Ysleta del Sur Pueblo
Economic Development Department

Redefining and Strengthening the Tigua Economy ....

While Preserving the Cultural Landscape

Semi- Annual Report

January—June, 2012

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Director's Message

The Ysleta del Sur Pueblo Economic Development Department (EDD) is committed to conducting its operations in the Tigua way. As the ancestors that came before us it is important to walk a path that embodies the Pueblo's traditions, customs and values. To help guide us, we use Tribal leadership and community input.

As the EDD begins its 6th year, it is fueled by the strength of its strong accomplishments, as well as the active memory of the hardships of those that came before. The Tigua succeeded because its people adhere to Tigua ways and are willing to sacrifice in the best interest of the Pueblo so that all Tiguas can grow and prosper. Recent analyses that the EDD has spearheaded have also given rise to a clearer understanding of the Pueblo community and the challenges that lay ahead.

It is the "purpose" of EDD to garner resources and build capacity so that tribal members are provided with "opportunities" to develop skills so that they can succeed and become community leaders while still embracing indigenous philosophies and practices, offering insight and inspiring fellow Tiguas to reach collective sustainable solutions. Consequently, EDD continues to raise funds so that YDSP community education programs, health services, housing, environmental, emergency management, law enforcement and economic development can vastly improve their products and services.

In 2012, the Department has strived to build the capacity of adults and youth to ensure that today's tribal members can launch businesses that will contribute to the tribal economy, establish a land use system that promotes the preservation of tribal lands, encourage tribal members to be proud of where they came from and who they are, and also to walk with pride and confidence in the modern world.

Patricia Riggs, Director

Administratively Speaking (Administrative Summary)

EDD would like to highlight a few of the items featured in the 2012 Semi Annual Report (January – June). EDD is excited to announce the rollout of our Tigua Business Center (TBC) services. The TBC is focused on entrepreneurship by improving the delivery of small business development through coaching and partnerships. We want to congratulate and acknowledge EDD managers and staff for the project contributions such as fund raising managing the construction project, furnishing and equipping the Center and assisting to develop the Incubator Policies and Procedures.

The EDD encompasses the following programs and services: 1) Grants Management, 2) YDSP Data Projects, 3) Land Use and Planning, 4) Transportation (grant), 5) Integrated Resource Management Plan (grant), 6) Waste to Energy (grant), 7) Economic Development Administration TBC (grant), 8) Target Tigua AmeriCorps (grant) , 9) Indian Community Development Block Grant, 10) Small Business Capacity Building, 11) Tigua Nation Building, 12) Oweesta ANA (grant), 13) CDFI Planning (grant), 14) YDSP Website and 15) TBC operations. Currently, the EDD staff consists of eight (8) full time staff, one (1) WIA Work Experience intern, four (4) AmeriCorps (AC) members serving at TBC as well as administrating the additional ten (10) AmeriCorps members serving at YDSP. During the months of January – June 2012, the EDD has submitted seven (7) grant reports to funding agencies. Finally, the EDD manages ten (10) budgets.

Our Target Tigua AmeriCorps Nation Building Team has just completed the annual Spring Break and Summer Nation Building Camps for Tigua youth. We would like to thank the AC members, Traditional Council and staff who make the program a success. In addition to youth Nation Building, EDD also oversaw additional capacity development events critical to building a better Tigua community. These events were three (3) adult Nation Building seminars, Indianpreneurship small business development seminar, Oweesta CDFI training at YDSP, the Oweesta Building Native Communities Train-the Trainer, and “More than Fry Bread” community movie. Noteworthy accomplishments also include: Integrated Resource Management Plan, eight (8) grants generated and submitted to funding agencies, Tigua Business Center Incubator Policies the development of a socio-economic database, and commercial leasing management.

ECONOMIC DEVELOPMENT

PARTY LIKE ITS 1682

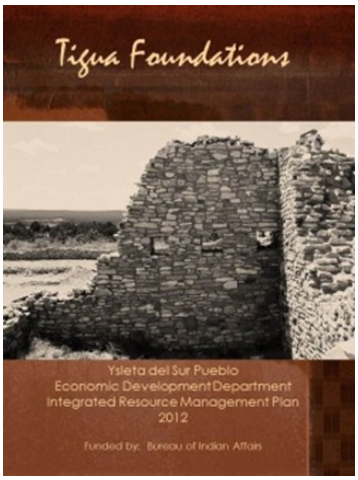
Tigua Business Center

Grand Opening

The EDD hosted the Tigua Business Center (TBC) Grand Opening on May 17, 2012. The TBC demonstrates the will and spirit of the Tigua people to grow and prosper. The tribal journey began at the Pueblo revolt of 1680 which resulted in our migration to and establishment of Ysleta del Sur Pueblo 1682. Since, we have been determined to preserve and continue the Tigua way of life and flourish as a community.

The site of the Tigua Business Center is situated at what was once known as *Loma de Sepia* (The Spy Hill), the tallest sand hill in Ysleta. The hill was used by tribal Governors and Caciques to call special meetings and alert the tribe dangers by beating the drum or making smoke signals at the peak of the hill. The event included a tribal blessing to thank our ancestors for the use of the land. The agenda was comprised of an invocation by Cacique Frank Holguin and War Capitan Javier Loera; address by the Governor Frank Paiz and Lt. Governor Carlos Hisa; acknowledgements by Patricia Riggs, Director of Economic Development, Special Guest Nick Houser. Entertainment was provided by WildBoyz Drum Group and the Tigua Pre-K Dancers. 3'Cs (Filbert Candelaria, George Candelaria, Adam Torres), Karl A. Maahs, Speaking Rock General Manager, and Alexandro Simental, YDSP Grants Manager were acknowledged for their contributions to the Tigua Community.

Integrated Resource Management Plan

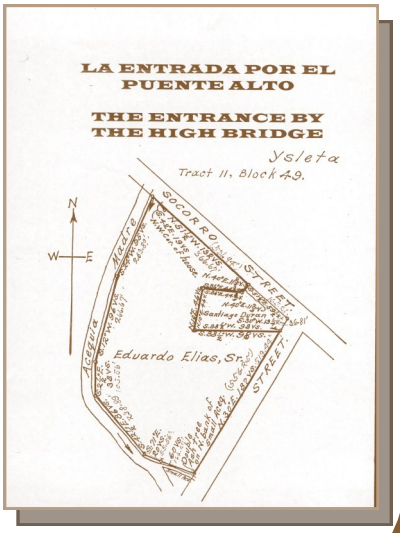


The EDD prepared the Integrated Resource Management Plan (IRMP) funded by the Bureau of Indian Affairs (BIA). The IRMP is an effort to take control of tribal land and property assets in a manner that best meets the current and long-term needs of the Pueblo. Project partners included: the CEA Group and the YDSP Environmental Department GIS Technician and Environmental Specialist, tribal attorney and Economic Development Advisory Committee (EDAC). The purpose of the project was to develop a Land Use Plan by analyzing the Pueblo's existing land base, lands and communities abutting the boundaries of the Pueblo may impact the tribe and to garner Tigua community input related to land use, historic preservation and the future development of Pueblo owned lands.

