

YSLETA DEL SUR PUEBLO
ECONOMIC DEVELOPMENT DEPARTMENT
ANNUAL REPORT 2012



Listening to the Beat of the Pueblo

Inside this Report

Economic Development	Pages 1-2
YDSP Socio-Economic Profile	Pages 3-4
Land Use	Pages 5-6
Land Use Master Plan	Pages 7-8
Building Capacity	Pages 9-10
Nation Building	Pages 11-12
Grants Management	Pages 13-14
Tigua Business Center	Pages 15-16
Target Tigua	Page 17
Tigua Events	Page 18
Budgets	Pages 19-20
Tigua Tec	Page 21
Projects in Progress	Page 22



January 2013

Dear Ysleta del Sur Pueblo and Stakeholders:

The Ysleta del Sur Pueblo Economic Development Department's (EDD) primary work centers around building capacity and resources for the Tigua people in a manner that supports the Pueblo's ability to thrive and prosper and to continue its traditional and cultural practices. The Department was established in 2006, with a modest budget of \$60,000 from the Bureau of Indian Affairs that supported operations and one staff member. In six years, the EDD has grown to a staff of eight (8) and four (4) AmeriCorps members and manages budgets totaling over \$2,000,000. Additionally, the Department has taken on Grants Management, Research Projects, Data Collection and Assessment, Transportation, Commercial Leasing, Land Use, AmeriCorps, Small Business Development, and the Tigua Business Center Incubator. Currently, the EDD is in the process of complex planning projects such as the Waste to Energy Feasibility Study, Community Development Financial Institution Planning and a multifaceted Land Use Master Plan that respects indigenous concepts and cultural continuity.

Since its beginnings, EDD has considered and valued input from the Tigua community and is a supporter of the development of tribal members. The direction of the projects and programs introduced by EDD are a direct result of prompting from Tigua people or an analysis of tribal needs. In addition, the Department works diligently to promote sovereignty by crafting policy and building institutions. A considerable project that was spearheaded by EDD was the revision of the Tax Code (2008) which resulted in increasing tax revenues from approximately \$60,000 annually to over a million dollars a year.

The EDD has embarked on several earmark projects that have met with tremendous success such as the garnering resources from grant writing which has contributed over \$15,000,000 in funds to the Pueblo economy since 2007; earning the distinguished recognition as a Harvard Project on American Indian Economic Development Honoring Nations program in 2010; and the establishment of the Tigua Business Center in 2012.

The EDD is at the forefront of advocating for the advancement of Tigua people. In the six years of operation, the EDD has facilitated or trained a significant number of tribal members, partners, Native American peers, and employees in areas such as Nation Building, Indian Law, Tax Laws, Tobacco Issues in Indian Country, Strategic Planning, Data Collection, Grant Writing, Native American Contracting, Small Business Development, Tribal Corporation Law, Land Use Planning, Financial Literacy (train-the-trainer), Board Development, Small Business Development Administration 8(a) Program, Youth Entrepreneurship, Cultural Relevancy and Program Development.

As a "Tigua" and a leader it is my mission that non-Tiguas learn to understand the challenges that the Pueblo has faced over time and continues to face. Most importantly, the EDD seeks to infuse the Tigua traditional values and promote culture into every activity, project and strategy so that the work we do is meaningful and lasting. May the spirit and the will of our Grandfathers be with you.

For the lifeblood of the Pueblo;

Patricia Riggs

Patricia Riggs, Ysleta del Sur Pueblo Tribal Member
Economic Development Director

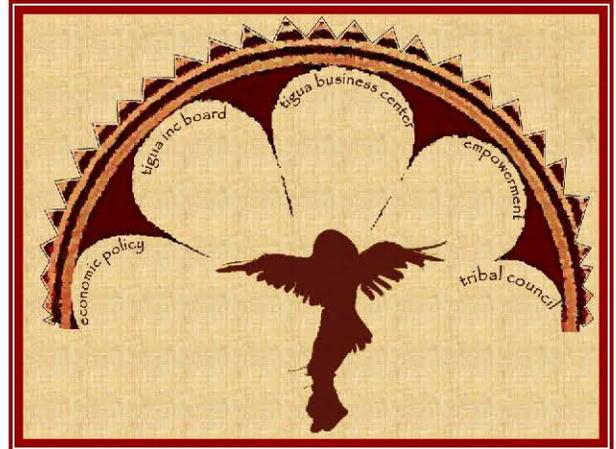


What does YDSP Economic Development Do?

ECONOMIC DEVELOPMENT DEPARTMENT ESTABLISHED THROUGH YDSP ORDINANCE

The Ysleta del Sur Pueblo Economic Development Department was established through **Title V Article 60** in the Pueblo's Code of Laws. The Economic Development Ordinance authorizes the Department to establish effective and comprehensive economic development processes to prepare for, support and respond to the ever changing economic environment of the Pueblo and to improve the social and economic conditions of the community. The Code outlines functions of the Department as follows:

- Create a **nation building** initiative that aids the Pueblo's government, organizations and tribal members to gain knowledge of practices, infrastructure and activities that support economic development;
- Create a **tribal business friendly environment** where economic development can take place;
- Create **economic development strategic plans**, goals, initiatives and programs;
- Create and maintain **economic development infrastructure including law and policies** that promote effective planning; encourage strategic decision making; increase tribal revenues and attract outside investment;
- Create sustainable, self-determined, **productive economic activities**;
- Identify opportunities in order to acquire **access to financial capital**;
- Support optimum use of tribal resources, assets and tribal lands and serve as a mechanism for sustainable development of tribal properties by **composing, maintaining and enforcing land use, zoning, and transportation plans, codes policy and regulations**;
- Foster and administer economic development related **energy policy, strategic planning and projects**;
- Work in collaboration with **tribally owned enterprises and provide technical and administrative support** to foster growth, and long term viability of economic and business development;
- **Create institutions** that promote the establishment and **sustainability** of tribally owned **enterprises**;
- Identify and communicate opportunities for the **establishment of tribally-owned profit-making businesses**;
- **Develop training and education programs** to promote tribally-owned enterprise and tribal member economic development initiatives and **small business growth**;
- Garner and maximize Pueblo resources by **managing strategic philanthropic and grant writing initiatives** that support community and economic development;
- Improve the economic welfare of the Pueblo and its members;
- **Ensure economic development reserve funds** are invested soundly, investments are legitimate and provide a reasonable rate of return;
- Ensure that economic development decisions (**through data collection and analysis**) address the **unique needs and heritage of the Ysleta del Sur Pueblo** in a manner that supports and preserves the traditions and culture of the Pueblo; and
- **Determine priorities**, timing and feasibility of economic development projects and initiatives and the measures by which the **assessment** by which they will be measured.



Graphics on this page from:
EDD P³ Strategic Plan (2011)

Who is YDSP Economic Development?

Administrative Staff

Future



Angela Ballejo, Administrative Assistant, is a Tigua member who aspires to build a strong sustainable tribal community. Angela has a strong interest in environmental concerns and building the capacity of Tiguas through education and economic development. She has served the Pueblo through Target Tigua AmeriCorps and has conducted outreach as an Environmental Outreach Correspondent and has customer service experience. She is currently attending the El Paso Community College and aspires to earn degrees in Environmental Science and Public Administration.



Denice Ceballos, Small Business Specialist, has experience with the profit and nonprofit sectors. She has worked for Plainfield Stamping and the Greater El Paso Chamber of Commerce where she assessed the needs of the small business community. At the Chamber she supported businesses by mentoring, coaching and providing technical assistance. She is currently working on completing her double Bachelor's Degree in Social Psychology and Criminal Justice Administration at Park University and holds an Associate's Degree in Social Psychology.



Analinda Moreno, Statistical Information and Project Technician, holds a MA and a BA Degree in Sociology, conferred by the University of Houston. Throughout her 23 years of professional experience, at renowned institutions, such as MD Anderson Cancer Research Center and Texas A&M University, she has assessed the quality of services offered, evaluated program effectiveness, analyzed trend data and tracked progress to improve organizational conditions. She is currently, utilizing SPSS to analyze socio-economic and demographic tribal member data and provides YDSP departments with concrete assistance on research design, sampling methods, data analysis and outcome interpretation.



Jonathan Robertson, Land Use and Transportation Coordinator, graduated from the University of Texas at El Paso with a Master of Science in Construction Management. and received a Bachelor's from Oklahoma State University in Landscape Architecture. He is a licensed Real Estate Salesperson in Texas, and has earned his LEED AP BD+C certification. His past experience includes, Development Manager (Owner's Rep) for Balfour Beatty Communities at Fort Bliss, TX and Fort Carson, He was also employed with BSW International as a Land Acquisition Manager where he specialized in conducting due diligence, writing feasibility studies, obtaining land entitlements, and providing overall project management.



