

A white, hand-drawn brushstroke graphic with irregular, feathered edges, pointing to the right. It contains the text for the report title and subtitle.

# **YSLETA DEL SUR PUEBLO**

**2018 YEAR-END REPORT**





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Published by

Ysleta del Sur Pueblo

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# LETTER FROM THE GOVERNOR



Governor Carlos Hisa

This letter is the capstone of my 18-year tenure on Tribal Council and an opportunity to reflect on the Pueblo's recent accomplishments and current standings. From the creation of Tigua Inc. in 2008 to the passage of federal law eliminating blood quantum requirements for citizenship in 2012 to the future expansion of our health clinic slated for opening in 2021, our socioeconomic foundation has been set. Under my tenure, for example, the percent of YDSP members with bachelor's degrees or higher dramatically improved. In 2016, those reporting the same educational attainment notably increased over the years—15% of YDSP members 25 years and older in 2016 earned bachelor's degrees or higher compared to approximately 7% in 2008. While the improvement is encouraging, these percentages remain half of state and national counterparts, prompting us to continue exploring creative and new interventions. Further, we increased our housing inventory by nearly 60% since 2008, while expanding direct services across each department.

These efforts and many others have taken the collaboration of numerous Pueblo leaders and continuous administrative support to achieve today's baseline. I would like to take this opportunity to thank those who have worked tirelessly on each one of these endeavors and, more importantly, creating a unified thrust towards our success. Despite our accomplishments, our journey has not always been an easy path.

We have also experienced extraordinary challenges and barriers related to our business interests, particularly those at Speaking Rock, which have been the most visible in recent years. It has always been my mission to fight these unfair grievances against us. While we made some strides, the threat is stronger than ever and we must persist in amending federal law to gain what is rightfully ours.

One thing that I have learned in my leadership role is that progress comes at the cost of time and, as

such, some initiatives have not materialized at the speed I expected. As the next generation of leaders take their position, I see the same passion to carry forward this momentum, while at the same time exploring their own avenues to achieve economic stability and tribal sovereignty. As we all know, Ysleta del Sur Pueblo has often been laced with hardships, sacrifice, and endurance. The path forward will no doubt reveal continued threats, however I am confident in our ability as strong and resilient people to not only overcome our challenges but to thrive in both our cultural and modern existences.

As I transition out of leadership, I would wholeheartedly like to extend my deepest appreciation to my Pueblo people for allowing me to serve as their Governor, and I wish the new Council the very best as they assume their new roles.



**GOVERNOR CARLOS HISA**





# TRIBAL COUNCIL



2018 Tribal Council

The Ysleta del Sur Pueblo Tribal Council is the duly constituted traditional governing body of the Pueblo exercising all inherent governmental power, fiscal authority and tribal sovereignty as recognized in sections 101 and 104 of the Act of August 18, 1987 (the Ysleta del Sur Pueblo Restoration Act), 101 Stat. 666, Public Law No. 100-89. Elected tribal officials—such as the Governor, Lieutenant Governor, Alguacil (Traditional Sheriff), and four Council members—serve annual terms. The Council directs and approves the strategic and legislative efforts for the Pueblo.

Additional Council seats include a Cacique and a War Captain appointed to life-long terms. The Cacique and War Captain provide spiritual and traditional guidance. The Pueblo is governed by oral tradition as well as the Tribal Code of Laws enforced by Tribal Police and upheld by the Tribal Court.

## 2018 TRIBAL COUNCIL

The 2018 Tribal Council took office on January 6, 2018. The 2018 Tribal Council Members included Cacique Jose G. Sierra, Sr., War Captain Javier Loera,

Governor Carlos Hisa, Lt. Governor Brandon L. Hernandez, Alguacil Bernardo Gonzales, Councilman Rafael Gomez, Jr., Raul Candelaria, Jr., Rodolfo Cruz, Jr., and Andrew Torrez. Additionally, four Capitanes—Rene Lopez, Raul Almanzar, Joe Anthony Sierra, and Omar Villanueva—were re-elected.

**SENATE COMMITTEE ON INDIAN AFFAIRS TESTIMONY**

Governor Carlos Hisa testified before the Senate Committee on Indian Affairs on April 18, 2018. The oversight hearing focused on the 30th anniversary of tribal self-governance and included a panel of tribal leaders to present successes in self-governance and their outlooks for the future. The testimony centered on the Pueblo’s sovereignty as it relates to socioeconomic analysis and self-sufficiency. The Pueblo’s Socioeconomic Profiles, for example, have been successful in engaging Pueblo members and outlining its socioeconomic status. They have played an important role, helping to assess needs and develop goals and objectives that drive grant-writing efforts to support new programs and services while informing Pueblo leadership of current needs. The testimony was also an opportunity to highlight the Pueblo’s roadblocks to achieving its full economic potential.