This document also provides the Tribal Government of YDSP with a baseline of tribal land and property resources through a descriptive land inventory and identifies tribal master planning goals for development and preservation of lands. For over 330 years, Tigua families have seen valuable land resources diminish. This land loss resulted in the original 36 square mile land base that had diminished to 68 acres at the time of restoration. Strategic land acquisition as resulted in a land base of 74,515.66 acres which comprises a mix of trust lands and fee lands.

In its continued efforts toward cultural continuity, the Plan introduced the "balanced development" model which incorporates the development of a Master Land Use Plan and the formulation of a land use code to address zoning and development regulations which will purposely protect the Pueblo from further land loss. The four major project goals include: 1) documenting the historical aspect of the YDSP's lands, 2) developing the Pueblo's own concepts of property law as applicable to the Tribe, 3) creating a plan for use, development and management of the Pueblo's lands, and 4) identifying strategies for the acquisition of future Pueblo lands. Today, the loss of tribal lands combined with the mixed land uses surrounding the reservation boundaries poses serious challenges to the cultural preservation, sovereignty and self-determination of the Pueblo. The Land Use Plan provides a mechanism for coordinating the efforts of tribal government, tribal agencies, individuals, organizations, and private businesses concerned with Ysleta del Sur Pueblo land uses. It also provides a means for Traditional Council and other spiritual leaders to be consulted prior to considering development.

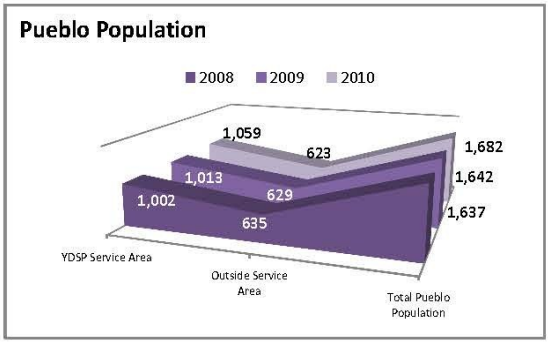
This plan is divided into Eight (8) sections that address historic and existing Pueblo conditions that describe and analyze the historic loss of tribal lands as well as the existing lands utilizing a detail land and property database, community land use concerns, land use policy and land use master planning. The IRMP sections are as follows:



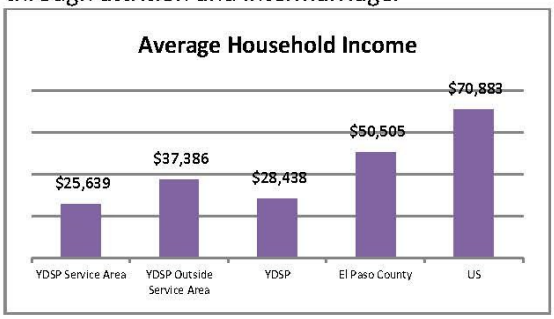
Section 1: IRMP Introduction: delineates the purpose of an IRMP and provides a snapshot of the YDSP's history and current location
Section 2: Tribal Historic Land and Roads Report
Section 3: Socioeconomic Profile: examines the socio and economic demographic composition of the Tribe
Section 4: Land Use Survey: exemplifies YDSP's community land use opinions and concerns
Section 5: Tribal Land Profile: a database that defines the make-up of the Pueblo lands, properties and assets
Section 6: Land Use Strategic Goals and Objectives
Section 7: Land Use and Zoning Ordinance – regulates YDSP land uses
Section 8: Master Plan – identifies lands for preservation and land development
Section 9: Evaluation: incorporates an evaluation plan to track the CEDS's progress over time (to be added at a later date)

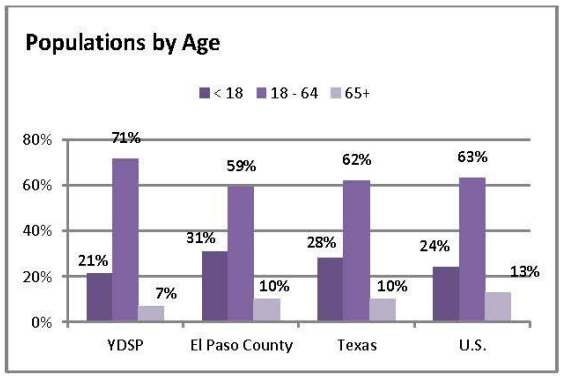
THE 2010 SOCIO-ECONOMIC ASSESSMENT is part of an ongoing, annual, undertaking aimed at delivering a portrait of the Tigua community; which is made up of families that come from a long line of successors to the Tigua way of life. To create this assessment, the EDD analyzes data collected by the Tribal Records Office with the intention of showing important information on key issues such as population growth, educational attainment, income indicators, and tribal positioning in the regional and national economy. Highlights from the 2010 analysis are set out below.

Population: In 2010 the YDSP population was at 1,682; indicating an increase of 45 individuals from 2008; or 3% growth. During this 3-year period, growth came from within the service area; with the greatest %-growth taking place among those under the age of 18. In fact, the tribal population living outside the service area had a 2% decrease in size; with the greatest %-decrease taking place among those 65 years and older.

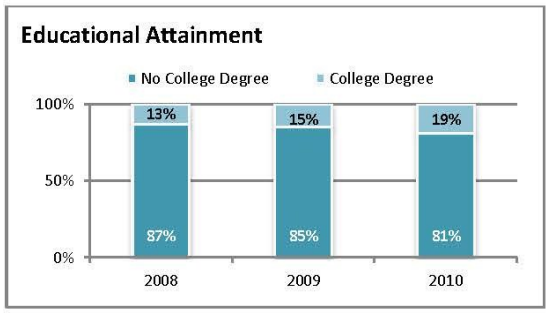


Age: A cross comparison of age categories shows that, compared to the US, a larger % of tribal members are of workforce (age 18 to 64) and a much lower % are under 18. The odds are that this variance is due to the federally imposed blood-quantum system that will predictably wipe out the Pueblo population through attrition and intermarriage.





Educational Attainment: A comparison of educational attainment, from 2008 to 2010, shows a steady decrease in the % of tribal members without a college degree and a corresponding increase in the % of those with a degree (Associates, Bachelors, Masters or PhD). This trend suggests that efforts to assist young adults through the higher educational system are meeting with success.



Income: A cross comparison of average household income shows that the household income of tribal members is clearly lower than that of its counterpart. Put differently, household income in the YDSP service area is 49% less than that of El Paso County; and household income for YDSP is 60% less than that of the United States.

YDSP Land Use Survey

EDD administered a land use survey to get community input relating to future development on tribal lands. Outcomes will be used to assist informed decision-making based on what is important to the Tigua Community. The survey analysis was completed in March 2012 by Analinda Moreno, Statistical Information and Project Technician, under the management of Patricia Riggs, EDD Director.

Considering their **communities**, survey respondents believe that the Pueblo has a positive future and that it is a good place to live; especially for elders. They also agree that it is a congenial place to raise children, but they feel that a lack of opportunities makes it difficult for young adults to stay. Respondents agree that new housing projects should preserve Pueblo architectural and historical integrity. They also feel that tribal members who want to build their own homes on the reservation and who do not qualify for low-income housing, should be given tribal land for housing development. There is also firm agreement that tribal members need a program to help fund down payments and guarantees for mortgage loans. The top initiatives, backed by 60% or more of the respondents, include: a housing development (other than low-income), parks, greenways and bicycle/pedestrian trails.