Melissa Senclair, Executive Assistant, is a member of the Pueblo and a business major at El Paso Community College and will soon transfer to the University of Texas at El Paso. Her career with the tribe spans back to her youth a Tigua cultural dancer. She later served at the Tigua Wellness and Recreation Center. She played critical role in the tribe's transformative nation building process and supports the EDD with support for budgets, reports, research, and event planning. Ms. Senclair's most enduring asset is her strong identification and participation in tribal ceremonial activities and sense of traditional values.



Alex Simental, Grants Manager, holds a Bachelor of Arts degree in Communications from the University of Texas at El Paso. Bringing over 20 years of experience, in the creation and inception of systems-change programs for the Upper Rio Grande Workforce Development Board and numerous community-serving organizations throughout the West Texas region, focusing on increasing access to health care, education and employment for persons with disabilities, first generation college students, and other underserved and economically disadvantaged groups. Mr. Simental represented Texas in the CDC's Medical Monitoring Advisory Board and his work in workforce and economic development has been recognized by the U.S. Department of Labor and the Texas Workforce Commission, and included the formation of El Paso's first ever E³ Consortium which brought together entities from education, employment and economic development to develop a method for addressing the needs of our growing region.



Patricia Riggs, Economic Development Director, tribal member with a Master's in Business Administration from the University of Texas at El Paso. Ms. Riggs has extensive experience in American Indian tribal affairs. She was instrumental in the founding and initial funding of the Ysleta del Sur Pueblo Court and the establishment and advancement of the Economic Development Department. Her experience includes program development, strategic planning, grant writing and crafting tribal policy and codes. Ms. Riggs has sat on national native committees and boards such as the Tribal Law and Policy Institute Advisory Board, The Tribal Wellness to Healing Courts (Drug Courts) Publication Committee, the Tribal Justice Resource Center Management Oversight Committee and the National Child Welfare Resource Center for Tribes National Advisory Council. Her visioning and planning process earned YDSP the Harvard Project on American Indian Economic Development Honoring Nations Award.

Assessing the YDSP Socio-Economic Profile

2011 Fact Sheet	Ysleta del Sur Pueblo 2010 Socio Economic Profile				
	YDSP Service Area*	YDSP Outside Service Area	YDSP Total	El Paso County	U.S.
Total Population	1,177	526	1,703	820,790	311,591,919
Population under the age of 18	299	52	351	243,863	73,910,701
Population 18-64	775	442	1,217	491,861	196,296,192
Population over the age of 64	103	32	135	85,066	41,385,026
Total Male Population	563	227	790	399,454	153,267,861
Male Population under the age of 18	144	28	172	124,453	37,819,683
Male population between 18-64	379	186	565	239,887	97,531,932
Male Population over the age of 65	40	13	53	35,114	17,916,246
Total Female Population	614	299	913	421,336	158,324,058
Female Population under the age of 18	155	25	180	119,410	36,091,018
Female population between 18-64	396	255	651	251,974	98,764,260
Female Population over the age of 65	63	19	82	49,952	23,468,780
Educational Characteristics					
Less than HS Diploma or GED	20%	17%	19%	26%	14%
High School Diploma, GED, or Higher	80%	83%	81%	74%	86%
Bachelor's Degree or Higher	7%	15%	11%	21%	29%
Employment Characteristics					
Employment Status					
Student	3%	2%	3%	-	-
Homemaker	7%	6%	7%	-	-
Disabled	5%	3%	4%	-	-
Retired	8%	10%	8%	-	-
Employed	57%	59%	58%	-	-
Self-Employed	3%	3%	3%	-	-
Unemployed	17%	17%	17%	-	-
Employment Rates**					
Rate of Employment	77%	79%	78%	91%	90%
Rate of Unemployment	23%	21%	22%	9%	10%
Current Occupation Classification					
Management, Business, Science & Arts	29.2%	35.1%	31.6%	30.9%	36.0%
Service Occupations	29.7%	19.6%	25.6%	22.5%	18.3%
Sales & Office Occupations	25.5%	27.5%	26.4%	24.2%	24.5%
Natural Resources, Construction & Maintenance	8.2%	6.8%	7.6%	10.1%	9.1%
Production, Transportation & Material Moving	7.4%	11.0%	8.8%	12.3%	12.1%
Top Employment Industries					
Arts, Entertainment, Recreation & Food Services	21.9%	8.8%	16.7%	9.9%	9.4%
Educational, Health Care & Social Assistance	13.9%	20.4%	16.4%	27.1%	23.2%
Transportation, Warehousing & Utilities	10.1%	13.1%	11.3%	7.4%	5.0%
Public Administration	13.4%	6.2%	10.5%	6.9%	5.1%
Retail Trade	7.6%	13.1%	9.7%	10.9%	11.6%
Income					
Average Personal Income	\$18,564	\$23,648	\$20,658	-	-
Average Household Income	\$31,695	\$44,855	\$36,966	\$54,805	\$69,821
Median Household Income	\$25,000	\$34,999	\$29,999	\$39,573	\$50,502
Per Capita Income	\$6,770	\$12,140	\$10,138	\$18,100	\$26,708
Social Characteristics					
Marital Status					
Single, Never Married	33%	33%	33%	33%	33%
Common Law/Living Together	9%	5%	8%	-	-
Married	38%	45%	41%	46%	48%
Divorced/Separated	16%	14%	15%	15%	13%
Widow	4%	3%	3%	6%	6%
Dwelling Characteristics					
Average Household Size	3.41	3.37	3.39	3.14	2.64
Households Below Poverty Guidelines	33%	22%	29%	22%	12%
Households Receiving Social Assistance	26%	22%	24%	24%	13%
Households with a Working Computer	56%	76%	64%	-	-
Households with Internet Access	50%	72%	59%	-	-
Civilian Veterans	5%	8%	6%	8.4%	9.1%

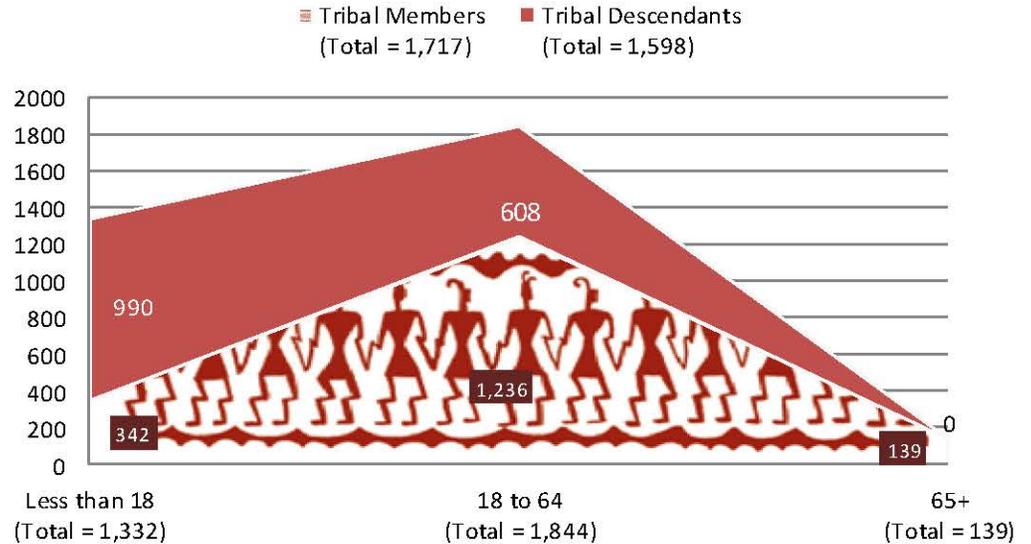
El Paso County and US comparison data derived from US Census Bureau 2011 American Community Survey-YR Estimates, un employment data from 2011 Dept. of Labor.
 *YDSP Service Area includes El Paso County and Hudspeth County.
 **Rates of employment and un employed exclude homemakers, full-time students, prisoners, children, elderly and individuals with disabilities.
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DSP Socio-Economic Profile

The EDD assess YDSP data to support and educate tribal leaders, departments, funders, partners and community members to understand the Tigua community through a socio-economic profile. The process was initiated in 2008 in response to requests from tribal leaders who needed resources to make better decisions about YDSP programs and use of resources. Since 2008 EDD has provided reliable information on the social economic conditions of the Pueblo as demonstrated in the 2011 Socio-Economic Profile.