**YSLETA DEL SUR PUEBLO ENDORSES CONGRESSMAN WILL HURD**

The Ysleta del Sur Pueblo proudly endorsed Congressman Will Hurd for Congress in 2018 and presented him with Resolution TC-048-18 officially endorsing his candidacy. Congressman Hurd represents the 23rd District of Texas, which spans 800 miles from San Antonio to El Paso including Pa’kitu Village (District II). The Pueblo was Congressman Hurd’s first stop of his 2018 DC2DQ campaign tour. Cacique Jose Sierra Sr. along with the Traditional and Tribal Council gave Congressman Hurd a tribal blessing to offer good will and guidance as he embarked on his campaign journey. Congressman Hurd is a dear friend and supporter of the Pueblo. Congressman Hurd’s legislative efforts supporting



Left to Right: Lt. Governor Hernandez, Councilman Torrez, Councilman Cruz, Councilman Candelaria, Governor Hisa, Congressman Hurd, Cacique Sierra, Capitan Raul Almanzar, Councilman Gomez and Alguacil Gonzales

Pueblo priorities include his co-sponsoring of HR 4985 (YDSP and Alabama-Coushatta Tribes of Texas Equal and Fair Opportunity Settlement Act).

**GROUND BLESSING CEREMONY**

The Tribal Council in conjunction with the Indian Health Services (IHS), the YDSP Department of Health Services and the Community Development Department continued progress on the planning and construction of the Pueblo’s new health care facility. On December 15, 2018, a ground blessing ceremony took place to commemorate the beginning stages of the facility’s construction. Located in the Iye Kitu Village, the new clinic will provide Pueblo citizens with high quality health care and employment opportunities.



Ground Breaking—Sukin Ibi Tueym Village

**YSLETA DEL SUR PUEBLO HOSTS  
THE SOUTHERN PUEBLOS  
COUNCIL OF GOVERNORS**

On September 13, 2018, the Ysleta del Sur Pueblo Tribal Council hosted the Southern Pueblos Council of Governors Meeting. The Southern Pueblos Council

meetings take place once a month typically in Albuquerque, New Mexico, to discuss regional tribal issues, concerns and priorities. The Southern Pueblos leadership create and approve strategies to support common objectives for the betterment of the region as a whole.