As regards **business** development, respondents agree that all buildings should preserve Pueblo architectural and historic integrity. They support establishing building and expansion approval guidelines along with land use and zoning codes. Clear-cut support exists for providing small business with needed information and assigning resources for commercial and small business development. Concerning business growth, small-scale retail development has the greatest level of support followed by booths and stalls for selling cultural art. Support also exists for new office development and light industry.

The issue of greatest importance, regarding **natural resources**, is the preservation of historical landmarks. Also considered vital, are open spaces, community gardens, habitats for fish and wildlife, the streams and Dam at Chilicote Ranch, and Hueco Tanks. Respondents agree that establishing tribal policy to protect and preserve sacred, ceremonial and historical tribal sites is crucial; to include a MOU with the U.S. Federal Government to regulate the use of the Rio Grande levee for ceremonial functions. Tribal financing to grow and harvest traditional foods is also supported. At Chilicote Ranch, promoting renewable energy and designation hunting areas is encouraged but mineral extraction and the building of single-family houses is opposed.

Regarding **land use, transportation and tourism**, respondents agree that planning is crucial to the future of the Pueblo and its sovereignty; and they agree that tourism should be upheld given its value to the Pueblo's economy. Respondents support purchasing additional land and they expressed concern concerning encroachment of tribal lands by the Cities of El Paso and Socorro. Respondents would like to see tribal leaders do more to enforce laws controlling illegal dumping, junk vehicles and other nuisances. In addition, they agree that controls to reduce traffic congestion, increase open space and provide visually pleasing living areas should be carried out. They also think that tribal supported transportation between the two residential districts would improve quality of life at the Pueblo.

EDD thanks the 164 participants who took time out of their busy schedules to offer feedback on these important matters. Community guidance is necessary to future development of Pueblo lands. To obtain a copy of Land Use Survey: Community Report, please contact EDD at (915) 859-8151.

University of New Mexico -- Indigenous Design & Planning Institute (iD+Pi)

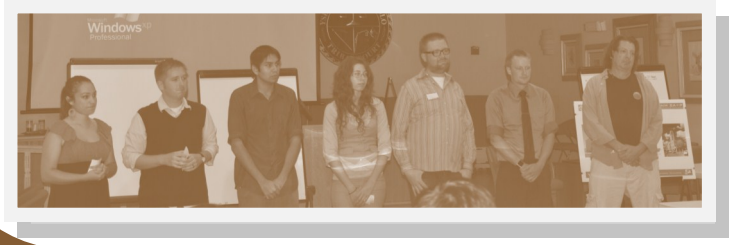
The Economic Development Department is supporting the implementation of the IRMP cultural efforts by working with iD+Pi to further assessing the historical, demographic, and physical information to assist in cultural patrimony, as well as establishing standards for controlling development in a culturally responsive manner. The activities are meant to support:

- A historic and present-day site analysis of settlement and community growth patterns,
- An inventory of historic sites and buildings,
- Review of master planning and alternative master planning scenarios,
- Design and land use codes for historic regulation and preservation,
- Local capacity building for tribal planning through public participation, and
- Demographic and population projections.

The Indigenous Design and Planning Institute (iD+Pi) was created by the School of Architecture and Planning, University of New Mexico, to offer technical assistance to tribal groups. On December 15th, 2011, Directors Ted Jojola (iD+Pi) and Adelamar Alcantara (Geospatial and Population Studies) were hosted by EDD.

Since the visit, EDD has been meeting with key faculty in the Architecture and Planning programs. This entailed discussions with the lead physical planning studio instructors and other adjunct professional faculty resulting in a unique effort that involves dedicating advanced graduate level students to the project. Through the support of additional design and planning professionals, additional expertise will be integrated into initiative in a manner that provides a directed, yet comprehensive, effort. Discussions are being held to determine how the Pueblo can protect itself by taking charge of community development and adherence of tradition and culture. Research is being conducted to establish policies that maintain lands and resources in a manner that affirms its traditional way of life.

The foucs of this project is to address the growing concerns regarding loss of sense of identity and cultural distinction because of regional urbanization and the fragmentation of Pueblo lands. YDSP has initiated various programs designed to preserve the language and traditions of its Pueblo society. These have yet, however, to be integrated into the long-term vision of the comprehensive plan. The project is also identifying strategies to address the lack of a historic code for preserving and encouraging the retention of its historic areas is resulting in the depletion of its cultural landscape. Through the proposed collaboration, it is the intent of this effort to stage the Tribe's ability to understand how it can accommodate and anticipate growth in a manner that is culturally informed, viable and sustainable.



Tigua Business Park: Inaugurated with Tigua Business Center and Planned Tigua Technology Enterprise Center (Tigua TEC)

The EDD is striving to strengthen and redefine the EDD economy. While the U.S. and regional economies pose significant challenges, there is also opportunity for Ysleta del Sur. Strengthening the economy is the focus of the planned Tigua Business Park that now houses the Tigua Business Center and will soon be home to the Tigua Technology Enterprise Center (Tigua TEC). Both centers are slated to offer practical business tools, provide resources, and explore solutions for the Pueblo's road to revitalization.

The Tigua Business Center was made possible by a U.S. Department of Commerce Economic Development Department Public Works Grant. The Tigua TEC project was funded by the Department of Housing and Urban Development (HUD). Tigua TEC is currently being designed by CEA group and EDD has hired Shaw Environmental to conduct an Environmental Assessment as required by HUD. Tigua TEC is scheduled to start construction by January 2013. The environmental assessment required by HUD is also in process. The Tigua TEC is scheduled to be completed by January 2014.

The Tigua Business Park efforts derived from the Tigua Nation Building and the Comprehensive Economic Development processes. The road to revitalization requires a change of mindset. Rather than think of the abandoned TX Dot facilities and its accompanying infrastructure as a disadvantage, the EDD found ways to repurpose these assets for future economic growth. EDD is building a new Tigua business environment. Once both facilities are completed the Pueblo will boost business offices, incubators, conference areas and computer labs. Warehouses and retail areas are slated for later. The TX Dot property is being refashioned and reused to suit the needs of newer, growing tribal economy. These efforts are also part of the Land Use Planning Project.

The EDD moved into the Tigua Business Center in March 2012. The EDD staff was prepared to serve as the transition team that required extensive tasks including notifying the community, customers and partners of the move. The move entailed virtually every aspect of the building operating requirements such as furnishings, equipment, supplies, decorating, artwork, and utilities.

Rather than think about the abandoned TX Dot facilities and its accompanying infrastructure as a disadvantage, the EDD found ways to repurpose these assets for future economic growth.

COMING SOON: Tigua Technology Enterprise Center

Tigua Business Center Incubator Policies, Tenant Handbook & Small Business Development Services

The EDD developed a set of Policies and Procedures to guide the management of the Tigua Business Center, incubator services, tenant requirements and small business development services. The set of policies were adopted by Tribal Council on July 17, 2012. A summary of the policies is provided below.