Age Breakdown



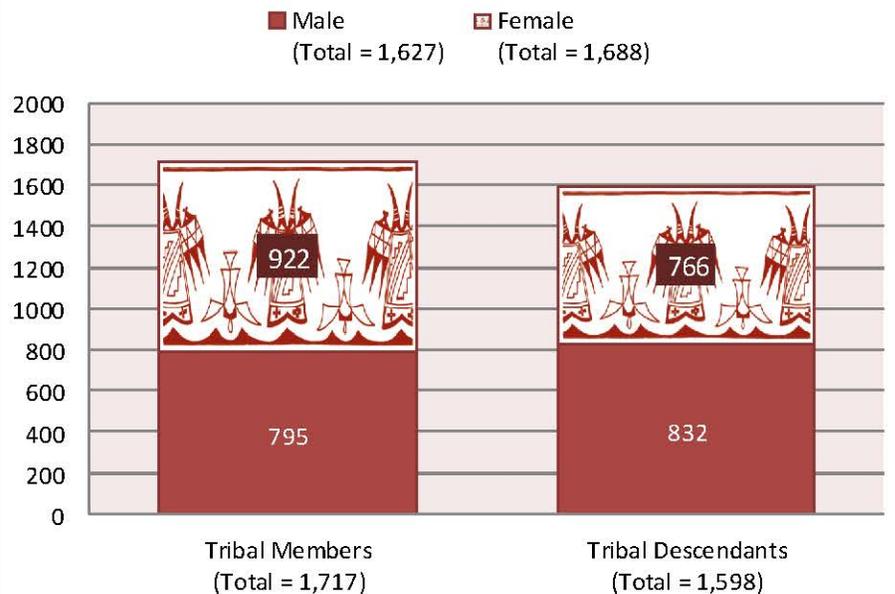
2012 YDSP Population—The 2012 analysis conducted by the Information Project Technician found that with the inclusion of descendants, tribal membership has grown to 3,315 as of December 31, 2012. Children below 18 total 1,332 with 342 already on the rolls and 990 to be added to the rolls. In the workforce age group of 18-65 there are a total of 1,844 falling in that bracket. With a 1,236 already enrolled and 608 waiting to be enrolled. Currently there are 139 elders (65+) on rolls. All individuals above 65 qualify for rolls.



Population Gender Breakdown - In 2012 data collection indicates that there are 3,315 persons identified as Tigua. Of the total There are 1,717 enrolled members of which 795 are male and 922 are female. Non enrolled descendants total 1,598 with 832 males and 766 females. Combined there are 1,627 males and 1688 females totaling 3,315—Tiguas.

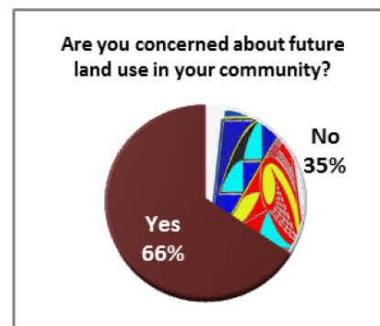
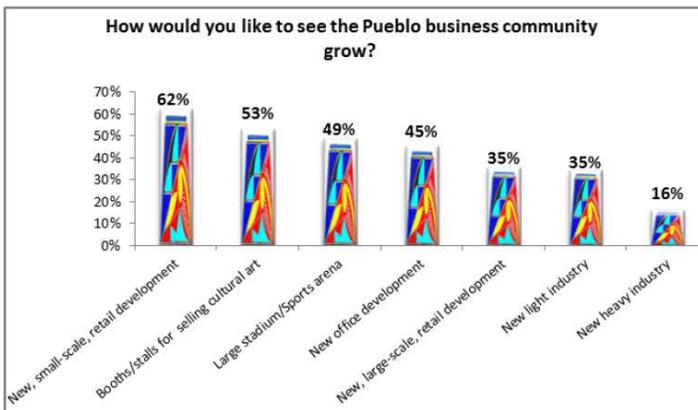
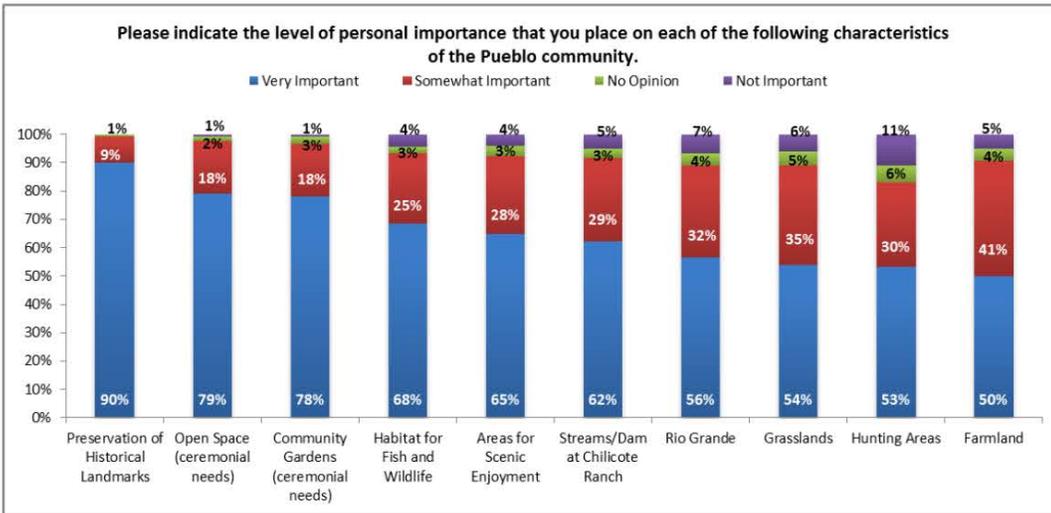


Gender Breakdown



Community Engagement: What did the People Say about Land Use?

The ensuing quotes and graphs demonstrate community engagement regarding YDSP Land Use. Whenever, EDD collects information from the Tigua community data collection is supported by a Tigua member that provides an understanding of the culture, knows the community, and supports oral communications. A team is set up to lead public involvement meetings.



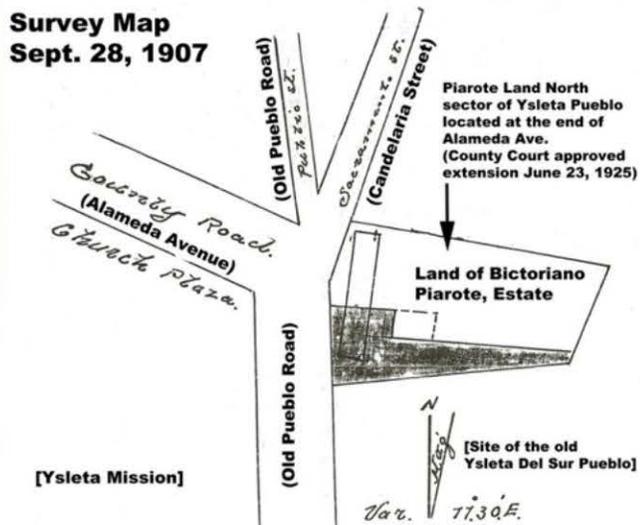
As we enjoy the little open space that we have, I would like for the younger generation to have that same right. We need to maintain and improve not only daily but for generations to come. We need to respect and preserve our land and culture because without these two very important elements we as a tribe will cease to exist !!!!!"

(Land Use Survey respondent)

When asked to identify any existing sites or structures that they felt should be preserved as historical buildings or landmarks, respondents listed:

- Hueco Tanks: any cliff dwellings or pictographs should not be disturbed
- Any natural rock formations, grasslands for habitat, and natural waterways
- Ysleta Mission: old church and church grounds
- Houses in the Barrio de Los Indios
- Colmenero house on Old Pueblo Road
- Candelaria House
- Ramona Paiz's house
- The home that belonged to Ramon Paiz
- The yellow home next to the Tuh-la which is supposed to be knocked down to make a parking lot
- Old Housing on original old reservation
- Old houses within the proximity of the Tuh-la that may have been owned by Pueblo tribal members
- Old buildings on Old Pueblo Road
- Any home that is designated as historical

Assessing the State of the Pueblo Lands and Developing Land Use Policy



Map provided by Nick Houser

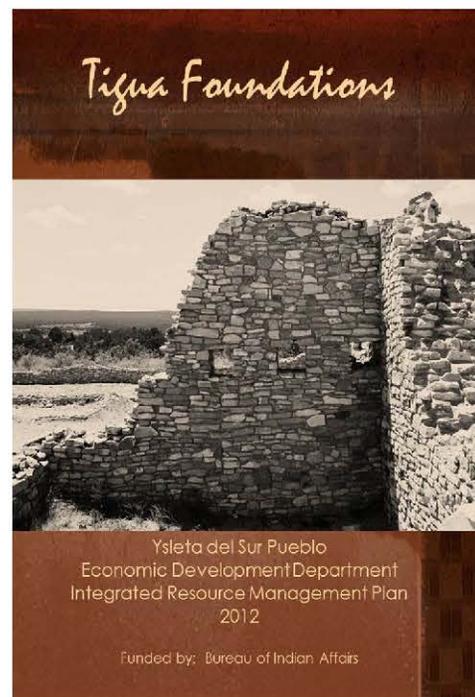
As noted the theme throughout this report is to consider the tribal history and culture into every aspect of our work. The planning process and acquisition recommendation consider the traditional timeline of the Pueblo. The YDSP planning process includes a historical evaluation that contributes to envisioning, drafting a plan and implementation of new directives that will unlock the willpower of our ancestors as well as its infinite potential of the Tigua

To support the efforts Nick Houser, Anthropologist was hired to conduct a study of historical lands and roads that helps the Pueblo to piece together a historical picture of tribal lands that will assist the Pueblo to rebuild its indigenous territory. The finished product, Ysleta Grant and Transportation Travel Through Time and Space is a Tigua archive.

