



*Ysleta del Sur Pueblo*



2017 YEAR-END REPORT



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We would like to thank Traditional Councilman Rene Lopez and Director of the Tigua Native American Ministry Mike Lara for their assistance to photograph the Ysleta Mission.

The Year-End Report is assembled under the direction of Tribal Operations. Electronic copies of the report are available on the Ysleta del Sur Pueblo website (<http://www.ysletadelsurpueblo.org/>) under the Tribal Council section.

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**LEFT PAGE: Front door of the Ysleta Mission. Since 1680, Ysleta Pueblo and Mission had several sites within the Lower Valley. In 1684, as result of the Manso-Suma rebellion, the Spanish governor had the Tigua relocate upriver. By the early 1700s, Ysleta had become a prosperous and self-sufficient agricultural community. In 1740, the Rio Grande surged over its banks, destroying the Pueblo, Mission, farmlands, and pastures. The Tigua survived this horrific flood and rebuilt the Pueblo and Mission.**

# TABLE OF CONTENTS

## **YSLETA DEL SUR PUEBLO**

Governor’s Letter	1
Honoring Tigua Dignitaries	4
Tribal Council	8
Organizational Chart	13
Budget Overview	14

## **GOVERNMENT ADMINISTRATION**

Tribal Operations	18
Management & Budget	18
Self-Monitoring & Evaluation	22
Human Resources	23
Information Technology	25
Finance	26

## **HEALTH & HUMAN SERVICES**

Health Services	30
Sacred Connections (Behavioral Health)	34

## **COMMUNITY & ECONOMIC DEVELOPMENT**

Tribal Empowerment	38
Economic Development	42
Community Development	47

## **PUBLIC SAFETY**

Tribal Police	52
Emergency Management	53
Fire Safety and Operations	54
Communications	55

## **JUSTICE & PUBLIC RECORDS**

Tribal Court	58
Tribal Records	59

## **QUALITY OF LIFE**

Recreation and Wellness Center	64
Cultural Preservation	68
Environmental and Natural Resources	72



## **LETTER FROM THE GOVERNOR**

For over ten years, Ysleta del Sur Pueblo (YDSP) has published an annual report detailing governmental functions, activities, and program highlights. These reports are meant to provide the Pueblo's stakeholders a transparent view of its assets and managerial approaches. I am proud to release the 2017 Year-End Report, which documents the Pueblo's continued growth and stability. As my third year in office concluded, it has been an honor to witness and navigate the Pueblo through shifting conditions. On the same front, I am beginning to see the pathway unfold and reveal the course where the Pueblo can reach its fullest potential through self-governance.

The tenets of self-governance empower us to prioritize our needs and plan growth on our own accord, consistent with Tigua culture and traditions. One of our approaches to prioritizing needs is to conduct assessments on a regular basis to glean the status of our community. Findings from these assessments serve to develop strategies and program offerings to address those needs. By embracing this philosophy, we have realized material and substantial gains in our efforts to improve the socioeconomic and health outcomes of our citizens.

The most recent assessment was the 2016 socioeconomic profile. The assessment's scope focused on indicators, such as education levels, employment, household size, and income. The study's findings indicated that the Pueblo has made strides in improving its socioeconomic status. For example, the percent of YDSP members with bachelor's degrees or higher has dramatically improved. In 2016, those reporting the same educational attainment notably increased – 15% of YDSP members 25 years and older earned bachelor's degrees or higher compared to approximately 7% in 2008. While the improvement is encouraging, this percentage remains half of state and national counterparts. Further, the 2016 study revealed that approximately 30% of YDSP members have attended college, however, they had not completed their degrees. This has prompted the Pueblo to reexamine how it supports members who are interested in going to college beyond financial assistance alone. In other words, the Pueblo is investing resources into developing a case management approach where YDSP staff will coach, mentor, and monitor higher education students.

Moreover, the findings have served to identify and substantiate educational needs, thus making higher education attainment a priority. It is understood that educational attainment influences other factors such as income, financial security, and overall quality of life. Prioritizing education remains at the forefront of the Pueblo's agenda as evidenced by investing in both continuing educational programming and creating high-quality early learning programs. These programs aim to mitigate barriers to financial security necessary for creating safe and stable households.

Equally important, the Pueblo's economic development efforts—such as Speaking Rock Entertainment Center and Tigua Inc.—create different avenues for achieving similar outcomes. Speaking Rock has been a true success story in our self-governance journey despite the State of Texas Attorney General's unwavering grievances. Our pioneers, like Taikabede Francisco Holguin and Tom Diamond, both who we lost in 2017, understood the necessary defense against outsiders and sought the power of the tombe (drum). Thus, it is imperative that each one of us collaborate in harmony to harvest the community's fullest potential.



Handwritten signature of Governor Carlos Hisa.

*Governor Carlos Hisa*



**LEFT PAGE: The three bells in the Mission's bell tower. In 1891, a domed bell tower was added to the Ysleta Mission. However, a fire destroyed the Mission in 1907. The rebuilt bell tower has become the Mission's most prominent architectural feature.**  
**BELOW: T'aikabede Francisco Paiz Holguin.**

## HONORING TIGUA DIGNITARIES

### T'AIKABEDE FRANCISCO PAIZ HOLGUIN

On June 16, 2017, T'aikabede (Chief or Cacique) Francisco Paiz Holguin ("Frank") passed away at the age of 96. T'aikabede Holguin was the Pueblo's spiritual leader for nearly seven years. With dignity and respect, he lived his life as a warrior and champion for the Pueblo. The Chief had a remarkable record of service to both the Tigua community and the United States.

Born in 1920, T'aikabede Holguin was raised in Ysleta del Sur Pueblo, Texas and was the son of Meliton Holguin. At the time of his youth, the Pueblo, like other Native communities, was facing challenges that included U.S. policies designed to abolish indigenous communities and their respective cultures, resulting in extreme poverty and social hardships. T'aikabede Holguin overcame these obstacles and became a model, mentor, and leader to the Tigua community. In 1936, for example, T'aikabede Holguin became a member of a Texas Centennial Exposition delegation of Tiguas when he was only 15 years of age. The Texas Centennial Exposition recognized the tribe's role and development of the region and state and was the state's first celebration of multicultural heritage. YDSP T'aikabede Damacio Colmenero met with U.S. President Franklin D. Roosevelt—an act that



symbolized friendship between the two heads of state and mutual respect for each other's sovereignty.

T'aikabede Holguin attended Ysleta High School and was one of the first Tiguas to receive a high school diploma. Most impressive, T'aikabede Frank Holguin was a World War II veteran of the U.S. Army Air Corps. His military qualifications include an Air Corps Member Badge with a Radio Repairman occupation specialty. T'aikabede Holguin is the Pueblo's most decorated citizen. For his service and bravery, he was decorated with seven Bronze Stars, a European-African-Medal, Eastern Campaign Medal, and a Good Conduct Medal. He was also a member of the Eagle Claw Society. Upon

being discharged from the Army, he began his career as a plumber and pipefitter. On December 31, 2010, he was elected T'aikabede of the Pueblo.

Hawu and Hherkum (Thank You) T'aikabede Holguin. The Pueblo recognizes your spiritual guidance and teachings that embraced and embodied Tigua culture and traditions.

**T'AIKABEDE JOSE SIERRA SR.**

Jose Sierra succeeded T'aikabede Holguin in 2017. T'aikabede Sierra became the Pueblo's spiritual leader not only for his honor and commitment to the Tigua people, but also for his longstanding service and leadership as a former governor, alguacil (tribal sheriff), tribal judge, and mayordomo. Born in 1943, T'aikabede Sierra was raised in Ysleta del Sur Pueblo. As a young man, he witnessed the elders' struggles and challenges to sustain the Pueblo as a tribal nation. T'aikabede Sierra also contributed to the efforts of Tom Diamond and tribal leaders to obtain state and federal recognition.

T'aikabede Sierra was first elected to serve on the Tribal Council in the early 1970s, and then in 1974, he became the Pueblo's governor. During his tenure as governor, he sought to improve the Pueblo's economic and housing conditions. This early career rendered many positive outcomes for the Pueblo, including the establishment of the Tigua Indian Cultural Center, the Tigua Indian Housing Community, and other economic endeavors, such as the "Kiva Brand," a spice company.

After his service in tribal leadership, T'aikabede Sierra began a 30-year career at the El Paso Convention and



Tourism Bureau where he was the site locator for the El Paso Film Commission. The job took the T'aikabede all over Europe promoting El Paso and Ysleta del Sur Pueblo. Upon his retirement, T'aikabede Sierra fully committed himself to Tigua culture and community.

T'aikabede Jose Sierra has indeed led a remarkable life interspersed with challenging moments and successes, but always deeply infused with love for his culture. While he faced poverty and family loss, it was his ability to overcome these life obstacles that built resiliency to propel personal and Pueblo achievements. T'aikabede Sierra has extensive knowledge of the tribe's culture and history—Tigua knowledge he learned from his ancestors. For example, he enjoys traditional cooking, a convention learned from the elders. T'aikabede Sierra has been a lifelong contributor to the preparation of the traditional feast meals.

LEFT TO RIGHT: T'aikabede Jose Sierra. Tom Diamond.

T'aikabede Sierra is a man of honor and exceedingly grateful for his place in the world as a Tigua. More importantly, he is passing on this wisdom to the next generation of Tigua. He is married to Irma Sierra and has four children (Rebecca, Antonia, Yvette and Jose, Jr.), including 26 grandchildren and great grandchildren.

### **TOM DIAMOND**

Over five decades, Tom Diamond was an indispensable friend and resource to the Ysleta del Sur Pueblo. Mr. Diamond's contributions brought about a profound and lasting impact on the Pueblo. He championed the Pueblo's declaration of its rightful status as a sovereign nation.

In 1965, Mr. Diamond first became an advocate and supporter of the Pueblo when he discovered that the Tigua people were losing their homes to tax foreclosure through deceptive incorporation practices. Mr. Diamond initiated and defended the Pueblo's lawful right to their lands. He began meeting with tribal elders where he listened to accounts of the community, Tigua culture, and challenges. He and others—including Nicolas Houser and Allen Minter—painstakingly gathered and researched Tigua history to substantiate the evidence of the incorporation of Ysleta and the Relinquishment Act of 1884 (the Pueblo's land claim). Mr. Diamond also sought support from both native organizations, such as the National Congress for American Indians, and the State of Texas to recognize the Pueblo's Native American status. His efforts culminated in 1987 when the federal



government assumed its responsibility and passed the Restoration Act.

Mr. Diamond befriended six Caciques and never stopped caring for the Pueblo. He connected himself to the spirit and the land of the Pueblo in a manner that gave the Tigua people faith, hope, and the confidence to rebuild and grow beyond measure. He proudly watched as the Pueblo asserted its sovereignty and began to thrive.

Mr. Diamond was a man of integrity, dignity, and humility. His spirit will live for all time within the hearts of the Tigua. Tom, may you meet with the cloud people and send the rain to nourish and bless our Pueblo and our people.



**LEFT PAGE: The Old Pueblo and Mission remains a sacred site. On June 4, nine days before the Feast Day of San Antonio (Tribal Patron Saint), the Tigua participate in La Salida de los Santos (The Departure of the Saints). They walk from the Mission to the site of the Old Pueblo center. During the procession, four female tribal members are tasked with carrying the historic statues of Saint Anthony.**

## TRIBAL COUNCIL

The Ysleta del Sur Pueblo Tribal Council is the duly constituted traditional governing body of the Pueblo exercising all inherent governmental power, fiscal authority and tribal sovereignty as recognized in sections 101 and 104 of the Act of August 18, 1987 (the Ysleta del Sur Pueblo Restoration Act), 101 Stat. 666, Public Law No. 100-89. Elected tribal officials, such as the Governor, Lieutenant Governor, Alguacil (Traditional Sheriff), and four Council members, serve annual terms. The Council directs and approves the strategic and legislative efforts for the Pueblo. Additional Council seats include a Cacique and a War Captain. Appointed to life-long terms, the Cacique and War Captain provide spiritual and traditional guidance. The Pueblo is governed by oral tradition, as well as the Tribal Code of Laws enforced by Tribal Police and upheld by the Tribal Court.

### 2017 TRIBAL COUNCIL

The 2017 Tribal Council took office on January 6, 2017. Returning Tribal Council Members included Cacique Francisco Holguin, War Captain Javier Loera, Governor Carlos Hisa, Lt. Governor Christopher Gomez, Councilman Ralph Gomez, Jr., and Councilman Robert Pedraza, III. Newly elected Councilman Brandon

Hernandez and Councilman Rodolfo Cruz Jr. began their first terms. Additionally, Capitanes Rene Lopez, Raul Almanzar, Sergio Loera Jr. and Benjamin Paiz were re-elected for the year. The Pueblo mourned the loss of Cacique Francisco Holguin, the Pueblo's spiritual leader, on June 16, 2017.

### REDEDICATION OF THE YSLETA MISSION

The Ysleta Mission was closed for nearly a year due to renovations in 2016. Tribal Council funded the restoration of the Ysleta Mission in hopes of returning it to its original historical form. The restoration consisted of installing new windows as well as refurbishing the floors, doors, pews, walls, and vigas. Additionally, HVAC systems were upgraded, and new stained glass was installed. After renovations were complete, Bishop Mark Seitz re-dedicated the mission and officiated prayer services on January 7, 2018. The mission is now open to the public with daily masses.

### OLD PUEBLO ROAD LAWSUIT

On March 17, 2017 the United States Federal District Court for the Western District of Texas confirmed that the Ysleta del Sur Pueblo owns the portion of Old Pueblo Road between Alameda Avenue and Socorro

Road. In the past, there was confusion regarding the Pueblo's jurisdiction over this portion of Old Pueblo Road. The court ruled in favor of the Pueblo, thus granting full jurisdiction. Furthermore, the decision is monumental in validating the authority of the original Spanish land Grant deeded to the Pueblo. The decision also opens opportunities for land claims regarding the original boundaries outlined in the Spanish land grant.

#### **TRIBAL COUNCIL ORIENTATION VIDEO**

Tribal Council spearheaded an effort to introduce the Pueblo's history and culture to new enrollees and the public. As a result, a series of videos were produced featuring prominent tribal members and significant Pueblo events. Tribal member Rudy Rojas' company Smoke Signals, in collaboration with Tribal Council and the Cultural Preservation Department, produced the series. The video is presented to new hires during employee orientation and featured at both the Tigua Indian Cultural Center and the Tribal Judicial Facility.

#### **NESTORA GRANILLO PIAROTE STATUE**

The unveiling and dedication of the Nestora Granillo Piarote statue was held on Sunday July 16th at the Tigua Indian Cultural Center. The Tigua Youth Council selected Nestora for the statue as a symbol to the contributions and strength of Ysleta del Sur Pueblo women. She is the first female to receive recognition as an ancestral icon of the Tigua culture. With a kinship of 870 lineal descendants, she is the embodiment of the Tribe's future. Julio De Sanchez De Alba, local

El Paso artist, was contracted to design and install the statue. Both Tribal and Youth Councils provided financial support for the project.

#### **INDIAN HEALTH SERVICE JOINT VENTURE**

The Indian Health Service (IHS) Joint Venture program enables tribes to construct new healthcare facilities with tribal funds while the IHS funds the staffing costs for the life of the program. YDSP initiated the application process in 2013 and was selected for program participation in 2015. Planning documentation, such as the submittal of the Program Justification Document (PJD) and Program of Requirements (POR) studies, both technical reports that outline new staff potentials, projected service population and structural requirements, were completed and approved in December 2017. The Joint Venture Agreement is anticipated to be approved in 2018, followed by issuance of the Notice to Proceed for planning and construction. The new health clinic is expected to open in 2019.

