



**YSLETA DEL SUR PUEBLO**  
**Year-End Report**  
**2021**







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## **2021 Year-End Report**

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**[www.ysletadelsurpueblo.org](http://www.ysletadelsurpueblo.org)**

**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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**May 2022**

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# LETTER FROM THE GOVERNOR

In 2021, the impact of COVID-19 continued to be felt by all, but the year also pivoted towards a new normality. The Pueblo government resumed full operations and in-person services, while building our resilience and investing in our people. YDSP was at the forefront of combating the pandemic, and was among one of the first entities delivering COVID-19 vaccines to the community. The Pueblo is proud to report that its Department of Health and Human Services administered 5,635 vaccines to tribal and El Paso community members. Additionally, the Pueblo assisted its most vulnerable citizens directly affected by the pandemic by supporting a host of general assistance programs and services funded by the federal government. This intervention prevented housing and food insecurities, while providing the tribal government with the opportunity to harden its infrastructure against future emergencies. As a result of this support, the Pueblo can quickly respond to any uncertainty. Our ability, as a community and workforce, to respond effectively to this infectious disease threat during these last two years has instilled a higher level of pride within me.

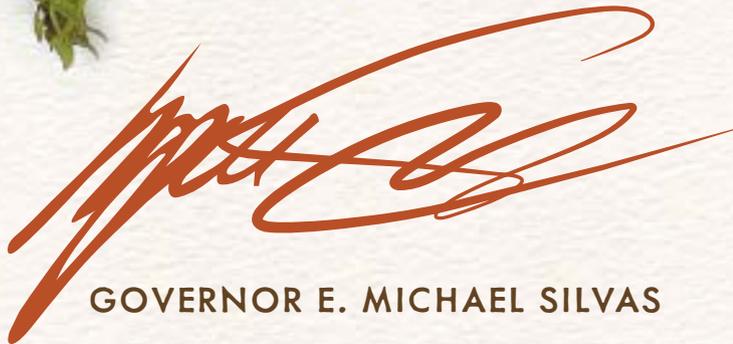
While the Pueblo government focused on closing out the initial emergency response allocations, it also implemented its economic stability plan. The plan addresses health and

education disparities, strengthens our tribal community, promotes a healthy childhood environment, mitigates negative economic impacts, and improves workforce retention. These endeavors will have sustainable impacts and committed resources through 2024. Further, the Pueblo's new health clinic entered its final construction phase. The clinic presents a new opportunity to elevate service delivery and build capacity in a historically underserved area, while expanding our reach to the surrounding community and diversifying revenue streams.

The Pueblo has been strategic in managing its assets in the wake of the pandemic, thus positioning leadership to protect its future. This direction includes protecting our investments, fighting for our sovereign rights, and securing economic justice. What the last few years have shown me is that the world grows more complex, but I am committed to building a safety net for the next generation of Tiguas.

Looking forward, the Pueblo will recover and heal from the impacts experienced over the last two years. For instance, the Pueblo will prioritize suspended capital projects in the coming years, while also managing the construction of new investments. Specifically, the Pueblo will build 22 new homes, complete a

community warehouse, and build the Early Learning Center. Given the significant mental health impact of the pandemic, other Pueblo initiatives are aimed at providing social and emotional support to the tribal community. This support will prove critical as our citizens transition to their new normal. This report features our indigenous plants and vegetation which have a historical attribute of healing. As Pueblo people, we have a unique connection to the land and its gifts. The plants symbolize our history to use these gifts to heal, nourish, and move forward.



GOVERNOR E. MICHAEL SILVAS





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**TIGUA NAME:** Feuarim  
**ENGLISH NAME:** Creosote

**BINOMIAL NAME:**  
*Larrea tridentata*

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**MEDICINAL USES:**

Used to produce certain herbal medicines that are argued by some to heal many types of viral infections, and is an anti-inflammatory that can be used to treat rheumatism and general aches and pains.

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# TRIBAL COUNCIL



**2021 Tribal Council, from left: Councilman Rodolfo Cruz, Jr., Councilman Andrew Torrez, Councilman Rafael Gomez, Jr., War Captain Javier Loera, Cacique Jose Sierra, Sr., Governor E. Michael Silvas, Lieutenant Governor Adam Torres, Alguacil Bernardo Gonzales, Councilman Raul Candelaria, Jr.**

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—including 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.





## AMENDING THE RESTORATION ACT TO AUTHORIZE GAMING

The Ysleta del Sur Pueblo continues to seek the return of its full tribal sovereignty. After a nearly 30-year dispute with the state of Texas, the Pueblo has two promising paths towards resolving its gaming challenges. First, Representative Veronica Escobar (D-TX-16) introduced H.R. 2208 (Ysleta del Sur Pueblo and Alabama-Coushatta Tribes of Texas Equal and Fair Opportunity Act) on March 26, 2021. Currently, the Ysleta del Sur Pueblo and Alabama-Coushatta Indian Tribes of Texas Restoration Act prohibits gaming activities on their tribal land if those activities are prohibited by Texas law. The bill will make the Indian Gaming Regulatory Act (IGRA) the controlling federal statute governing gaming. The U.S. House of Representatives passed H.R. 2208 on May 12, 2021, and is waiting for U.S. Senate action.

The Pueblo is also seeking resolve through the federal court system by appealing its gaming case to the Supreme Court of the United States (SCOTUS). In October 2021, SCOTUS agreed to hear its appeal, marking a significant milestone given that SCOTUS only hears 2% to 4% of all appeals received. The Pueblo is asking SCOTUS whether the Restoration Act provides sovereign authority to regulate non-prohibited gaming activities. The Office of the Solicitor General, which represents the Justice Department before the court, urged the court to hear the case and issued an opinion stating that federal courts have incorrectly ruled against the two tribes since the 1990s. This opinion represents the strongest support yet from the Federal Government for the Pueblo's quest to operate in the best interest of its community.

## YSLETA DEL SUR PUEBLO HEALTH CLINIC CONSTRUCTION

Construction of the new YDSP Health Clinic was approximately 85% complete at the end of 2021. While construction experienced some barriers, the date of substantial completion remains within the first half of 2022. YDSP has focused on decorating the clinic's interior with tribal artwork. YDSP member Rudy Rojas, owner of Smoke Signals Marketing and Design, has been contracted to create art installations. YDSP Traditional Council will oversee the use of historic and contemporary imagery. The grand opening is slated for late 2022.

## TRIBAL COUNCILMAN RUDY CRUZ ELECTED TO SOCORRO CITY COUNCIL

On November 9, 2021, Rudy Cruz, Jr., was sworn in as the City of Socorro District 3 Representative. Representative Cruz makes his home with his wife Nadia and their three children, Mauricio, Naylea, and Emilio, in Socorro, Texas. As a representative, Cruz prioritizes infrastructure, economic development, transportation, and quality of life.

Representative Cruz began his public service career as a Traditional Capitan for Ysleta del Sur Pueblo in 2014, followed by a five-year post on Tribal Council. His professional career path includes management positions at Tigua, Inc., YDSP Department of Economic Development, and Tigua Farms, LLC. He was also employed at the State of Texas Department of Criminal Justice, where he assisted victims of crime. Finally, Representative Cruz worked alongside his father Rudy Cruz, Sr., who owned and operated Sun City Installations. During his



Rodolfo Cruz, Jr. swearing in as a Representative for the City of Socorro, Texas.

tenure at Sun City Installations, he secured approximately five million dollars in contracts. Through these experiences, Representative Cruz has been an advocate for small businesses, entrepreneurship, diversity, and inclusion, which he intends to promote for the City of Socorro.

### **TIGUA CEREMONIAL DANCES**

The Ysleta del Sur Pueblo resumed its ceremonial dances in 2021. The Saint Anthony's Feast Day, observed June 13, 2021, featured traditional dances; however, Traditional Council limited the number of dancers due to COVID-19 concerns. Ceremonies and traditional activities were limited to Tribal Council, Traditional Council, Mayordomos, and the 12 male and 12 female dancers.

### **YSLETA DEL SUR PUEBLO COMMUNITY REOPENS**

The YDSP government cautiously reopened all operations to the community in 2021 and resumed in-person events and programs such as cultural performances, youth programs, and community events. For example, the Pueblo hosted its annual Tribal Appreciation Day

on July 3, 2021, with live entertainment, food, and fireworks. Additionally, Tribal Council and Speaking Rock sponsored a Christmas parade at the end of the year.

### **BLESSING CEREMONY— COUNTY OF EL PASO HEALING GARDEN**

The Ysleta del Sur Pueblo Tribal Council and Traditional Council led a blessing ceremony on July 30, 2021, at Ascarate Park's Healing Garden to remember the lives lost from the Walmart mass shooting on August 3, 2019. Unveiled on August 3, 2021, the Healing Garden, representing El Paso's culture, strength, and unity, is now a permanent feature of the park.

### **YSLETA DEL SUR PUEBLO SUPPORTS CHACO WITHDRAWAL**

The All Pueblo Council of Governors (APCG), which represents the 20 Pueblos of New Mexico and Texas, including YDSP, supported the inclusion of the Chaco withdrawal in the Senate Reconciliation Bill. The Chaco withdrawal would prohibit future mineral leasing and development surrounding the Chaco Culture National Historical Park.



## 2021 TRIBAL RESOLUTIONS

Resolution Number	Description
TC-001-21	Pertaining to the 2021 Ysleta del Sur Pueblo Tribal Council
TC-002-21	Pertaining to Certificate of Limited Ownership*
TC-005-21	Pertaining to Tigua Inc. Board of Directors – Appointment of Board Member
TC-013-21	Pertaining to State of Texas Homeland Security Public Safety Office for Project Pueblo Police Patrol
TC-014-21	Pertaining to New Enrollees**
TC-016-21	Pertaining to Tribal Police and Dispatch Funding from the U.S. Department of Justice Coordinated Tribal Assistance Community Solicitation
TC-017-21	Pertaining to Department of Public Safety – Controlled Burning
TC-019-21	Pertaining to Exposure Control Plan
TC-021-21	Pertaining to Tribal Transportation Program Inventory Update
TC-023-21	Pertaining to Relocation of Department Public Safety Communication Division
TC-024-21	Pertaining to Purchase of 145 N. Old Pueblo Road, El Paso, Texas
TC-026-21	Pertaining to the 2020 Homeland Security Grant Program Operation Stonegarden Grant
TC-028-21	Pertaining to Rescinding of Resolution and Section 184 BIA Residential Lease
TC-030-21	Pertaining to Purchase of 9300 San Pedro, El Paso, Texas
TC-031-21	Pertaining to Use of Child Care Development Fund American Rescue Plan Act Funds for the Construction of the YDSP Early Learning Center
TC-033-21	Pertaining to the Adoption of 2021 National Income Guidelines as Maximum Requirement for Qualifications for Housing Programs
TC-035-21	Pertaining to Residential Lease of Tribal Owned Land for Tribal Member to Participate in the Section 184 Loan Guarantee Program
TC-036-21	Pertaining to Adoption of the YDSP Real Property Lease Code the H.E.A.R.T.H. Act
TC-040-21	Pertaining to Ysleta del Sur Pueblo Hospitals and Clinics 2022 Re-Contract Proposal
TC-045-21	Pertaining to the Request for Participation Self Governance and Authorization to Negotiate a Compact and Annual Funding Agreement with the Secretary of the United States Department of Health and Human Services
TC-046-21	Pertaining to Purchase of 520 Southside, El Paso, Texas
TC-047-21	Pertaining to Purchase of 9421 Socorro Road, El Paso, Texas
TC-050-21	Pertaining to Supporting the City of Socorro Application to the U.S. Economic Development Administration FY 2021 American Rescue Plan Act
TC-052-21	Pertaining to the Submittal of a Telling the Full History Grant Proposal

Notes:

\* Tribal Council approves residential leases of tribally owned land for tribal members to participate in housing; subsequent resolutions were removed for brevity.