Ysleta del Sur Pueblo Integrated Resource Management Plan

In its continued efforts toward cultural continuity, the Pueblo has adopted the model of “balanced development” 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 Economic Development Department, with funds from the Bureau of Indian Affairs, is overseeing the YDSP Integrated Resource Management Plan (IRMP), which by design will deliver a product created by the Pueblo for use by the Pueblo. The four major project goals are: 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 sovereignty and self-determination of the Pueblo. The Pueblo is continually threatened by loss of access to sacred and cultural sites rendering it more difficult for each succeeding generation of Tiguas to remain entrenched in the Tigua culture.



Cover of IRMP

Transportation Planning



The Ysleta del Sur Pueblo Economic Development Department manages The Safe, Accountable, Flexible, Efficient Transportation Equity Act (Users (SAFETEA-LU) funds. The SAFETEA-LU program provides resources for the Indian Reservation Roads (IRR) to assist in planning, designing, construction, and maintenance activities.. The IRR Program a critical resource that supports the Pueblo’s infrastructure strategies. The EDD partners with the Housing Department to assist in the development of tribal housing infrastructure and community roads maintenance needs. In 2013, the Land Use and Planning Coordinator will manage the Cultural Center parking lot project and install safety strips on accompanying roads. 2013, will also welcome more transportation planning for District II and the planned Tigua Business Park.

Restoring, Respecting, Developing

In 2012, YDSP Unveiled the Ysleta del Sur Pueblo Land Use Master Plan



Community



Depicted above: Incorporating a Tigua Pueblo Housing Village by the Tuh la Area

Underlying the current state of the Pueblo is the need to control and utilize YDSP lands in a manner that protects traditional lands, empowers the Pueblo to acquire lands, and enables the tribe to develop its lands. The Pueblo has faced many challenges concerning its lands. However, the EDD is determined to identify best practices and resources that provide for better use of the land in order to support a balanced YDSP community. The YDSP master planning process entitled, “Respect, Restore and Develop” considers themes and values important to the Tigua people such as cultural continuity, unity, self-determination, agricultural design and sustainability. The planning process identified and assessed feasible short-term and long-term development of lands and makes recommendations on how to protect “the traditional core” of the Pueblo (Tuh-la) and how to create a “commercial core.” Strategies for development in key areas include the “Alameda Strategy” and the “Zaragosa Strategy.” Site analysis for land improvements gave way to recommendations for economic and community development. The recommendations also involved retail, commercial and health facility development infill at the Pebble Hills, Joe Battle and Horizon sites. Housing schematics incorporate a Tigua housing village and elder residence center within the proximity of the Pueblo that permits the community to reclaim the, “Barrio del los Indios.”

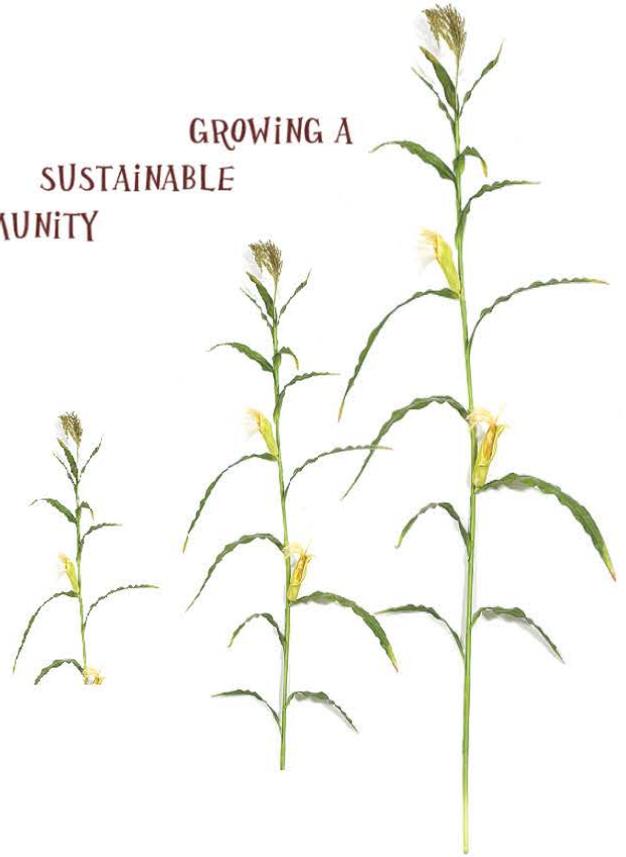
The EDD thanks the Indigenous Planning and Development Institute (iD+Pi) from the University of New Mexico for their guidance and contributions to the Pueblo.

CREATING AN AGRICULTURAL CORE

Agriculture has traditionally played a vital role for the society and culture of Ysleta Del Sur Pueblo. The cultivation of traditional crops such as corn, beans, squash and melons have sustained the community, both physically and spiritually and aid to grow a sustainable community. Agricultural initiatives can continue to provide social benefits: Agriculture can contribute to a more diverse resource base and strengthening of cultural Identity; support the maintenance of ecosystem services; and improve public health.

The Pueblo can enter into economic agriculture projects by establishing an agricultural pilot program; hiring necessary expertise; identifying interested tribal members; and providing them with land and infrastructure.

GROWING A SUSTAINABLE COMMUNITY



Master Plan Schematics and maps on pages () provided by UNM iD+PI

MEDICAL CLINIC AT JOE BATTLE



Serving the Tigua Community: Building Economic Capacity



Small Business Development—The small business arm of the Economic Development Department (EDD) has been working to build a small business development program with support services that will impact business growth on reservation lands. EDD has also been working to garner resources specific to Tigua entrepreneurs. In April and May 2012, EDD worked with ONABEN who created a business curriculum aimed at training Native entrepreneurs to deliver a business planning training.

The Course graduated ten (10) students who completed the business planning course entitled, “the Journey.” Graduates of the 1st Indianpreneurship were: Kevin Denoish, Irma Gomez, Erik Hernandez, Orlando Hernandez, Nellie Lopez, Grace Martinez, Antonia Minjares, Corina Munoz, Anna Perez, Sal Quintana, Rebecca Senclair and Eve Torres.

When entrepreneurs register with the Tigua Business Center, they are provided with resources such as limited use of the small conference room, use of a laptop at the Center, and limited access to the copy machine. Entrepreneurs are also provided with coaching services.



Building Financial Assets—Economic Development partnered with the Empowerment Department, AmeriCorps and Oweesta to deliver the Building Native Communities “Train-the-Trainer” Financial Literacy guidance. Oweesta provided expertise from Jaci Ree, certified instructor, who is committed to empowering Native communities. Areas of study included: Training Techniques, Building a Healthy Economy, Developing a Spending Plan, Working with Checking & Savings Accounts, Understanding Credit, and Assessing Credit.

Tradition



Building Communities Graduates

Fabian Alvarado
Rosamaria Arriola
Angela Ballejo
Irma Nicole Gomez
Richard Hernandez
Troy Hernandez
Antonia Minjares

Brittney Munoz
Princess Paiz
Josh Reza
Jonathan Robertson
Melissa Senclair
MarySue Soto
Eve Torres





Serving the Tigua Community: Fostering Self-Sustainability



Youth Entrepreneurship—The EDD has a goal to develop youth in entrepreneurship so that they may have the passion and skills to succeed in the marketplace and life and become productive members of the Tigua community. Entrepreneurship training supports individual achievement efforts by stimulating economic thinking skills; encouraging creative thinking; providing practical business skills and instilling independence and personal responsibility.