The new health care facility will be located in the Iye Kitu Village (District I) across the street from the Tigua Indian Cultural Center. It will provide the Pueblo with additional health care and pharmaceutical services and provide employment opportunities in the health care field.

BELOW: 2017 Tribal Council



**SECRETARY OF INTERIOR RYAN ZINKE  
CONSULTATION VISIT**

The All Pueblo Council of Governors (APCG), including YDSP Governor Carlos Hisa, met with Ryan Zinke, Secretary of the Interior, to discuss the protection of the Organ Mountains-Desert Peaks National

Monument and all sacred and cultural properties in the southwest region of the United States. During the meeting, the APCG also participated in a tribal consultation session to discuss the following: Government relations between federal and tribal entities; the reorganization of the executive branch

(Executive Order 13781); Protection of cultural patrimony, effective natural resources management; and increased support for tribal self-governance. Governor Hisa also emphasized the Pueblo's challenges with the State of Texas.

**APPOINTMENT OF NEW CACIQUE**

Cacique Jose Sierra, Sr. was appointed in August 2017. Cacique Sierra has served in various essential roles with the Ysleta del Sur Pueblo which include Tribal Governor, Alguacil, Tribal Judge and Mayordomo. He headed a delegation for the repatriation of items of cultural patrimony from the Netherlands. In addition, Cacique Sierra had a 30-year career with the El Paso Convention and Visitors Bureau. On September 18, 2017, Bishop Mark Seitz presided over the blessing of Cacique Jose Sierra, Sr.

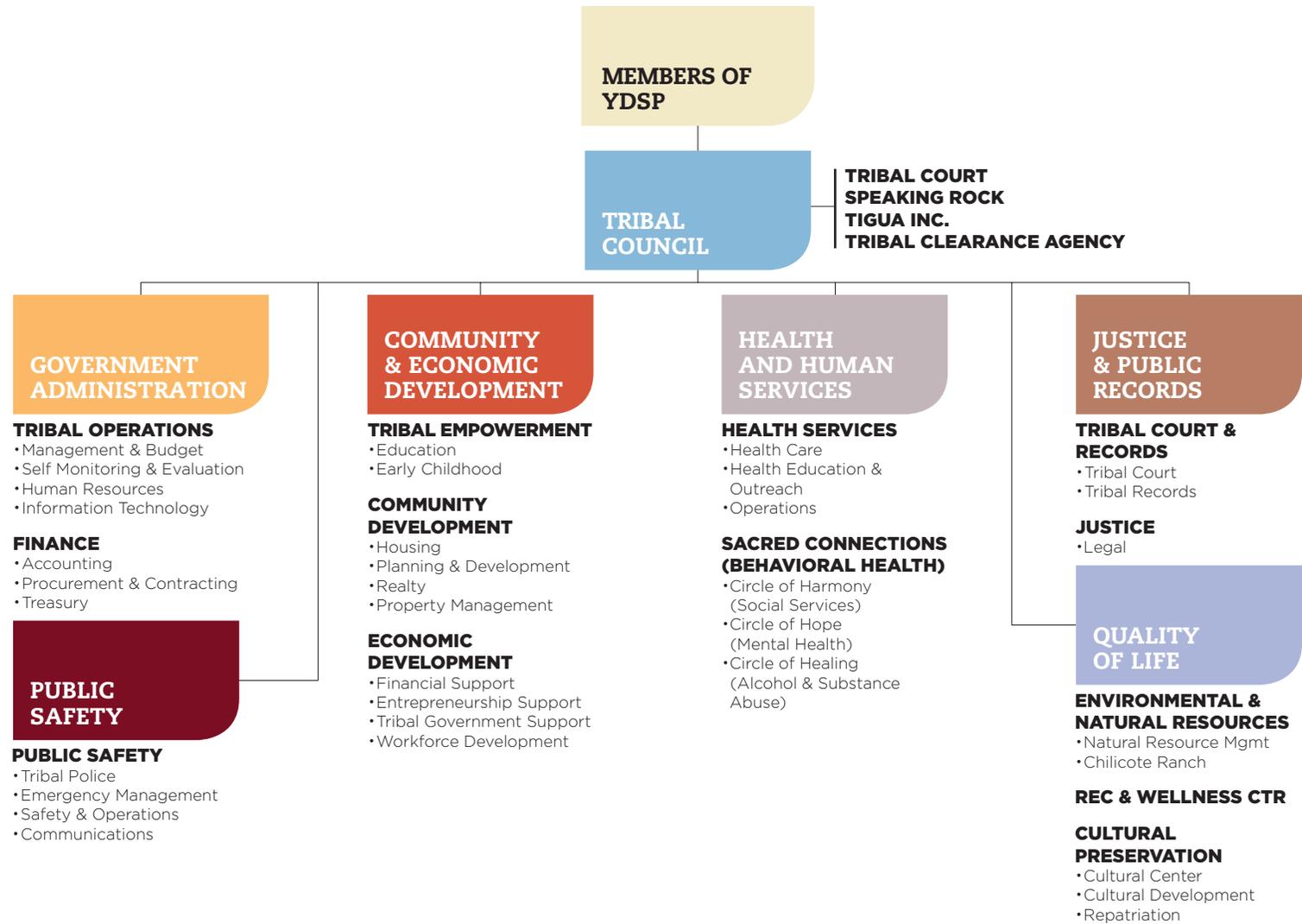
## 2017 Tribal Resolutions

Resolution Number	Description
TC-001-17	Pertaining to the December 2016 New Enrollees*
TC-003-17	Pertaining to Tribal Artifacts
TC-004-17	Pertaining to the Procurement and Contracting Policy Part 5 Revision No. 2
TC-005-17	Pertaining to MOU with Texas Department of Public Safety
TC-006-17	Pertaining to the Certificate of Limited Ownership**
TC-007-17	Pertaining to the US Department of Justice Coordinated Tribal Assistance Solicitation
TC-009-17	Pertaining to the Tribal Hazard Mitigation Plan
TC-010-17	Pertaining to 2018 Local Border Security Grant
TC-012-17	Pertaining to the Purchase 9344 and 9346 Socorro
TC-013-17	Pertaining to the Formation of the Tribal Clearance Agency (TCA)
TC-017-17	Pertaining to Litigation to Recover Grant Lands
TC-018-17	Pertaining to the Reorganization of the Workforce Development Division
TC-019-17	Pertaining to the Indian Child Welfare Act Extended Family Member
TC-020-17	Pertaining to Electronic Funds Transfer for the Community Fund Distribution
TC-021-17	Pertaining to the Resolution Adopting 2017 National Income Guidelines
TC-023-17	Pertaining to Rescission of TC-058-14 Pertaining to Approving a Residential Lease of Tribal Owned Land to Participate in Section 184 Loan Guarantee Program
TC-025-17	Pertaining to program name change (WIOA) Native Pathways
TC-028-17	Pertaining to MPO Project Advisory Committee
TC-030-17	Pertaining to Tigua Inc. Board of Directors
TC-031-17	Pertaining to Indian Health Services Re-Contract Package
TC-038-17	Pertaining to the Purchase of 121 Juno
TC-039-17	Pertaining to the Purchase of 193 N. Old Pueblo Road
TC-040-17	Pertaining to the Solar Panel Project
TC-043-17	Pertaining to the Clinic Reimbursement
TC-048-17	Pertaining to the Tax Ordinance

Notes:

1. As noted by a single asterisk (\*), Tribal Membership Enrollees are approved by Tribal Council throughout the year.
2. As noted by a double asterisk (\*\*), Tribal Council approves residential leases of tribally owned land for tribal members to participate in housing.

# 2017 YDSP ORGANIZATIONAL CHART



## 2017 BUDGET OVERVIEW

### OPERATING BUDGET

The Tribal Operations Department facilitates the annual budget formulation and tracks its performance throughout the year by: managing budget revisions; monitoring for compliance with funding agency cost principles; and reporting budget activity to Tribal Council. The Pueblo's operating budget incorporates all federal, state, private, and tribal funds available for the reportable year. The operating budget is used to execute the day-to-day operations of the tribal government and includes all core programs and services available to YDSP members. The 2017 Operating Budget at year-end totaled \$35.8 million, where direct services accounted for 30% of the budget followed by capital outlays (25%), and general government (17%). The budget increased by approximately 1% compared to 2016 due primarily to planned community development projects. An overhaul of the Tigua Government's Information Technology (IT) was also prioritized in 2017 including upgrading the network. The upgrades will elevate the IT platform to an enterprise system, which allows for other major system enhancements, such as disaster recovery, enterprise storage, Wi-Fi, and enhanced security. As the Pueblo government enhances its operations and refines services, investments in its built environment will accommodate aging facilities along with the completion of a new home construction project.

The budget is supported by various revenue sources in the forms of contracts and grants, including federal awards, state awards and tribal revenue (generated by the Pueblo's economic and enterprise activity). Grant revenue accounted for 44% of the operating budget while tribal revenue accounted for the remaining 56%. It is important to note that the higher budget increases were on programs and services supported exclusively from tribal revenue. Approximately \$8 million in grants were closed for various services, such as workforce development, education support, Tigua language education, child nutrition, and public safety. A majority of the grants—that close out in a year—will be awarded under new funding documents in subsequent year. Over half of all grant revenue is from the Department of Health & Human Services, Department of Housing and Urban Development, and Department of Interior.

The 2017 budget included a number of significant alterations from previous years. Among the most significant was the centralization of all facility management expenses. Prior to 2017, facility management expenses were budgeted throughout various funding sources prompting numerous payments, while requiring Directors to assume facility management duties and roles. Through the creation of a centralized Property Management budget, the Pueblo now allocates and manages facility upkeep in a central manner. The Department of Community Development is now managing all property management duties.

Other key budget elements included wage adjustments and new positions. A total of 23 new positions were requested of which 19 were approved. Community growth due to the revised enrollment ordinance continued to be visible in the budget, as well.

**BUDGET SURPLUS**

An important budget activity conducted each year is management of previous year contract/grant carryover. The carryover represents unspent funding as of the last day of the calendar year and is carried forward for budgeting into the next operational period. The total contract/grant carryover for 2016 was approximately \$4.7 million.

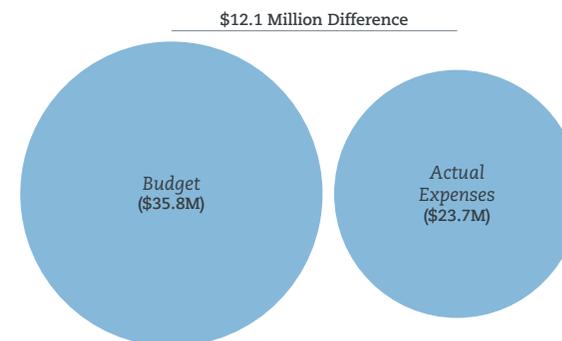
The 2016 carryover breakdown by prime funding source was as follows:

**2016 Carryover by Prime Funding Source**

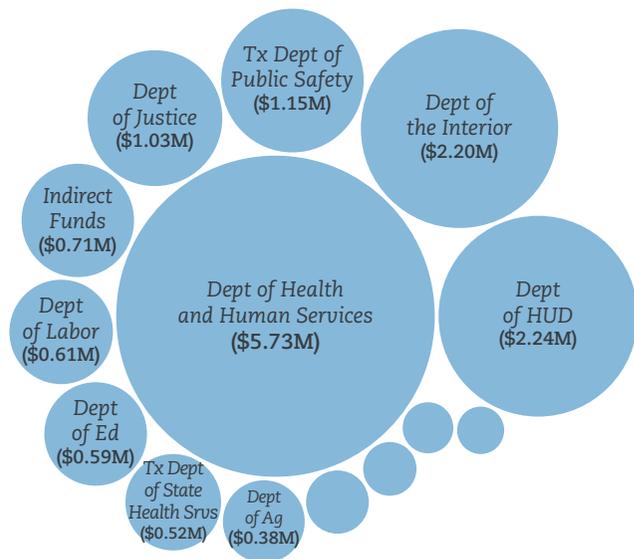
Source	Dollar Amount
Indian Health Service	\$1,757,422
FHWA (Transportation)	\$730,884
HUD (Housing)	\$657,742
BIA (Govt Programs)	\$466,334
Indirect (BIA/IHS)	\$147,384
Environmental (EPA/NRCS)	\$79,223
<b>Total Carryover</b>	<b>\$4,668,603</b>

It is also important to note that some of the carryover results from one-time funds that are distributed at the end of year thus making it difficult to obligate and expense in the same period. Other funding sources—such as FHWA—are earmarked funds that are intended to accumulate for capital projects and allow for carryover to meet these project needs.

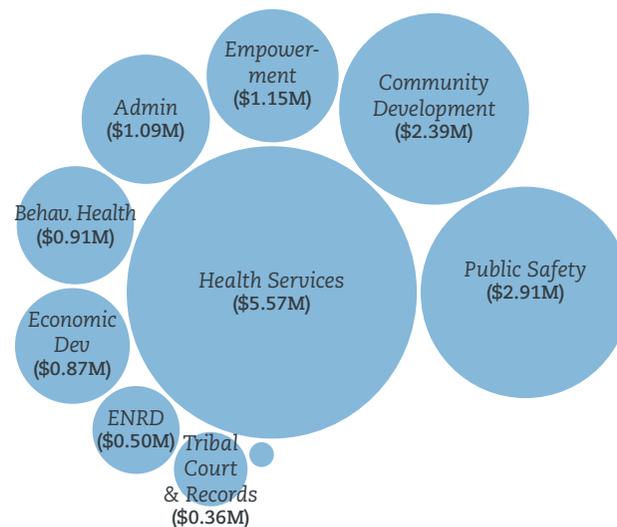
**2017 Budget vs Actual Expenses**



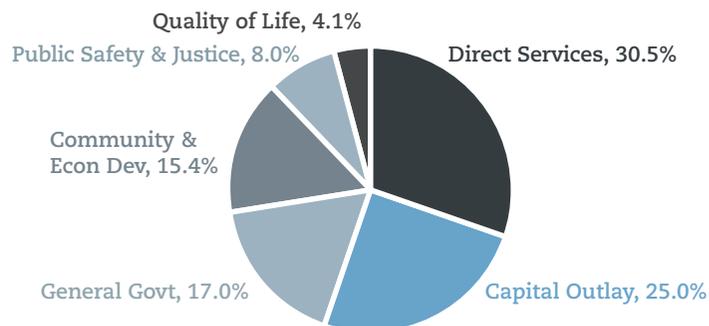
**2017 Grant Revenue by Funding Agency  
(Total=\$15.8 Million)**



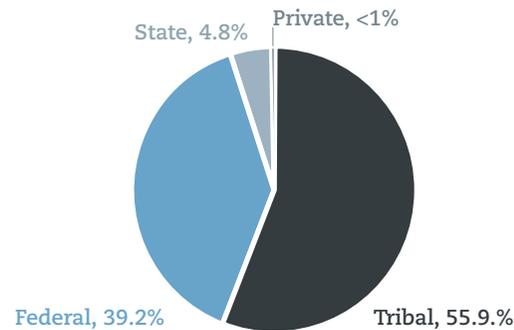
**2017 Grant Revenue by Government Function  
(Total=\$15.8 Million)**



**2017 Operating Budget by Category (\$35.8M)**



**2017 Operating Budget Sources of Revenue (\$35.8M)**





**LEFT PAGE: T'aikabede Jose Sierra Sr in front of the Ysleta Mission. In 2000, the Pueblo purchased this sacred site to preserve and protect it. The Pueblo and Mission face the east towards the rising sun.**

# GOVERNMENT ADMINISTRATION

## TRIBAL OPERATIONS

### DEPARTMENT OVERVIEW

The Department of Tribal Operations executes administrative functions for the Pueblo government aimed at safeguarding Pueblo assets through the deployment and enforcement of internal controls. The department is comprised of the following divisions: Management & Budget, Human Resources, Information Technology, and Self Monitoring and Evaluation. Tribal Operations spearheads Pueblo-wide activities, such as the development of the annual operating budget, year-end report, facilitation of strategic planning, execution and monitoring of management policies, and supports an inter-departmental network through information exchange outlets, such as director meeting facilitation and trainings.

