economic development and service-oriented community-based facility.
- b) **MUC** Contract with professional business-management entity to operate center.
- c) Establishment of a cultural visitor center at the MUC facility
- d) Various community & business venture opportunities at the MUC including :
  - i. Space for community programs (youth training-ed, farm/ranch, rodeo/4H; farmers market)
  - ii. Office space leasing to state and county law enforcement agencies
  - iii. Re-opening museum, theater, and observation tower
  - iv. A Travel/Tourist information center
  - v. Restaurant/brewery/winery; art gallery; camping/RV facility; conference center; bed and breakfast.
  - vi. Eco-Environmental Information/recreation.
  - vii. RV PARK & GLAMPING
  - viii. Engagement with Continental Divide Trail Assoc.

4. THREATS

- a) Vandalism, burglary and damage to property and grounds
- b) Deterioration of facility and infrastructure
- c) Drinking water quality control
- d) Incomplete governance agreement (TBD)
- e) Administrative/Management burden – cost of government contract management and admin as well as buildings and grounds management/maintenance.
- f) JTPA administration and implementation (professional development requirement)
- g) Financial Encumbrance: efficient spending of \$149k capital outlay

5. PUBLIC/PRIVATE **MUC** COMMUNITY PARTNERSHIP ELEMENTS

- a) POLITICAL: a Joint Powers Agreement with support from local government, state government (Land Grant Commission) and federal agencies.
- b) ECONOMICALLY: MUC cooperation and collaboration on mutually agreed community economic development goals and objectives for the good of the community.
- c) SOCIALLY: MUC engagement, cooperation and collaboration with people and leadership in various local communities, community-based organizations, associations.
- d) TECHNOLOGICALLY: MUC will install the latest and most beneficial technological advances in its facilities, equipment, services and infrastructure to best serve the community.

**B. IMMEDIATE PRIORITIES**

1. LAW ENFORCEMENT AGENCY LEASES

- Rio Arriba Sheriff
- NM State Police

2. Georgia O'Keefe / Ghost Ranch Engagement

- ID & contact representative to discuss MUC priorities and issues

3. RISK ANALYSIS

- NM GSD Coverage of MUC Leadership and project
- IMMUNITY issues

4. GOVERNANCE

- JPA Finalization ( attorney contacts and schedules) -- MOU needed?

### C. MUC GOALS & OBJECTIVES

#### **GOAL A. PROVIDE FOR MUC FACILITY/INFRASTRUCTURE IMPROVEMENTS**

- Objective 1 – COMPLETE ELECTRIC SYSTEMS REPAIR & UPGRADE BY JULY 30, 2024. PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_.
- Objective 2 – COMPLETE WATER SYSTEMS REPAIR & UPGRADE BY AUGUST 30, 2024– PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_.
- Objective 3 – COMPLETE PLUMBING SYSTEMS REPAIR & UPGRADE BY SEPT 30, 2024– PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_.
- Objective 4 – COMPLETE STUCCO OF BUILDINGS REPAIR & UPGRADE BY NOV 30, 2024– PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_.
- Objective 5 – COMPLETE 1<sup>ST</sup> CONTRACTOR WALK-THRU OF ELECTRIC SYSTEMS REPAIR & UPGRADE BY JULY 30, 2024– PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_.
- Objective 6 -- PREPARE AND DELIVER RFP'S TO ATTORNEY 3-WEEKS PRIOR TO CONTRACTS FOR WORK BY JULY 30, 2024– PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_.
- Objective 7 – PREPARE AND DELIVER RFP'S TO ATTORNEY 3-WEEKS PRIOR TO CONTRACTS FOR WORK BY JULY 30, 2024– PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_.
- Objective 6 – WELL SYSTEM WORK – PREPARE AND DELIVER RFP'S TO ATTORNEY 3-WEEKS PRIOR TO CONTRACTS FOR WORK BY JULY 30, 2024– PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_.