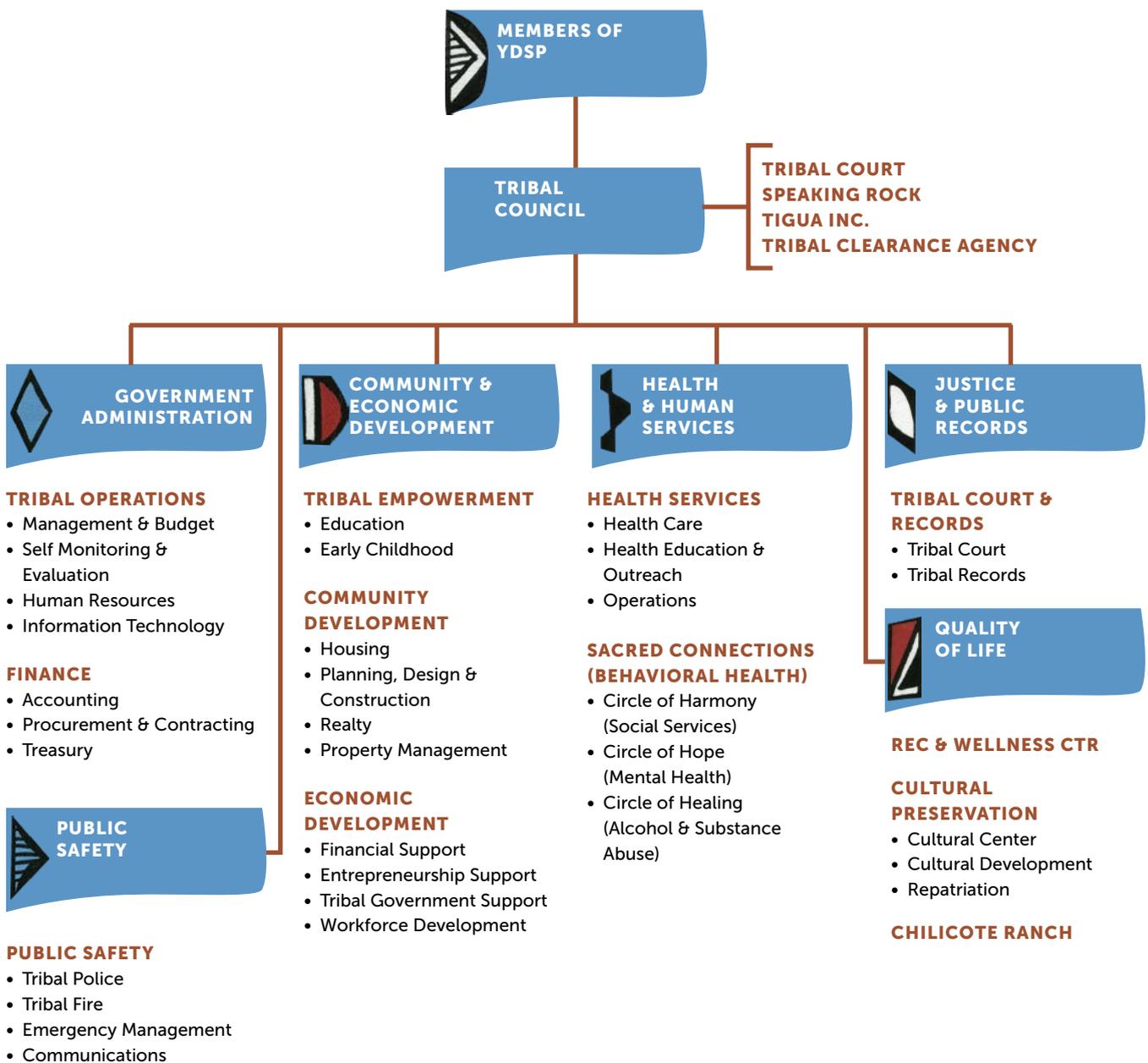
**2018 TRIBAL RESOLUTIONS**

Resolution Number	Description
TC-001-18	Pertaining to the Certificate of Limited Ownership*
TC-003-18	Pertaining to the December 2017 New Enrollees**
TC-005-18	Pertaining to Acknowledgment of Dieter Gerzymisch
TC-006-18	Pertaining to the State Homeland Security Grant
TC-009-18	Pertaining to the 2019 Local Border Star Grant
TC-010-18	Pertaining to the Unclaimed Property
TC-011-18	Pertaining to the 2017 Homeland Security Grant—Operation Stonegarden
TC-012-18	Pertaining to the Tides Foundation Cultural Resource Fund Grant
TC-016-18	Pertaining to the Purchase of 9445 Socorro Road and 9384 Socorro Road
TC-018-18	Pertaining to the Purchase of 301 S. Americas
TC-028-18	Pertaining to the Participation of Program Section 184
TC-030-18	Pertaining to Adoption of the 2018 National Income Guidelines
TC-031-18	Pertaining to the Mutual Aid Agreement Between YDSP and El Paso County
TC-034-18	Pertaining to Electing Board of Directors for Fraternal Organization
TC-036-18	Pertaining to Schwab Brokerage
TC-037-18	Pertaining to the Development of Child Safety Placement
TC-040-18	Pertaining to the City of El Paso Interlocal Agreement
TC-041-18	Pertaining to HEARTH Act
TC-043-18	Pertaining to the Re-Contract Proposal
TC-044-18	Pertaining to the Purchase of 134 Palla
TC-046-18	Pertaining to Complete Count Committee
TC-047-18	Pertaining to Home Transfer
TC-048-18	Pertaining to the Endorsement of Congressman Will Hurd
TC-049-18	Pertaining to Access Program
TC-051-18	Pertaining to the Fraternal Organization
TC-052-18	Pertaining to Rescinding Leases
TC-053-18	Pertaining to MPO New Roadway

Notes:

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

# 2018 YDSP ORGANIZATIONAL CHART



# 2018 BUDGET OVERVIEW

## OPERATING BUDGET

The Tribal Operations Department facilitates the annual budget formulation and tracks its performance throughout the year by managing budget revisions, monitoring for compliance with funding agency cost principles and reporting budget activity to Tribal Council. The Pueblo's operating budget incorporates all federal, state, private, and tribal funds available for the reportable year. The operating budget is used to execute the day to day operations of the tribal government and includes all core programs and services available to the YDSP membership. The 2018 Operating Budget at year-end totaled \$44.5 million, where capital outlays accounted for 31% of the budget followed by direct services (26%), and general government and community development (both at 16%). The budget increased by approximately 24% compared to 2017 due primarily to considerable community development projects including construction of a new health clinic and remodel of a public safety facility. Other community development investments included the elder complex remodel, improvements to a drain system in the P'a Kitu Village (District II), and acquisition of new properties. In addition, the Tigua Government's Information Technology continued upgrading the network in efforts to elevate its platform to an enterprise capacity, while additional funding was allocated for direct services such as the elder's utility program, education, human services, and public safety. In short, community growth due to the revised enrollment ordinance continue to be visible in the budget.