### HIGHLIGHTS

Tribal Operations reorganized its service offerings in 2017 by subdividing its Grants Management & Self-Monitoring responsibilities into two distinct divisions—Management & Budget and Self Monitoring & Evaluation. The department also centralized media

systems management, while refining YDSP-wide performance measures. Other key initiatives led by Tribal Operations in 2017 included evaluating the administrative branch of the Pueblo government for enhanced customer service alignment and publication of the Pueblo's 2016 Socioeconomic Profile.

### MANAGEMENT & BUDGET

The new Management & Budget Division (MBD) is responsible for organizational management, planning, grants management, and budget management activities. This division sets the strategic direction for the Pueblo government's administration to manage the newly-formed organizational structure, assesses current services, and recommends realignments when appropriate. The division also maintains an organization-wide inventory of services, sets the annual budget, and coordinates related budget activities throughout the year. Lastly, it is responsible for comprehensive grants management activities to include database management and analysis.



**TRIBAL OPERATIONS**  
YSLETA DEL SUR PUEBLO

Two positions within the department were revised to execute duties exclusively for the new division— Management & Budget Coordinator and Management & Budget Specialist.

### **2016 SOCIOECONOMIC PROFILE**

The 2016 Socioeconomic Profile, published in 2017, was the first to assess the Pueblo's standing as a whole since the passage of the 2014 enrollment reform. The Pueblo is now more inclusive by welcoming members who were previously omitted from tribal rolls. Thus, it was expected that the influx of new members would not only impact resources but also shift socioeconomic standings. This report captures those shifts and highlights pressing community needs. In order to effectively address community-wide matters responsibly, this report allows tribal leaders to make informed decisions regarding the allocation of scarce resources.

This profile serves as a periodic snapshot of the Pueblo containing an array of indicators, such as education levels, employment, household size, and income. These data, and subsequent findings, are employed as a foundation for policy and/or resource management decisions. YDSP leads these efforts given that secondary data sources, such as the U.S. Census Bureau and other governmental agencies, often do not accurately reflect the Pueblo's characteristics and traits. The report findings were presented to the Pueblo community, tribal leaders and stakeholders throughout 2017 and the information will be used to update the Pueblo's strategic plan. The next profile will be conducted in 2020.

### **NATIONAL REPRESENTATION ON TRIBAL COMMITTEES**

#### ***Contract Support Costs***

The Tribal Operations Director is a member of the Bureau of Indian Affairs (BIA) and Indian Health Service (IHS) Contract Support Cost (CSC) Workgroups. CSC are costs associated with administering the compacts and contracts in which tribes assume responsibility for the operations of federal programs, services, functions, or activities. The Pueblo's affiliation has yielded direct gains given the full funding environment authorized by Congress in 2014. Several highly visible litigation victories against the IHS and Department of Interior (DOI) centered attention on the inequities identified within tribal contracting via the Indian Self Determination and Education Assistance Act (ISDEAA).

Calculation of CSC is a highly complex activity requiring negotiations with federal agencies. The opportunity to participate in a national native forum that is staging the future of how contract support costs are identified, negotiated and standardized has positioned YDSP as an adept negotiator of its CSC funding.

The focus of the workgroups in 2017 was to execute the new CSC policies, while continuing to address areas of disagreement and fine tuning negotiation tools utilized to calculate funding. An action suspending an IHS policy item at the end of 2017 warranted further attention on specific negotiation practices that the workgroup will address in 2018.

## **SELF-GOVERNANCE**

The Pueblo transitioned into Self-Governance contractor status with the DOI on January 1, 2013, under Title IV of the ISDEAA for its core governmental programs, services, functions and activities. Total BIA funding overall received in 2017 was \$1.93 million, a total of \$73,928 above 2016 funding. The increases were in direct contract support costs, law enforcement, and welfare assistance. However, base programs decreased by 1.4%.

Under Self-Governance, the Pueblo designs and operates its BIA programs with greater discretion to meet the needs of the YDSP community more effectively with minimal federal government oversight or intrusion. Service guidelines may be revised accordingly to meet tribal priorities.

The Lt. Governor and Director of Operations also serve on a national Self-Governance Advisory Committee (SGAC) as Southwest Regional representatives. The SGAC is involved in various national initiatives, such as promoting self-governance among other federal agencies, increasing tribal budget allocations, strategic planning for DOI, securing contract support, and safeguarding the federal trust responsibility. In 2017, the Pueblo submitted a formal response to the proposed update of the Licensed Indian Traders regulations, 25 C.F.R. Part 140. The Pueblo recommended prioritizing the fee-to-trust process for lands suitable for economic development and freeing tribal lands of all leasing regulation wherein the entire fee simple is held in trust by the United States or subjecting the tribe

to a restraint on alienation. Economic development in Indian Country requires a holistic approach whereby conflicting regulations and practices should be remedied for commerce to flourish and yield sustainable benefits. Other contributions include meetings with Congressional delegates to support the annual budget for Native Programs and advocacy for eligibility rights to federal program funding.

The Director of Operations has also been a training partner with DOI's Office of Self-Governance for the past four years providing a tribal perspective on self governance transition within the agency. The training is provided to new self-governance tribes and those exploring a transition.

## **INDIAN HEALTH SERVICE JOINT VENTURE**

Tribal Operations has been spearheading the planning phase of the Joint Venture project which enables tribes to construct new healthcare facilities with tribal funds while the IHS funds the staffing costs for the life of the program. Previous planning served as the basis for completion of the Program Justification Document (PJD) and Program of Requirements (POR) studies, which outline new staff potentials, projected service population, and structural requirements and outlines.

The required planning documents were submitted to IHS in December 2016 and approved in November 2017. The Joint Venture Agreement with the IHS was fully executed in 2017 giving the Pueblo approval to initiate the planning and construction phase. The new health clinic is expected to open in 2019-2020.

### **ORGANIZATIONAL MANAGEMENT**

Tribal Operations continues to enhance its service performance reporting, a project designed to collate departments' key performance measures. The goal is to publish an annual service profile to assess program effectiveness, performance, and accountability. Correspondingly, performance measures were developed for each department along with standardizing nomenclature for the various levels of the Pueblo government including outlining the strategic functions, setting formal department and division titles, and identifying related services and programs. This standardization has come to be known as the Ysleta del Sur Pueblo Service Map and has become the official Pueblo government organizational structure reference.

These efforts have spurred an inventory of services that will aid in planning, assessment, and evaluation activities. The Pueblo's 2017 organizational management profile outlined a total of 6 functions, 13 departments, 36 divisions, 118 services, and 32 programs. All department service maps were developed and revised during the year. Other support elements to this organizational management project include developing narrative descriptions of all core services and programs.

### **PLANNING**

Development of the 2016 Socio-Economic Profile, organizational management, and the Active Grants Database will aid in identifying gaps in services. These

efforts will ultimately provide a systematic approach to the Pueblo's grant writing mission.

### **GRANTS MANAGEMENT**

The grants management activities included the tracking of 65 grants/contracts<sup>1</sup>. The total amount of grant/contract funding that cycled through the Pueblo was \$24 million. According to the Tribal Operations management tools, there were a total of 414 reporting requirements tracked with an 87% timely submission rate<sup>2</sup>.

The Pueblo received funds from 20 funding sources representing federal, state and/or local agencies. Approximately 94% (\$15.8 million) of all active grants/contracts came from federal sources and 6% (\$865,000) from state and local sources. The Pueblo is supported with grant/contract funds from the following top three funding agencies: U.S. Department of Health and Human Services (DHHS), the U.S. Department of Housing and Urban Development (HUD), and U.S. Department of Interior (DOI).

The grants management activities include processing notifications from awarding agencies for funding adjustments or set-up of recurring or new grants. There were a total of 81 grant/contract award notifications processed, 33 award modifications, 3 carryover revisions, 15 close-outs, 1 grant extension, and 3 new grants processed. The Pueblo closed 26 grants with a value of \$8 million at the end of 2017.

<sup>1</sup> Source: AGL Spreadsheet

<sup>2</sup> In 2016 the timely submission rate was 85%, in 2015 the rate was 83% and in 2014 the rate was 82%.

## **BUDGET MANAGEMENT**

There were 161 internal budgets formulated with a value of \$38.6 million that included all direct, indirect, and matched funds. Of the 161 internal budgets managed in 2017, there were a total of 102 original budget set-ups, 240 budget revisions<sup>3</sup> processed, and 52 budgets that were closed or pending closeout.

## **SELF-MONITORING & EVALUATION (SME)**

The Self-Monitoring and Evaluation Division conducts evaluation activities on the Pueblo's programs and services. This division conducts assessments, reviews and evaluations that aid in planning and decision-making outcomes. These activities revealed stable and continuous improvements with development and system design enhancements in the performance evaluation realm. The division also welcomed two new staff members that filled the positions of Tribal Operations Apprentice and Data Analyst, respectively. In the beginning of the year, the division partnered with the University of Texas at El Paso to provide additional analysis on the quarterly statistical reports. The activities of this division are described in the self-monitoring and evaluation plan shared with leadership.

<sup>3</sup> Please note budgets were revised more than once.

## **SELF-MONITORING**

The Self-Monitoring (SM) duties include coordinating efforts with third-party reviewers and audits, creating an annual self-monitoring plan, and conducting self-monitoring meetings. In 2017, there were three external audits performed with no independent reviews and no corrective action plans required. The activities of the 2017 Self-Monitoring Plan were 100% completed during the plan year. At the end of 2017, approximately 100% of all departments were monitored covering the evaluation period of 2016— 81% of internal budgets were evaluated and 89% of all output requirements were tracked and reviewed. There was one SM session incorporating 16 meetings that totaled 49 meeting hours. Overall, departments scored lower in 2017 compared to 2016.

## **EVALUATION**

The evaluation activities in 2017 centered on data management and analysis where government performance measure definitions were initiated to improve data accuracy in the Quarterly Statistical Reports (QSR). Tribal Operations met with all listed departments to communicate the results of the data analysis.

## HUMAN RESOURCES

### DIVISION OVERVIEW

Human Resources (HR) facilitates recruitment, selection, training, retention, and advancement of employees. HR administers the YDSP workforce compensation and benefits program, performance management system, serves as a communication catalyst, and promotes Indian Preference.

### PROJECT SUMMARY

#### *Workforce Profile*

The workforce in 2017 consisted of 238 employees—207 full-time and 31 part-time positions. The average age of the workforce was 40 with an average annual salary of \$35,797 and six years of service. Females represented 59% of the workforce with an average annual salary of \$34,300 and occupy 42% of management positions. Males, in contrast, represented 41% of the workforce with an average annual salary of \$37,900 and occupy 58% of management positions. Tribal members comprised 64% of the total workforce where the average age was 37 with an average annual salary of \$30,300. Fifty-one percent (51%) of the supervisory level positions are filled by tribal members. In addition, there were 29 non-conventional employees that included contractors, interns, AmeriCorps service members, and WIA participants.

### BENEFITS

The health plan census in 2017 was 176 employees, 55 spouses, and 165 dependents for a total of 396 members. Thirty employees participated in the flexible spending plan, while 74 enrolled in a supplemental insurance coverage plan. Eighty-two percent (82%) of the employees eligible to participate in the 401K plan were active contributors. HR also coordinated 14 work related injuries.

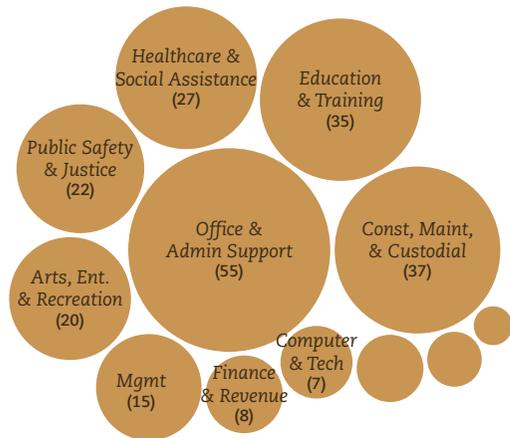
The HR team coordinated with The Mahoney Group to initiate the transition into a new Third Party Administrator (TPA), effective on January 1, 2018. The new TPA will allow greater cost savings on hospital claims which historically represent the largest cost to healthcare plans.

### PROJECTS

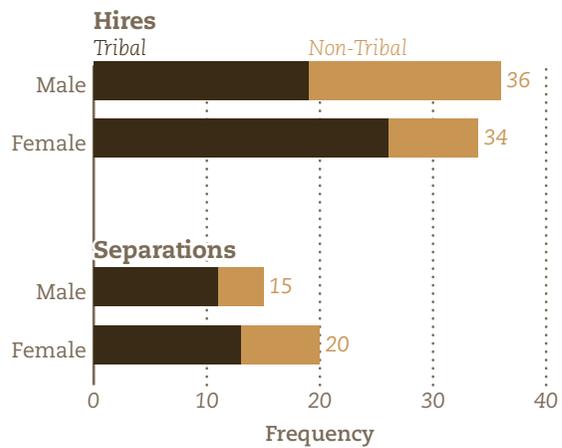
The 2018 budget development streamlined wage compensation adjustments while addressing compensation management lapses. In addition, HR staff received training on the new Electronic Web Services (EWS) module, an electronic timekeeping system.

HR also conducted new manager orientations for employees. For example, employees participated in the Community Development leadership initiative that focused on leadership development and administrative responsibilities.

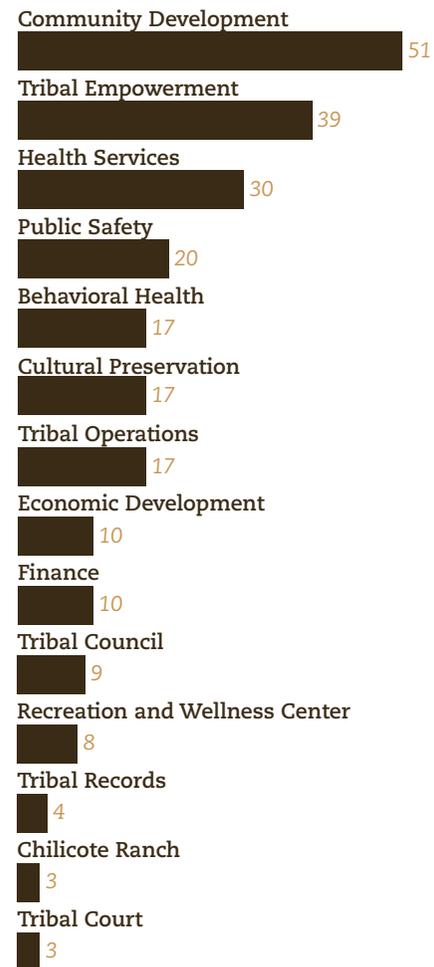
### Positions by Category



### Hires and Separations by Gender and Tribal Status



### Total Workforce by Department/Division



## INFORMATION TECHNOLOGY

### DIVISION OVERVIEW

Information Technology (IT) manages and maintains the Pueblo's computer and data information mechanisms. IT supports all aspects of software, hardware and network design, implementation, and analysis while implementing crucial security measures.

### NETWORK & SERVER SYSTEMS MANAGEMENT

#### *Wireless Network Enhancement*

IT completed the enhancement to the Pueblo's unified wireless system (YDSPx), which allows internal users to move from one building to another without network interruptions. This enhancement created guest Wi-Fi, which is designed to enhance network security. Visitors can connect to the guest Wi-Fi using a fixed access key that is changed on a monthly basis.