\*\* Tribal Council approves Tribal Membership Enrollees throughout the year; subsequent resolutions were removed for brevity.

# 2021 YDSP ORGANIZATIONAL CHART



# 2021 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 the YDSP membership. The 2021 YDSP Operating Budget at year-end totaled \$160.3 million, where COVID-19 emergency funding accounted for 56% of the budget followed by capital outlays (22%) and direct services (7%). The budget increased by approximately 54% compared to 2020 due to COVID-19 emergency funding. From the start of the pandemic in 2020 through the end of 2021, the Pueblo received nearly \$90 million in emergency relief funding, primarily from CARES and ARPA. Managing these funds consumed government administration resources. The CARES Act initially required that funding be obligated by year-end 2020 and, while the federal government subsequently extended this deadline, the Pueblo expended 90% by December 2020. Additionally, the Pueblo was awarded ARPA funding, which, however, has a more manageable timetable to obligate by 2024.

The budget is supported by various revenue sources such as federal awards in the forms of contracts and grants, state awards, and tribal revenue generated by the Pueblo's economic and enterprise activity. Grant revenue accounted for 70% of the operating budget while tribal revenue accounted for the remaining 30%, which deviates from the norm. Typically, tribal revenues exceed grant funding; however, due to COVID-19, the federal government allocated unprecedented support to mitigate health and economic impacts. Approximately \$1.4 million in grants were closed

out for various services such as workforce development, education support, child nutrition, health services, and public safety. It is important to note that a majority of the grants that close out in a year will be awarded under new funding authorities in the subsequent year. Nearly 86% of all grant revenue was from the Department of Treasury, Department of Health & Human Services, and Department of Interior.

The Pueblo government continued to be impacted by the COVID-19 pandemic. A number of administration duties were amended to meet the demands of the COVID-19 emergency funding. Two amended activities included the 2021 Budget development and the 2019 carryover budget revision. Tribal Council approved extending the 2020 budgets through 2021, and delayed the 2019 carryover reconciliation through 2020. Pueblo government administrators anticipate regular budgeting to return in 2022.

## 2021 OPERATING BUDGET BY CATEGORY (IN MILLIONS)

### Emergency Services

\$89.8

### Capital Outlay

\$35.3

### Direct Services

\$11.3

### Community and Economic Development

\$8.1

### Public Safety And Justice

\$7.0

### General Government

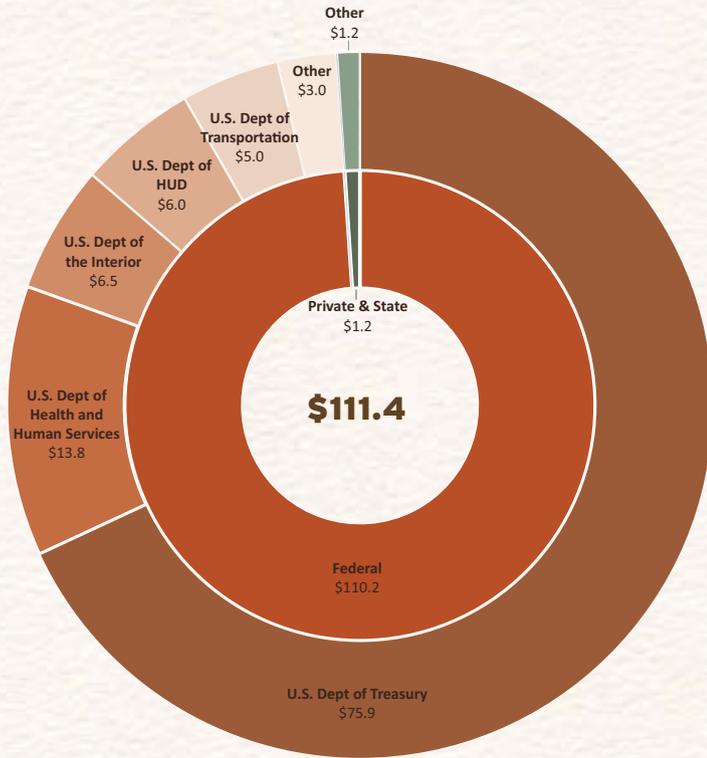
\$7.0

### Quality Of Life

\$1.8



### GRANT REVENUE BY FUNDING AGENCY (IN MILLIONS)



### GRANT REVENUE ADMINISTERED BY DEPARTMENT (IN MILLIONS)

Government Administration

**\$79.0**

Health & Human Services

**\$16.6**

Community Development

**\$11.7**

Public Safety

**\$2.1**

Economic Development

**\$1.1**

Empowerment

**\$0.5**

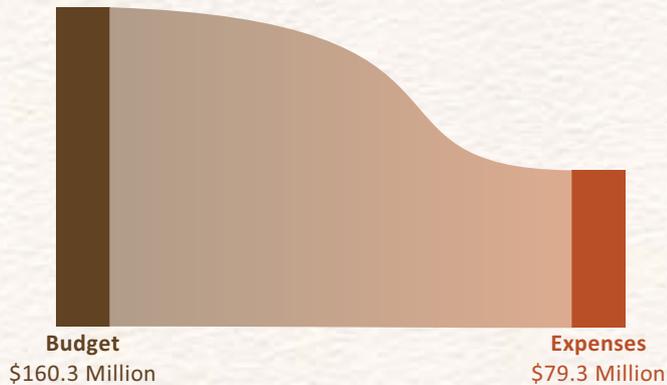
Justice & Public Records

**\$0.3**

Cultural Preservation

**\$0.1**

### 2021 BUDGET VS. ACTUAL EXPENSES



### 2021 OPERATING BUDGET SOURCES OF REVENUE

State & Private

**<1%**

Tribal

**31%**

Federal

**69%**

Total Revenue = \$160.3 Million



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**TIGUA NAME:** Romero

**ENGLISH NAME:** Rosemary

**BINOMIAL NAME:**

*Rosmarinus officinalis*

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**MEDICINAL USES:**

Used as an analgesic for alleviating sore joints. This herb improves memory, relieves muscle pain and spasm, and helps the circulatory and the nervous systems. It also improves the immune system and treats indigestion.

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# GOVERNMENT ADMINISTRATION

## TRIBAL OPERATIONS

### DEPARTMENT OVERVIEW

The Department of Tribal Operations executes administrative functions for the Pueblo government to safeguard 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, facilitates strategic planning, executes and monitors management policies, and supports an inter-departmental network through information exchange outlets such as director meeting facilitation and trainings.

## MANAGEMENT & BUDGET DIVISION (MBD)

The Management & Budget Division is responsible for organizational management, planning, grants management,

and budget management activities. MBD sets the strategic direction for the Pueblo government's administration, manages the organizational structure by spearheading department reorganizations, assessing current services, and recommending 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.

### COVID-19 Management

The pandemic continued to weigh on the Pueblo government operations and services throughout 2021. While the workforce returned, service delivery varied in response to spikes in the number of COVID-19 cases. The Pueblo continued to manage COVID-19 relief programs and services, which took precedence over normal operations. Tribal Operations developed and planned budget allocations aimed at COVID-19 response and recovery activities.

## Self-Governance

The Pueblo transitioned into Self-Governance contractor status with the U.S. Department of Interior on January 1, 2013, under Title IV of the Indian Self Determination and Education Assistance Act (ISDEAA) for its core governmental programs, services, functions, and activities. Under Self-Governance, the Pueblo designs and operates its Bureau of Indian Affairs (BIA) programs in a manner that meets the needs of the YDSP community effectively with minimal federal government oversight or intrusion. Service guidelines may be revised accordingly to meet tribal priorities. Total BIA funding received in 2021 was \$4.9 million, a 24% increase attributed to COVID relief support.

The 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.

## Organizational Management

The goal of Organizational Management is to maintain an integrated system of government administration. The system standardizes 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, while streamlining accounting and budget activities. TOPs assembles an annual profile, known as the Ysleta del Sur Pueblo Service Map, to document the Pueblo's official organizational structure. The Service Map assists administrators in planning, assessing, and evaluating programs and services. The Pueblo's 2021 organizational management profile outlined a total of 6 strategic functions, 11 departments, 33 divisions, 114 services, and 25 programs.

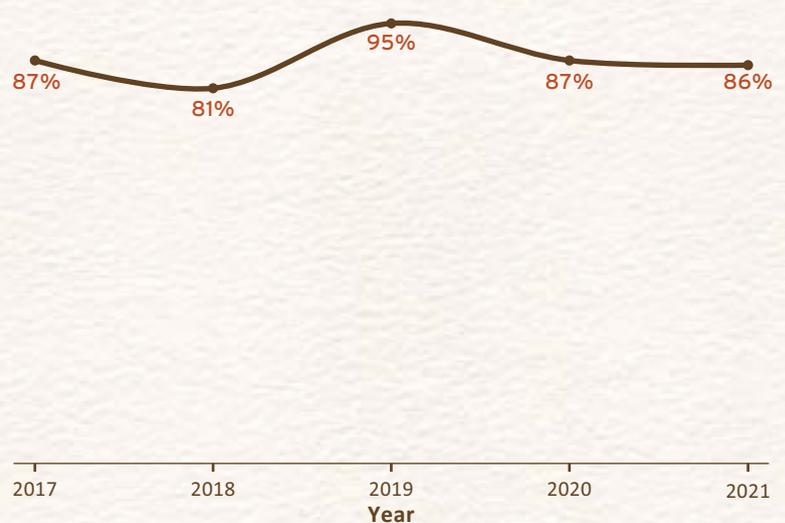
## Planning

Development of the Pueblo's Socio-Economic Profile, YDSP Service Map, and the Active Grants Database all contribute to identifying opportunities for service enhancement. These efforts will ultimately provide a systematic approach to identifying service gaps.

## Grants Management

Grants Management tracked a total of 66 grants and contracts, totaling \$121<sup>1</sup> million from 22 federal, state, and local agencies. In 2021, there were a total of 455 reporting requirements with an 86% timely submission rate. Approximately 99% of all active grants and contracts were federal and 1% were state and local sources. The Pueblo's top three funding agencies include the U.S. Department of Treasury, U.S. Department of Health and Human Services (DHHS), and the U.S. Department of Housing and Urban Development (HUD). The division processed 104 grant and contract award notices, 24 award modifications, 13 carryover revisions, 20 closed grants, 10 grant extensions, and 12 new grants.

### PERCENT OF REPORTS SUBMITTED IN TIMELY MANNER



Notes:

\* Many reporting requirements were waived during COVID-19 emergency.

## Budget Management

A total of 163 internal budgets were formulated and tracked, which included 73 original budgets, 71 revised budgets<sup>2</sup>, and 28 budgets that were closed. There was a new method in budget reporting to Tribal Council that simplified the approval process.

# SELF-MONITORING & EVALUATION (SME) DIVISION

The Self-Monitoring and Evaluation Division conducts evaluation activities on the Pueblo's programs and services. The division conducts assessments, reviews, and evaluations that aid in planning and decision-making. In 2021, the SME division activities were transitioned from annual to quarterly evaluations based on real-time performance auditing. This change allowed the division to perform in a more responsive and expedited manner.