The budget is supported by various revenue sources such as federal awards in the forms of contracts and grants, state awards and tribal revenue generated by the Pueblo's economic and enterprise activity. Grant revenue accounted for 37% of the operating budget while tribal revenue accounted for the remaining

63%. It is important to note that the higher budget increases were on programs and services supported exclusively from tribal revenue. Approximately \$3.3 million in grants were closed for various services such as workforce development, education support, child nutrition, and public safety. A majority of the grants that close out in a year will be awarded under new funding documents in subsequent year. Over half of all grant revenue is from the Department of Health & Human Services, Department of Housing and Urban Development, Department of Transportation, and Department of Interior.

The 2018 budget reflects some significant organizational changes with respect to repurposing Tax Allocation funds exclusively for the support of the Community Fund activities and Tribal Council operations. The Tax Revenue Budget is supported by revenues from sales tax, liquor tax, tobacco taxes and investments. Consequently, previous Tax Allocation budgets including Department of Behavioral Health, Department of Public Safety Fire & Police, Economic Development, and Finance budgets were incorporated into the General Fund. A new Community Development Enterprise Realty budget was also created to isolate the Pueblo's rental income and related expense activity. Other key budget elements included wage adjustments and 12 new positions.

## BUDGET SURPLUS

An important budget activity conducted each year is the management of previous year contract/grant carryover. The carryover represents unspent funding as of the last day of the calendar year and is, therefore, carried forward for budgeting into the next operational period. The total contract/grant carryover for 2017 was approximately \$4.7 million.

The 2017 carryover breakdown by prime funding source was as follows:

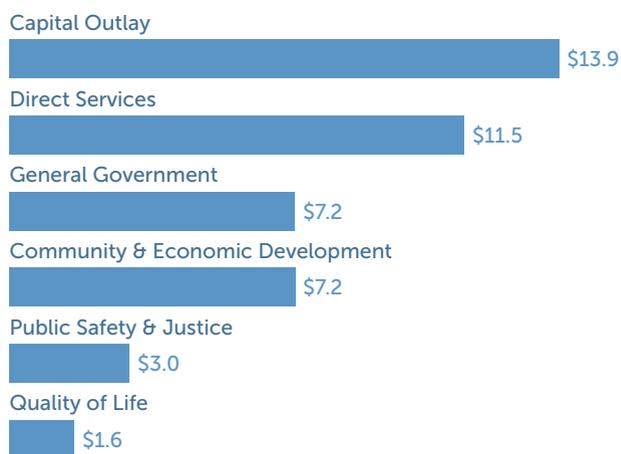
### 2017 CARRYOVER BY PRIME FUNDING SOURCE

Source	Dollar Amounts
FHWA (Transportation)	\$2,000,925
Indian Health Service	\$1,432,481
HUD (Housing)	\$494,545
BIA (Govt Programs)	\$289,771
Department of Labor	\$258,960
Environmental (EPA/NRCS)	\$100,550
Indirect (BIA/IHS)	\$78,724
<b>Total Carryover</b>	<b>\$4,655,956</b>

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

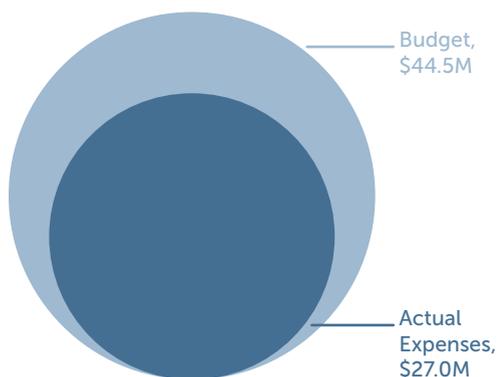
### 2018 OPERATING BUDGET BY CATEGORY (IN MILLIONS OF DOLLARS)

Total operating budget is \$44.5 million.



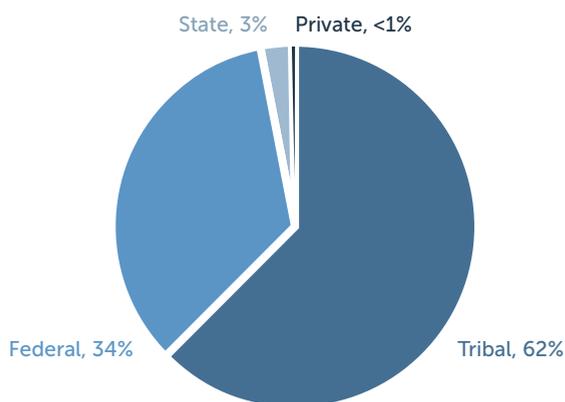
### 2018 BUDGET VS ACTUAL EXPENSES

Difference between the budget and actual expenses is \$17.5 million.