#### *Network Extensions*

The YDSP network was expanded to address the constant change and growth experienced by the tribal government. Three extensions were added, including: 1) District I from the Tribal Judicial building to 9251 Socorro Rd; 2) Tribal Judicial building to the Lube Shop 9300 Alameda; and 3) Tigua Business Center to the new Tribal Clearance Agency. These network extensions afford services, such as internet, telephone, enhanced bandwidth, and network services.

#### *Redundant Microwave Link and Fiber Optics*

A second microwave link from District I to District II was installed and configured. This link is designed to be a back-up to the current link between the districts. IT has planned the installation of a fiber optic cable between District I and District II slated for 2018.

### SPECIAL SYSTEMS MANAGEMENT

#### *GIS*

Ongoing projects include updates for Community Development to include on-reservation housing districts (move-in/move out, and newly constructed homes) and inventory management of new real estate property purchases. Ongoing updates are being developed into web mapping applications for use by various inter-governmental offices throughout the Pueblo. With the application, Human Resources can track real and personal properties for the Pueblo's annual insurance policy renewals.

#### *Software/Phone Upgrades*

The video surveillance software and the Community Development phone switches were updated in 2017. The phone upgrade allows for Bluetooth headset capabilities.

## IT Service Calls by Department



### **MEDIA SYSTEMS MANAGEMENT**

All media management including the website, social media, and radio station were centralized under IT management. A new Media Coordinator was hired to oversee the consolidation. The Coordinator has been spearheading the Pueblo's website redesign and updating information accordingly. The Coordinator will also manage the KUEH FM 101.5 radio station, and provide training on various media applications.

### **DIVISION STATISTICS**

There were a total of 1,024 service tickets submitted through the HelpDesk in 2017.

## FINANCE

### **DEPARTMENT OVERVIEW**

The Department of Finance maintains and improves the fiscal welfare of the Pueblo. Utilizing sound business practices and methods, the department sustains full accountability of all tribal resources, ensures maximum operation of revenues, and provides timely and accurate financial information and support. The department's responsibilities range from management, monitoring, and disbursement of the Pueblo's resources. The department also oversees the procurement of goods and services by employing purchasing procedures, as well as reporting all financial transactions.

### **ACCOUNTING DIVISION**

#### ***Grants/Cost Accounting***

The Grants/Cost Accounting Division is responsible for: monitoring, reviewing, and billing all Tribe's grant funded activities; assisting with financial planning; and recording and monitoring the Tribal budget. The division is also responsible for the financial component of the self-monitoring activities. Furthermore, the Grants/Cost Accounting Manager and Director serve on the Self-Monitoring Committee.

#### ***General Accounting/Financial Accounting/Reporting***

The General Accounting/Financial Accounting/Reporting Division is responsible for the following: the disbursement of payments to vendors; managing the amounts due to the Pueblo; processing and

reconciling all payroll transactions; reporting, managing and monitoring of the Tribe's accounting and internal control systems; and providing financial information to YDSP administration, regulatory agencies, and creditors. The division is also responsible for tax reporting, and issuance of the Pueblo's Annual Financial Report.

#### **TREASURY DIVISION**

The Treasury Division is responsible for managing the Tribe's investments, tax code and financial reporting in accordance with Federal and State laws, the Pueblo's Investment Policy, and guidance from the Tribal Investment Committee. The Director of Finance serves as Chairman of the Committee.

#### **PROCUREMENT AND CONTRACTING DIVISION**

In accordance with federal and state laws, the Procurement and Contracting Division manages the procurement of supplies, materials, and equipment for the Pueblo. The division also ensures that contracts meet federal and state laws and standards, as well as coordinates all bid processing logistics and contract renewals. The Procurement and Contracting Division also handles warehouse operations, which includes the managing, receiving, delivery, and tracking the Pueblo's assets.

#### ***Financial Highlights***

The department's effective management has continued to increase net government assets, government services and tribal reserves. The Pueblo government's net assets increased by 9% over 2016, which are attributed to transfers from the business-type activities, grant revenues, and revenue generated from the tax division. The additional resources allowed the Pueblo to expand services to its members in 2017 while increasing cash and other current assets by 19%. The 2017 revenues and transfers increased significantly by 55% compared to 2016.

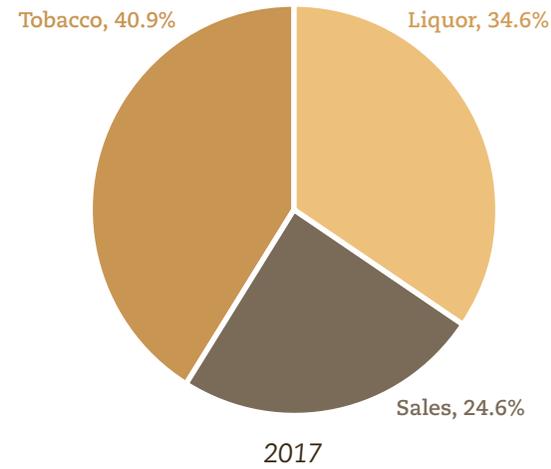
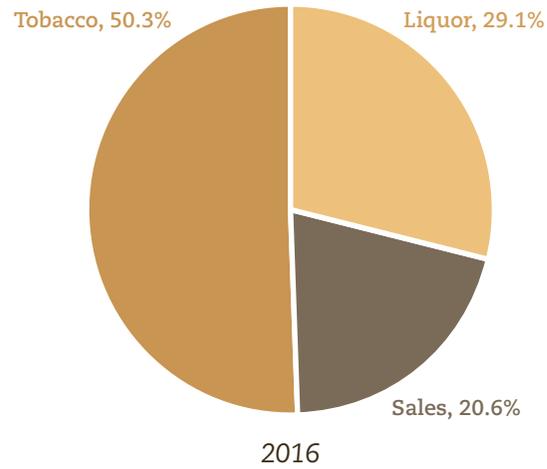
#### ***Investment Summary***

The Pueblo government investment balance at the end of 2017 increased by 12% from 2016. This was attributed to capital gains and contributions. The committee adopted a more aggressive investment strategy to capitalize on favorable markets, while maintaining allocations in traditional investments.

#### **TAX DIVISION**

Tax revenue increased by 8% compared to 2016. The majority of the tax revenues are generated by tobacco sales (40%), followed by liquor (34.6%), and sales (24.6%).

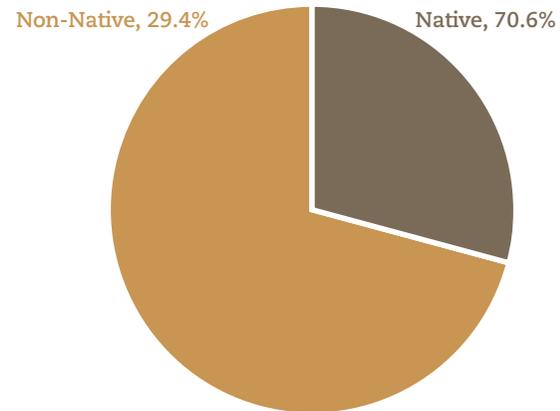
### Tax Revenue Collected by Year



### PROCUREMENT & CONTRACTING DIVISION

The Procurement Division strives to promote and support Tigua economic prosperity by extending contract opportunities to tribally-owned businesses and entrepreneurs. The division also aims to promote tribal preference that best matches services, programs, and business solutions with the Pueblo's needs. These efforts resulted in Native vendors being awarded contracts that increased from 15.9% in 2015 to 29.4% in 2017. Business activities ranged from consulting services, construction, medical services and supplies, and other government-related procurements.

### 2017 Procurement Activity by Vendor Type





**LEFT PAGE: On the evening of May 13, 1907, the Ysleta Mission burned-down from an accidental fire. Fray Juan N. Córdova, S.J., and his congregation salvaged some of the sacred relics, from the fire, including Christ in the Coffin, and the Mission's doors. The Tigua rebuilt their Mission on the same site.**

# HEALTH & HUMAN SERVICES

## HEALTH SERVICES

### DEPARTMENT OVERVIEW

The Department of Health Services (DHS) provides quality healthcare services that empower and address the Tigua community and Native American health priorities while promoting traditional values and culture. DHS is comprised of 30 employees within the following divisions: Health Care; Health Education & Outreach; and Operations. Through wraparound services, DHS improves the Tigua community's health status by providing comprehensive programs.

### HEALTH CARE DIVISION

The Health Care division incorporates family practice, dental, and optometry services. Services were provided to 1,642 patients, an increase from 2016 due to consistent provider staff throughout the year.

The Joint Venture Agreement between Ysleta del Sur Pueblo and Indian Health Service (IHS) was signed at the end of 2017, which kicks off the project. This project is anticipated to be completed by 2019-2020. The Joint Venture program affords tribes to construct new healthcare facilities with tribal funds while IHS funds the staffing costs for the life

of the program. This new clinic will improve current health care services, while creating new employment opportunities for the Pueblo.

### *Family Practice Clinic*

The family practice clinic is headed by a family physician and supported by medical assistants and a phlebotomist. Family practice expanded their services to include family planning for the Pueblo's uninsured population. In addition, the clinic provided medical supplies for the Pueblo's public safety providers. In 2017, the family practice clinic served 582 patients and had 2,151 visits—a modest increase from last year.

### **Family Practice Top 5 Reasons for Visit**

1. Type 2 Diabetes
2. High Blood Pressure
3. Vitamin D Deficiencies
4. Acute Upper Respiratory Infection
5. Low Thyroid



The family physician extended her employment agreement with the Pueblo for an additional five years, which enables the department to focus on long-term outcomes.

#### ***Dental Clinic***

The dental clinic staff includes a dentist, hygienist, and two dental assistants. In 2017, the clinic upgraded the dental chairs and X-Ray machine, as well as, installed intraoral cameras and monitors. The dentist expanded services to include limited oral implants, sports mouth guards, and outreach. These outreach efforts included a denture cleaning clinic for the Pueblo's elders, and pediatric screenings and education at the Early Learning Center. The clinic provided preventive, diagnostic, hygienic, and restorative dental services to 562 patients resulting in 2,466 visits. The clinic experienced an increase of



122 visits from 2016 due to full-time availability of the providers. The dentist also committed to an additional three-year employment agreement.

#### **Dental Top 5 Reasons for Visit**

1. Tooth Sealants
2. Oral Cleaning
3. Follow Up Exams
4. Emergency Exams
5. Tooth Restoration

#### ***Optometry Clinic***

The Optometry clinic is managed by an Optometrist and assisted by a technician. Providing services twice a week, the clinic performed services for 498 patients over 560 visits. Additionally, the clinic retails,

**LEFT TO RIGHT: Tribal members receiving clinic services. Youth participating in one of the clinic's outreach programs.**



repairs, and adjusts eyeglasses for patients. As part of its outreach efforts, the clinic staff visited the Early Learning Center and conducted 50 routine pediatric eye exams.

#### **Optometry Top 5 Reasons for Visit**

1. Vision Disorder
2. Near Sightedness
3. Dry Eye Syndrome
4. Aging of the Eye
5. Cataract

In 2017, the clinic-expanded services through the acquisition of an optical coherence tomography system and visual field machines. The new equipment mitigated excessive appointments where patients no

longer needed to see different providers. It also helped to improve patient compliance that led to healthier eyes and better preventative care. For example, glaucoma can now be detected earlier and greatly improves prognosis. In other words, the clinic provides a higher level of care, while reducing costly treatments for tribal members.

#### **HEALTH EDUCATION & OUTREACH DIVISION**

This division continues to participate in several program initiatives.

#### ***Good Health and Wellness in Indian Country—Na Tui Na Pe (Village Garden)***

The *Spirit of the Corn* planting ceremony kicked off the growing season in March 2017. The program was relocated from a hoop house to a dedicated one-acre parcel. The relocation yielded a 940% increase over 2016.

BELOW: A tribal member getting a routine check-up with the clinic's physician.



### ***Diabetes Program***

In 2017, the Diabetes Program provided service collaboration with the family practice clinic to assist 50 uncontrolled diabetic patients and started preventive services targeting 63 individuals with pre-diabetes. The program also supplied 114 individuals with diabetic medical supplies, while providing similar supplies to the Community Health Representative (CHR), Family Practice, and Optometry patients. Staff also implemented the Native Lifestyle Balance curriculum, an adapted version of the CDC's Diabetes Prevention Program for Native American communities.

### ***Tigua Cares***

Tribal youth and their parents participated in a program aimed at improving youth health knowledge and skills. Participants were introduced to the Tigua Youth Risk and Resiliency Survey, We R Native online health resource, and Tigua CARES HIV/STD prevention curriculum in 2017.

### ***Community Health Representative (CHR)***

The CHR Program improves community members' knowledge, behaviors and attitudes by assisting them with healthcare needs. The CHRs provided transportation to medical appointments (1,601 transports), and provided health education (181 home visits), a decrease from 2016 due to staff turnover. The program staff also coordinated the annual rabies clinic (64 vaccinations).

CHR program staff expanded their support role by taking the vitals for Department of Behavioral Health clients and created a Men's Wellness Circle to discuss male health issues and concerns.

### **OPERATIONS DIVISION**

The division continues to promote insurance coverage through the Affordable Care Act (Marketplace), invoice for services, and manage access to care. Services include patient registration and scheduling, annual registration updates, payment of medical claims, billing, contracting with providers, and credentialing. The Purchased and Referred Care (PRC) program processed 2,770 claims.

DHS participated in the 340B Discount Drug Program sponsored by the Health Resources and Services Administration. The department realized significant savings by negotiating a new pharmaceutical contract. The savings allowed the department to purchase the dental and optometry equipment, vehicles to transport patients, and provide other additional services.

## SACRED CONNECTIONS (BEHAVIORAL HEALTH)

### DEPARTMENT OVERVIEW

The Department of Behavioral Health (DBH) continues to provide trauma-informed integrated services and programs to address the biopsychosocial needs and enhance the emotional and physical well-being of Pueblo members and their families. Through coordinated efforts, the department collaborates with the YDSP community to provide high-quality evidence-based behavioral health services. In an effort to mitigate stigma, DBH renamed their department and divisions to Sacred Connections (formerly Department of Behavioral Health), Circle of Harmony (formerly Social Services Division), Circle of Hope (formerly Mental Health), and Circle of Healing (formerly Alcohol and Substance Abuse Program).

### CIRCLE OF HARMONY (SOCIAL SERVICES DIVISION)

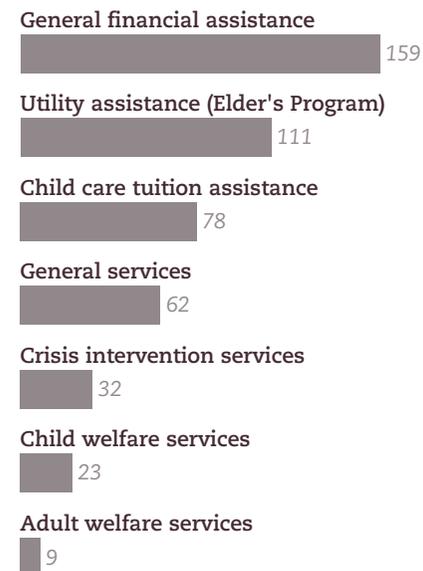
The division provides an array of programs and services addressing child welfare, prevention & safety, medical services, elders' services, and general assistance. Social Services and Mental Health provided services to 474 Tigua members, as illustrated in the figure below.