## Self-Monitoring

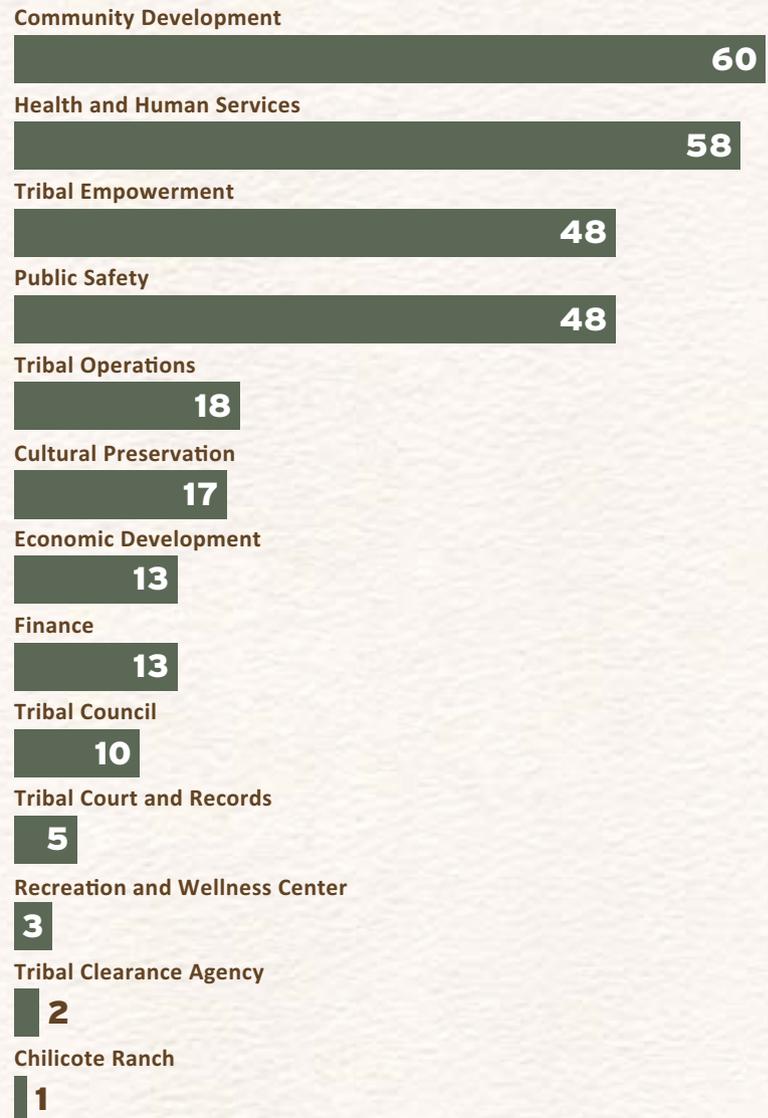
Core Self-Monitoring (SM) duties include creating an annual plan, generating monitoring reports, analyzing reports for risk activities, and coordinating efforts with third-party reviewers and audits. Self-Monitoring reports budget and program performance, and tracks reporting requirements. In 2021, SME reviewed 100 budgets totaling \$62 million, 446 reporting requirements, and 51 programmatic reviews per quarter. A risk assessment was conducted to initiate a desk review for those grants with high/medium risk. There were seven programs that were sent inquiries related to high risk activity. Staff also conducted general ledger code training with YDSP departments in July and August. There were 14 sessions conducted with 65 attendees among 11 departments.

## Evaluation

The evaluation activities in 2021 included data integrity reviews on Quarterly Statistical Reports (QSR) which revised performance measures and improved data entry. There were 15 QSR's reviewed in 2021 and follow-up meetings were conducted with nine departments/divisions.

## TOTAL WORKFORCE BY DEPARTMENT

The 2021 workforce consisted of 296 employees.



- 1 These funds include multiple funding cycles from prime awardees
- 2 Please note budgets were revised more than once.  
Source: MIP: QSR Budget Inventory Information

# HUMAN RESOURCES OVERVIEW

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

## NUMBER OF POSITIONS BY CATEGORY

Office and administrative support positions represent over 25% of the workforce.

### Office and Administrative Support

80

### Construction, Maintenance, and Custodial

44

### Education and Training

42

### Public Safety and Justice

42

### Healthcare & Social Assistance

32

### Arts, Entertainment, and Recreation

15

### Management

14

### Finance and Revenue

11

### Computer and Technology

6

### Executive Officers

4

### Healthcare Practitioners

3

### Others

3

## New HR and Payroll Management System

In 2021, HR and Finance implemented Paycom, a comprehensive HR and payroll management system. The system is a human capital management solution that includes talent acquisition, time and labor management, payroll, talent management, and HR management. The pandemic prompted this upgrade to allow the workforce on-demand access to their HR data such as timesheets, benefits, training, pay stubs, tax documents, and vacation accruals. In short, the system allows employees to manage information anywhere, anytime, without contacting HR.

## Workforce Profile

The workforce in 2021 consisted of 296 employees – 271 full-time and 25 part-time positions. The average age of the workforce was 41 with an average annual salary of \$42,100 and an average of seven years of service. Females represented 58% of the workforce with an average annual salary of \$38,000 and occupy 44% of supervisory positions. Males, in contrast, represented 42% of the workforce with an average annual salary of \$47,700, and 55% of supervisory positions. Tribal members comprised 57% of the total workforce, with an average age of 39 and an average annual salary of \$36,800. Fifty-four percent (54%) of the supervisory level positions are filled by tribal members. In addition, there were 26 non-conventional employees that included contractors, interns, AmeriCorps service members, and WIOA participants.

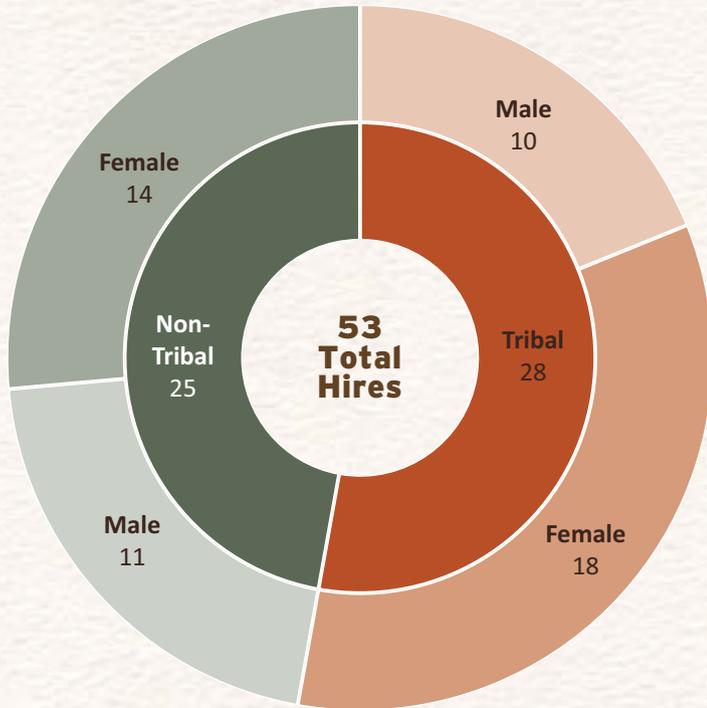
## Recruitment and Turnover

HR facilitated 53 hires, with 48% being tribal members, to fill 9 new, 38 existing, and 6 temporary positions. Additionally, HR processed 50 separations.

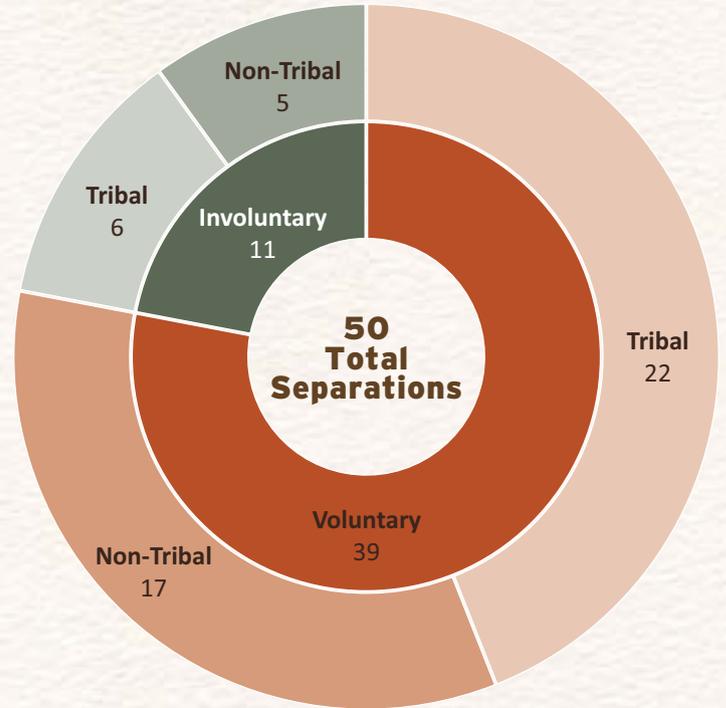
## Benefits

The Pueblo's health plan covered a total of 488 individuals representing employees, spouses, and dependents. Thirty-eight employees participated in the flexible spending plan, while 77 enrolled in a supplemental insurance coverage plan. Sixty-nine (69%) of the employees eligible to participate in the 401K plan were contributing at year-end.

**NUMBER OF HIRES BY TRIBAL STATUS AND GENDER**



**NUMBER OF SEPARATIONS BY TYPE AND TRIBAL STATUS**



## Training and Development

Training and development initiatives via the YDSP BizLibrary resulted in over 10,000 training course completions averaging 35 courses per employee.

## Personnel Management

HR processed a total of 601 employee-related changes, such as wage adjustments, promotions, separations, etc. HR conducted 1 director orientation, one all-hands meeting, an employee appreciation event, and a service recognition event. HR also coordinated various Paycom workshops and trainings.

# INFORMATION TECHNOLOGY OVERVIEW

Information Technology (IT) manages, maintains, and safeguards the Pueblo's computer and data information systems. IT supports the implementation and maintenance of all software, hardware, and network, while instituting crucial cybersecurity measures.

## INFORMATION TECHNOLOGY DIVISION REORGANIZATION

The IT Division executed a reorganization to centralize various IT resources. Specifically, the IT Division now supervises both the clinic and government IT infrastructure and personnel.

## NETWORK AND SERVER SYSTEMS MANAGEMENT

A new network monitoring system was implemented to mitigate service interruptions. IT now receives immediate network and outage alerts and has on-call capacity to address issues quickly. IT also migrated the Pueblo's SharePoint system to the cloud. IT assisted with the implementation of the Department of Public Safety's vehicle mobile network system. The IT Division continues to assist with all the YDSP construction projects, including the new health clinic construction.

## POLICY ENFORCEMENT

As part of an ongoing effort to secure all IT systems, a Zero-Trust Infrastructure was implemented on the YDSP network. Zero-Trust means changing the position from blocking only known threats to blocking anything from running that is not permitted. The IT Division also partnered with a Managed Security Operations Center (SOC) that is comprised of cybersecurity experts who proactively hunt and investigate threats.

## SPECIAL SYSTEMS MANAGEMENT

A new access control system was installed in all government facilities. The new platform integrates access control and building security, establishing a stricter identification standard.

## DIVISION STATISTICS

Over 2,800 tickets were submitted to the IT Help Desk in 2021, including the new network monitoring software alerts.

Department	Tickets
COMMUNITY DEVELOPMENT	158
CULTURAL PRESERVATION	69
ECONOMIC DEVELOPMENT	250
HEALTH SERVICES	266
FINANCE	241
PUBLIC SAFETY	420
TRIBAL COURT & RECORDS	85
TRIBAL EMPOWERMENT	134
TRIBAL OPERATIONS	522
RECREATION & WELLNESS CENTER	123
TRIBAL COUNCIL	49
TRIBAL CLEARANCE AGENCY	55
IT DIVISION NETWORK ALERTS	476
<b>TOTAL</b>	<b>2,848</b>

# 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 include management, monitoring, and disbursement of the Pueblo's resources. The department also oversees the procurement of goods and services by utilizing 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 the Tribe's grant funded activities; assisting with financial planning; and monitoring the Pueblo's budget. The division is also responsible for the indirect cost proposal and for the financial component of self-monitoring activities. Furthermore, the Grants Accountant and the Assistant Finance Director serve on the Self-Monitoring Committee.