#### **GOAL B. MANAGE & OPERATE Mercedes Unidas EFFICIENTLY & ECONOMICALLY**

- Objective 1— RIO ARRIBA SHERIFF -- CONTACT AND DRAFT LETTER RE: LEASE OF MUC SPACE. BY 12-31-24. PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_?
- Objective 2— GEORGIA O'KEEFE/GHOST RANCH -- CONTACT AND DRAFT LETTER RE: LAND USE ISSUES CONTIGUOUS SPACE ISSUES. PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_?
- Objective 3— RISK ANALYSIS RESEARCH AND DRAFT REPORT ON ISSUES BY 7-31-24. PERSON IN CHARGE \_\_\_\_ Amalio Madueño \_\_\_\_\_ (GSD&Immunity by Roger Valdez.).
- Objective 4 — ADDRESS LABOR SHORTAGE BY ID & SELECTION OF Project Mgr. 7-31-24. PERSON IN CHARGE \_\_\_\_\_.
- Objective 4 — ADDRESS MUC Project Management issues by ID & SELECTION OF Business Management Company by 10-31-24. PERSON IN CHARGE \_\_\_\_\_.

#### **GOAL C. GOVERN MUC WITH EFFICIENT DECISION MAKING**

- Objective 1— CREATE AND APPROVE **MUC** GOVERNANCE INSTRUMENT (JPA/MOU DOCUMENT) . BY July 30-2024. PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_?
- Objective 2— Draft and adopt **MUC** BYLAWS (DOCUMENT) . BY OCTOBER 31-2024. PERSON IN CHARGE \_\_\_\_ (Name)\_\_\_\_\_?
- Objective 3— APPLY JPA GOVERNANCE DOCUMENT TO FIRST MUC DECISIONS BY NOVEMBER 1, 2024. PERSON IN CHARGE \_\_\_\_\_.

**GOAL D. PROVIDE FOR FINANCIAL STABILITY OF MUC**

- Objective 1 – Spend \$165k of \$210k MUC budget for Goal A by June 30, 2025
- Objective 2 – Prepare plan for expenditure of \$60k of 2024 capital outlay by August 15, 2024
- Objective 3 – ID & recruit capital investors for MUC investment fund BY 1-31-25 – PERSON IN CHARGE \_\_\_\_\_(Name)\_\_\_\_\_.
- Objective 4 – 1<sup>st</sup> DRAFT of **Mercedes Unidas** FUNDRAISING PLAN BY 12-31-24. PERSON IN CHARGE \_\_\_\_\_(Name)\_\_\_\_\_?
- Objective 5 – Approve the **Mercedes Unidas** FUNDRAISING PLAN BY 1-31-25 – PERSON IN CHARGE \_\_\_\_\_(Name)\_\_\_\_\_.

\*\*\*\*\*

2024-25 **MERCEDES UNIDAS CENTER (MUC) --- STRATEGIC PLAN PROCESS**

- COMPLETE & SUBMIT **MUC** SURVEY IN ADVANCE OF 6-19 STRATEGIC PLANNING WORKSHOP
- JUNE 19 **MUC** WORKSHOP SEMINAR ESTABLISHES MERCEDES UNIDAS PRIORITIES/GOALS & OBJECTIVES
- DRAFT AND PRIORITIZE 2024-2025 **MUC** GOALS & OBJECTIVES FOR REVIEW BY LEADERSHIP
- ESTABLISH TIMELINE FOR IMPLEMENTATION OF **MUC** 2024-25 GOALS & OBJECTIVES
- INITIATE **MUC** STRATEGIC PLAN THROUGH MANAGEMENT OF OBJECTIVES
- ESTABLISH **MUC** FEEDBACK MECHANISM – FREQUENCY & METHOD OF CHECKING IMPLEMENTATION (PERFORMANCE EVALUATION)
- REGULAR/SCHEDULED REPORTING ON ACHIEVMENT OF **MUC** GOALS & OBJECTIVES
- REVISION & ADJUSTMENT OF STRATEGIC PLAN (QUARTERLY?)