#### Highlights

The division also hosted community events that promoted safe and supportive social environments. For example, a family movie night was held at the health clinic where staff introduced participants to the tribal foster care recruitment process and discussed

the benefits of stable families. Other community events included the Women's Diabetes Conference, the Christmas Angel Tree, Blanket of Hope Family Night, Pea in a Pod Prenatal classes, We R Native Youth, and wellness fairs (Veteran's Fair, Family Fun Fair, and Red Ribbon). Further, staff participated in professional development workshops such as the Teen Suicide Awareness and Prevention, Domestic Violence Awareness, Trauma Informed Care in a multi-cultural community, Cultural Competence on the Indian Child Welfare Act, and disaster psychology for community emergencies.

### Number of Members Receiving Services by Type



### **CIRCLE OF HOPE (MENTAL HEALTH DIVISION)**

The division concentrates on behavioral health issues, such as substance use disorders, mental health disorders, suicide, violence, and behavior-related chronic diseases. The division addresses these issues and promotes integrated behavioral health strategies with primary care treatment, promoting the overall wellness of YDSP members. Comprehensive outpatient services are comprised of mental health, therapy and community education.

Mental Health services provide individual services that include psychological or psychiatric evaluations, counseling and treatment for children and families. Services are rendered through multi-disciplinary approaches to diagnose, treat, provide follow-up care, introduce community interventions, and conduct referrals.

Therapy services are provided by licensed healthcare professionals that specialize in providing care to Native American populations. Providers develop individual treatment plans for patients that are monitored until completed.

Community education services provide information to address a variety of mental health issues, such as depression, self-esteem and suicide. Age-appropriate resources include books, games, and presentations.

The division provided the following services:

- 85 cases for therapy (675 visits)
- 68 cases for psychiatry (200 visits)

### **Highlights**

Aside from standard care, the division also hosts a number of community programs and professional development. The Fatherhood Program, for example, is designed for improving parenting skills and knowledge while fostering fundamental fathering principles. Staff completed Mental Health First Aid Training designed to identify and respond to mental health conditions and substance abuse disorders. Staff and patients also attended a presentation on Alcohol and Fetal Syndrome. Finally, free mental health screenings were conducted as part of the division's community outreach efforts.

### **CIRCLE OF HEALING (ALCOHOL AND SUBSTANCE ABUSE DIVISION)**

The division promotes healthy lifestyles, families, and communities by delivering services that reduce the incidence and prevalence of alcohol and substance abuse among the Pueblo. This division provides a comprehensive array of education, intervention, treatment, and support services. Outreach & Education Services include organizing community events and educational resources to promote the negative impacts of alcohol and drugs.

Crisis intervention employs medical, psychological, and sociological procedures to assist individuals struggling with drugs and/or alcohol and related distresses. Short-term services focus on teaching individuals' skills to cope with immediate trauma, while Treatment Services aim to mitigate issues related to alcohol and substance abuse. Finally, Support

Services offer outpatient care to those recovering from substance abuse disorders. ASAP also continues to provide residential treatment care, halfway house placement, and other medical treatments.

***Treatment Services***

The program served 46 adult and youth clients and 45 co-occurring psychiatric and substance abuse clients. The division provided 805 (417 individual and 388 group) therapy sessions last year. Client abstinence rates (i.e., a post-three-month follow-up to test for alcohol and drugs) remained constant at 80% and 90% found employment.

***Highlights***

In alignment with national attention to opioid concerns, the department expanded services in 2017 to include peer recovery support services. Specifically, education, support and counseling services are available to clients and their families. These efforts are supported by the Texas Department of State Health Services.



LEFT PAGE: The front altar inside the Ysleta Mission. Three years after the 1740 flood, the Tigua rebuilt the new Pueblo and Mission on higher ground at the present-day Mission site.

# COMMUNITY & ECONOMIC DEVELOPMENT

## TRIBAL EMPOWERMENT

### DEPARTMENT OVERVIEW

The Department of Tribal Empowerment (DTE) is the Pueblo's axis for educational enrichment. The department serves a wide range of Tigua members through a host of programs that aim to improve both cultural and educational outcomes. DTE implements youth programs such as Pre-K, tutoring, and library services. The department also serves adult participants with post-secondary scholarship assistance, library services, and tutoring. Furthermore, DTE continued encouraging staff to pursue higher educational pathways. This was evidenced by nearly a quarter of staff returning to school, where 33% and 5% received or enrolled in a Bachelor's or Master's program, respectively.



### EARLY CHILDHOOD DIVISION

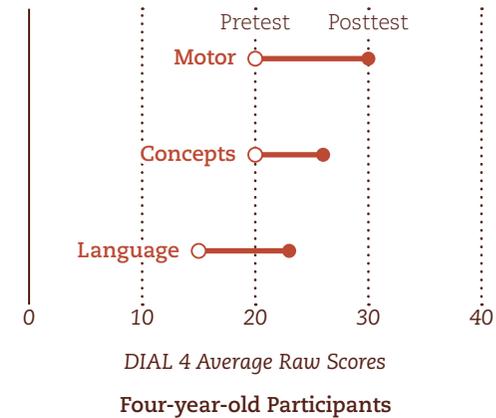
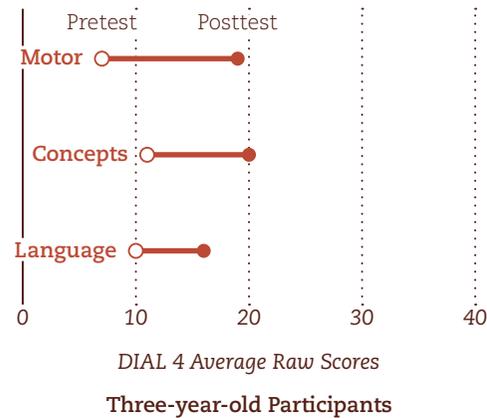
#### *Early Learning Services*

The department's Early Learning Services consist of two programs: Tuy Pathu Early Learning Program and Tuy Pathu Pre-Kindergarten Program. These programs attempt to cultivate lifelong learners at the beginning of one's educational trajectory by promoting wellness

and family. Family engagement, for example, is a key component to successful academic performance. To encourage these outcomes, parents are required to enroll in a 14-week curriculum, *Incredible Years Parent Training*, designed to strengthen parent-child interactions and bonds. A program outcome is to improve the home environment, which in turn, supports learning, retention, and school readiness. A total of 32 parenting classes were offered in 2017 where 16 parent participants completed the program.

Early Learning Services are designed to improve Pueblo children's school readiness with focus on developing social, emotional, cultural, and academic skills while also identifying barriers and building developmental skills. The Tuy Pathu Early Learning Program relies on the Developmental Indicators for the Assessment of Learning (DIAL 4) to measure motor, concepts, language, self-help, and social emotional development constructs. The findings on the following page demonstrate that the program improves student development and suggests students are school ready.

**Early Childhood Program Assessment Mean Scores**



**EDUCATION DIVISION**

The Education Division provides the Tigua community with educational resources to support and guide academic pathways that lead to enhanced individual skill development and capacity building while contributing to the Pueblo’s economic and social development. Services and programs include: Transportation, Library, Education, Scholarship and Financial Aid, and At-Risk. A primary strategy is to partner with the local school districts. These partnerships are crucial in mitigating challenges and barriers related to academic success. To this end, the division served a monthly average of 70 program participants.

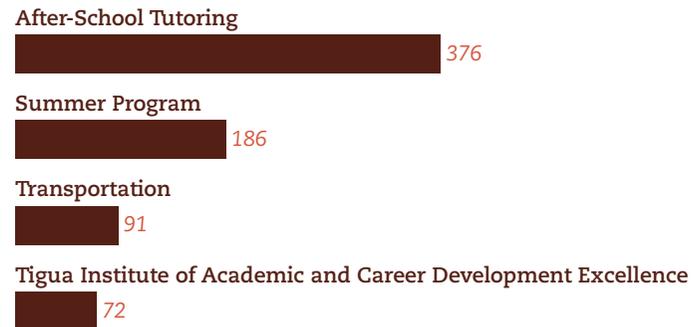
To support educational achievement, the Tigua Institute of Academic and Career Development Excellence continued to build youth’s academic skills and attitudes, while encouraging participants to complete high school and/or pursue higher educational/vocational pathways. Since its inception, program participation increased to 72 participants where they are enrolled in one of the following: Tigua Leadership Curriculum, Counseling, and Orion Adult Diploma Program.

The after-school tutoring, library, and summer programs remained core DTE components. These programs—serving Tigua youth ages 5 to 18—improve academic skills, social emotional wellbeing, and physical wellness. In 2017, the after-school tutoring

BELOW: Dances performed for Tigua Day at Campestre Elementary School.



### Participation by Education Service/Program Type



program served 376 tribal youth, while the summer program served 186. Participation in these programs has been greater than expected, thus prompting a reorganization to focus solely on educational development. The department relinquished workforce development responsibilities to the Department of Economic Development, as these responsibilities are closely aligned with this department's strategic functions.

### SCHOLARSHIP AND FINANCIAL SERVICES

Over 55 members graduated from high school, vocational and higher educational institutions in 2017. Degrees were awarded in tourism, education, and psychology to name a few. The division, however, encourages members to pursue degrees in technology, business, social work, medical, and public safety which are high demand areas for the YDSP government.

### Number of Graduates by Educational Level

*In 2017, a total of 56 YDSP members graduated from an educational institution.*



### LIBRARY

Library services provide the community access to resource materials such as books, computers, internet, etc. The library also contains a topical dictionary and reference materials to assist community members in learning the Tiwa language. In 2017, an average of 54 items per month were checked out from the library.

The YDSP Library participated in the Texas Library Association's Powered Libraries campaign. The campaign is intended to broaden public awareness of library services and resources in the selected communities. The Tribal Empowerment Library was one of seven selected and featured the Ta'iki Tiwa Reference Section.

BELOW: T'aikabede Sierra with business owner Albert Alvidrez.

### AT RISK SERVICES

In 2017, DTE gained the Youth Prevention Program, as a result of a reorganization. The Education Division now administers both Positive Action and the Tigua Institute of Academic and Career Development Excellence programs, each supported by grant funding.

Positive Action, a program to promote interests in learning while mitigating risk behaviors, served 84 participants (ages 6-17) in Tigua hosted out-of-school time settings. Participants enrolled in the Tigua Institute of Academic and Career Development Excellence completed a leadership program based on nation building theory addressing Tigua history, language, and tribal government services/programs. Furthermore, the program includes individually-based wraparound services. Participation in the program sharply expanded in 2017—growing from 16 participants at the start of the year and ending with 72. After receiving feedback, programmatic adjustments were made to curriculum offerings. New cohorts now complete 10 cultural sessions, six field trips (including a four-day college campus tour), and monthly meetings with a guidance counselor.



## ECONOMIC DEVELOPMENT

### DEPARTMENT OVERVIEW

The Department of Economic Development builds the Pueblo's economy and workforce capacity while protecting and preserving its vibrant culture. Through its divisions, Financial, Entrepreneurship, Tribal Government and Workforce Development, the department grows members' knowledge and skills to foster self-sufficiency, financial stability, and economic independence. These services and programs include low income community lending, business and entrepreneurship, tax registration and preparation,

research and development, financial literacy, and nation building. Workforce development responsibilities and duties were transferred to the department from the Department of Empowerment in 2017. These responsibilities and duties were assumed to better align with the departments' respective missions.

**FINANCIAL SUPPORT DIVISION**

***Tigua Community Development Corporation***

The Tigua Community Development Corporation (TCDC), a Community Development Financial Institution (CDFI), continues to serve the Pueblo's members, a community with limited access to capital. These financial services attempt to improve those with poor credit while offering alternatives to predatory lending providers. For example, loan recipients are offered financial literacy sessions that focus on topics, such as saving and reducing debt. The CDFI was initially supported by YDSP which led to the department securing a \$150,000 grant. In 2017, the CDFI disbursed over \$154,000 through 52 loans to tribal members and/or businesses. Of these, 50 represented community-building loans (\$124,000) and two small business loans (\$30,000).

Tribal Council created the CDFI to formalize loans to tribal members. As a result of this, a total of 87 loans were assigned to the CDFI. It also gives tribal members the opportunity for the CDFI to report payment history, receive monthly statements and restructure loans. Furthermore, the CDFI is an equal and objective mechanism for all tribal members to obtain loans and other financial products.

**TCDC Performance Measures**

<i>Descriptions</i>	<i>Units</i>
Loan Applicants	70
Approved Loans	52
Total amount of loans disbursed	\$154,103
Total community building loans	50
Total small business loans	2
Number of loans denied	11
Total number of loan write offs	2

**ENTREPRENEURSHIP SUPPORT DIVISION**

***Business and Entrepreneurship Services***

The Pueblo understands the importance of promoting and supporting tribal businesses and entrepreneurship. In 2017, thirty-one sessions were offered to tribal members interested in small business and entrepreneurship opportunities. Business owners, for example, completed training and received technical assistance regarding business plans, marketing, and social media. Such offerings build business, which supports the Pueblo's goal of self-governance and sustained economic development.

**TRIBAL GOVERNMENT SUPPORT DIVISION**

***Tribal Business Tax Registration Services***

Tribal Business Tax Registration services assist new business owners to register and issue business certificates. In 2017, over 30 tribal businesses were

## Business and Entrepreneurship Workshops and Participants

Number of Entrepreneurship Workshops (10)



Number of Business Development Workshops (15)



### Number of Entrepreneurship Workshop Participants

Community Members



Youth



Business Loan Recipients



Employees



### Number of Business Development Workshop Participants

Business Workshop Participants



registered where the top three were: General Contractors; Automotive; and Native Arts and Entertainment. DED hosted a workshop on how to become a Historically Underutilized Business, a program for minority owned businesses to secure state and contracting opportunities.

### RESEARCH AND DEVELOPMENT

The department conducted a preliminary feasibility study to determine if YDSP had the viability of owning and operating a renewable energy utility, specifically

a solar farm. To support this promising venture, the Pueblo has applied for grant funding to build a 12-acre farm in P'a Kitu Village. The project, if awarded, will establish the El Paso Electric Company as a program partner and develop a solar farm to produce 1.5 megawatts of energy, powering over 400 Pueblo homes and facilities.

BELOW: Maribel Silvas displays her homemade Indian bread at Café Y Pan Dulce event.



**VOLUNTEER AND INCOME TAX ASSISTANCE SERVICES**

Volunteer Income Tax Assistance (VITA) services provides free income tax preparation services to tribal and community members. In 2017, VITA prepared 824 tax returns, representing over \$772,000 in refunds and more than \$1.7 million in earned income tax

credit (EITC). The VITA program is in its 14<sup>th</sup> year and mitigates fees from predatory lenders and for-profit tax preparation providers.

The program empowers its participants to better understand the tax process while also utilizing the EITC as an asset building catalyst.

**VITA Performance Measures**

Description	Units
Number of Tax Returns prepared	824
Total value of refunds	\$771,595
Total value of Earned Income Tax Credit	\$1,711,185

**FINANCIAL LITERACY SERVICES**

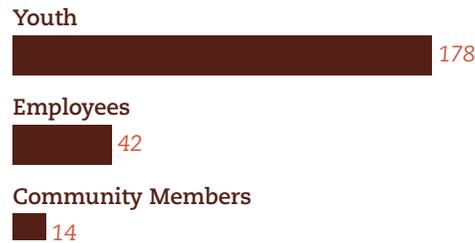
Financial literacy can establish financial growth, which may improve both individual and tribal self-governance. The department offered 20 sessions to 86 participants including 33 CDFI loan recipients. Sessions addressed topics such as saving and debt.

**NATION BUILDING SERVICES**

Nation Building is a strategy to improve tribal capacity for self-determination and community and economic sustainability. DED continues to offer Nation Building programming to 178 youth and 42 employees. The Nation Building youth program is a 10-session curriculum and supported by the Performance Partnership Pilot (P3) program. Nation Building

### Nation Building Workshop Participants

Of the 10 workshops offered, a total of 244 participants were in attendance.



sessions introduce participants to Tigua history, culture, traditions, and government operations.