### General Accounting / Financial Accounting / Reporting

The General Accounting / Financial Accounting / Reporting Division is responsible for 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 Chief Financial Officer serves as Chairman of the Committee.

## PROCUREMENT/CONTRACTING DIVISION

In accordance with federal and state laws, the Procurement/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/Contracting Division operations also include the managing, receiving, delivering, and tracking of the Pueblo's capital assets.

## FINANCIAL HIGHLIGHTS

The Pueblo government's net assets for 2021 increased by 42% over 2020, attributed to federal COVID assistance and an increase in the Pueblo's investments. Government services and tribal reserves have also increased. The Pueblo continues to explore investment and business opportunities to diversify YDSP revenue streams, allowing for needed tribal services. Total governmental expenditures decreased by 24% from 2020, due to the more flexible spending requirements and timing of the ARPA funding. In 2021, total Governmental revenues remained consistent with 2020, reflecting a 1% increase.



## INVESTMENT SUMMARY

The Pueblo's investment portfolio increased by 36% from 2020 due to net transfers from depository balances and changes in market valuations. The Investment Committee continues to review and adopt strategies to maximize earnings while properly safeguarding the portfolio valuation.

### Tax Division

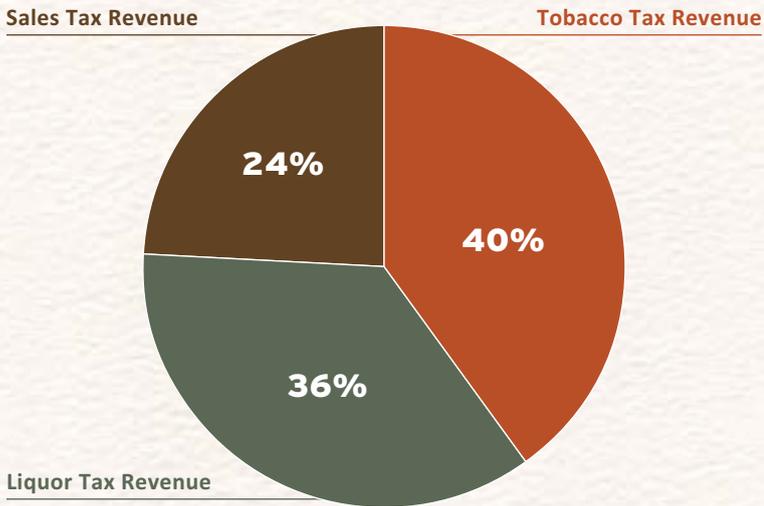
Tax revenue increased by 41% compared to 2020. The increase was attributed to the return of patrons at tribal enterprise establishments. Revenue from tobacco taxes was the largest contributor accounting for 40% of the total revenue.

## Procurement/Contracting Highlights

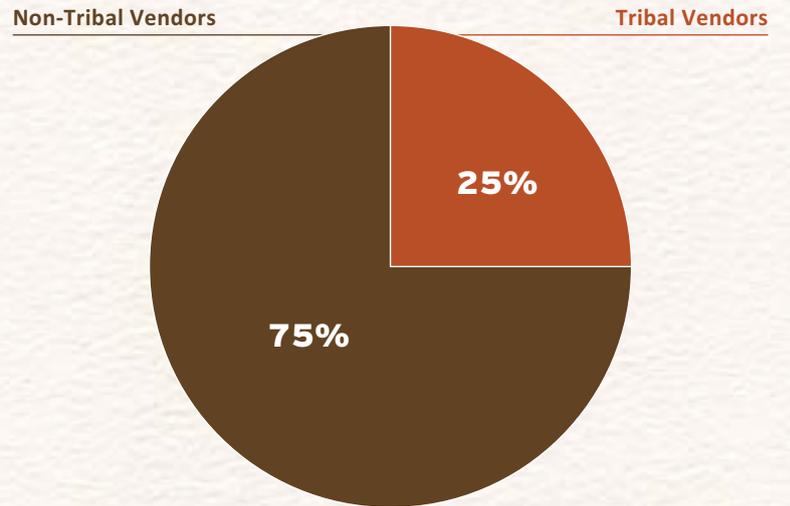
The Procurement/Contracting Division strives to promote and support Tigua economic prosperity by extending contract opportunities to tribally owned businesses and entrepreneurs. The division also aims to promote tribal preference that best matches services, programs, and business solutions with the Pueblo's needs. In 2021, Native vendors represented 25% of the total vendor population. Business activities ranged from consulting services, construction, medical services and supplies, and other government-related procurements.



### 2021 TAX REVENUE BY SOURCE



### TRIBAL STATUS OF YDSP VENDORS





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**TIGUA NAME:** Mezquite  
**ENGLISH NAME:** Mesquite

**BINOMIAL NAME:**  
*Prosopis glandulosa*

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**MEDICINAL USES:**

A bitter liquid made from boiling the inner bark is used to treat stomach pain.

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# HEALTH & HUMAN SERVICES



## HEALTH SERVICES DEPARTMENT OVERVIEW

The Department of Health & Human Services (DHHS) provides quality healthcare services that empower and address Tigua community and Native American health priorities while promoting traditional values and culture. DHHS is comprised of 60 employees within the following divisions: 1) Health Care, 2) Health Education & Outreach, 3) Operations, 4) Public Health, and 5) Sacred Connections (Behavioral Health). Through comprehensive wraparound services, DHHS aims to improve the Tigua community's health status.

## HEALTH CARE

The Health Care Division, incorporating family practice, dental, and optometry, provided services to 1,528 patients. Significant achievements in 2021 include the continued public health response to COVID-19. With Indian Health Service (IHS) support, the clinic continued to administer vaccines, provide home test kits, and disseminate up-to-date health

information. DHHS held 75 vaccine clinics resulting in the administration of 5,635 COVID-19 vaccine doses and boosters.

## Family Practice Clinic

The Family Practice Clinic is staffed by Dr. Michael Janes and Dr. Lorena Silvestre-Tobias, family practice board certified physicians. Dr. Silvestre-Tobias serves as the clinic's medical director. Other staff include a registered nurse, two medical assistants, and two lab technicians. The Family Practice clinic served 636 patients through 1,950 visits.

## FAMILY PRACTICE TOP 5 REASONS FOR VISIT

1. DIABETES
2. HIGH BLOOD PRESSURE
3. GENERAL MEDICAL EXAMS
4. RESPIRATORY INFECTION
5. SEASONAL ALLERGIES



Dental clinic participants exchanged candy for incentives.



Children's COVID-19 vaccination clinic—preparing child for vaccine.

## Dental Clinic

The Dental Clinic is staffed by one dentist, a hygienist, and two dental assistants. Dr. Ankita Vishwamitra serves as the Dental Director. The dental clinic provided preventive, diagnostics, hygienic, and restorative dental services to 424 patients resulting in 1,873 visits.

### DENTAL TOP 5 REASONS FOR VISIT

1. TOOTH SEALANTS
2. DENTAL EXAM
3. CLEANINGS
4. TOOTH FILLINGS
5. SCALING AND ROOT PLANING

## Optometry Clinic

Dr. Syndy Maynard heads the Optometry Clinic along with a technician providing services twice a week to YDSP patients. In 2021, clinic services were provided to 468 patients for a total of 521 visits. Additionally, the clinic retails, repairs, and adjusts eyeglasses for clinic patients. As part of its outreach efforts, the clinic staff visited the Early Learning Center and conducted 39 routine pediatric eye exams.

### OPTOMETRY TOP 5 REASONS FOR VISIT

1. FIT/ADJUST GLASSES
2. REFRACTION DISORDER (BLURRY VISION)
3. EYE EXAM
4. DRY EYE SYNDROME
5. CATARACTS

## PUBLIC HEALTH & EDUCATION

### Health Education & Outreach

The Health Education & Outreach Division (HED) was integral in mitigating efforts during the COVID-19 pandemic by serving on a screening team comprised of contact tracers and public health providers. HED staff fulfilled key roles during peak outbreaks to manage case increases. The division also maintained its education services, disease management services, and public health initiatives. HED was also awarded a two-year Albuquerque Area Southwest Epidemiology Center grant to participate in a colorectal cancer screening project.

### Diabetes Program

The Diabetes Prevention and Management Program is an evidence-based intervention aimed at controlling

and managing diabetes. The program assisted 129 diabetics and 86 pre-diabetic patients, where the majority of these were between 45 and 64 years of age.

YDSP formed a new community partnership with the El Paso Centers for Diabetes and joined the Diabetes Alliance. The Diabetes Alliance is committed to advancing the practice and policy for diabetes prevention and management.

### Community Health Representative (CHR)

The CHR Program improves community members' knowledge, behaviors, and attitudes by assisting them with healthcare needs. The CHRs provided 1,063 transports to medical appointments. CHRs did not conduct any physical home visits due to COVID-19; however, staff made 136 phone calls to clients.

### OPERATIONS DIVISION

The division establishes specialized health contracts, invoices for services, and manages access to care. Specifically, these 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 paid 2,270 claims and processed 1,889 billing claims.

#### TOP THREE PRC EXPENDITURES

1. HOSPITAL
2. DENTAL
3. ONCOLOGY



## BEHAVIORAL HEALTH (SACRED CONNECTIONS)

### DEPARTMENT OVERVIEW

The Sacred Connections division provides trauma-informed integrated services and programs to address the biopsychosocial needs and enhances the emotional and physical well-being of YDSP tribal members and families. Through coordinated efforts, the department collaborates with the YDSP community to provide quality evidence-based behavioral health services.

### CIRCLE OF HARMONY (SOCIAL SERVICES PROGRAM)

The program provided an array of services addressing child welfare, prevention, medical, general assistance, and elder services. The figure illustrates the division's key performance measures.

#### CIRCLE OF HARMONY PERFORMANCE MEASURES

General Assistance Requests Approved

190

Elder Utilities

137

Case Management

132

Crisis Intervention Calls

85

Childcare Services

72

Child Welfare

54

Adult Welfare

10



Circle of Harmony collaborated with the Alabama-Coushatta Tribe, Kickapoo Tribe, the Texas Department of Family and Protective Services (DFPS), and the Supreme Court of Texas Children’s Commission to host the inaugural Indian Child Welfare Act (ICWA) Summit on January 22, 2021. The Pueblo’s participation in the summit planning also led to the creation of the El Paso ICWA Court in February 2021. ICWA is a federal law that sets standards and requirements for child welfare agencies when serving native children. The law aims to protect native children, their families, and their tribes. The summit was an effort to bridge both tribal and state agencies in supporting and strengthening tribal children and families. Finally, the Pueblo and DFPS updated their Intergovernmental Agreement to continue the partnership and collaboration between the two agencies.

## CIRCLE OF HOPE (MENTAL HEALTH PROGRAM)

Mental Health Division—Circle of Hope provided services to improve the mental health and emotional well-being of individuals while reducing the stigma associated with mental health illness. The figure below shows the division’s major service outputs.

The division prioritized crisis intervention training in 2021 focusing on staff’s development of skills and techniques when interacting with clients. The focus of this training was to increase awareness and understanding of crisis situations. Additionally, the Rio Grande Legal Aid and YDSP created a formal partnership in September 2021, whereby, YDSP staff can refer clients to legal services. This free service can help community members resolve their legal issues and related stress.

### CIRCLE OF HOPE PERFORMANCE MEASURES

Therapist Visits

1,312

Cases Managed by Psychiatrist (Adults and Children)

375

Psychiatrist Visits

348

Cases Managed by Therapist

212



## CIRCLE OF HEALING (ALCOHOL & SUBSTANCE ABUSE PROGRAM)

Alcohol & Substance Abuse Division—Circle of Healing provided prevention, screening and evaluations, outpatient adult and youth treatment services and case management services for persons with co-occurring psychiatric substance abuse disorders. The division also provided residential treatment care, halfway house placement, and methadone/naltrexone maintenance. The figure to the right depicts the division’s performance measures.