Tigua Business Center Incubator Policies - The primary purpose and benefit of the Tigua Business Center Incubator (TBCI) is to support the successful development of Ysleta del Sur Pueblo entrepreneurial firms. The TBCI is a multi-tenant facility, occupied by entrepreneurial client companies, with the Economic Development Department acting as onsite program administrator that delivers an array of support services to the entrepreneurial clients through a negotiated lease & service agreement. The TBCI was formed to nurture small business firms and to help them survive through the difficult start-up process and grow into stable, income producing entities.

The TBCI Policy pertains to the incubation of business firms that seek entrance as tenants to the Pueblo's Incubator program and also to those off site affiliate members seeking support services and resources. The Policies provide guidance for: Incubator Administration; Incubator Facility Objectives; TBCI Client Admission Process; Tribally Owned Enterprise Admission; Tenancy; Rent and Lease; Incubator Client Review Process; Tigua Business Center Incubator Confidentiality; Graduation and Post Incubation Services; Termination from Incubator; Conduct and Progress while at TBCI, Disclaimers; Conflict of Interest; Best Practices; and Evaluation and Assessment Measures.

Tenant Handbook - The TBCI Handbook addresses commonly encountered situations and provides guidelines relating to Tigua Business Center use and maintenance and intended to ensure compliance with U.S. Department of Commerce Economic Development Administration intended purposes. The guidelines and policies herein apply equally to all Tenants, applicable EDD employees as well as future Tigua Business Park incubators.

Small Business Development Services Policy – In order to help small businesses succeed by helping them build capacity, the Tigua Business Center (TBC) strives to understand their needs. Because TBC clients are fellow YDSP citizens and YDSP stakeholders, TBC's objective is to provide respectable services that earn trust and builds mutual benefit. The SBDS Policy provides guidance to EDD staff and expectations from clients in exchange for coaching services and resources from EDD.

Small Business Capacity Building - The Small Business Capacity Builder is in the process of establishing a Small Business Development Program. The program will serve as a resource to assist small businesses to start, operate and grow their businesses on reservation lands and in the region. Services will be provided directly and through collaborative partnerships with tribal and regional agencies. The SBD includes the development of a client management system training and technical assistance to help entrepreneurs with business planning, capital acquisition, finance and accounting services, business registration, tax information, marketing and other services.

The SBD program is targeting aspiring entrepreneurs, micro-enterprise, commercial or retail establishments located within the boundaries of Ysleta del Sur Pueblo, and Tribal members and descendants operating enterprises within the YDSP service area. Currently the Small Business Capacity Builder is working toward garnering resources and support for small business development projects. In previous years the EDD conducted extensive analysis of business needs and in order to identify long-term needs and develop a service and organizational plan. The program is guided by the Pueblo Partnership for Prosperity (P3) completed in 2011. From January to June 2012**,** the Small Business Capacity Builder worked with 10 clients providing training, coaching and referrals.

The EDD is in the process of developing a network of professional business consultants that can serve as coaches and provide the professional guidance small businesses need to make the critical strategic decisions necessary for long-term growth, profitability and success.

Indianprenuership—Building on its long-standing relationship with ONABEN, in April and May 2012, the EDD again partnered with ONABEN to deliver an Indianpreneurship. *Native American Journey into Business* is a small business training seminar. The seminar was a demanding 4 day class conducted over 2 weeks. Indianpreneurship is conducted in a culturally relevant manner and considers the tribal community cultural and economic conditions. The training was facilitated by Veronica Hix of the Cherokee Nation. The process involved preparing entrepreneurs to craft a business plan and design a marketing plan.

Indianpreneurship Graduates

Kevin Devonish	**Corina Munoz**
Irma Gomez	**Anna Perez**
Erik Hernandez	**Sal Quintana**
Orlando Hernandez	**Rebecca Senclair**
Nellie Lopez	**Eve Torres**
Grace Martinez	

Program Development

Building upon the successes from last year, EDD's Grants Management has provided assistance to eight (8) departments to compete for $2,093,374 in grant funds thus far this year. With some grants awarded from applications submitted in 2011 and some from early 2012, the Pueblo has received $447,271 since January. Marked with positive returns, the mid-year tally of grants demonstrates true commitment among all departments involved in program development and grant requests to bringing much-needed resources to the Pueblo. As with previous years, these grant awards represent a wide spectrum of service areas for the Pueblo. From last year's application submission, the Tribal Police Department received a $50,000 grant through Operation Stonegarden, while the Environmental Management Office received $188,272 from U.S. Fish and Wildlife to implement a Mule Deer and Pronghorn Antelope Conservation Plan. Additionally, the Economic Development Department received $25,000 from Oweesta through its collaborative grant from the Administration for Native Americans (ANA), which is geared at supporting the development of Pueblo's Community Development Financial Institution (CDFI). Through applications submitted and awarded in 2012, the EDD will continue its Target Tigua AmeriCorps program with a third-year $125,999 grant; also receiving a $1,000 grant from First Nations to implement a small-scale hands-on educational series for youth titled, "Innovative Youth Financial and Entrepreneurship." Emergency Management & the Tribal Fire Department received $50,000 through FEMA's Tribal Homeland Security Grant Program, and the Empowerment Department received a $7,000 Basic Library Services grant from the Institute for Libraries and Museums.

Grant Development

Applications in which Grants Management provided proposal development services and/or technical expertise.				
2011 Proposal Awarded in 2012	Granting Organization	Amount Requested/ or Awarded	Tribal Department	Status
Operation Stonegarden	FEMA	$50,000	Tribal Police Department	AWARDED!
Innovative Youth Financial and Entrepreneurship	First Nations	$1,000	Economic Development/ Empowerment	AWARDED!
Mule Deer and Pronghorn Antelope Conservation Plan	U.S. Fish and Wildlife	$188,272	Environmental Management Office	AWARDED!
CDFI Capacity Building	Oweesta/ANA	$25,000	Economic Development	AWARDED!
Funding Proposals from January to June 2012				
Target Tigua	NCSC – AmeriCorps	$125,999	Economic Development	AWARDED!
Tigua Smoke Out	Paso Del Norte Health Foundation	$75,691	HHS	Not awarded
Tribal Homeland Security Grant	FEMA	$50,000	Emergency Management/Tribal Fire Department	AWARDED!
Basic Library Grant	Institute for Libraries and Museums	$7,000	Empowerment	AWARDED!
Social and Economic Development Strategies	Administration for Native Americans	$280,377	Economic Development	Not awarded
Environmental Energy Efficiency	FEMA	$299,455	Environmental	pending
Library Extension Grant	IMLS	$150,000	Empowerment	pending
Fiscal Year 2011 Coordinated Tribal Assistance Solicitation (CTAS) - COPS	U.S. Department of Justice	$439,653	Tribal Police Department/Tribal Judicial Department	pending
Fiscal Year 2011 Coordinated Tribal Assistance Solicitation (CTAS) – Tribal Courts	U.S. Department of Justice	$137,542	Tribal Police Department/Tribal Judicial Department	pending
Local Border Star Grant	Texas Department of Public Safety	$94,847	Tribal Police Department	pending
DSHS Substance Abuse Prevention renewal packet	Department of State Health Services	$362,340	ASAP	pending
Fire Fighters Assistance Grant	FEMA	$70,470	Fire Department	pending
Total Amount Requested from January to June 2012		$2,093,374	(grant requests submitted in 2012. This amount reflects requested funding)	
Total Amount Awarded in 2012 as of June 2012		$447,271	(reflective of grants awarded in 2012, some of which were submitted in 2011)	