The Youth Entrepreneurship Camp engages Tigua teens to learning about small business in a fun program with both classroom and hands-on activities. The program teaches Tigua youth the basics of small business management. “Tiguapreneurship” lessons include teaching product development concepts, marketing, salesmanship, cost of goods sold, revenues and expenses.

After learning the basics, students attend a product development studio and are asked to design and produce a product and service. In 2012 the participants made T-shirts, build a Tigua Bear and manned carnival game at the Red Ribbon Block Party. Participants also learned how entrepreneurship at YDSP contributes to the tribal economy and students were taught about giving back to the community. All participants received a \$100 VISA card if they completed all four days of the camp.

Giving back to the Tigua community is a goal of the program. The youth were asked to vote on Tigua cause that they would donate the proceeds from shirt and bear sales. They donated the \$900 raised for Tigua foster children’s Christmas Party presents.

Sovereignty Symposium—The Economic Development Department hosted a “Basic Indian Law Class” as part of its “Sovereignty Symposium” series. One goal of the EDD’s Strategic Plan is to build capacity by teaching about legal matters that may influence the Pueblo. The seminar provided an opportunity for persons such as tribal members and employees needing to learn about how Federal Indian Law and Policy affects our jobs and everyday life. This course helped to disassemble the complexities of Federal Indian Law and break it down into understandable pieces.

Topics of discussion included: Tribal sovereignty; how federal and state government affect tribal life, the creation and enforcement of Tribal law; the plenary power of the United States Congress; tribal jurisdiction; civil rights; the Indian Child Welfare Act; how governments are structured; the history of tribal governments and the Indian Reorganization Act; modern Tribal governments; economic development; and taxation.

This class was taught by Joseph Thomas Flies-Away, J.D., M.P.A. a member of the Hualapai Nation, Community & Nation Building Consultant/Facilitator and the Associate Justice - Hualapai Judiciary. During discussion Flies-Away, integrated, custom, tribal common practices, culture, people, and leadership principles to provide a foundation of tribal discussion applicable to YDSP.

Serving the Tigua Community:

Tigua Nation Building



What is Nation Building? In order to positively address and enhance the current socio-economic state of the Pueblo, the tribe must work toward creating a positive environment where Tigua community members can learn strategies to enhance their quality of life by building assets at both the individual and community level through a process of transformation, growth and improvement that embraces Tigua culture and traditions. Nation building is about rebuilding the Tigua community and to become whole again. To build a better nation we must care for our lands, resources and way of life in a systematic manner that supports the sovereignty and autonomy of the Pueblo.

Nation Building targets the entire community through methods that include training, discussion forums, and policy development for adult community members, government and YDSP agencies. The program will also put an emphasis on youth to teach them about Tigua civics, governance, history, economics, core values, and involve them in discussions about how the Pueblo can strategically plan for its future and how they will play a role.

Nation Building was by Professors Stephen Cornell and Joseph. P. Kalt, located at Harvard's Kennedy School of Government Harvard Project on American Indian Economic Development. Harvard Project demonstrates and fosters the conditions under which sustained, self-determined, social and economic development is achieved among American Indian nations. Central to the Project is studies identifying what accounts for the economic success of some Indian nations, while others continue to struggle? Harvard Project findings have resulted in determinants for Native Nations economic success that include: "Sovereignty Matters," "Institutions Matter", "Culture Matters." Leadership Matters and Strategic Orientation. EDD has taken the best practices identified by Harvard Project and tailored them to meet YDSP development needs.

Culture



Tuy Pathu Day Care



Tigua Junior Nation Building—The EDD has development age appropriate strategies to introduce Nation Building to children in the Tuy Pathu Day Care and the Tigua Pre-K. EDD Ameri-Corps members have developed games that instill learning concepts such as matching, learning about the community, tribal government and culture. The first game Go Tigua! Is a matching card game that introduces four and five year old to Tigua symbolism for tradition, dances, environment and animals. The Tiguland Game is a game of chance board game that guides players to the community. Along the way they make stops at the Tribal Council Office, Cultural Center, the Health Center, Library, Tuh-la, Ysleta Mission, Chlicote Ranch, the Housing District and Hueco Tanks. When landing in particular spots children are asked to discuss where they are and what they do there. The games help to infuse and understanding Tigua culture and instill Tigua pride.



After
School
Program





Serving the Tigua Community: Tigua Nation Building



Employee Nation Building



Employee Nation Building —The Economic Development Department also facilitates employee Nation Building. These seminars provide new employees and other employees wishing to brush up on Indian Country issues with an opportunity to learn about Tigua history, government, agencies and cultural relevancy. It also provides an opportunity to discuss Indian Country topics such as federal Indian policy, sovereignty, trust lands, and national Native American organizations and resources that may support their work at YDSP.

Tigua Youth Nation Building— The Economic Development Department works closely with the Tigua Next Generation Summer Youth program to aid in the development of Tigua Youth. The EDD has designed a dynamic program to tap the potential of youth to help build a new generation of change agents. The summer program presents a prime opportunity to capture the energies and ingenuity of up-and-coming leaders to promote cultural continuity. The majority of the YDSP population is under the age of 18 and Nation Building guides them to move the Pueblo forward in a manner that will have a long-lasting impact. The program includes Tigua History, Indian Country Political Science subjects (tribal government, tribal agencies, sovereignty, self-governance) and other areas of discussion regarding current community issues that aid to prepare youth for strategic leadership. The June 2012 session also provided a showing of “More than Fry Bread” movie. EDD also facilitated a Spring Break Nation Building in March 2013 at the Tigua Cultural Center.

Tribal Council (TC) Nation Building—

In June 2012 Native Nations Institute and Harvard Project also facilitated a Nation Building process for TC where TC set goals and priorities for the next few years.



Youth Nation Building

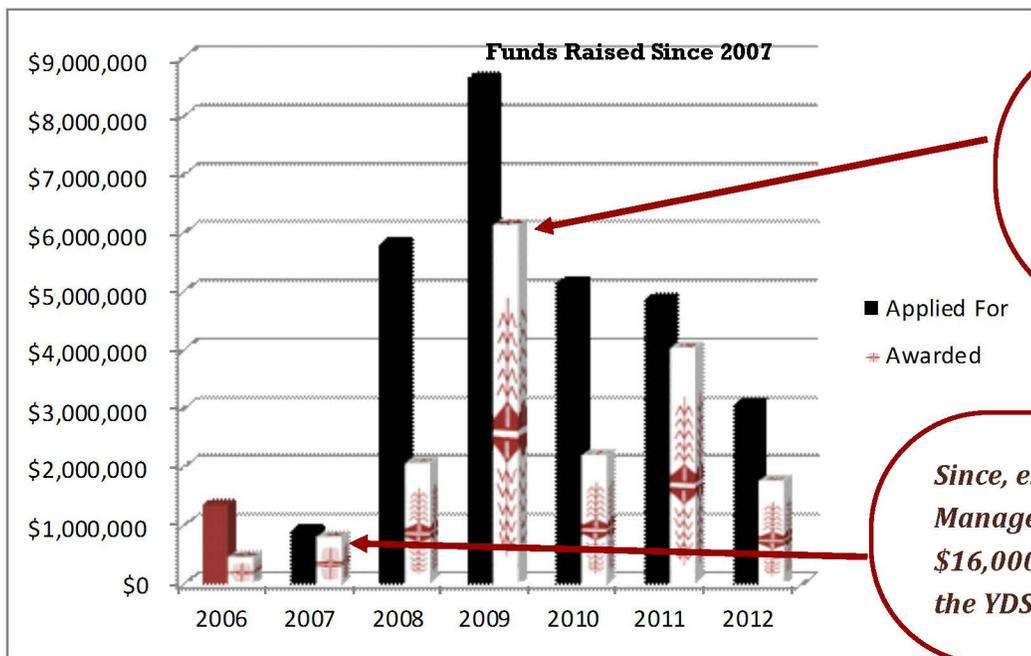


Increasing Resources for Program Development

Grants Management

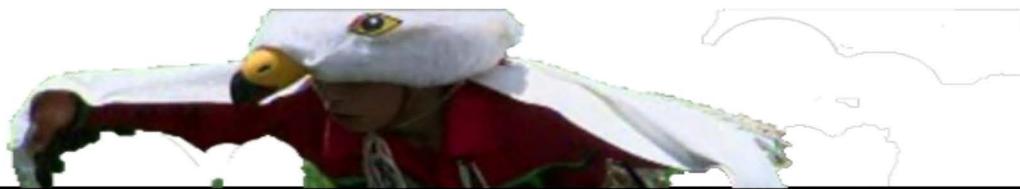
EDD's Grants Management has provided assistance to eight (8) departments to compete for \$2,426,152 in grant funds in 2012. At the time of the annual report, YDSP received \$1362,300 in 2012 from grants where Grants Management provided technical assistance. The grant awards provide the resources for a variety of community service programs. From last year's application submission, the Tribal Police Department received a \$50,000 grant through Operation Stone garden, 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 \$27,116 from the Department of Public Safety's FEMA funds. The Empowerment Department received a \$7,000 Basic Library Services grant and \$116,434 Library Extension grant from the Institute Museums and Library Services. The U.S. Department of Justice awarded the Tribal Police Department \$439,653 and awarded the Tribal Judicial Department \$241,826. . An additional \$40,000 was awarded to Tribal Police by the Local Border Star Grant program from the Texas Department of Public Safety.