The division continued offering virtual treatment services to accommodate for the COVID-19 pandemic. The program implemented the University of Texas at Austin’s Biofeedback for Treatment program, which focuses on stress management, coping techniques, and overall general health. The program has demonstrated to be effective for clients.



Tribal Elder, Dora Beltran, displays her sewing skills by sewing squares submitted by community participants for the annual Blanket of Hope 2021.

## CIRCLE OF HEALING PERFORMANCE MEASURES

### Individual Counseling Sessions

**400**

### Treatment Adult

**48**

### Crisis Intervention Services

**32**

### Group Counseling Sessions

**24**

### Co-Occurring Psychiatric and Substance Abuse Disorder Cases

**20**

### Treatment Youth

**2**



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**TIGUA NAME:** Warkui

**BINOMIAL NAME:**

**ENGLISH NAME:** Sand Sagebrush

*Artemisia filifolia*

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**MEDICINAL USES:**

An infusion of the plant can treat boils and indigestion. The liquid was also taken internally and used as a wash to treat snake bites.

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# 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 across three divisions (Support Services, Early Childhood, and Education). 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, reaching nearly 1,000 community members within the year. In 2021, the department continued to be impacted by the COVID-19 pandemic, and scaled services by 50% for the first half of the year.

## SUPPORT SERVICES DIVISION

The Support Services Division bridges service gaps for Tigua youth and adults. Gaps include lack of transportation, identifying student developmental shortfalls, and social and emotional deficiencies. Some of the services include

transportation, parenting classes, counseling and advocacy, and library services.

## Transportation Services

The division has optimized transportation services by modifying routes and schedules. In 2021, the average number of student transports was 47, a decrease of 28% from 2020.

## Parent and Family Engagement Services

The Parent and Family Engagement Services encourages families to take an active role in their children's educational pathways as well as identifies Tigua youth who may need additional academic support.

The Incredible Years and Parent Cafés, for example, are designed to strengthen families, protective factors, and parent-child interactions. In 2021, participant reach was lower than usual due to COVID-19 restrictions and limited operational capacity. The Incredible Years program

completed 15 sessions and reached 17 parent participants. Child-care providers at the Tuy Pathu Early Learning Center received 121 hours of professional development to build knowledge and skills capacity, and staff screened six children using the Ages and Stages Questionnaire (ASQ). The ASQ determines young children’s development progress. Three children were referred for further evaluation.

### Library Services

In 2021, the library shifted to offering virtual services. A total of 24 virtual readings were uploaded to the Department of Tribal Empowerment Facebook page, which averaged 100 viewers.

## EARLY CHILDHOOD DIVISION

### Early Learning Services

The Tuy Pathu Early Learning Center (ELC) is a tuition-free child-care provider with an average annual enrollment of 43 children between the ages of six weeks and five years as outlined in the table below. The center creates a learning environment to build a child’s emotional, intellectual, and physical development.

The program reopened in 2021 at an alternate location to accommodate Covid-19 safety protocols and offered services before and after school to three- to five-year-olds. While safety protocols decreased capacity, it allowed the ELC staff to prioritize the infants’ and toddlers’ physical and emotional development.

#### MONTHLY ENROLLMENT AT THE TUY PATHU EARLY LEARNING CENTER (ELC)

Category	Number of Participants
INFANTS (BIRTH-17 MONTHS)	4
PRE-TODDLERS (18-23 MONTHS)	6
TODDLERS (24-34 MONTHS)	7
PRE-SCHOOL (READINESS) (≥35 MONTHS)	17
<b>AVERAGE MONTHLY ENROLLMENT</b>	<b>34</b>

While following the *Texas Infant and Toddler Guidelines*, children enrolled at the ELC experience best practices in competencies and skills across all domains of learning while connecting with families. A total of 50 families received wellness kits and online video parent engagement activities supported by Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA). The ELC also built a new toddler playground, which was supported by another federal funding source, the Child Care and Development Fund (CCDF) appropriated in the CARES Act.

### Pre-Kindergarten Services

The Tuy Pathu Pre-Kindergarten is a language-learning program that teaches participants about Tigua culture and language as well as prepares students to be school ready. The first 6 months of the 2020-2021 school year was conducted virtually using Google Classroom as the educational platform. The total enrollment was 32 students of which 16 earned their Pre-Kindergarten Diploma. The Tuy Pathu Pre-K Program utilized the CIRCLE Progress Monitoring System to evaluate preschool students’ skills and knowledge.

All school events were canceled due to the COVID-19 pandemic; however, the program continued to engage with students and families. For example, as an activity for Native American Heritage Month, the program organized and delivered Halloween and Christmas gift baskets, while staff created and disseminated a video showcasing native youth living in two worlds. The video can be viewed at <<https://youtu.be/NBRBbSvwnJk>>. The Program also hosted its first Scholastic Virtual Book Fair from April 5th to 19th. The proceeds were used to purchase additional materials.

## EDUCATION DIVISION

### At-Risk Youth Services

The Bravery Respects and Values Everyone (BRAVE) Program creates a safe and healthy environment for participants to build upon critical thinking skills, ancestral knowledge, and identity and culture. The program offers year-round services during out-of-school time periods. Targeting youth 5 to 18 years, the BRAVE



1) Tuy Pathu Early Learning Center toddler discovery playground is equipped for durable, safe play. It allows for little ones (6 Months–36 Months) to climb, slide, turn gears, and spin blocks, while learning shapes, and colors. 2) Eva Silvas (Toddler Class) enjoys a private moment inside the colorful discovery center tunnel. 3) A'mare Marcelin (Pre-Toddler Class) favors the slide over all outdoor equipment during gross motor activity time. 4) Acelan Roque (3-Year-Old Preschool Class) enjoys the new toddler discovery center during gross motor activity time.

Program incorporates the Positive Action Curriculum, drug and alcohol prevention presentations, and other instructional activities. These prevention education sessions develop life and resiliency skills against risk behaviors. Program staff re-opened in-person services in 2021 and kicked off its yearly Spring Break activities with a total of 20 student participants. Some of the activities included agricultural, nutrition, and language/culture classes. In addition, nearly 70 students participated in the summer program from June 28<sup>th</sup> to July 23<sup>rd</sup>. The BRAVE program also assisted DTE staff with the annual Back to School Fair, where 350 tribal K-12 students received school supplies and a backpack. Finally, the BRAVE Program was also able to resume its afterschool services. BRAVE Program staff offered parent

orientations and prevention and enrichment services to a total of 63 students. The program afforded transportation, afternoon healthy snacks, and physical education.

### Higher Education Services

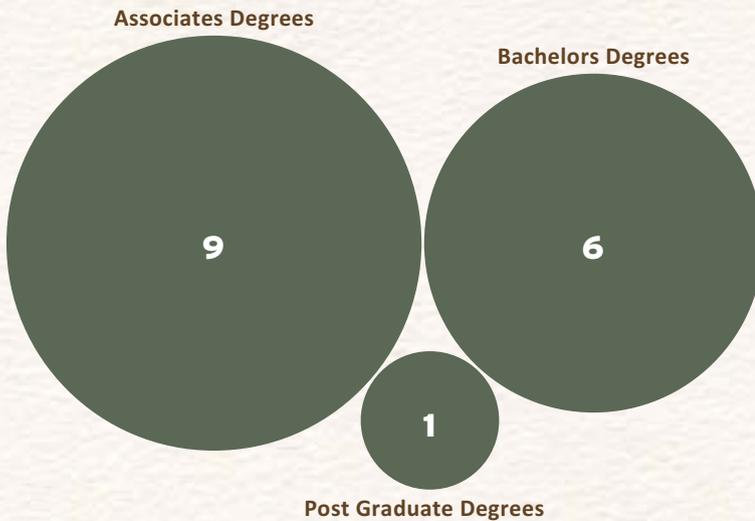
The Inspiring Motivated Proud and Committed Tiguas (IMPACT) Program aims to improve higher education attainment rates among Pueblo members and targets high school and secondary education students. The program continued to offer virtual services while slowly returning to face-to-face activities. The Higher Education Scholarship offering remains the cornerstone of the IMPACT program providing nearly \$545,000 in scholarship funding to 111 students pursuing undergraduate



BRAVE Program field trip to Hueco Tanks.

and post graduate degrees. The IMPACT program revised application procedures to include an online orientation and application portal.

### NUMBER OF GRADUATES BY EDUCATION LEVEL



The program expanded services to high school seniors in 2021, where 39 high school and early college high school students participated in the program. Upon graduation, the program celebrated their achievements on May 8, 2021. Additionally, the IMPACT Program and the Tigua Youth Council provided a Tiwa language seminar on October 6, 2021, and a Christmas activity at the end of the year.

The IMPACT Program continued to build program partnerships with the El Paso Community College and The University of Texas at El Paso (UTEP). In October, these partners hosted the 2021 Indigenous Peoples Celebration, discussing YDSP history and contemporary Native American issues. Finally, UTEP, in coordination with the IMPACT program, is developing a minor in Native American Studies, creating a mural at the Centennial Museum, and working at the Rio Bosque Wetlands Park.

## COMMUNITY DEVELOPMENT DEPARTMENT OVERVIEW

The Department of Community Development (DCD) consists of 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. Some of the department's responsibilities include the acquisition and records management of real estate, representing Pueblo interests before federal, state, and regional organizations, and the overall construction management and maintenance of the Pueblo's real property assets.



Tribal Administration Building customized reception desk with glass windows.

### PLANNING, DESIGN & CONSTRUCTION DIVISION (PD&C DIVISION)

The division continued to manage construction of the new state of the art health clinic. It has been under construction since the end of 2019 and is scheduled for completion in 2022. The clinic will support comprehensive primary care and health services. The final phase of construction will include street and landscape enhancements. Other division projects included the remodel of

the Housing Office, which modernized and expanded the facility. This expansion included a new conference room, planning room, two additional offices, and an updated reception area.

The division also led a project to renovate the YDSP Administration lobby. The project included a vestibule with two automatic sliding doors, customized reception desk with glass windows, a new office and also beautified the exterior entrance with veneer stone. Finally, PD&C initiated construction

of the YDSP Warehouse, which will centralize the storage of community and government goods. The warehouse is approximately 19,000 square feet and includes three storage sections, a walk-in freezer, conference room, and offices.

## HOUSING DIVISION

In April 2021, the Housing Division initiated a new General Assistance Program designed to assist tribal elders with medical and safety needs. At the end of 2021, the program assisted 12 elders with a number of home safety construction projects.



Before and after: Tribal elder home safety roof replacement assistance.