TIGUA NATION BUILDING

Youth Nation Building - This program has become part of the Ysleta del Sur Pueblo youth historical, cultural and character development. Tigua Youth Nation Building is a catalyst for realizing the vision of a prosperous Tigua society. Its purpose is to inform and engage youth in all major YDSP and Indian Country issues that affect their lives. It provides a venue for youth to discuss Native American community problems and craft solutions. Tigua Nation Building is intended to demonstrate the sacrifices made by Tigua ancestors and help youth to envision how they can contribute to the thriving Tigua society, thus securing the future of the Pueblo. Tigua Nation Building affords a constructive process and engages youth in building social cohesion, economic prosperity and political stability in an inclusive and methodic manner. Youth have shown great interest in community issues and searching for ways to express themselves and articulate their needs. There is no other resource that matches Ysleta del Sur Pueblo's cultural continuity, because youth are the foundation and the future of the Pueblo. Young people are a crucial segment of the Pueblo's development. Their contributions to community are critical. The EDD, as well as all YDSP adults and agencies, have an equal responsibility to provide the youth with capacity building skills and thereby cultivating a responsible generation for leading in the pursuit of a higher quality of life. EDD works to develop our nation and its people by engaging in culturally appropriate socio-economic teachings. The March 2012 session had 13 participants with the June 2012 session addressing 44 youth.

Tigua Leadership Nation Building - Additionally, the EDD has modified the Youth version to address adults. This year elected tribal officials, employees and AmeriCorps members had the opportunity to develop Tigua knowledge in order to more effectively contribute in a positive manner the community and at YDSP agencies and enterprises. In 2012, 9 adults went through the YDSP course and 4 AC members were certified in the Native Nations Institute online course.

Council and Enterprise Leadership Training - On June 28th and 29th, 2012, the Tribal Council and Traditional Council attended a Native Nations Institute Nation Building session. The session was organized by the Economic Development Department and funded by the Department of Interior. Joseph Kalt, Renee Goldtooth and Ian Record facilitated the session and shared the core findings of the Native Nations Institute/Harvard Project (NNI/HP) research through a series of curricular presentations and decision-making exercises. These presentations included:

1) Why Are Some Native Nations More Successful Than Others?"' 2) "Making Native Nation Economies Work: Nation-Owned Enterprises" & 3) "Defining and Distinguishing Roles: What's Your Job?"

The work group then went over tools to assist to identify the Pueblo's needs, opportunities, and options. The second day consisted of discussion of the state of the Ysleta del Sur Pueblo's enterprises and areas of concern with respect to its governance. The discussions helped point to areas where work could or should be done as the Pueblo pursues a path toward greater self-determination and better outcomes. Participants broke into smaller groups consisting of five to six people each. An NNI/HP facilitator led each small group through the priority development and action planning steps. The goals and action plan will be passed by Tribal Council resolution and published in the near future. 20 TC members and staff participated.

Target Tigua AmeriCorps

Since its establishment, the EDD has been working closely with the Tribal Council, community and youth to determine how best to address the economic and social needs of the Pueblo. In order to develop the Target Tigua programming, the EDD assessed the Pueblo-at-large in order to identify and understand the obstacles that tribal members and agencies face in realizing their goals. YDSP has many difficult issues such as individual skills development. Additionally, YDSP agencies require additional resources and support to address Pueblo concerns in a culturally relevant and effective manner. The Target Tigua AmeriCorps programs include stewardship in the following areas: Nation Building, Small Business Development, Volunteer Income Tax preparation, Elders, Emergency Management, Environmental, Cultural Center and Historic Preservation. These programs were designed by YDSP agencies to meet developmental goals and enhance agency capacity that will allow them to achieve measurable and sustainable results.

Target Tigua Demographics: AmeriCorps Indian Tribes Progress Report

Period Covered: 10/01/2011 to 03/31/2012

Applicants - # of individuals who applied to be AmeriCorps members	26
Leveraged volunteers - # of volunteers recruited, coordinated, or supported by your programs	30
Disadvantaged children and youth - # serving as leveraged volunteers	0
College students - # of leveraged volunteers enrolled in a degree-seeking program	6
Baby Boomers - # of individuals born between 1946 and 1964 who serve as volunteers	10
AmeriCorps members - # who participated in disaster services projects	1
AmeriCorps members - # certified in disaster preparedness and response	2
AmeriCorps members - # available for deployment in support of any disaster	2
Units of Service Received by Disadvantaged children and youth	
Social Dance Class	
Nation Building – Tigua Story Book	154
Tiwa Words and Numbers	
Tigua Timeline	
Children and youth of incarcerated parents - # served	7
Individuals mentored - # of individuals mentored	61
Units of Independent Living Services Received through the Elders Club	
Financial Literacy Training – enhances the individual's functional capacity	
Foster Care Activities – fosters and maintains community integration	
Drug Awareness Training - education	
Fire Safety Presentation – enhances the individual's functional capacity	357
Disaster services - # of local disasters to which AmeriCorps members have responded	0
Disaster services - # of individuals affected by disaster receiving assistance from members	0

Best Target Tigua AC Story: The Volunteer Income Tax Assistance Program (VITA) has made significant impact to the Tigua and surrounding communities earning Tax Credits of $463,590 in the El Paso area. With 457 income tax returns prepared (110 tribal, 22 descendants and 325 non-tribal), and total refunds of $1,071,368.

Community Financial Development Institution (CDFI)

The EDD CDFI planning grant is intended to provide resources that enhance the Pueblo's economic vitality by providing YDSP privately held small businesses and tribally owned enterprises with the tools, resources, technical assistance and guidance needed to reach their goals. The Pueblo was awarded $100,982 to assist EDD to develop a plan, policy and procedure and financial products and business development services for the Ysleta del Sur community. The CDFI planning grant is a three-year project. The goals slated for the first year are: 1) Using existing and new data determine what Small Business Development and asset building needs exist and how to meet them; 2) Establish community support and education process for the CDFI; and, 3) Increase staff capacity to provide revolving loan fund services.

The EDD began the project by completing a market analysis. YDSP partnered with First Nations Oweesta Corporation (Oweesta) to conduct an in-depth Market Analysis in order to inform the creation of a CDFI that will serve the community. The emerging CDFI plans to provide business financing and related development and educational services to tribal and community members living on or near the Pueblo. The purpose of the Market Analysis is to better understand in measureable terms the need and demand that exists for small business financing and services within the YDSP community. The Market Analysis resulted in the development of recommendations to deliver a systematic approach as follows:

1. Work with the Tribe to develop a secured transaction code and other codes and ordinances that support private sector economic development
2. Consider offering an Individual Development Account program
3. Identify partners for providing development services whenever possible
4. Develop strong financial education and credit coaching programs and technical assistance
5. Offer a wide variety of business trainings and one-on-one technical assistance
6. Offer credit builder loans
7. Offer start-up and existing small business loans ranging from $500 - $50,000 initially
8. Update market analysis with upcoming 2010 Census data, Tribal data, other relative date and administer a new survey when it is available
9. Using this document as formative evaluation, conduct outcome and impact evaluation on the effectiveness of CDFI program offerings and targets, thus creating an ongoing cyclical evaluation component for the CDFI
10. An ongoing effort to identify and secure resources to sustain and grow CDFI offerings

The Pueblo has conducted three working meetings with Oweesta at Ysleta del Sur 1) in December 2011 to finalize the Market Analysis and 2) April 2012 to discuss and spearhead the development of CDFI policies and 3) July 2012 to discuss tailoring the Building Native Communities financial literacy to meet the needs of the CDFI and small business development services. EDD is currently working with Oweesta to garner and revise model policies to meet the needs of the Pueblo.