Grants peaked with the combination of Economic and Stimulus and discretionary funds

Since, establishing Grants Management in 2007, over \$16,000,000 has been injected into the YDSP community



Applications that 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 December 2012				
Target Tigua	NCSC - AmeriCorps	\$125,999	Economic Development	AWARDED!
Tigua Smoke Out	Paso Del Norte Health Foundation	\$75,691	Health and Human Services	Not awarded
Tribal Homeland Security Grant	FEMA	\$50,000	Emergency Management/Tribal Fire Department	AWARDED!
Emergency Management Program Grant	Division of Emergency Management/Texas	\$27,116	Emergency Management	AWARDED!
Basic Library Grant	Institute for Libraries and Museums	\$7,000	Empowerment	AWARDED!
Operation Stonegarden	FEMA	\$50,000	Tribal Police Department	AWARDED!
Social and Economic Development Strategies	Administration for Native Americans	\$280,377	Economic Development	Not awarded
Environmental Energy Efficiency	FEMA	\$299,455	Environmental	Not awarded
Library Extension Grant	IMLS	\$116,434	Empowerment	AWARDED
Fiscal Year 2011 Coordinated Tribal Assistance Solicitation (CTAS) - COPS	U.S. Department of Justice	\$439,653	Tribal Police Department/Tribal Judicial Department	AWARDED
Fiscal Year 2011 Coordinated Tribal Assistance Solicitation (CTAS) – Tribal Courts	U.S. Department of Justice	\$241,826	Tribal Police Department/Tribal Judicial Department	AWARDED
Local Border Star Grant	Texas Department of Public Safety	\$40,000	Tribal Police Department	AWARDED
Diabetes Case Management Program	Indian Health Services	\$116,971	Health and Human Services	AWARDED
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
Financial Literacy/VITA program services	First Nations	\$15,000	Empowerment	Not awarded
GIS Imagery project	ESRI and PCI Geomatics	(\$15,000 in-kind)	Environmental	Not awarded
Local Border Star Grant	Texas Department of Public Safety	\$92,820	Tribal Police Department	AWARDED
Total Amount Requested from January to December 2012		\$2,426,152	(grant requests submitted in 2012. This amount reflects <u>requested</u> funding)	
Total Amount Awarded in 2012		\$1,881,611	(reflective of grants awarded in 2012, some of which were submitted in 2011)	

GRAND
OPENING

TIGUA BUSINESS CENTER

Think Tigua





CELEBRATING RENEWAL



Economic Development Department hosted the Tigua Business Center (TBC) Grand Opening. Established to support small business growth, the TBC provides incubator space and support services to tribally owned businesses and small businesses privately held by tribal members. The TBC was once an old Texas Department of Transportation truck maintenance facility and a brownfield. The land was reclaimed by the Pueblo and the building was gutted and remodeled.

Located at 9180 Socorro Rd, the Center is situated at the site of what was once known as the Loma de Espia where in the 18th and 19th centuries Caciques and Governors called meetings and delivered important messages. The land was an important acquisition and preservation for the Pueblo's land and asset inventory. The TBC now houses Economic Development offices and Tigua Inc. Development Corporation and small business incubators.

Project Partners

**Architect: Rene Melendez of CEA Group
Avilart Construction**

Project Coordinator: Patricia Riggs

**Funder: U.S. Department of Commerce
Economic Development Administration**



Grand Opening Entertainment

Wild Boyz Drum Group (Santo Domingo)

Tigua Pow Wow Dancers

Cultural Center Eagle Dancer

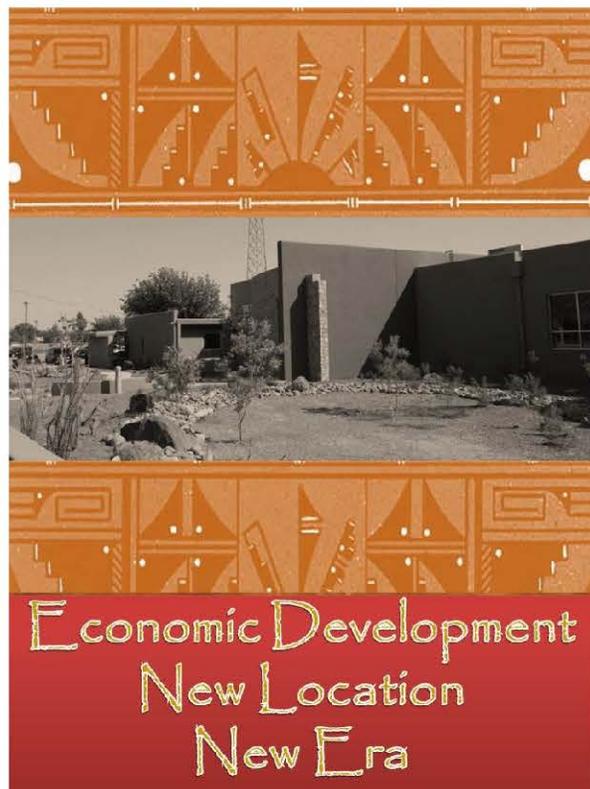
Tigua Pre K Dancers

Master of Ceremonies Jose Lopez

Address by Governor Frank Paiz and

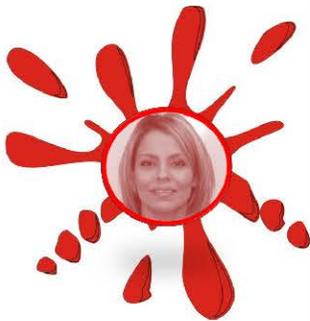
Lt. Governor Carlos Hisa

Guest Speaker Nick Houser



**Economic Development
New Location
New Era**

Target Tigua AmeriCorps



Ysleta del Sur Pueblo departments have a shared purpose to better serve the Tigua community. YDSP departments have partnered with Economic Development Department to develop innovative programs to reach Tigua Tribal members. The AmeriCorps program recruits and selects individuals from YDSP and from the El Paso area seeking unique opportunities to gain experience while aiding an underserved community. Once selected they are signed up as AmeriCorps "Members."

Department partners include the Economic Development Department, Emergency Management, the Empowerment Department the Environmental Department, the Elders Committee (through Social Services), and the Tigua Cultural Center. Programs and services include cultural education, Tigua language, volunteer income tax services, financial literacy, cultural tourism, environmental education, community emergency response, elders assisted living support, nation building and small business support services.

During the past 12 months members have contributed to the Pueblo's ability to address the needs and concerns of the community. The programs outcomes described here represent only a small part of the areas addressed by the program, but they are models of how some YDSP departments have responded to make a difference, change conditions and build programs and systems that reach out to support the tribal members that we serve. A sample of Target Tigua results are demonstrated below.

- 11 Indianpreneurship Graduates
- 8 Youth Tiguapreneurship Graduates
- 35 Youth participated in Environmental "Sovereignty Solutions"
- 25,958.73lbs. recycled wastes through the Green Business Challenge
- 70 Nation Building graduates
- Income tax returns prepared: 457



2012 Economic Development Target Tigua Team



Tigua Events

2012 Target Tigua AmeriCorps Awards

- Irma Nicole Gomez
- Brittney Munoz
- Elva Silvas

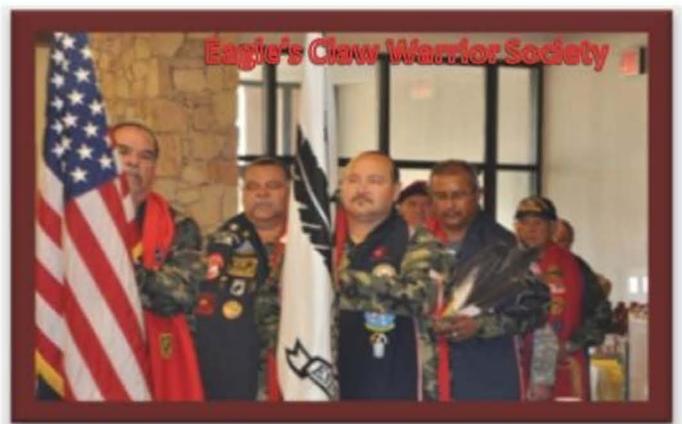
For taking the extra measures and additional steps to move the Pueblo above and beyond.