### HOUSING WAITING LIST

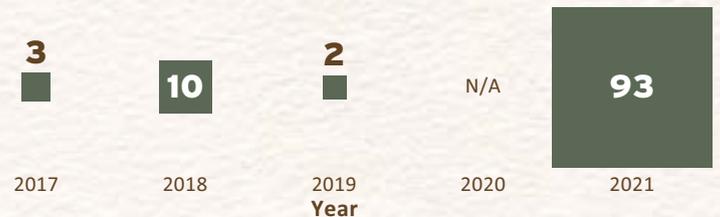


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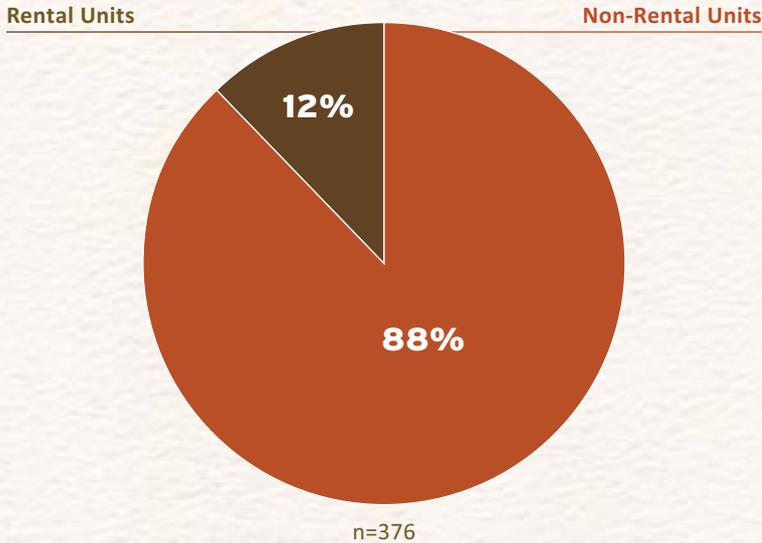
\* A larger than normal decrease was realized because the minimum household income needed to qualify for the DCD housing programs rose from \$13,000 to \$18,000 with the Housing Policy revision project of 2016.

\*\* The decrease in 2017 was due to applicants housed and those removed from the waiting list because they did not update within a five-year period.

### NON-VOLUNTARY TERMINATIONS



## HOUSING INVENTORY BY UNIT TYPE



## REALTY DIVISION

The Realty division assisted in the acquisition of seven new properties in 2021. These properties are currently being utilized for off-reservation housing, commercial real estate, and parking. The current land holdings are 74,573.80 acres as exhibited in the following table.

### 2021 PROPERTY BY ACREAGE

Property Name	Acreage
IYE KITU	117
P'A KITU	329
OUTLIER PROPERTIES	4
HUECO TANKS	3,593
CHILICOTE	70,531
<b>TOTAL ACREAGE</b>	<b>74,574</b>

## 2021 OWNERSHIP INTERESTS

Classification	Acreage
EASEMENT	0
NON TRUST	71,466
PENDING TRUST	0
RESTRICTED FEE	<1
TRUST	3,107
<b>TOTAL</b>	<b>74,574</b>

## ENVIRONMENTAL DIVISION

The Environmental Division administers the Environmental Protection Agency General Assistance Program, which supports a number of initiatives including recycling, pollution prevention, environmental reviews, and energy usage. A recycling initiative focused on deterring the illegal disposal of tires resulted in 210 tires being collected from 18 community members. Additionally, the program supported the division to conduct storm water pollution prevention inspections for YDSP construction projects such as the new health clinic and warehouse. These inspections ensure compliance with the National Pollution Discharge Elimination System NPDES regulations. Other initiatives included conducting environmental reviews for projects requiring state and federal compliance, and the analysis of energy usage at YDSP facilities. Lastly, the division applied for an Energy Star Certification based on its energy usage performance.

## PROPERTY MANAGEMENT DIVISION

In 2021, the Property Management Division continued to manage housing and maintenance operations to include the following services: Custodial Services; Auto Fleet & Equipment Management; Roads & Grounds; Facilities Management, and Housing. The division completed approximately 3,300 work orders while adding the new General Assistance Program. This new program includes home safety improvements such as handicap accessible bathroom conversions, installation of ramps, and water leak repairs, to name a few. A total of 21 repairs were addressed.

## NUMBER OF ORDERS RECEIVED

Property Management received 3,253 work orders.

### CDD Doorways

892

### Vehicle

557

### Landscape

337

### Plumbing

306

### HVAC

297

### Electric

163

### Furniture Assemble/Remove

123

### Housekeeping

111

### Others

467



Tire drive initiative flyer.

## ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

The Department of Economic Development builds the Pueblo's economic growth and 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 create 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.

## FINANCIAL SUPPORT DIVISION

### Tigua Community Development Corporation (TCDC)

The Tigua Community Development Corporation (TCDC), a Community Development Financial Institution (CDFI), continues to serve the Pueblo's members who have limited access to

capital. These financial services attempt to help those with poor credit while providing feasible lending alternatives. Applicants may qualify for personal or small business loans at below market interest rates. Loan recipients are offered financial literacy sessions that focus on topics such as saving and reducing debt. The CDFI funded approximately 62% of all applications received. TCDC approved two business loans for tribal members. Since the program's inception, the TCDC has provided more than \$958,083 in loans, having assisted over 200 Pueblo citizens. In addition, TCDC received its first external audit in June which determined that the program follows standard accounting practices.

### TIGUA COMMUNITY DEVELOPMENT CORPORATION PERFORMANCE MEASURES

Indicators	Units
LOAN APPLICATIONS	29
APPROVED LOANS	18
TOTAL INDIVIDUAL DEVELOPMENT LOANS	16
TOTAL SMALL BUSINESS LOANS	2
NUMBER OF LOANS DENIED/WITHDRAWN	11
TOTAL NUMBER OF LOAN WRITE-OFFS (FROM 2021)	4
TOTAL NUMBER OF LOAN DEFAULTS	0

### ENTREPRENEURSHIP SUPPORT DIVISION

The Pueblo recognizes that many of its members have an entrepreneurial spirit and encourages them to pursue their business interests. To improve their chances for success, the Pueblo provides members with educational programs and technical support services. The educational programs are designed to improve members' skills and knowledge as it relates to business operations. Program participants, for example, completed training and received technical assistance on a wide range of areas, including business certifications, licensing, government contracting, networking, marketing, and business plan development. In 2021, the program completed

699 sessions and served 1,197 participants as noted in the table below. The division also maintained strategic partnerships with organizations such as the American Indian Chamber of Commerce, the El Paso Hispanic Chamber of Commerce, the United States Office of Small Business Programs and Small Business Administration, Prairie View A&M University, and the University of Texas at Dallas. The purpose of these partnerships is to build business capacity to achieve self-governance and sustained economic development.

### BUSINESS & ENTREPRENEURSHIP SUPPORT PERFORMANCE MEASURES

Indicators	Units
EMPLOYEE PROGRAM SESSIONS	86
COMMUNITY PROGRAM SESSIONS	59
TECHNICAL ASSISTANCE SESSIONS	554
EMPLOYEE PARTICIPANTS SERVED	332
BUSINESS LOAN PARTICIPANTS SERVED	6
COMMUNITY PARTICIPANTS SERVED	859

### TARGET TIGUA AMERICORPS PROGRAM Volunteer Income Tax Assistance (VITA)

Volunteer Income Tax Assistance (VITA) services provides income tax preparation services to tribal and community members at no cost. In 2021, VITA tax preparers at the YDSP location prepared 728 tax returns that yielded over \$1.2 million in refunds and \$354,193 in Earned Income Tax Credit (EITC). In its 18th year of services, VITA mitigates fees from predatory lenders and for-profit tax preparation providers. It also provides program participants a better understanding of the income tax preparation process and potential benefits, such as utilizing the EITC as an asset building catalyst. In 2021, VITA had two AmeriCorps Coordinators and five volunteers who were IRS certified to prepare tax returns.

## VITA PERFORMANCE MEASURES

Indicators	Units
NUMBER OF TAX RETURNS PREPARED	728
TOTAL VALUE OF REFUNDS	\$1,271,182
TOTAL VALUE OF EITC (EARNED INCOME TAX CREDIT)	\$354,193

### Financial Literacy

Financial literacy can establish financial growth, which may improve both individual and tribal self-governance. The department offered 22 sessions to 62 participants. Sessions addressed topics such as savings and debt management and is offered to a host of participants ranging from homebuyers to loan recipients to youth receiving benefits.

### Nation Building

Nation Building is the effort to improve tribal capacity for self-determination and community and economic sustainability. Nation Building sessions introduce participants to Tigua history, culture, traditions, and government operations. As noted in the table below, 60 participants attended Nation Building sessions.

## NATION BUILDING PERFORMANCE MEASURES

Indicators	Units
NATION BUILDING WORKSHOPS	11
YOUTH PARTICIPANTS SERVED	33
EMPLOYEE PARTICIPANTS SERVED	24
COMMUNITY PARTICIPANTS SERVED	3

## NATIVE PATHWAYS (NP)— NATIVE AMERICAN EMPLOYMENT AND TRAINING PROGRAM (NAETP)

NP is a workforce and training program serving eligible native participants throughout West Texas. NP received a total of 73 applications of which 56 participants were enrolled in work experience yielding 19 permanent hires. In addition, fifty-five (55) participants started training programs related to their career in-

terests, where 28 completed their specialized training. To expand services, NP continued to build relationships and collaborations with various job-training providers at technical and vocational institutions and worksites. NP continues its relationship with Ed-2go, an online training provider, offering over 300 career training programs, including professional and soft skill development.

## NATIVE PATHWAYS PERFORMANCE MEASURES

Indicators	Units
NUMBER OF ADULT APPLICANTS	73
NUMBER OF ADULT PARTICIPANTS IN WORK EXPERIENCE	56
NUMBER OF ADULT PARTICIPANTS ENROLLED IN TRAINING	55
NUMBER OF ADULT PARTICIPANTS THAT COMPLETED TRAINING	28

### 2021 Tigua Next Generation (TNG) Program

The TNG Program, a component of Native Pathways, establishes a positive workforce development path for young tribal members (ages 15–17) by providing them workforce experience opportunities. Due to the ongoing COVID-19 pandemic, NP continued to offer its training certificate curriculum online where 35 youth participated in a 6-week training. Youth earned seven certificates and participated in four workshops designed to build their résumés and career-enhancing skills.

### New Markets Tax Credits

DED led a team of YDSP stakeholders to secure New Markets Tax Credits (NMTC) for the construction of the new YDSP health clinic. In 2000, Congress enacted the NMTC, a program administered by the U.S. Department of the Treasury. Its purpose is to create jobs, community services, and other benefits for underserved communities. These tax credits benefit both the Pueblo and its financial lenders, including U.S. Bank Community Development Corporation, Urban Research Park CDE, LLC, Enterprise Community Investment, Inc., Border Communities Capital Company, LLC, PEOPLEFUND NMTC, LLC, and WestStar Bank. In December 2020, YDSP

closed on a NMTC loan and expedited the construction phase. The NMTC loan requirements span a total of seven years and include financial and reporting commitments.

### **Tigua Farms, LLC**

In September of 2020, Tigua Farms, LLC was established. Tigua Farms is intended to expand YDSP revenue opportunities. With the initial planting of alfalfa and subsequent crops to follow, YDSP anticipates seeing this farm through to maturity in the years to come. Tigua Farms is located within the greater Chilicote Ranch and occupies 500 acres.



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**TIGUA NAME:** Trompillo  
**ENGLISH NAME:** Nightshade

**BINOMIAL NAME:**  
*Solanum elaeagnifolium*

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**MEDICINAL USES:**

The dried, yellow berries are used for both cheese making and for allergy relief.

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# PUBLIC SAFETY



The 2021 Ropes Rescue Training at the international U.S.-Mexico boundary.

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 48 employees, the department supports operational functions including traffic safety, criminal interdiction, emergency management, fire safety, and communications. The department strives to serve, protect, and promote peace within Ysleta del Sur Pueblo.

## TRIBAL POLICE

The Tribal Police Division (TPD) aims to create a safe and vibrant environment by implementing approaches to protect the community. The division continues to engage the community through its outreach efforts which aim to raise awareness and build trust. TPD in recent years has branched its partnerships with local law enforcement agencies to leverage common objectives in its effort to create safe communities. A collaboration with multi-agency task forces, for example, has mitigated drug and criminal behaviors within YDSP and surrounding communities. Task Force partners include the Homeland Security Investigations (HSI) and the Federal Bureau of Investigations' (FBI) Violent Crime Task Force. These collaborations yielded 12 felony drug arrests, and removed approximately 2,000 grams of narcotics.