ECONOMIC DEVELOPMENT

Inspiring Other Indigenous Nations

Creating Wealth and Wellbeing: The Theory and Practice of Indigenous Business and Organizations - -

The EDD facilitated a visit from Dr. Chellie Spiller. Dr. Spiller is Maori from New Zealand. She is a Fulbright scholar and is working on a book of case studies regarding indigenous business and economic development. The Ysleta del Sur Pueblo will be featured as a case story in Dr. Spiller's book, "Creating Wealth and Wellbeing: The Theory and Practice of Indigenous Business and Organizations". The YDSP inspired case study is based on the 2002 Federal Court ruling to close the Speaking Rock Casino and changed the landscape of the Pueblo's economy and the Pueblo's decision to embark on the Nation Building process. Several tribal interviews were conducted in order to capture that turning point moment – to invoke a game plan by asserting the Pueblo's inherent resiliency strategies and drove the tribe forward to a new and better, more sustainable future. The intended audience is indigenous people around the world. The YDSP story, challenges and how the Pueblo overcame them can inspire tribal peoples and provide practical insights for other indigenous nations. Dr. Spiller is a professor at Auckland Business School located in Aotearoa New Zealand. Dr. Joe Kalt of Harvard University Kennedy School of Government recommended the Pueblo to Dr. Spiller.

Economic Development Corporation, Tunica-Biloxi Indians of Louisiana - In May 2012, the EDD hosted Andre Gallardo, Director of the Tunica-Biloxi Tribe of Louisiana Economic Development Director. Mr. Jack Stevens of the Department of Interior recommend EDD to the Tinica-Biloxi Tribe as a model of successful economic development. Specifically, Mr. Gallardo was interested in how the Pueblo launched "Project Pueblo," the initiative designed to help the community diversify its economy as well as the Tigua's Comprehensive Economic Development Strategy and the goals that guide the community's economic development efforts. The EDD is proud that it is in the position to serve as a model for other tribes and welcomes and as feasible assists all requests from all tribal communities.

Oweesta Partnership

partnered with First Nations Oweesta Corporation (Oweesta) to conduct an in-depth Market Analysis to better understand in measureable terms the need and demand that exists for small business financing and services. The MA is available from EDD. Two technical assistance seminars have been conducted by Oweesta. Additionally, the entire EDD staff is certified to teach the Building Native Assets financial literacy curriculum. EDD is currently working with Oweesta to garner and revise model policies to meet the needs of the Pueblo. YDSP EDD is supported by Oweesta Administration for Native American funds.

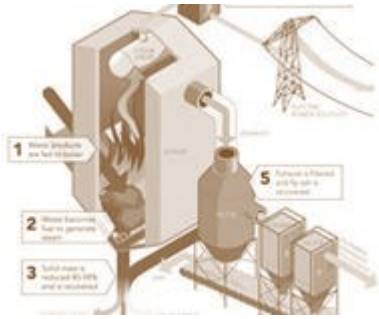
ECONOMIC DEVELOPMENT

Tribal Council Resolutions

Resolution Number	Subject Matter Pertaining to:	Date Passed
TC-001-12	Pertaining to: Supporting Nicholas P. Houser to examine Tigua Culture materials, ten Kate Collection – National Ethnology Museum, Leiden Holland, and to extend an invitation for a museum loan in El Paso	January 24, 2012
TC-003-12	Pertaining to: Administration for Native Americans (ANA) Tigua Institute Long Distance Learning Project.	January 24, 2012
TC-013-12	Pertaining to: Amendment of Title II Revenue and Finance Taxable Service Entity In accordance with: Ysleta del Sur Pueblo Tax Ordinance (regarding interest bearing accounts).	February 21. 2012
TC-015-12	Pertaining to: Office of Federal Lands Highway Transportation Indian Roads Program Transportation Improvement Program Plan	March 6, 2012
TC-028-12	Pertaining to: Amendment to Title II Revenue and Finance Taxable Service Entity In Accordance with: Ysleta del Sur Pueblo Tax Ordinance	July 17, 2012
TC-036-12	Pertaining to: Tigua Business Center Incubator Policies and Procedures (regarding allocation amendment to accommodate Education Endowment)	July 17, 2012

Waste 2 Energy

Funded by the Department of Interior Division of Energy and Mineral Development, the EDD is in the process of preparing a renewable energy Waste-to-Energy (W2E) feasibility study to develop a full assessment and to study, identify and assess the costs and benefits of WTE renewable energy opportunities including adapting or converting W2E alternatives and the impacts and outcomes of choosing W2E that is best suited for the region where YDSP lands are located. The study will cover three initial phases of a W2E project development: an opportunity assessment, a detailed feasibility analysis, and a conceptual development plan. The analysis will provide adequate detail to allow YDSP to make recommendations and/or decisions to pursue development of those energy projects with the highest likelihood of success. The Request for Proposal was submitted to the YDSP Procurement Office who in turn solicited bid due at the end of August 2012.



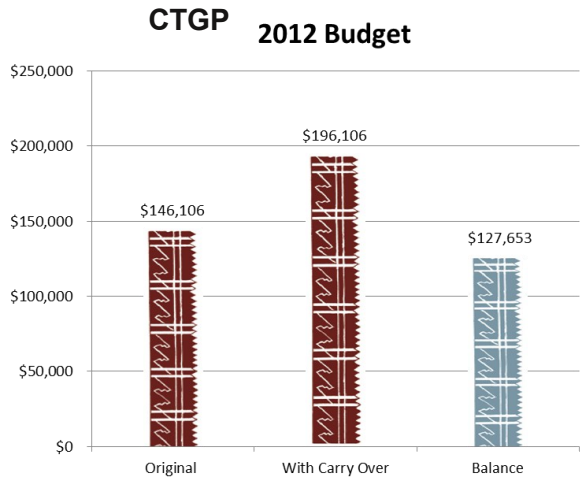
Commercial Leasing

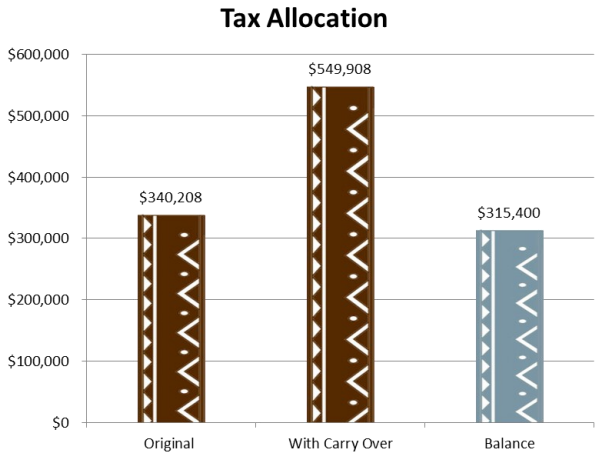
The EDD has successfully negotiated and renewed five commercial leases to date with four more on the horizon for a projected total of nine for 2012. We have also taken steps in protecting the Tribe's real estate investments by repairing both roofs on the Auto Lube Express properties. Palm trees that as a result of the 2011 freeze are scheduled to be removed soon on both of Auto Lube sites also. To date, all accounts are paid in full with no outstanding balances. The following table provides a snapshot of YDSP's current revenues and expenses from January 1, 2012 to June 30, 2012.