Hawu! Herkuem!



Supporting Indigenous Nations

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 Pueblo's economic hardship and setbacks and the 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 that drove the tribe forward to a new and better, more sustainable future. The intended audience is indigenous people around the world.

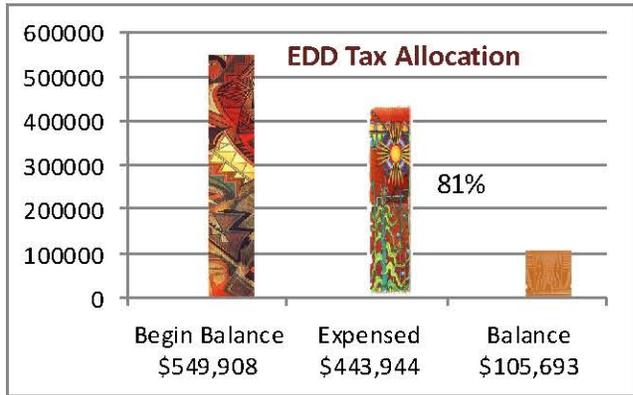
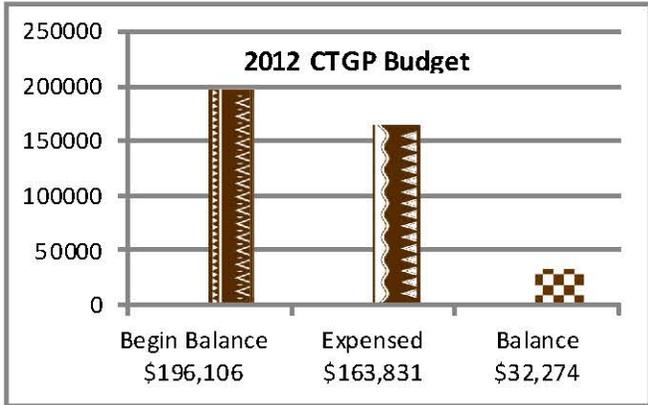


NOVEMBER 2012 HONORING VETERAN'S

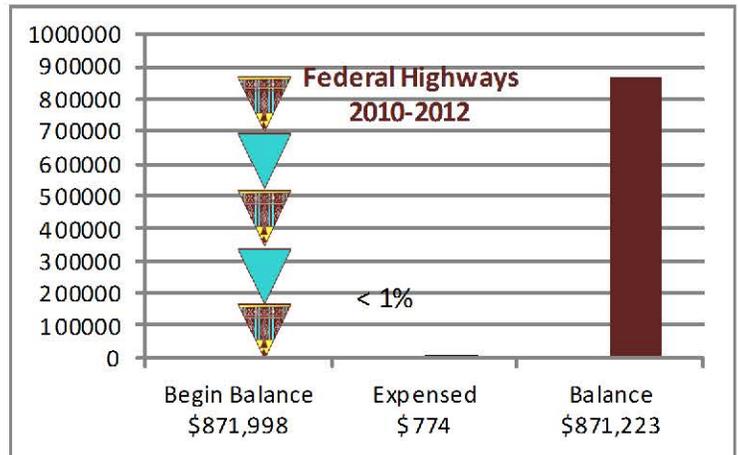
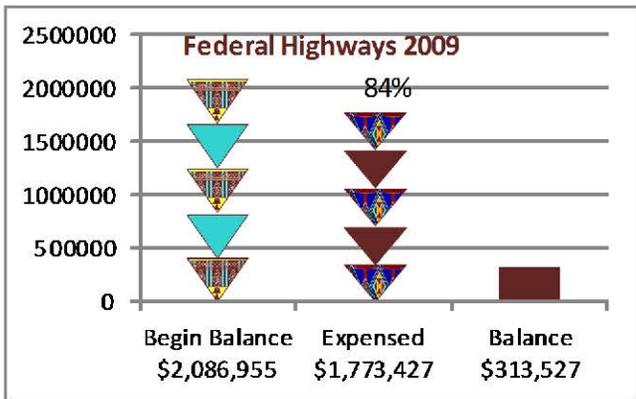
The EDD partnered with AmeriCorps, Empowerment, Records, Tribal Council and Traditional Council to deliver the 2012 Honoring Tigua Veterans Event. The ceremony included The Eagle's Claw Society Color Guard, Presentation to Cacique from Cultural Center, Address by Command Sgt. Ross and songs from the Taos Veteran's Drum Group. Veteran's were honored for their commitment to Country and Pueblo.



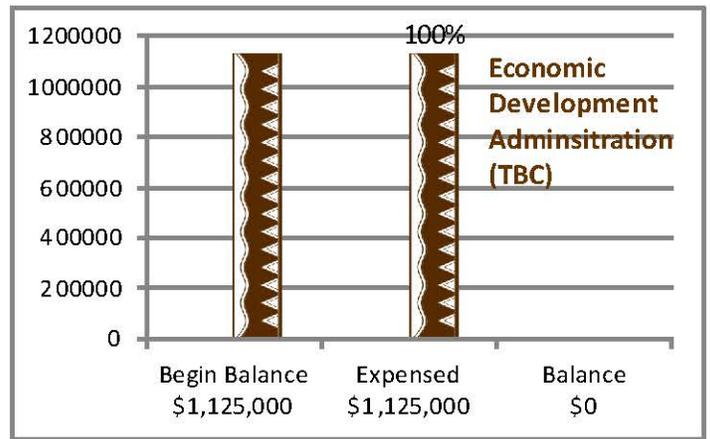
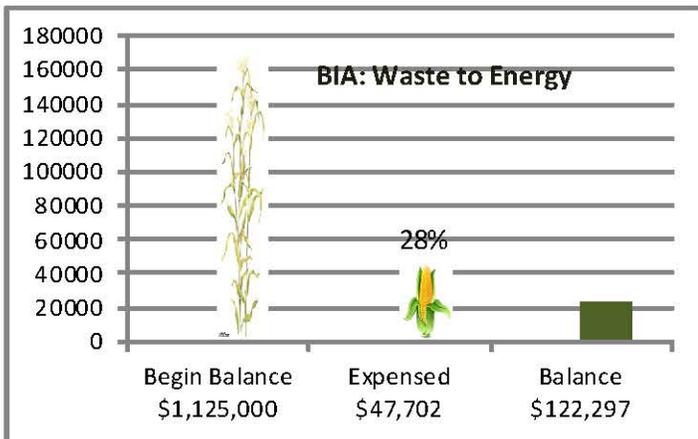
Follow the Money



EDD principal budgets are the BIA Consolidated Tribal Government Program (CTGP) and the Tax Allocation Budgets. Unless salaries are paid from special projects most salaries, supplies and equipment stem from these budgets. Not demonstrated on these pages is the Program Income budget for TBC incubator rent which is offsetting the utility and building maintenance costs.

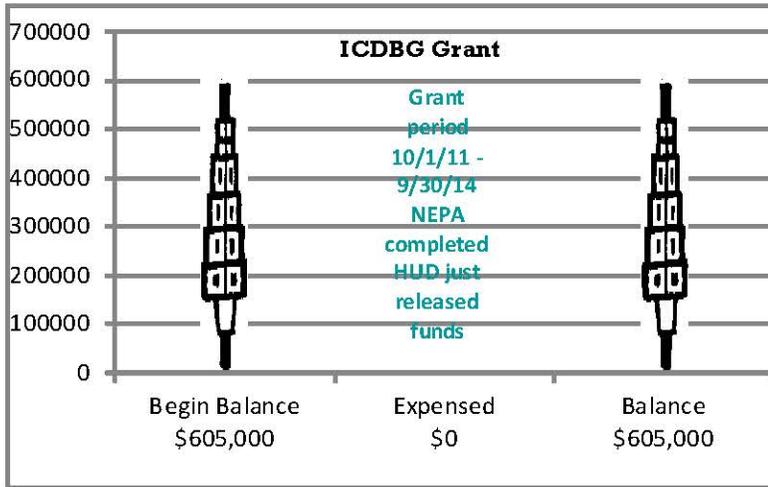


EDD has taken over Federal Highways projects. EDD has banked funds in order to support upcoming projects for District II and the Tigua Business Park development that will be initiated in 2013.