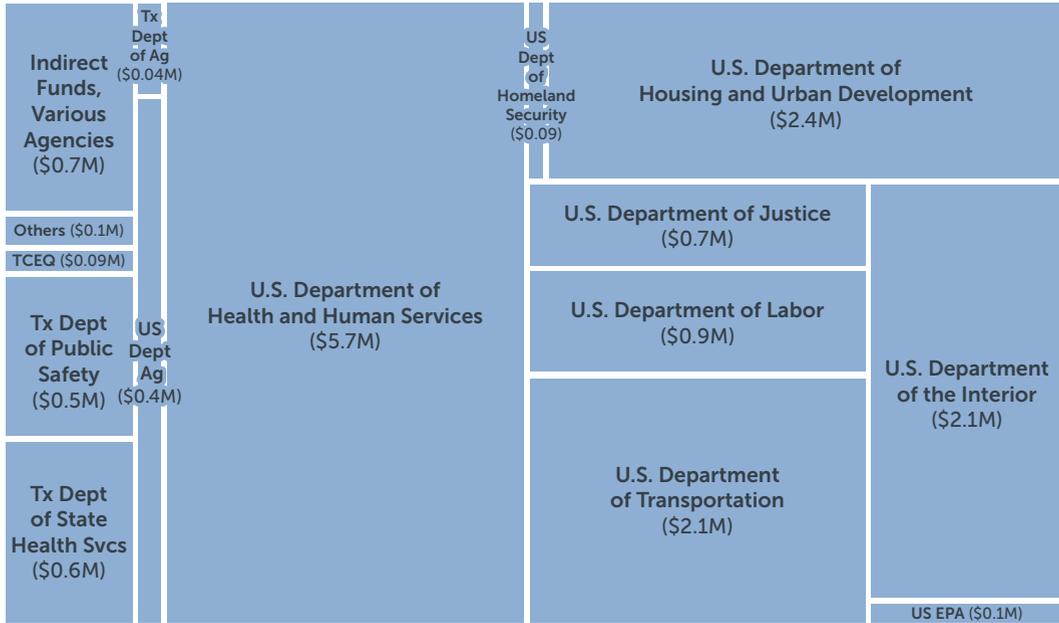


### 2018 OPERATING BUDGET SOURCES OF REVENUE

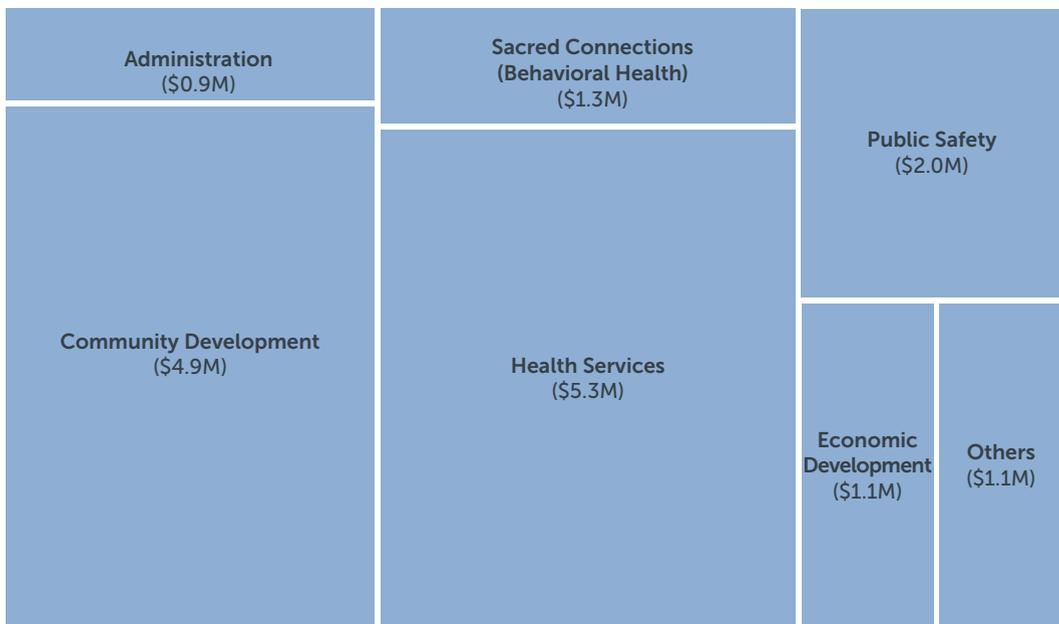
Total operating budget is \$44.5 million.