2012 LEASING INCOME STATEMENT		
Lease Revenue	$ 70,560.00	
Irrigation Revenue	$ 3,776.00	
Gross Revenue		$ 74,336.00
Property Repairs	$ 7,019.50	
Total Expenses		$ 7,019.50
Net Operating Income		$ 67,316.50

EDD BUDGETS

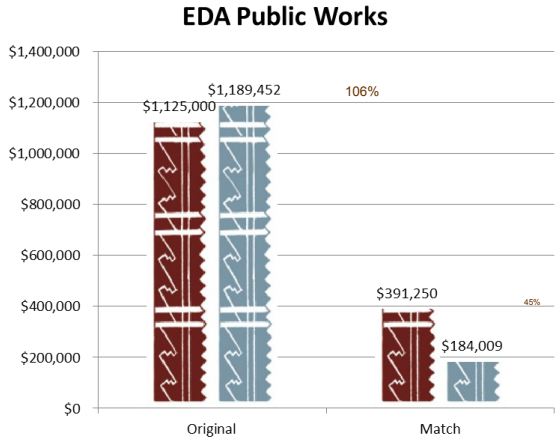
In 2012, EDD operated eleven (12) budgets. Eight of the eleven budget programs originated from funds raised by EDD.

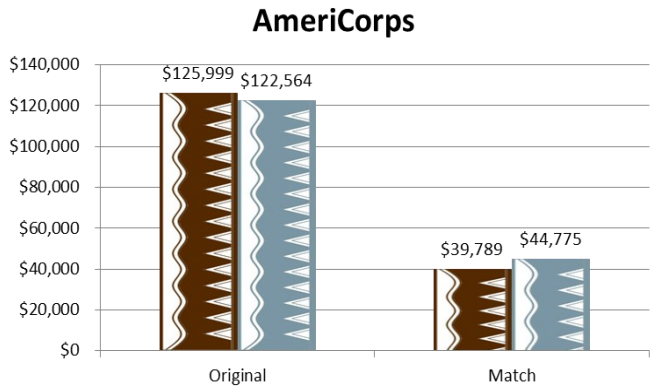




CTPG is the primary administrative budget . In April 2012, carry over provided additional funds targeted at enhancing operations through additional equipment, supplies and professional services. The June 30, 2012 Budget Performance Report (BPR) demonstrated a balance of 65% or $127,653.

Tax Allocation demonstrates both 2011 and 2012 Tax Allocation. In addition to staffing, this budget supports furnishing, utilities and equipping the TBC. Because $209,700 dollars are 2011 budget funds earmarked for furniture and equipment finds. The goal for 2012 is to conserve a portion of these funds for future economic development needs.

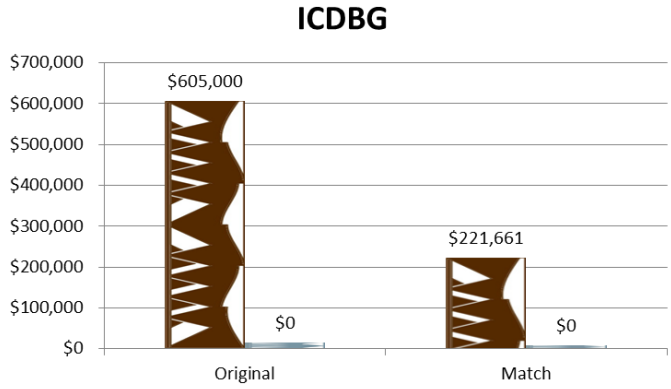


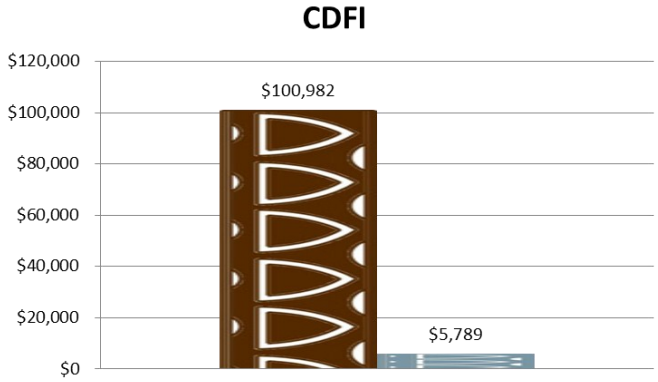


EDA (Economic Development Administration) funded the Tigua Business Center for $1,125,000. The Match of $391,250 is inclusive of the $148,000 (non cash) value of the land. Overages will be transferred to the match. The EDD expects to have a savings of a minimum $50,000 cash in project match savings. The project will close out in October 2012.

AmeriCorps - All AC funding was exhausted. The year 3 2012-13 award was received by EDD in June 2012.

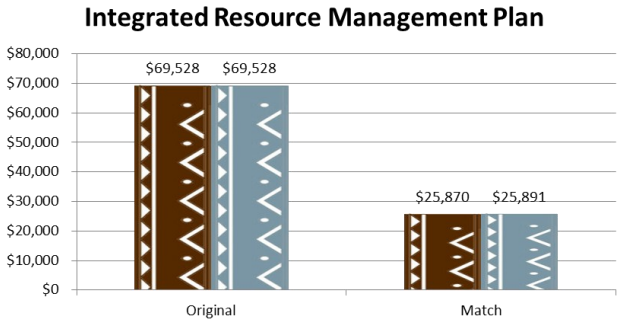
Both ICDBG and CDFI Grants are 3 year grants with a target completion date of October 2014

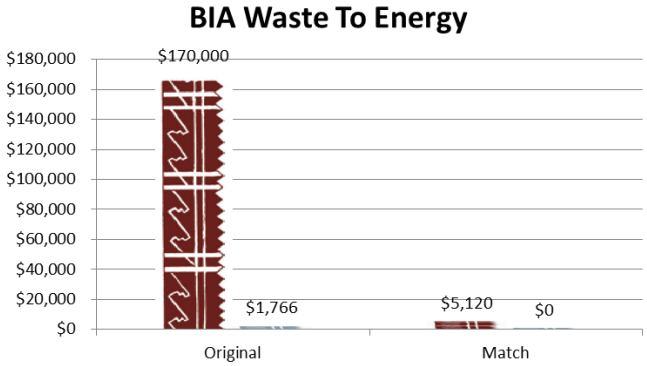




ICDBG funding is provided by HUD. The $221,661 funding will be utilized to construct the Tigua Technology Enterprise Center. Tigua TEC will house adult learning entrepreneur center (classroom and computer lab) as well as additional incubators. In addition to cash, the match includes land value, and YDSP professional input. Although, the budget demonstrates zero expenditures there are currently contracts in place with the environmental assessment (EA) and the architecture and engineering firms from the match. Once, the EA is submitted and approved, construction HUDS funds will be drawn down.