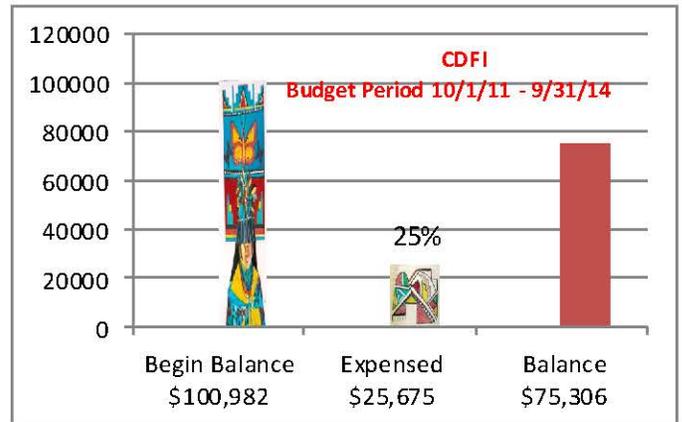
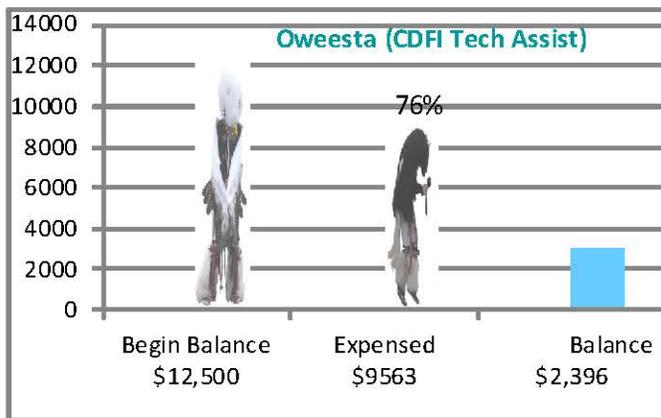


As noted previously, the EDD is working with Tetra Tech on a Waste to Energy assessment and planning study. The majority of funds will be utilized to support the technical support. We are also pleased to note the EDA TBC project was formally closed.

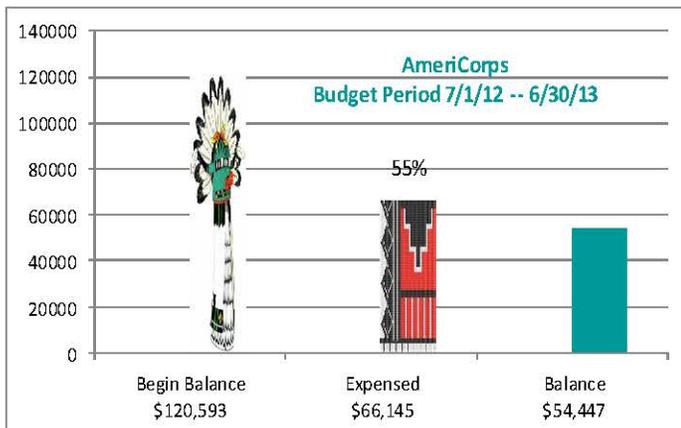
Follow the Money



The next ICDBG project is for the establishment of the Tigua Business Park . In addition to the \$605,000 awarded there is a TC match that has been utilized to pay for design and engineering. HUD will not re-release funds until the environmental assessment is conducted and approved. HUD recently approved the NEPA allowing the project to move forward. Expected date of completion is August 2014.



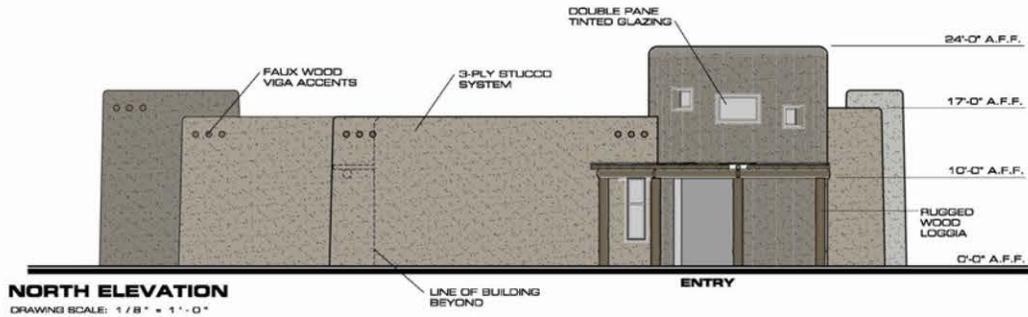
Supporting the CDFI planning process are two Grants: 1) a small grant from Oweesta that supports mainly technical assistance and training and 2) the NACA grant a three (3) year grant that helps to offset salaries and professional services.



The AmeriCorps program has demonstrated much success. The budget primarily supports the living allowance for AmeriCorps members as well as offsets EDD salaries.

EDD also manages commercial leasing in 2012,

Forward Looking



TIGUA TECHNOLOGY ENTERPRISE CENTER - ELEVATIONS



TIGUA TECHNOLOGY ENTERPRISE CENTER - FLOOR PLAN

It is a goal of the Pueblo's economic and business development plan to cultivate spaces and places for entrepreneurs and small businesses firms to conduct commerce. The Tigua TEC will provide office/retail space and lab space to foster entrepreneur success. Tigua Tech is funded by the Department of Housing and Urban Development. The square footage of the Center is 4,834 square feet.

Waste to Energy Project

The EDD is in the process of preparing a renewable energy Waste-to-Energy (W2E) feasibility study. W2E is the process of converting energy from waste in the form of electricity or heat from the incineration of a waste source.

The W2E project assessment will identify 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: 1) an opportunity assessment, 2) a detailed feasibility analysis, and 3) 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. Tetra Tech was awarded the contract to provide consulting and technical services.

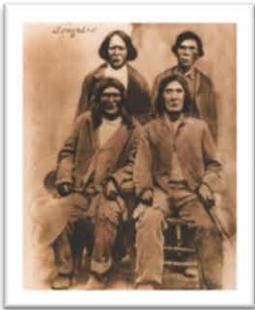


Community Financial Development Institution (CDFI)

The EDD CDFI planning process is intended to provide resources that enhance the Pueblo's economic vitality by providing tribal members with small loans to assist tribal members to repair their credit. The CDFI will also help 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 the Native American CDFI Assistance funding to develop a plan, policy and procedure and financial products as well as partner with EDD to provide business development services for the Ysleta del Sur community. The CDFI is a three-year planning project. As reported to TC, the structure of the CDFI is in process and appropriate modifications are being made. The goals slated for the first year are: 1) Using existing and new data to 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 is also currently developing the loan policies and the capitalization plan.

Implementing the Land Use Plan

The EDD will continue its work with the University of New Mexico Indigenous Design and Planning Institute (iD+Pi). iD+Pi is currently compiling the outcomes of Phase I planning and are publishing a land use planning guidance document for the YDSP core. iD+Pi is also providing zoning recommendations. In 2013, iD+Pi is working with EDD to further assess the Tuh-la area and to identify and provide assistance with preservation of the Tuh-la area. The iD+Pi in collaboration with other consultants will support the development of the YDSP acquisition process policy and system.



EDD Spearheads Tigua Documentary

The Economic Development Department in collaboration with Capstone Productions is producing two unique films that will advance the Tigua cultural dialog. The first film, "Tigua Nation Building" is a film about the efforts of the Tigua community to overcome challenges and become self-sufficient. The film is intended to foster the understanding of the Pueblo's contemporary issues in a historical and cultural context. It is a short 14 minute film that illustrates how the landscape and economy of the Pueblo has changed over 330 years and how the Pueblo has emerged as an economic engine. The film was released in early January 2013.

The second, film the "Tigua: Into the Sun into the Future" is dedicated to breaking the misconceptions of the Ysleta del Sur Pueblo community and promote Tigua culture, heritage, history and economy. Currently in the editing stage, this film takes an insightful look at the history and evolution of the Tigua people from pre-Colombian times through the periods of Spanish and U.S. colonization through land loss and restoration. The film discusses the desperate attempts by the Tigua to retain our way of life against overwhelming odds and ends with an optimistic portrayal of how the Tigua are defending sovereignty, rebuilding the community and working toward economic resurgence.



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Among the Indians there have been no written laws. Customs handed down from generation to generation have been the only laws to guide them. Every one might act different from what was considered right did he choose to do so, but such acts would bring upon him the censure of the Nation.... This fear of the Nation's censure acted as a mighty band, binding all in one social, honorable compact. George Copway (Kahgezagahbowh)