**2018 GRANT REVENUE BY FUNDING AGENCY (TOTAL \$16.6 MILLION)**



**2018 GRANT REVENUE BY GOVERNMENT SECTOR (TOTAL \$16.6 MILLION)**







# GOVERNMENT ADMINISTRATION

## TRIBAL OPERATIONS

### DEPARTMENT OVERVIEW

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

### HIGHLIGHTS

In 2018, Tribal Operations focused on internal enhancements regarding management policies and related compliance. Tribal Operations conducted an assessment of its administration departments in 2017 which revealed that some personnel did not fully comprehend policy processes and procedures. In response, Tribal Operations developed a series of trainings to update and inform Pueblo staff on these policies. Further, the Self-Monitoring and Evaluation division realized opportunities to tighten compliance controls and policy enforcement regarding the procurement of allowable goods and services. The department also made considerable updates to its budget and accounting systems. The update aligned accounting codes with budget justifications intending to mitigate expense misallocations while clarifying budget categories.

## MANAGEMENT & BUDGET DIVISION (MBD)

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

In 2018, monitoring efforts were amplified to incorporate weekly reviews of financial transactions including expenses, revenue and support documentation. These efforts are designed to monitor and mitigate potential non-compliant activity and accounting errors more expeditiously.

### NATIONAL REPRESENTATION ON TRIBAL COMMITTEES

#### *Contract Support Costs*

The Tribal Operations Director is a member of the Bureau of Indian Affairs (BIA) and Indian Health Service (IHS) Contract Support Cost (CSC) Workgroups. CSC are costs associated with administering the tribal compacts and contracts. The Pueblo's affiliation has yielded direct gains given the full funding environment authorized by Congress in 2014. Several highly visible litigation victories against the IHS and Department

of Interior (DOI) centered attention on the inequities identified within tribal contracting via the Indian Self Determination and Education Assistance Act (ISDEAA).

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

The focus of the workgroups in 2018 was to continue executing the new policies, while continuing to address areas of disagreement and fine tuning negotiation tools utilized to calculate the funding. An action suspending an IHS policy item at the end of 2017 warranted further attention on specific negotiation practices that remained pending throughout 2018, while the DOI workgroup did not reconvene, leaving pending assignments to complete a CSC handbook.

## **SELF-GOVERNANCE**

The Pueblo transitioned into Self-Governance contractor status with the DOI on January 1, 2013, under Title IV of the ISDEAA for its core governmental programs, services, functions and activities.

Total BIA funding overall received in 2018 was approximately \$2 million, an increase of nearly \$30,000 over 2017 funding. The increase was for contract support.

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

The Governor and Director of Operations also serve on a national Self-Governance Advisory Committee (SGAC) as Southwest Regional representatives. The SGAC is involved in various national initiatives such

as promoting self-governance among other federal agencies, increasing tribal budget allocations, strategic planning for DOI, securing contract support, and safeguarding the federal trust responsibility. Self Governance celebrated its 30-year anniversary in 2018 with testimony provided to the Senate Committee on Indian Affairs on the topic "Celebrating 30 Years of Self-Governance." Governor Hisa provided specific testimony on YDSP's data management successes while emphasizing the importance of economic sovereignty especially in light of the Pueblo's ongoing battle with the State of Texas over gaming rights.

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

## **INDIAN HEALTH SERVICE JOINT VENTURE**

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

The required planning documents were submitted to IHS in December 2016 and approved in November 2017. The Joint Venture Agreement with the IHS was fully executed in 2017 giving the Pueblo approval to initiate the Planning and Construction phase. The Pueblo held a ground blessing ceremony in December 2018 to initiate construction. The project is scheduled for completion in 2021.

## **ORGANIZATIONAL MANAGEMENT**

Tribal Operations continues to enhance its service performance reporting, a project designed to collate departments' key performance measures. The goal is to publish an annual service profile

to assess program effectiveness, performance, and accountability. Consequently, performance measures were developed for each department along with standardizing nomenclature for the various levels of the Pueblo Government including outlining the strategic functions, setting formal department and division titles, and identifying related services and programs. This standardization has come to be known as the Ysleta del Sur Pueblo Service Map and has become the official Pueblo government organizational structure reference.

These efforts have spurred an inventory of services that aid in planning, assessment, and evaluation activities. The Pueblo's 2018 organizational management profile outlined a total of 6 functions, 13 departments, 36 divisions, 118 services, and 32 programs. All department service maps are maintained and published annually. Other support elements to this organizational management effort include developing narrative descriptions of all core services and programs.

## PLANNING

Development of the Pueblo's Socio-Economic Profile, organizational management, and the Active Grants Database all contribute to identifying opportunities for service enhancement. These efforts will ultimately provide a systematic approach to the Pueblo's grant writing mission.

## GRANTS MANAGEMENT

The grants management division tracked a total of 56<sup>1</sup> grants/contracts. The total amount of grant/contract funding that cycled through the Pueblo was \$24<sup>2</sup> million. According to the Tribal Ops management tools, there were a total of 424 reporting requirements tracked with an 81% timely submission rate<sup>3</sup>.

The Pueblo received funds from 20 funding sources representing federal, state and/or local agencies.