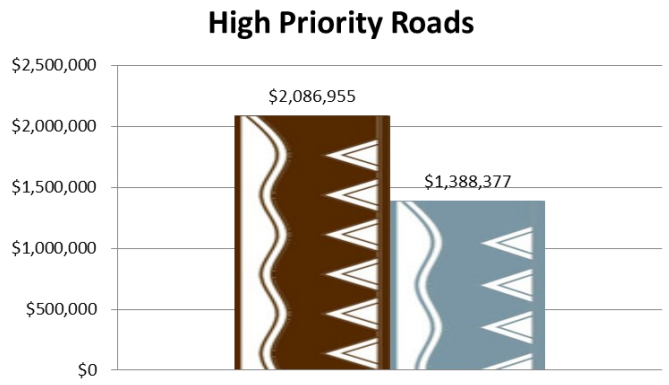
CDFI funds are for planning a community financial institution to create a small business revolving loan fund. The major costs include salary and professional services from Oweesta. The next performance report will demonstrate significant expenditures.

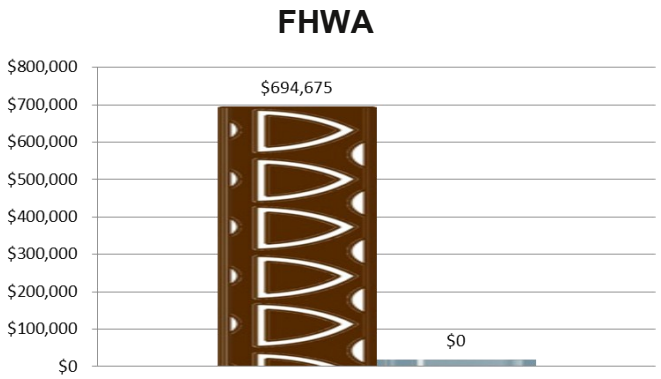




IRMP The Tribal Council passed the Integrated Resource Management Plan (IRMP) funded by the Bureau of Indian Affairs (BIA). The purpose of the project was to develop a Land Use Plan by analyzing the Pueblo's existing land base, lands and communities abutting the boundaries of the Pueblo may impact the tribe and to garner Tigua community input related to land use, historic preservation and the future development of Pueblo owned lands. All funds were fully utilized. Follow-up work is being conducted by the Indigenous Institute.

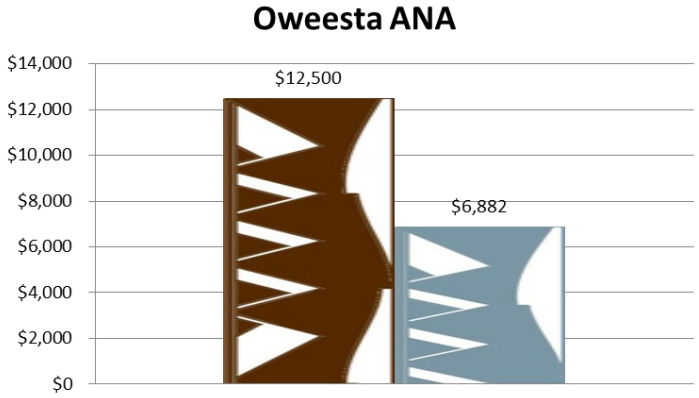
W2E The Waste to Energy project purpose is to conduct a feasibility study, a preliminary design and initial financial estimates. Due to the technical nature of creating renewable energy from waste, the budget is consultant based with some salary. The target date for completion is March 2013.

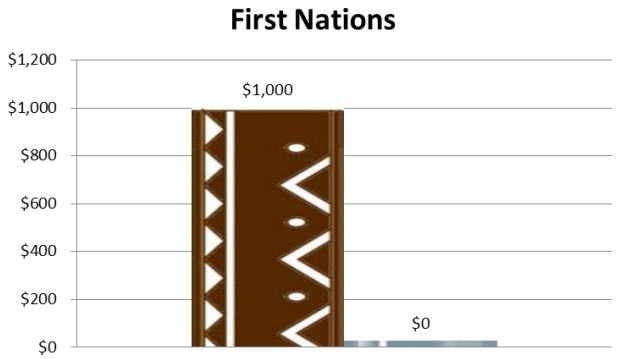




High Priority Roads—YDSP Housing Partnership—$934,988 for housing roads projects, the bridge project finished at $425,927.80, the Road stripping project contract cost $209,205. Substantial completion is scheduled for September 12, 2012. Project will be completed September 2012. There will be a balance of over $200,000. EDD will request a transfer to FWHA funded projects.

FHWA funding totals $694,675. These funds have been "banked" in order to allow for a feasible project. In 2012, the Planner will launch the Cultural Center parking lot project. The Tribal Planning documents submitted and approved by FWHA include: 1) Cultural Center Parking Lot, 2) Tigua Business Park Road (for fire engine access), 3) Court House road to access Alameda, 3) and District II road to alleviate congestion from Socorro Entertainment Center. These projects are on target to be completed over the next three years.





Oweesta provided pass through funds to assist with CDFI capacity building. All funds will be expensed in August 2012. Oweesta will provide the same amount in 2012-13 fiscal year. Award notice is pending.

First Nations Institute awarded EDD $1,000 for participating in an Indian Country Youth Financial and Entrepreneurship Needs Assessment. $500 will be utilized for the Youth Tiguapreneurship project in September 2012. The remaining $500 will be utilized by Empowerment Department for youth financial literacy projects.

EDD Staff

Robert Avila, Custodian
Angela Ballejo, Administrative Assistant
Richard Hernandez, Business Research Analyst
Philip Limon, Small Business Capacity Builder
Analinda Moreno, Information & Project Technician
Patricia Riggs, Executive Director
Jonathan Robertson, Land Use & Transportation Coordinator
Melissa Senclair, Executive Assistant
Alexandro Simental, Grants Manager

AmeriCorps EDD Team

Irma Nicole Gomez
Antonia Minjares
Jackie Morales
Eve Torres

SO LONG AGO I HEARD IT SUNG
THE SONG OF THE MOON, THE CHANT OF THE SUN
THE STARS ALL SANG IN UNISON
AWAITING FOR THE DANCE OF DAWN.
GRANDFATHERS DANCE, GRANDFATHERS SING
DANCE ON THE MOUNTAINS, AND CANYONS RIM.
RAINBOWS CROWN THE TURQUOISE SKY
ABOVE THE CLOUDS EAGLES FLY.
IN THE PUEBLO BELOW CHILDREN PLAY
INSIDE THE KIVA PEOPLE PRAY.
SKY-DRUM THUNDERS, THE RAINS HAVE COME
GRANDFATHERS CHANT THE RAIN SONG

-JAVIER LOERA-

Into the Sun

Into the Future

Economic Development Department
Tigua Business Center
9180 Socorro Rd. Ysleta, TX 79907
Phone: 915-859-8151 Fax: 915-242-0077