New resources, personnel, and technology have provided TPD with enhanced capabilities. TPD implemented intelligence-led policing as a method to prevent crimes before they occur. TPD, for example, utilized its specialized officers such as the Violence Against Women Officer, K-9 Officer, Task Force Officers, and School Resource Officer to focus on the partnerships with community members first and enforcing the laws against



YDSP TPD at Hueco Tanks with the Socorro PD Emergency Response Team.

people second. This strategy has contributed to an overall decrease in crime. Lastly, the COVID-19 pandemic impacted policing in various ways. With stay-at-home orders and business closures, the division witnessed fewer incidents with drops in almost all types of crimes except for illegal drugs.

### TRIBAL POLICE PERFORMANCE MEASURES

Indicators	Units
<b>NUMBER OF INFRACTIONS</b>	<b>801</b>
NUMBER OF TRAFFIC INFRACTIONS	642
NUMBER OF PEACE CODE INFRACTIONS	159
<b>TOTAL CITATIONS ISSUED</b>	<b>400</b>
NUMBER OF TRAFFIC CITATIONS	246
NUMBER OF PEACE CODE CITATIONS	154
<b>DRUGS CONFISCATED (IN GRAMS)</b>	<b>2,113</b>

In 2021, the following were the top three traffic violations:

1) Driving without a valid license; 2) Vehicle insurance and registration, and 3) Proof of liability insurance.

The top three peace code violations included: 1) Illegal drugs, 2) Disorderly conduct, and 3) Trespass.

## TRIBAL FIRE

The Tribal Fire Division (TFD) develops and maintains a fire prevention and emergency response program for the Pueblo and its immediate community. COVID-19 checkpoints designed to manage health risks concluded in March 2021 where the division, utilizing TFD personnel, played a key role in the Pueblo's response to the pandemic. TFD also assisted DHHS with its vaccination campaign, collaborated with Life Academy to conduct a National Registry Basic EMT class, and conducted a blood drive. The division also acquired a new pumper truck, a 2020 Pierce Enforcer equipped with the latest fire suppression technology. In an effort to maintain training during pandemic restrictions, the division created a specialized cadre to teach personnel rope rescue techniques and methods.



Firefighter Shania Alarcon during the 2021 aerial ladder training.

### TRIBAL FIRE PERFORMANCE MEASURES

Indicators	Units
RESPONSE CALLS	533
COMMUNITY OUTREACH/EDUCATION ACTIVITIES	47
COMMERCIAL/GOVT BUILDING FIRE INSPECTIONS	7
BUILDING PLANS REVIEWED	8
ALARM SYSTEM SIGNALS AND TROUBLES	14
COMMERCIAL/GOVT ALARM ACTIVATED INCIDENTS	53

## EMERGENCY MANAGEMENT

The Emergency Management Division (EMD) remained supportive to the COVID-19 pandemic response through the continued activation of the Emergency Coordination Center (ECC) from January to March 2021. During this period of activation, the ECC assisted in developing the Incident Action Plan for the COVID-19 Vaccination Clinic that occurred the first week of January. Situation reports were issued on a weekly basis to keep Tribal leadership and external stakeholders informed of the situation at the Pueblo. Finally, the ECC was deactivated on March 26, 2021.



**TFD members at Life EMS Academy EMT Class.**

As the year progressed, EMD gradually transitioned from response to recovery and back to a preparedness phase. Significant activities included the completion of a COVID-19 pandemic after-action review, the update of eight Emergency Management Plan Annexes, and the full implementation of WebEOC, an emergency management software system.

EMD transitioned into normal operations in 2021. For example, the division resumed its support for tribal sponsored community

events including ten Speaking Rock concerts, two tribal ceremonies, and three community events. In addition, staff attended the Public Health Preparedness Law and All-Hazards Mitigation and Integrated Preparedness Planning workshops, while hiring two new staff members. Finally, EMD ended the year by conducting a Threat and Hazards Identification and Risk Assessment and preparing a Stakeholder Preparedness Report.

## EMERGENCY MANAGEMENT PERFORMANCE MEASURES

Indicators	Units
GRANTS ADMINISTERED	4
HOURS OF TRAINING DELIVERED	14
NUMBER OF PARTICIPANTS TRAINED	14
NUMBER OF EMERGENCY PLANS AND ASSESSMENTS UPDATED	9
NUMBER OF PREPLANNED EVENTS AND INCIDENTS COORDINATED THROUGH IAPS	17
EMD COMMUNITY OUTREACH EVENTS	4
APPROX. EMD COMMUNITY OUTREACH ATTENDANCE	5,138

In 2021, Tribal Communications completed four of twelve projects. For example, the division completed the installation of new wireless communication devices in both police and fire vehicles, allowing personnel to view maps and emergency service calls in the field, expediting their response. Additionally, a new backup radio communications system was installed to alleviate interference from Mexican communications. The division also entered into a six-year agreement to maintain services and upgrades for its radio communications system, which provides YDSP first responders improved interoperability with other regional partners. Other improvements included the implementation of an equipment tracking database for all public safety equipment, and enhancements to radio frequencies eliminating the need for first responders to carry two separate devices.

## TRIBAL COMMUNICATIONS

The Communication Division is a 24-hour full dispatch service, which centralizes all public safety and contract service calls. The division is dedicated to promoting the operability and interoperability between YDSP and all other tribal, federal, state, and local agencies. In 2021, the division handled approximately 6,500 dispatch calls, as noted in the table below. While Tribal Communications primarily dispatch YDSP police and fire calls for service, the division is contracted to handle animal control and ports of entry service calls. The division processes facility maintenance service requests from 105 U.S. ports of entry sites and dispatches Tigua Inc. staff to remedy concerns. For example, staff addressed a traffic spike malfunction at the San Ysidro Port of Entry, which closed the port down for a couple of hours.

## TRIBAL COMMUNICATIONS PERFORMANCE MEASURES

Spillman CAD Calls	Total Received
TRIBAL POLICE	4,988
TRIBAL FIRE	781
TRIBAL ANIMAL CONTROL	2,377
<b>TOTAL</b>	<b>8,146</b>
Tigua Inc. Calls	Total Received
PORT OF ENTRY	1,073



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**TIGUA NAME:** Mimbre

**ENGLISH NAME:** Desert Willow

**BINOMIAL NAME:**

*Chilopsis linearis*

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**MEDICINAL USES:**

To clear up congestion and treat colds, a tea is made by boiling the flowers in water.

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# JUSTICE & PUBLIC RECORDS



## DEPARTMENT OVERVIEW

The Department of Tribal Court and Records (DTCR) has two divisions, the Tribal Court Division and the Tribal Records Division. DTCR staff includes a director, administrative assistant, court bailiff, court clerk, records clerk, and court judges. 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.

## TRIBAL COURT

While the YDSP government resumed normal operations, Tribal Court continued to follow COVID-19 safety protocols and held virtual court hearings. The court experienced a decrease in the number of cases by a third as compared to pre-COVID. As a result, the court heard 489 cases which caused a decrease in fines and revenue. The majority of cases heard, as noted in the graph on the following page, were Traffic Code (51%) followed by Peace Code (42%), and Civil Code (7%) cases. Pueblo visitors comprised most of the cases heard in court.

DTCR continues to collaborate with the Behavioral Health Division in exploring an Adult Treatment Court. The initiative intends to link adult treatment court participants with key



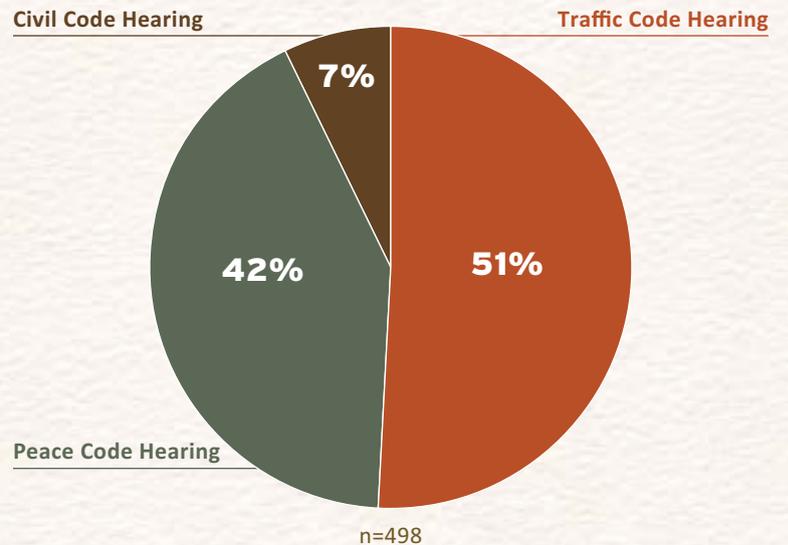


YDSP providers including Tribal Police, Behavioral Health, and Tribal Court. The group has established a draft mission statement and policy.

Professional development continues to be a priority for DTCR. Staff members participated in virtual training for customer service and other professional development such as YDSP BizLibrary's Back to Basics for a Better You, Spring Fling, Learn S'more, and Thankful for Learning. Lastly, the court clerk was re-certified.



### 2021 TYPE OF CODE HEARINGS HEARD





## TRIBAL RECORDS

The Tribal Records Division processed 269 new enrollments bringing the total enrolled population to 4,941. Overall, 52% of the enrolled population resides out of town while 48% reside in El Paso/Hudspeth counties. Females represent 52% of the enrolled population, 35% are minors, and the median age is 34.

Tribal Court and Records continues to serve as the primary communication arm for the Pueblo government. It maintains the membership's contact information and routinely disseminates the Pueblo's newsletters and current events to over 2,500 tribal members.

## 2021 YDSP POPULATION DEMOGRAPHICS

Population by Gender	Count	Percent
<b>MALES</b>	<b>2,385</b>	<b>48%</b>
<b>FEMALES</b>	<b>2,556</b>	<b>52%</b>
<b>TOTAL</b>	<b>4,941</b>	<b>100%</b>
Population by Age Group	Count	Percent
<b>MINORS (0 TO 17)</b>	<b>1,685</b>	<b>34%</b>
<b>ADULTS (18 TO 64)</b>	<b>2,978</b>	<b>60%</b>
<b>ELDERS (65 AND UP)</b>	<b>278</b>	<b>6%</b>
<b>TOTAL</b>	<b>4,941</b>	<b>100%</b>
Population Trends	Count	
<b>BIRTHS</b>	<b>34</b>	
<b>DEATHS</b>	<b>22</b>	
<b>NUMBER OF NEW ENROLLEES</b>	<b>269</b>	



*Ka sai shu*

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**TIGUA NAME:** ka sai shu

**ENGLISH NAME:** Broom Snakeweed

**BINOMIAL NAME:**

*Gutierrezia sarothrae*

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**MEDICINAL USES:**

A treatment for indigestion, bee stings, headaches, diarrhea, painful menstruations, colds, fevers, nosebleeds, and snakebites.

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# QUALITY OF LIFE



Zumba class at RWC.

## 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 quality of life, health, and well-being

of the tribe and its surrounding community by helping its members achieve their personal fitness goals in a safe, healthy, and nurturing environment. Through various services, RWC members have the opportunity to become stronger and healthier.



Cardio room carpet has been removed and gray/silver Epoxy flooring was installed.



Tribal Member and RWC employee Zachary Arriola working on his back on the new Hammer Strength Iso-Lateral Low Row machine.

## GENERAL OPERATIONS

RWC Fitness was closed to the public in 2020 due to the COVID-19 pandemic and re-opened in February 2021. During the closure, RWC Fitness completed a number of facility enhancements to accommodate COVID-19 safety concerns, such as repositioning workout stations, enhancing sanitation protocols, and masking requirements. In addition to the COVID-19 safety protocols, RWC Fitness replaced the carpet in the cardio room with an epoxy flooring and upgraded the lobby to a light brown rubber floor. The new flooring is aesthetically pleasing and allows for easier maintenance. Additionally, the center installed 11 new workout stations including upper and lower body equipment and products.