Approximately 94% of all active grants/contracts were from federal sources and 4% from state and local sources. The Pueblo is supported with grant/contract funds from the following top three funding agencies: U.S. Department of Health and Human Services (DHHS), the U.S. Department of Housing and Urban Development (HUD), and U.S. Department of Interior (DOI). The grants management activities include processing notifications from awarding agencies for funding adjustments or set-up of recurring or new grants. There were a total of 85 grant/contract award notifications processed, 32 award modifications, 10 carryover revisions, 11 close-outs, 9 grant extensions, and 5 new grants processed. The Pueblo closed 19 grants with a value of \$3 million at the end of 2018.

## BUDGET MANAGEMENT

Budget management activities include the development of original budgets, revising existing budgets and assessing budget revision requests. In 2018, a total of 91 original budgets were developed, 435 budgets were revised<sup>4</sup>, and 34 budgets were closed/pending closeout.

## SELF MONITORING & EVALUATION (SME) DIVISION

The Self-Monitoring and Evaluation Division conducts evaluation activities on the Pueblo's programs and services. This division conducts assessments, reviews, and evaluations that aid in planning and decision-making.

As a result of feedback from the YDSP customer satisfaction survey conducted in 2017, the division delivered a Self-Monitoring workshop aimed at orienting Pueblo management on the internal controls framework and evaluation methods. Human resource adjustments resulted in additional staff

1 Source: Tribal Operations Active Grants List

2 These funds include multiple funding cycles from prime awardees.

3 In 2016 the timely submission rate was 85%, in 2015 the rate was 83% and in 2014 the rate was 82%.

4 Please note budgets were revised more than once.

development in self-monitoring reporting for the Management & Budget Specialist, Grant Accountant, and Tribal Operations Apprentice. In addition, a consultant was utilized to conduct independent assessments. As a result of these efforts, the distribution of monitoring notices increased, as well as frequency in reporting. By the end of 2018, the division was able to apply monitoring practices more frequently and, in some cases, on a weekly basis.

### **SELF-MONITORING**

Core Self-Monitoring (SM) duties include creating an annual plan, generating monitoring reports, analyzing reports for risk activities, and coordinating efforts with third-party reviewers and audits. There was an increase in notices and internal reviews in 2018 yielding an internal control assessment, five urgent action notices, and three external reviews. As a result, there were five corrective action plans requested.

The Self-Monitoring meetings evaluated activity for the period 1/1/2017 to 12/31/2017. This activity covered 92%<sup>5</sup> of all YDSP departments through a series of 14 self-monitoring meetings. The meetings reviewed 96 internal budgets, 304 output requirements, and 2 concerns.

### **EVALUATION**

The evaluation activities in 2018 included data management on performance measures--or Quarterly Statistical Reports (QSR). The data objectives changed mid-year as the Data Analyst position was vacated and roles were shifted to the Tribal Operations Apprentice and a consultant. Activities included performing QSR assessments, reviewing data congruency with internal reports, and developing a data congruency tool. This division produced 14 QSR/ Assessment Reports, facilitated 14 data management review meetings, and rendered 14 data congruency ratings. Results were reported back to the departments as a continuous improvement measure.

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<sup>5</sup> Chilicote Ranch is not included in the Self-Monitoring activities

## **HUMAN RESOURCES**

### **OVERVIEW**

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

### **PROJECT SUMMARY**

#### ***Workforce Profile***

The workforce in 2018 consisted of 253 employees—224 full-time and 29 part-time positions. The average age of the workforce was 40 with an average annual salary of \$37,500 and six years of service. Females represented 62% of the workforce with an average annual salary of \$35,100 and occupy 42% of supervisory positions. Males, in contrast, represented 38% of the workforce with an average annual salary of \$41,500 and occupy 58% of management positions. Tribal members comprised 63% of the total workforce where the average age was 37 with an average annual salary of \$32,600. Fifty percent (50%) of the supervisory level positions are filled by tribal members. In addition, there were 29 non-conventional employees that included contractors, interns, AmeriCorps service members, and WIA participants.