### WORKFORCE DEVELOPMENT DIVISION

#### ***Native Pathways—Native American Employment and Training Program***

Since 1979, YDSP has administered the Native American Employment and Training program to serve low income, unemployed, and/or underemployed Native American adults residing in West Texas. In 2017, the department acquired program responsibilities. The program's goal is to strengthen workforce development and improve earnings while lowering the Pueblo's unemployment rate. The program processed a total of 48 applications of which 12 participants completed work experience internships with program business partners. Of these 12, eight were placed at YDSP and four at external

### Native Pathways Program Outputs



worksites. The top three placement positions were: childcare; laborer; and sales associates. The department also made efforts to expand internship opportunities and executed two new business partnerships. The program also provided education awards to 43 participants to support tuition and textbooks.

### TIGUA NEXT GENERATION YOUTH PROGRAM

The Tigua Next Generation Program offers youth (ages 14-17 years) internship opportunities at local and tribal employers. Youth can work a maximum of 294 hours to practice and enhance their career readiness skills. During the internship, youth attend workshops such as workforce development, Tigua Nation Building, financial literacy, emergency preparedness, and traditional ceremonies. A total of 73 participants completed the internships in 2017. As

BELOW: Target Tigua AmeriCorps members are recognized by the City of El Paso Mayor.



part of this program, a match savings initiative, *Tigua Cents*, continued to be offered where it challenges participants to save 10% of their gross earnings. Thirty-four of the 73 intern participants collectively saved \$18,695, an average of \$550 per person.

## COMMUNITY DEVELOPMENT

### DEPARTMENT OVERVIEW

The Department of Community Development (DCD) consists of the following four divisions: Planning; Design & Construction; Realty; Housing; and Property Management. DCD functions as a one-stop shop for project management duties regarding community planning, real estate, housing, environmental, and property management. The department's

responsibilities also include the acquisition and records management of real estate, representing the Pueblo interests before federal, state, and regional organizations, and the overall construction management and maintenance of the Pueblo's real property assets. In 2017, the Department added environmental and natural resource management services to its portfolio.

### 2017 HIGHLIGHTS

#### ***Planning, Design & Construction Division***

One of the responsibilities of DCD is the construction of Tigua facilities and housing. DCD completed the housing construction in P'a Kitu Village (District II) for a total of 23 homes with a total development cost of \$4.1 million. Support for this 10-month project was provided by Housing and Urban Development (HUD), Indian Health Services (IHS), and YDSP.

#### **REALTY DIVISION**

The Pueblo has continued to expand its real estate footprint by purchasing five individual properties in 2017. The current land holdings are 74,532 acres, as described in the following table.

### Property by Acreage

Property Name	Acreage
Iye Kitu (District I)	74
P'a Kitu (District II)	329
Outlier Properties	6
Hueco Tanks	3,593
Chilicote	70,531
Total Acreage	74,532

### Ownership Interests

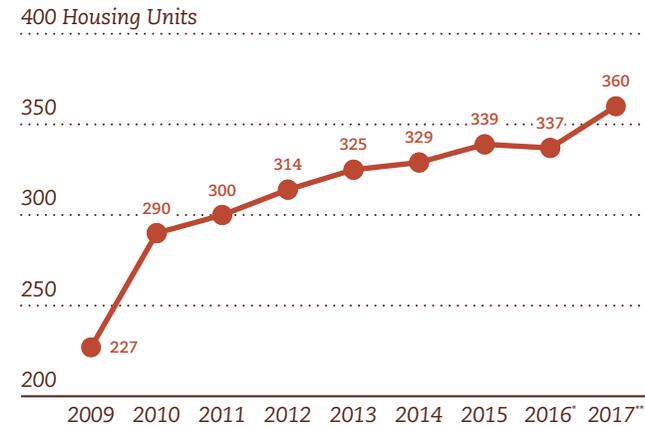
Classification	Acreage
Easement	<1
Non Trust	71,425
Pending Trust	<1
Trust	3,107
Total	74,532

### HOUSING DIVISION

The Housing Division focuses on residential tribal property management and continues oversight of housing activities. This division aims to provide consistent, fair and reasonable policies and procedures for maintaining and operating affordable housing in a safe and healthy environment. Highlights in 2017 include:



### Housing Inventory By Year



Notes:

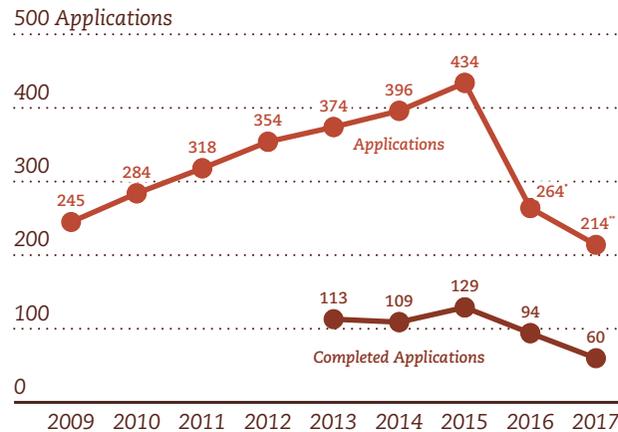
- As noted by a single asterisk (\*), some off-reservation homes were demolished.
- As noted by a double asterisk (\*\*), twenty-three (23) were constructed in 2017.

- 16 rental units were transferred to the homeownership program
- 26 families moved into new homes
- 2 new units began construction where one was completed

### PROPERTY MANAGEMENT DIVISION

The Property Management Division includes: Custodial Services; Equipment Management; Roads & Grounds; Facilities Management; and Housing Maintenance. Last year, the division experienced higher demand—work orders, for example, increased by 51% to 1,941. Five

### Housing Waiting List By Year



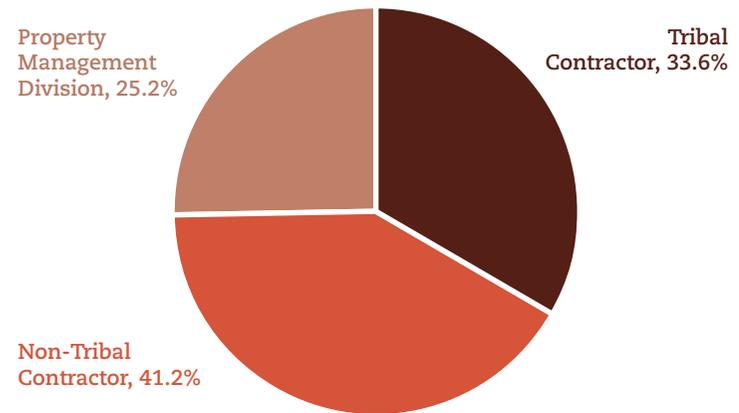
Notes:

1. As noted by a single asterisk (\*), a larger than normal decrease was realized because the minimum household income needed to qualify for the DCD housing programs rose from \$13,000 to \$18,000 with the 2016 Housing Policy revision.
2. As noted by a double asterisk (\*\*), the decrease for 2017 due to: 1) Applicants housed; 2) Applicants did not update within a five-year period.

new employees were retained to meet this growing demand. Enhanced tools have allowed the division to document and address work orders more efficiently.

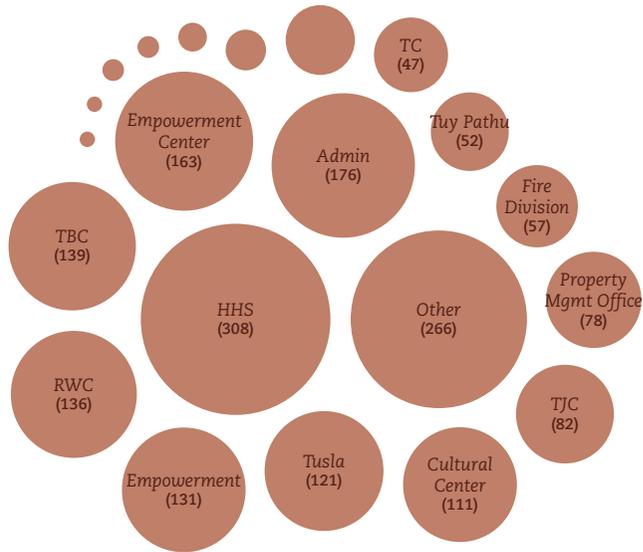
The following charts illustrate work orders by type and location. The division strives to coach, mentor, and develop staff where it can complete the majority of service needs in lieu of external contractors.

### Renovations, Repairs, & Maintenance Cost by Contractor Type

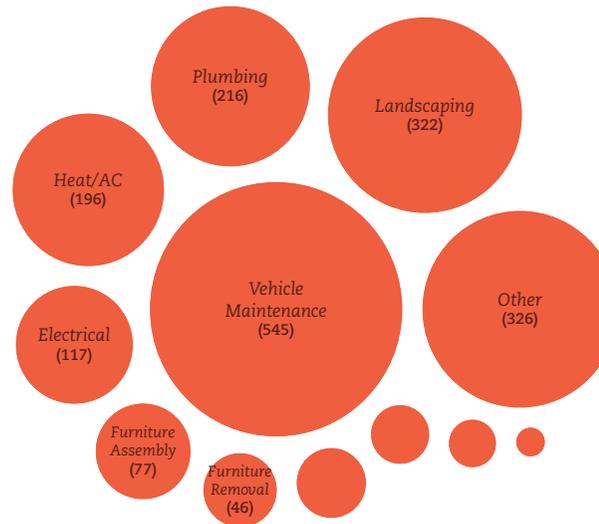


## 2017 Work Orders

Work Orders Completed by Facility Location (N=1,941)



Work Orders Completed by Service Type (N=1,941)



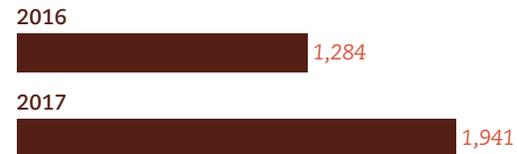
### Property Management Employees by Year

The number of employees had a percent change of 15% between 2016 & 2017.



### Work Orders Completed by Year

The number of work orders completed had a percent change of 51% between 2016 & 2017.





**LEFT PAGE: The front altar inside the Mission. In 2016, the Pueblo rehabilitated the Ysleta Mission. The altar, choir loft arch, benches, and northern wall were cleaned and repaired. A new floor was installed and paintings were cleaned and reframed.**

# PUBLIC SAFETY

## DEPARTMENT OVERVIEW

The Department of Public Safety (DPS) provides police, fire, emergency management and communication services. The department provides emergency planning, coordination, and response services under a single and unified command structure to more effectively manage its public safety resources. With 21 employees, the department supports operational functions including traffic safety, criminal interdiction, emergency management, fire safety, and communications.

In 2017, DPS expanded its services by integrating a new communications division meant to support and enhance the Pueblo's first responders. Further, the department prioritized skill and knowledge building as well as optimizing division structures and processes. For example, DPS implemented an active shooter preparedness plan which concluded with a full-scale exercise in November 2017. The exercise was conducted in accordance with applicable plans, policies, and laws. The exercise

assesses the performance objectives and core capabilities; in other words, it highlights strengths and weaknesses. Such a plan prepares the tribal community to respond in an appropriate and timely manner.



## TRIBAL POLICE

Tribal Police Division (TPD) aims to create a safe and vibrant tribal community. To further this mission, TPD and the Texas Department of Public Safety Criminal Investigations Division jointly conducted criminal investigations to disrupt and degrade drug trafficking operations.

The two entities collaborated on planned targeted operations and adopted a unified enforcement posture. As a result, these efforts yielded 26 felony arrests and obtained vital intelligence regarding drug trafficking activities.

**BELOW: New officers completing their swearing-in process for the Tribal Police Division.**

**TPD Performance Measures**

Description	Units
Total no. of calls to dispatch	2,801
No. of traffic citations	1,924
No. of Domestic Violence Citations	14
No. of Assault Citations	22
No. of Disorderly Citations	15
No. of Theft Citations	27
No. of Assault on Officers	3
Other Citations issued	157

**EMERGENCY MANAGEMENT**

The Emergency Management Division (EMD) coordinates emergencies and disasters through preparation, mitigation, response and recovery. EMD’s operation involves plans, structures and arrangements established to engage government, voluntary and private agencies in a comprehensive and coordinated manner.

In 2017, the Emergency Management Plan, Threats & Hazards Identification and Risk Assessment (THIRA), Training and Exercise, and Hazard Mitigation Plans were updated to meet current standards and potential threats. THIRA updates included active shooter, flooding, hazardous materials release, wild fire, and biological threats. The Pueblo completed Continuity



of Operations Plan (COOP) Training in 2017 with the intent to update the plan in 2018.

The Pueblo is a member of the Texas Tribal Strategic Advisory Group (Texas Tribal SAG) which includes the three federally recognized tribes of Texas and the Texas Department of Public Safety who documents tribal needs, challenges, and priorities to FirstNet, the organization mandated by the federal government to deploy a public safety broadband network for first responders.

The Texas Tribal SAG produced the *Tribes of Texas Report* and submitted it to FirstNet.



**BELOW: Emergency management Planner Julie Smithart and Tribal Police Sergeant Jesse Robles discussing results of the Active Shooter Full-scale Exercise.**

**Emergency Management Performance Measures**

Description	Units
Grants Administered	4
Grant Projects Managed	3
Contractors/Consultants	2
Emergency Mgmt Training Sessions Attended	36
Emergency Plans Updated	6
Emergency Plans Tested	2
Incident Action Plan-Coordinated Events	14
CERT Volunteer Training Events	1
OEM Community Outreach Events	5
Approx OEM Community Outreach Attendance	2,596



**FIRE SAFETY & OPERATIONS**

The Fire Safety & Operations Division (FSOD) develops and maintains a fire prevention and emergency response program for YDSP and its immediate community. In 2017, FSOD hired a medical director, which allows the Pueblo to provide basic level emergency medical care. Subsequently, the Pueblo hired eight Emergency Medical Technicians and one supervisor at Speaking Rock. The Division also hired an additional Fire Technician to assist with the daily activities. The FSO Division also continued



its outreach efforts to recruit and certify firefighters— five individuals received the National Registry EMT certification and another five passed the Life National Registry EMT course.

The division prioritized preparedness projects in 2017 including testing all automated external defibrillators (AEDs) located in the Pueblo facilities. All obsolete AEDs were replaced. Another initiative provided carbon monoxide detectors to tribal members living on the reservation. In addition, the division conducted annual building inspections and assisted Speaking Rock and the Socorro Tobacco Outlet with plan review and code compliance services.

**FSOD Performance Measures**

<b>Description</b>	<b>Units</b>
No. of Volunteers	19
No. of fire inspections	1
No. of building plans reviewed	3
No. of outreach/education activities	3
No. of alarm activated incidents	1
No. of hazardous condition incidents	3
No. of fire calls	1
No. of false alarms	1
Total No. of Volunteers in Training	4
No. of volunteer hours cert training per VFD	216

which include portable/mobile radios and all FCC frequency license coordination. The division also completed its radio system upgrades in 2017 which allows improved interoperability with local, state, and federal partners. The upgrade included replacement of all radios.

**COMMUNICATIONS**

The Department of Public Safety expanded its responsibilities in 2017 and created the Communications Division. In September, a manager was hired to oversee the new division.

The Communications Division is responsible for coordinating communications among the Pueblo's first response teams and administering a mass notification system to alert community members during emergencies and critical incidents. The division manages the Pueblo's land mobile radio (LMR) and broadband systems,



**BELOW: Members of Tribal Council, the Texas Public Safety Broadband Program, and Tribal Public Safety commemorate approval of the “Tribes of Texas Report” for the FirstNet Public Safety Broadband Initiative.**





LEFT PAGE: A saint and Stations of the Cross installed on the Mission's northern wall.