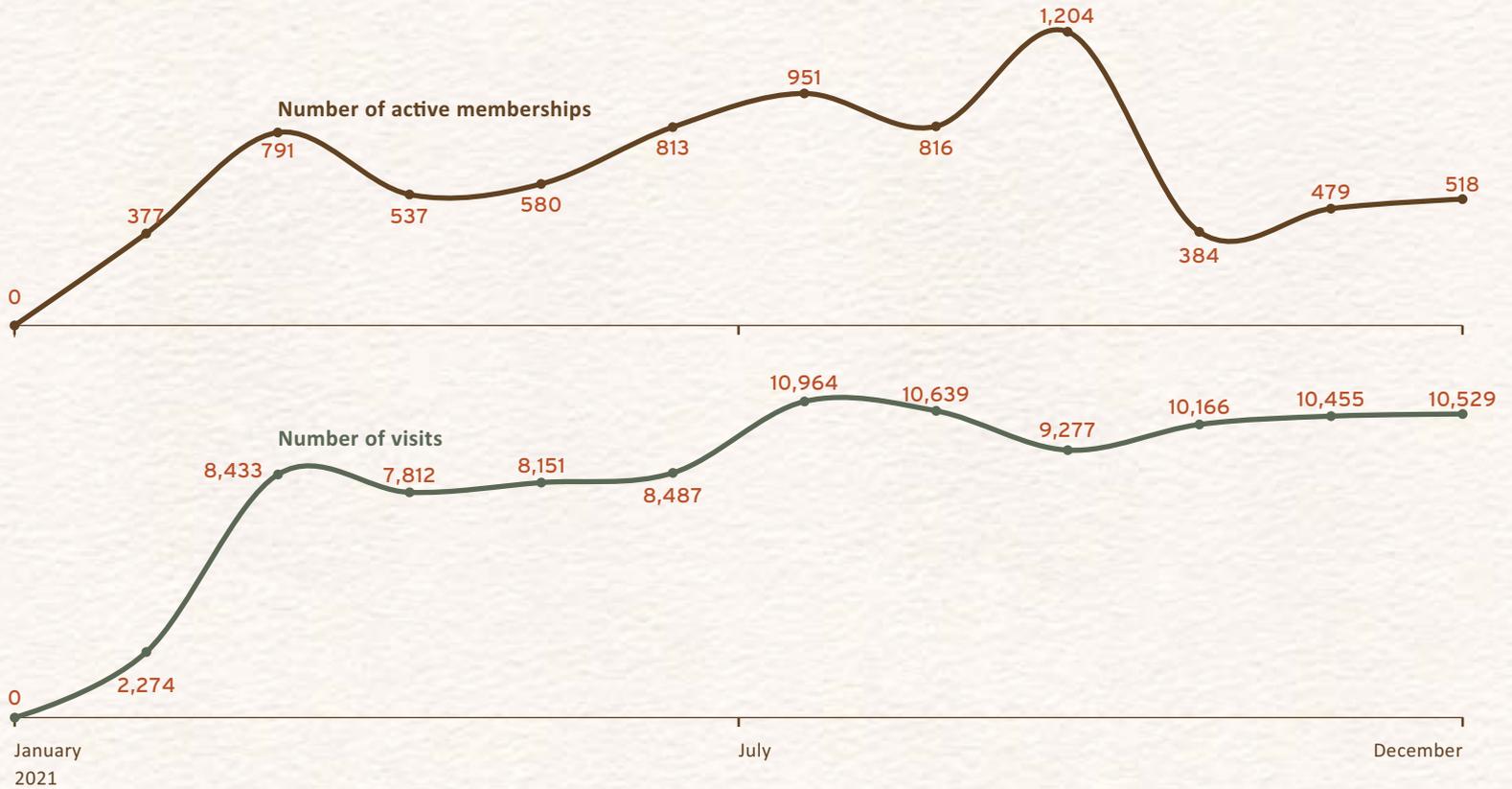
## FITNESS CLASSES

Due to COVID-19, RWC only offered one fitness class: Zumba. RWC plans to increase class offerings in 2022.

## ADVERTISING

RWC Fitness continues to advertise through traditional and social media. In addition to its website ([www.rwcfitness.com](http://www.rwcfitness.com)), RWC Fitness promotes activities and services via its social media, including Facebook (@rwcfitness) and Instagram (@rwc.fitness).

## RECREATION AND WELLNESS CENTER ACTIVE MEMBERSHIPS AND VISITS



## CULTURAL PRESERVATION DEPARTMENT OVERVIEW

The Department of Cultural Preservation (DCP) encompasses three divisions—The Cultural Center, Cultural Development, and Repatriation. The Cultural Center exhibits the tribe’s heritage through youth dance performances, educational programs, and other artisan activities such as bread baking, storytelling, pottery making, pottery painting, 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. The Cultural Development Division is

responsible for Tigua education and traditional activities, while the Repatriation Division aims to return Native American items to their rightful owners.

## CULTURAL CENTER DIVISION Museum Activities

Throughout 2021, the museum staff coordinated and provided tours to visitors from around the country. The tours address a number of cultural, traditional, and historical topics. For example, tour guides introduce visitors to specific Tigua traditions and history such as bread baking using hornos (beehive ovens), gardening (the three sisters known as corn, beans, and squash), and agricultural history. Visitors can also explore the museum, where staff further detail Pueblo history.





Previous spread: DCP's social dance group performing at the Winter Market on December 11th.

The museum houses 29 panels containing photographs and historic accounts of YDSP. The museum also exhibits sacred artifacts such as the only surviving war jacket which belonged to Mariano Colmenero, a Pueblo Chief at the turn of the century. Chief Colmenero also served as a Tigua Scout for the U.S. Cavalry as well as the Texas Rangers. Other artifacts showcased in the museum include five 250-year-old clay pots used as storage vessels.



Thur-Shloa Hisa demonstrating harvested corn at District II.

## Center Operations

The Ysleta del sur Pueblo Cultural Center is open seven days a week from 10 am to 4 pm. The center's gift shop sells pottery, moccasins, jewelry, and t-shirts where pottery is the most popular-selling item. Tigua pottery is created from both industrial and traditional clay types. Tribal member Frank Gomez makes pottery for the center and also teaches the pottery making process to other members, while Tomas Silvas and Johnny Hisa paint native designs on the pots.

In 2021, the center hosted the Winter Market on Saturday, December 11th, and it was the first event held since the start of the pandemic. It included the social dance group performances and hosted 18 vendors. Two of the vendors that attended the event were from the Pueblos of Laguna and Santo Domingo. The event was well attended and ended with Director Rick Quezada reciting the events associated with the 1680 Pueblo Revolt, the Pueblo's most significant historical event. The revolt forced migration to the El Paso area, which later established Ysleta del Sur Pueblo.

### DCP CULTURAL PERFORMANCE MEASURES

Description	Units
YDSP CULTURAL CENTER EVENTS	13
MUSEUM VISITORS	1,213
CENTER PERFORMANCES	47
PERFORMANCES AT OUTSIDE LOCATIONS	17
CULTURAL CENTER ACTIVITIES	13
NUMBER OF ACTIVITY PARTICIPANTS	153

In late 2021, the Cultural Center hosted the local FBI for Native American Month. The program consisted of a tour of the facilities and the museum. The tour introduced FBI agents to 300 years of Pueblo history. It also included the youth dancers performing the buffalo and eagle dances.



DCP and DPS posing with FBI on December 2nd.

The department welcomed Cultural Center Assistant Jacklyn Holguin and congratulates Aundria Garcia on her promotion to Cultural Center Supervisor. Ms. Garcia oversees the dance group, museum store, and cultural center activities.

### Cultural Programs

Cultural Projects Advisor Johnny Hisa and Juan Julian Hisa prepared and planted community gardens at the Cultural Center, and at Iye Kitu and P'a Kitu Villages. This program not only maintains the Tigua traditional planting cycles but also provides nourishment to the community.

### COMMUNITY GARDEN CROPS

Crops	Amount Harvested (in lbs.)
MEXICAN GRAY SQUASH	249
ARMENIAN CUCUMBER	192
WHITE CORN	76
TOMATOES	74
COLORED CORN	28
APPLES	8
JALAPEÑOS	7
YELLOW CHILE	7
GOURDS	5
POMEGRANATES	4

### CULTURAL DEVELOPMENT DIVISION

#### Tigua Education

DCP contracted Michael Abeita from the Pueblo of Isleta, New Mexico to serve as a Tigua language consultant. Mr. Abeita is fluent in Tigua and gave language instruction classes through Skype every Tuesday, Wednesday and Thursday.

Lastly, the department established the Tribal Historic Preservation Office (THPO) through assistance from a Tribal Heritage Grant, and became the 202nd tribe to establish such an office. The purpose of the THPO Office is to develop and implement a comprehensive plan covering historic, archeological, and traditional cultural properties on Tribal lands. Consequently, the Pueblo assigned War Captain Javier Loera as the Tribal Historic Preservation Officer and created the THPO advisory board. The board consists of the four traditional Capitanes: Rene Lopez, Joe A Sierra, Raul Almanzar III, and Omar Villanueva. The first official THPO meeting was held on September 22, 2021.

## REPATRIATION DIVISION

The Repatriation Division, with the authority of the Native American Graves Protection and Repatriation Act (NAGPRA), advocates and facilitates the return of Native American cultural items to their respective peoples. Due to COVID-19 impacts, the Repatriation Division was not active in 2021.

## CHILICOTE RANCH

Chilicote is a sprawling ranch of over 70,000 acres located in Presidio and Jeff Davis counties. The ranch is home to grasslands, brush, shrub, and mountainous terrain. The lands are part of the Pueblo's aboriginal lands where Tigua

ancestors lived, hunted, and held religious ceremonies. Today, YDSP utilizes the ranch for its cattle operations, recreation, and agriculture endeavors. Chilicote is also home to a range of wildlife, including mule deer, white tail deer, aoudad sheep, javelina, quail, and other predatory animals such as mountain lions. The Pueblo acquired Chilicote ranch in 1999 and has implemented policies to establish harvesting standards for hunting and habitat conservation.

In 2021, Chilicote focused on normal ranching operations and management. For example, the Chilicote Ranching Operations conducted roundups in July and November, which consisted



Round up! Moving the cattle to the cattle pen to get them ready for sale.



Mule white deer hunt, Hunter Pablo Silvas Sr. with Pablo Silvas Jr.

of gathering animals, castrating, vaccinating, and branding. Cowboys and Pueblo members were contracted to help with the roundups. Further, a total of 19,000 feet of pronghorn-friendly fence was installed in various pastures, while 13 miles of road were cleared. Other improvements included installation of a new water storage tank, water trough, and solar well.

Chilicote also hosts hunts for YDSP community members that are coordinated by the Wildlife Committee. The committee hosted two hunts in 2021: The Pronghorn hunt for tribal elders, and the Mule/ White Tail Deer hunt. The Wildlife Committee also participates in land management programs.

### 2022 ANIMAL INVENTORY

Animal Type	Number
COWS	348
BULLS	25
GELDINGS	9
MARES	3
DONKEY	1

Finally, YDSP welcomed the tribal community to enjoy outdoor recreational activities at the ranch and resumed overnight accommodations, which had been suspended due to COVID-19 concerns. The ranch accommodated nine renters from April to September. The ranch offers a warm home-away-from-home setting that includes neutral interiors, inviting sleeping quarters, and space for guests to gather, play board games, share meals, and enjoy a nice getaway.



Snowy day at Chilicote house from the early 1900s.