# JUSTICE & PUBLIC RECORDS

## DEPARTMENT OVERVIEW

The Department of Tribal Court and Records (DTCR) is comprised of two divisions, Tribal Court and Tribal Records. Department staff includes a director, administrative assistant, court judge, court bailiff, court clerk, and a records clerk.

The Tribal Court Division provides a venue for petitioners to request legal remedy or redress of grievances for adjudication, and to dispense justice in accordance with the Pueblo's Code of laws. It further serves to protect the interests of justice and equity for the Pueblo. The division promotes the welfare of the tribal citizens while safeguarding individual rights and community standards.

The Tribal Records division is the official data collection and demographic clearinghouse for the Pueblo maintaining the official tribal census. The division is responsible for the enrollment of tribal citizens and maintenance of tribal records. Further, the department fulfills special data requests from YDSP departments.

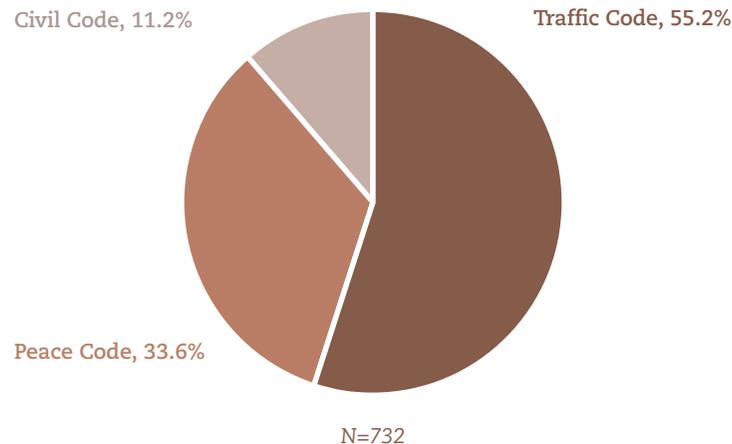


## TRIBAL COURT

DTCR expanded its staff to include a full-time court bailiff. Previously, Tribal Police assumed the court's bailiff responsibilities, which adversely impacted police duties and budget. A full-time bailiff affords public safety while assisting the court during hearings and providing administrative support.

In 2017, Tribal Court doubled its caseload compared to the previous year. This increase was attributed to a larger police presence that led to a spike in citations—over 1,000 citations were issued. As illustrated in the graph, the majority of the hearings were traffic (55%) followed by peace (33%) and civil (12%) code cases. Due to the increase of cases heard, the court collected approximately 5% more revenue in 2017 than the year prior. Tribal Court also managed restitution cases and compensated victims accordingly. Furthermore, the Tribal Court heard a total of 26 youth cases where resolutions included a fine or community service. A total of 186 hours of community service were completed by youth.

### 2017 Tribal Court Hearings



Tribal Court hosted a *Food for Fines Canned Good* drive to raise hunger awareness and grant amnesty to those who donated canned foods in lieu of payment for outstanding accounts. By the end of the program, Tribal Court donated over 2,000 canned goods to the YDSP Department of Behavioral Health's and local Salvation Army's food pantries.

### 2017 New Enrollments by Descendant Type



## TRIBAL RECORDS

The Tribal Records Division enrolled 271 new members, bringing the total enrolled census to 4,226. The population continues to expand where over half (52%) reside out of town, while the remainder (48%) live in El Paso and Hudspeth counties. While the population has increased, demographic characteristics have stabilized since the Pueblo's enrollment reform. Female tribal members, for example, slightly outnumber males (53% and 47%, respectively) and the Pueblo has a large share of young persons. The division also maintains socioeconomic data such as educational levels, employment status, and income, which are utilized to understand the Pueblo's current state. For instance, these data were crucial in the Pueblo's latest socioeconomic assessment.

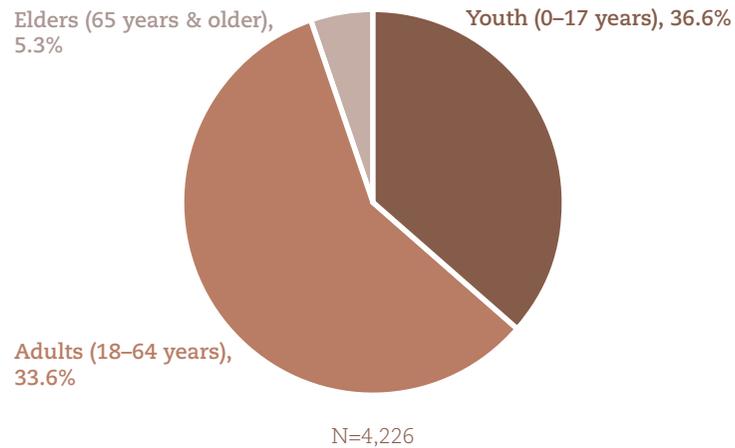
In 2017, DTCR and the Department of Tribal Operations completed the *2016 Socioeconomic Profile*. The Profile was formally published and presented at the September Pueblo Junta. The Profile was the first to assess the Pueblo's



BELOW: Honorable Judge Lawrence Lujan and Court Clerk Michelle Cano in a court hearing.



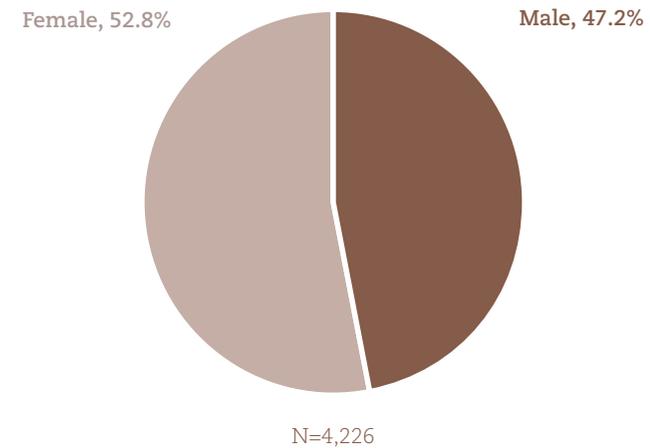
### Population by Age Subgroups



standing as a whole since the passage of the 2014 enrollment reform. The Profile serves as a socioeconomic snapshot of tribal members' progress and was designed as a tool for tribal policy makers in planning and administering programs. The next socioeconomic profile is slated for 2020 and DTCR will continue to provide relevant and high-quality data.

Keeping the Pueblo community informed is a department priority. DTCR maintains the membership's contact information and routinely disseminates the Pueblo's newsletters and current events to over 2,000 tribal members via electronic communications. The department's communication strategy has proven both efficient and effective. The department is exploring alternative communication methods and considering

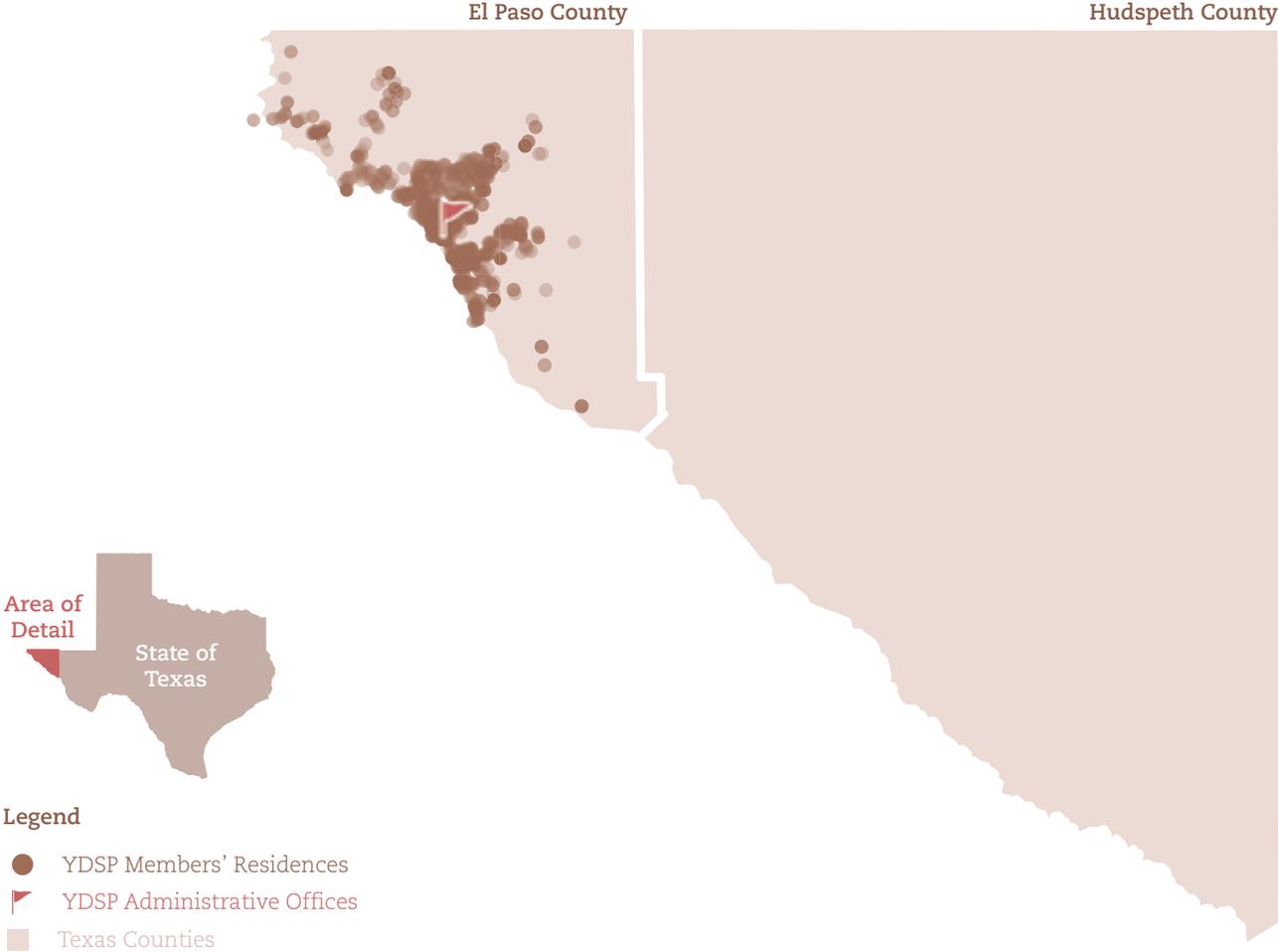
### Population by Gender



the implementation of social media. The department has also installed a multimedia display to present informational videos and announcements.

### YDSP Members' Residences by Location

Approximately half (48%) of all YDSP members live in the YDSP service area (i.e., El Paso and Hudspeth Counties) while 52% reside elsewhere.





LEFT PAGE: In 2017, the Mission assumed its original name Corpus Christi de San Antonio de la Ysleta.

# QUALITY OF LIFE

## RECREATION AND WELLNESS

### DEPARTMENT OVERVIEW

The Department of Recreation and Wellness (RWC Fitness) focuses on health promotion, wellness, and physical fitness. RWC's goals emphasize overall well-being of the Pueblo and its surrounding community by helping RWC members achieve their personal fitness goals. Through healthy lifestyles, RWC members will become stronger and healthier.

### GENERAL OPERATIONS

RWC changed its hours of operation to remain competitive and meet customer needs. The gym is open Monday through Sunday and includes extended hours. To promote the facility, RWC Fitness advertised through various media outlets. Clear Channel Outdoor produced a billboard located on Socorro Road and displayed throughout the year. In addition, RWC rented 10 El Paso Bench Ads. The bench ads were carefully selected within a ten-mile radius of the center. RWC also advertised its website ([www.rwcfitness.com](http://www.rwcfitness.com)) via social media such as Facebook, which increased page activity by 26 percent. The center offers free trial passes to encourage new

enrollments. These advertising efforts spurred an increase in gym memberships.

Memberships increased by 42 percent over the previous year, translating into 2,006 new accounts.

RWC had 6,770 active memberships at the end of 2017. Of these, 906 were tribal memberships followed by Speaking Rock (236) and YDSP (75). RWC membership visits totaled 84,712

visits, a 23 percent increase over the previous year. Revenue also increased by 16 percent.

An additional fitness trainer was hired to meet the growing demand.

### SERVICES

RWC is responsive to the changing needs of its members. As such, a number of improvements were completed. A racquetball court was converted into an aerobics activity space, while a new cross training gym (Wolf Den) was added. The Wolf Den is equipped with new rowers, squat racks, rigs, plates, bars, dumbbells and kettlebells. For an additional fee, members have access to cross training classes. Other additions included six new dirt and road bicycles available



**RECREATION  
& WELLNESS CENTER**

BELOW: RWC's new cross-training gym.



for rent. In addition, members now have access to a certified boxing trainer. Finally, RWC Fitness expanded its retail presence to include supplements, fat burners, pre-workouts, pain relieving lotions, shower gels, bath towels, and water gallons.

RWC collaborated with the Department of Tribal Empowerment (DTE) to develop and implement a summer youth fitness program.

### **FITNESS CLASSES**

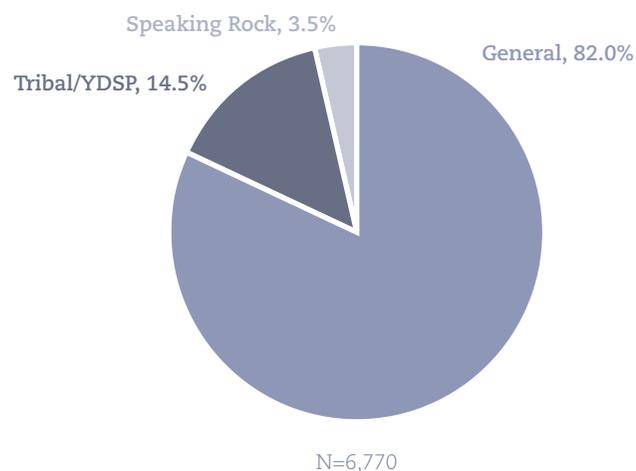
The gym offered over 1,000 fitness classes including aerobics, spinning, yoga, cross training and boxing generating approximately 5,700 visits. RWC also implemented Power Hour, a fitness class for all YDSP employees, and was offered every Thursday.

### **SPECIAL EVENTS**

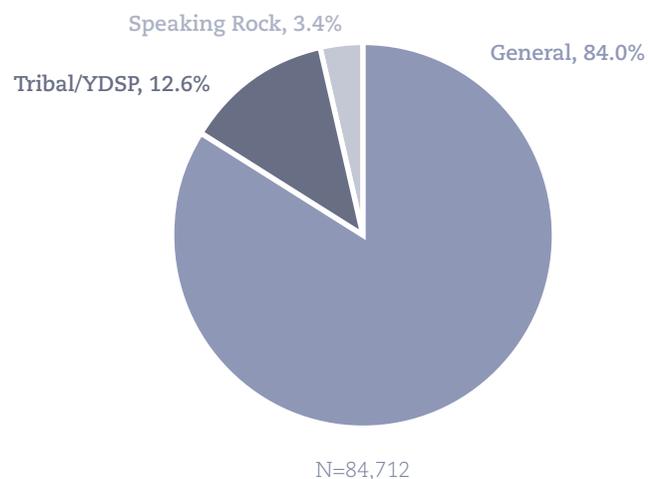
RWC hosts various special events throughout the year. In 2017, the following events were sponsored:

- RWC launched a 90-Day Weight Loss Challenge where 35 participants competed to earn a cash prize.
- The 5<sup>th</sup> annual Mission Valley Duathlon (MVD) was held on May 28, 2017. The event exposes RWC Fitness to hundreds of participants. YDSP employee, Evaristo Cruz, placed 1<sup>st</sup> in the Clydesdale 40 category.
- RWC Fitness encouraged members to invite a guest between November and December. The promotion introduced potential customers to the facility and services.

### **2017 Active Accounts by Category**

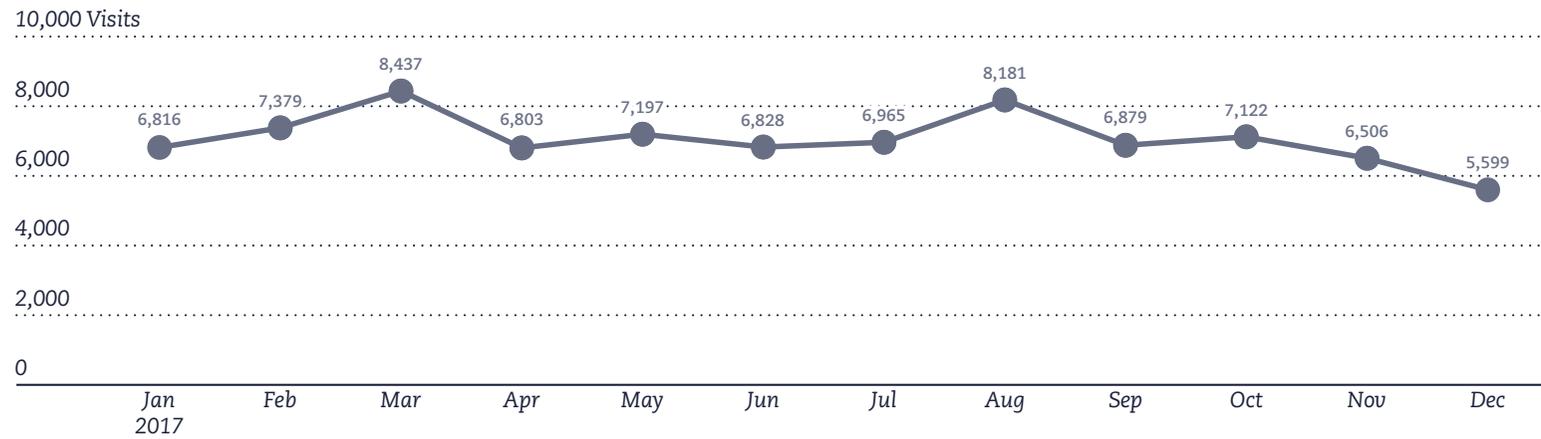


### **2017 Total RWC Visits by Category**

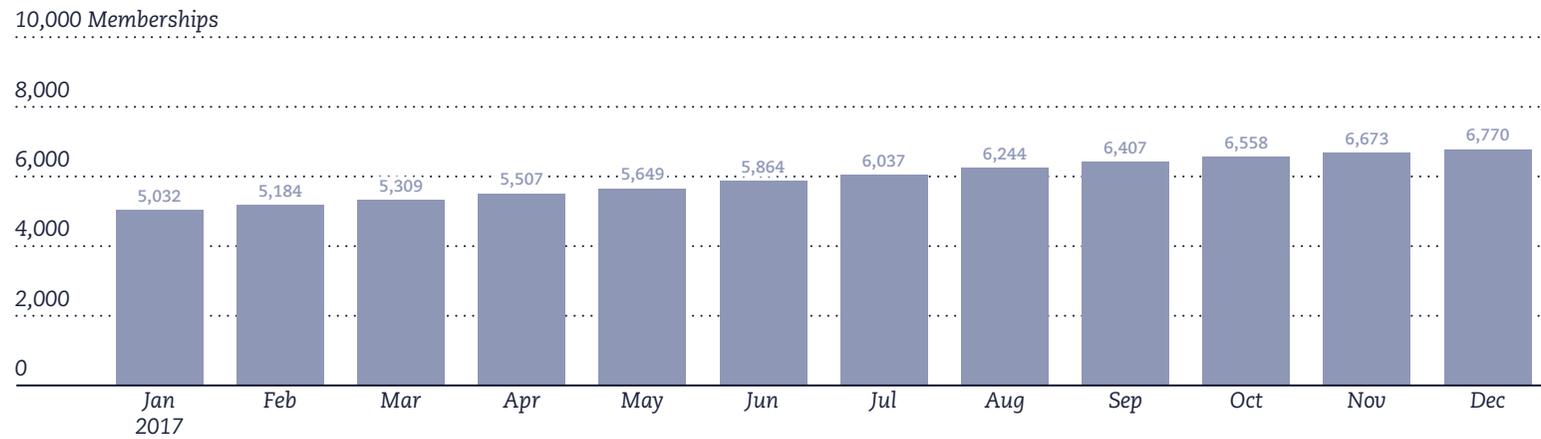


### 2017 RWC Visits and Active Memberships by Month

#### Number of Visits



#### Number of Active Memberships



## CULTURAL PRESERVATION

### DEPARTMENT OVERVIEW

The Cultural Center exhibits the tribe's heritage through youth dance performances, educational programs, and other artisan activities, such as bead looming, bread baking, storytelling, pottery making, and gardening. The center also provides retail space for tribal members to sell authentic native textiles and crafts. The Cultural Center's Museum exhibits artifacts, artwork, photographs, films, and interactive works representing over 300 years of Tigua history. Center visitors represent facets from across the United States and the international community.

In 2017, the Department of Cultural Preservation (DCP) expanded its workforce and hired three Tribal members (Johnny Hisa, Tomas Silvas, and Frank Gomez) to lead artisan workshops and mentor other tribal artists. These cultural experts bring a wealth of experience in pottery making, pottery painting, and bow and arrow making, as well as knowledge of the Pueblo's history, culture, and traditions. The department also recruited a new Cultural Center Manager, Ethaniel K. Lopez Elias. Mr. Elias joins the department with experience in management and customer service and has a Bachelor of Fine Arts in Metals and Drawing from the University of Texas at El Paso.

DCP Director Ricardo Quezada was appointed to the El Paso County Historical Commission in February 2017. The commission aims to preserve the County's heritage as it relates to education, economy, and quality of life for future generations.

### CULTURAL CENTER DIVISION

#### *Facility Enhancements*

The Cultural Center recently completed planning to update and modernize its exhibits and content. In collaboration with Nicholas Houser, a local historian and Tigua expert, the department is developing an exhibit with 30 panels depicting the Pueblo's history. Other enhancements included converting the center's kitchen into a pottery studio which includes the addition of three kilns.

#### *Cultural Programs*

The Cultural Center has also recently begun offering educational demonstrations in traditional craftsmanship, such as beadwork and pottery painting. Two artists Irene Hernandez and Ildefonso Rodela Jr. facilitate these demonstrations and workshops once a month and are available to the public. The center also offers pottery making sessions. Sessions introduce pottery making procedures such as mixing of clay slips, filling molds, and shaping. Finished pots are available for purchase at the Museum store.

In addition, the center hosts various groups and activities. Members of the Pueblo of San Felipe, for example, were invited in July and held a cultural interaction event with elders and youth. Pueblo youth dancers performed and friendship gifts were exchanged with representatives of San Felipe. Guided tours are also available for groups requesting a more personal experience. Another event was "Come Capture the

Culture at the Cultural Center” held on September 9<sup>th</sup>. Local schools, churches, museums and other El Paso community members participated in Tigua traditions and historical presentations. This event attracted over 200 people.

The Pueblo was loaned the Time Exposures exhibit from Isleta Pueblo. Isleta Pueblo representatives opened the exhibit and both Ysleta Del Sur and Isleta Pueblo leaders marked the grand opening with a prayer in Southern Tiwa.

### **Events/Performances**

Some of the most notable events held at the Center in 2017 included:

- Summer/Sunday Markets
- Alaskan Yupik dancers
- Annual Indian Market
- Winter Market
- Tigua Youth Social Dances (41 outside performances)

### **CULTURAL DEVELOPMENT DIVISION**

The Tigua Education program continues to make strides in reintroducing the Southern Tiwa language. The language courses are offered at the Center for all levels of Tigua speakers. The program is currently conducting sessions during YDSP employees’ lunch hour. The language sessions have fostered a revival of the Pueblo’s original language among tribal members, and instills a sense of pride in all those who have

begun developing a proficiency in its usage.

The Esther Martinez Language Revitalization grant concluded in 2017. The grant supported the Pueblo’s efforts to develop Tiwa language and cultural curriculum in alignment with YDSP traditions and seasonal calendar. Language classes were specifically designed for the Tuy-Pathu Pre-Kindergarten teachers where they become more proficient to include the language in their teachings.

The Cultural Center employees participated in a professional development session where they were introduced to traditional pottery making. The session also aimed to improve employees’ understanding of the process that Pueblo Indians used. The class detailed the coil method, a process that pueblos traditionally employed to create ceramics. Potters who use the coil method roll clay into “coils” that are then stacked one on top of the other until the desired height is reached.

### **REPATRIATION DIVISION**

Under the authority of the Native American Graves Protection and Repatriation Act (NAGPRA), the Department of Cultural Preservation, through its Repatriation Division, collaborates with museums and federal agencies to return Native American cultural items and human remains. NAGPRA mandates federal agencies and institutions that receive federal funding to return important objects to their respective places. The department has participated in several repatriations. In late August, for example, the department was notified by the Bureau of Land

BELOW: Tribal members preparing for a traditional ceremony.



**BELOW: Cultural Preservation Director Rick Quezada demonstrating how to make a traditional drum.**



Management (BLM) of an inadvertent discovery of human remains in Las Cruces, New Mexico. These remains were identified as having Pueblo ancestry, but not necessarily Tigua. The Director, War Captain, and members of the Traditional Council assisted BLM in the planning and consulting of the reburial.

The director met with the Texas Military Department, Texas Parks and Wildlife, Texas Department of Transportation (TxDOT), other state agencies, and regional tribes to promote and protect tribal interests. The meeting with TxDOT, titled “Progress and Preservation: Working with Native American Tribes

on Federal Projects,” for example, presented tribal perspectives regarding federal impacts on natural and cultural resources, including traditional landscapes and properties.

Department staff participated in professional development sessions and tours. The DCP Director and several staff members attended a week-long tour of the Western Archeological Conservation Center (WACC) in Tucson, Arizona. The meeting’s purpose was to gather feedback for new exhibits and visitor’s center at the Gila Cliff Dwellings National Monument. Staff was able to examine and understand the artifacts collected from the Gila Cliff Dwellings National Monument. The tours included the Mogollon sites and the Gila Cliff Dwellings in Silver City, New Mexico.

#### **Cultural Preservation Performance Measures**

<b>Description</b>	<b>Units</b>
Number of Museum Visitors	2,514
Outside Performances	41
Center Performances	251
Center Activities	44
Participants at all Activities	781

## ENVIRONMENTAL & NATURAL RESOURCES

### DEPARTMENT OVERVIEW

The Environmental & Natural Resources Department (ENRD) promotes environmental programs and conservation practices to enhance the land holdings of the Pueblo. The department receives financial support from federal agencies—such as the Environmental Protection Agency (EPA) and the Natural Resource Conservation Service (NRCS)—to administer ranching, wildlife harvesting, and other activities. ENRD has a total of six staff members.

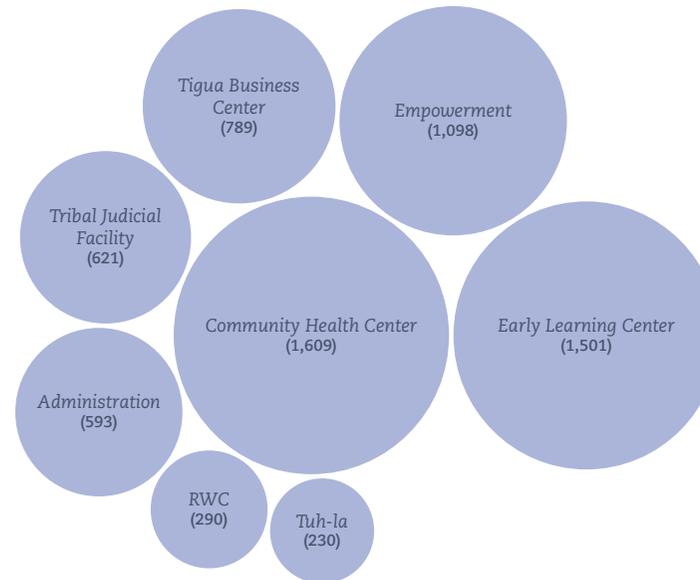
### ENVIRONMENTAL DIVISION

ENRD continues to provide recycling services to Pueblo government facilities and the housing community in the P'a Kitu (Pumpkin) Village. Recycling services include tire and electronic waste amnesty, as well as clean-up events. The Pueblo maintains a partnership with the City of El Paso for collection services.

In 2017, the recycling collection bins in District II were temporarily suspended due to the disposal of nonconforming items. The suspension has adversely affected the volume of collected material. The volume of material collected, as noted in the table below, is approximately half of the volume collected in 2016. Efforts to improve the program, however, are being explored with a remedy expected in 2018.

### 2017 Recycling Amount (in lbs) Collected by Building

A total of 6,731 lbs of recyclable materials were collected in 2017.



The department participates in committees addressing environmental and land trust issues. For example, the Pueblo is represented at the Regional Tribal Operations Committee (RTOC) and National Tribal Operations Committee (NTOC) meetings where EPA facilitates communication and relationships between its agencies and tribes. Furthermore, ENRD Director Evaristo Cruz was elected chairman of the National Tribal Caucus (NTC), a national group tasked with determining significant environmental issues affecting tribal communities. In this role, the director

**BELOW: ENRD Director Evaristo Cruz pictured with EPA Director Scott Pruitt.**



proposed discussions to improve tribal partnerships with EPA and to advocate for funding to address issues such as water quality, air pollution, electronic waste, and fossil fuels. With the support of the Pueblo, NTC also developed a budget matrix guide for tribes to assess budget needs within their respective communities. Below were items prepared for EPA review through the NTOC:

- Safeguard from cuts or elimination all tribal funding programs that existed and were funded by Congress in FY 2017 and FY 2018
- Engage in tribal consultation prior to any action that affects tribes

- Recommit to meaningful engagement with inter-agency efforts
- Suspend implementation of the GAP guidance and guidebook until a working group of EPA and tribal representatives can convene to develop more effective guidance provisions

### ***Natural Resource Management***

ENRD hosts agriculture demonstrations, an important component of the department's outreach and educational programs. Sponsored activities include harvesting and gardening instruction that integrate with health education goals for programs such as diabetes prevention. Gardening activities were also held with Empowerment Program youth where they installed landscape screening and trellises for gourds and pumpkins. Other activities included preparation of the Tuh-la garden for traditional corn while improvements were made for alfalfa harvesting at the Chilicote Ranch. A total of 16 demonstration and activities were led by the department.

ENRD staff have also continued to plan future projects with NRCS in the areas of conservation and eco-system planning. Specifically, plans will address fencing, water infrastructure, wildlife, and solar powered water pumps at Chilicote Ranch. These projects will be implemented in 2018.

### ***Chilicote Ranch***

Chilicote Ranching Operations conducted two roundups; one in July and another in November. For the roundups, additional cowboys and Pueblo members were contracted to gather, castrate, vaccinate, brand, and/or separate animals. The livestock inventory for 2017 was: 401 cows, 28 bulls, and 1 donkey.

In conjunction with the YDSP Wildlife Committee, ENRD has continued to manage hunting activities and the Mule Deer land management program for the Pueblo. ENRD also manages the overnight stays at the ranch during the summer months. Under the program, community members can rent the ranch house for up to 20 guests on weekends or weekdays.