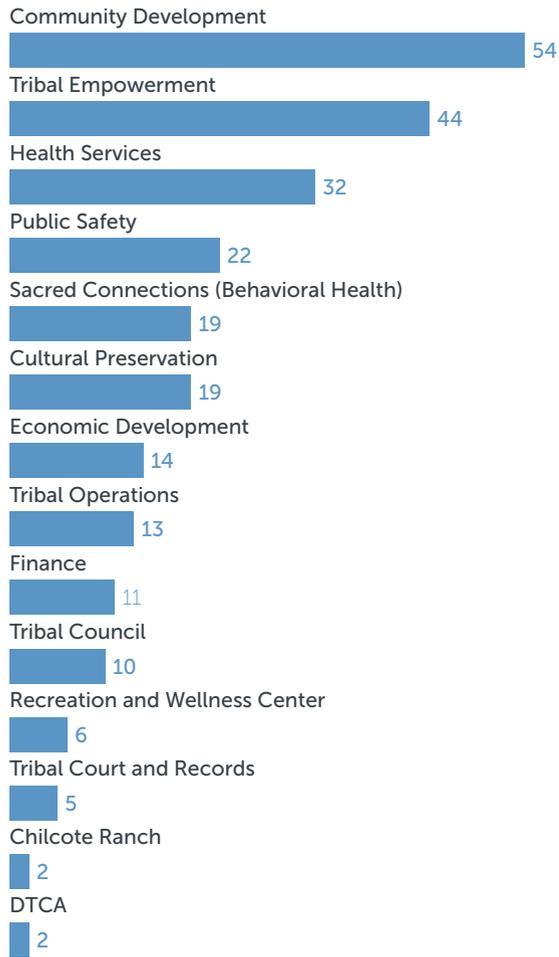
### **RECRUITMENT AND TURNOVER**

HR facilitated 60 hires, with 67% being tribal members, to fill 24 new and 36 existing positions. Additionally, 44 separations were facilitated where 31 were voluntarily and 13 involuntary. Sixty-eight percent (68%) of the separations were tribal members. The two largest departments (Community Development and Tribal Empowerment) represent the majority of the hires and separations.

### **BENEFITS**

The Pueblo's health plan covers a total of 428 individuals representing employees, spouses, and

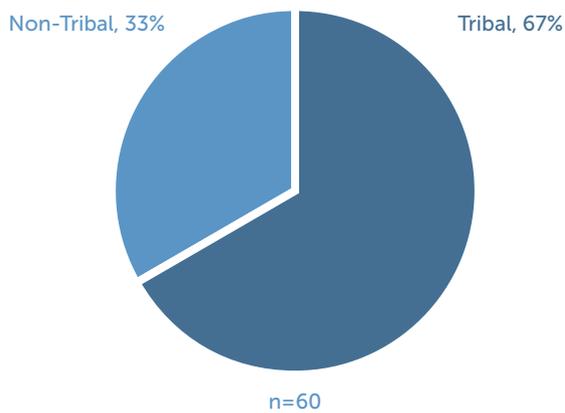
## TOTAL WORKFORCE BY DEPARTMENT



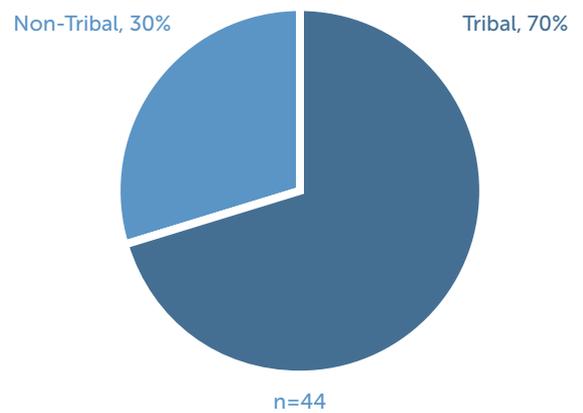
## POSITIONS BY CATEGORY



## 2018 HIRES BY TRIBAL STATUS



## 2018 SEPARATIONS BY TRIBAL STATUS



dependents. Thirty employees participated in the flexible spending plan, while 77 enrolled in a supplemental insurance coverage plan. Eighty-three percent (83%) of the employees eligible to participate in the 401K plan were contributing at year end.

In 2018, the Pueblo elected Lucent Health as its new Third Party Administrator (TPA) and HealthSmart as the provider network of choice. The change in TPA prompted transition challenges for employees with the majority of issues centered around unfamiliarity of the new network by local healthcare providers. These challenges were anticipated by HR staff and therefore was prepared to assist with arising issues and concerns. The change in TPA is yielding the cost savings goals expected, however, the plan continues to be monitored closely to ensure claims are paid accordingly and customer service goals are met as well.

## **HR MANAGEMENT**

HR continues to work closely with department leaders to address challenges stemming from department and/or division reorganizations, staff growth, and redirection of work priorities. Additionally, the HR Division hired a new staff member to help streamline HR processes and establish internal standard operating procedures for division staff to work more efficiently. The division also launched a new electronic Payroll Action Notice Request Form for directors to utilize when requesting personnel changes. Lastly, HR personnel conducted position description assessments in an effort to update outdated descriptions.

# **INFORMATION TECHNOLOGY**

## **OVERVIEW**

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

## **NETWORK & SERVER SYSTEMS MANAGEMENT**

### ***Wireless Network Enhancement***

Wireless capabilities were installed in all YDSP buildings, providing internal users with uninterrupted network service. YDSP's internal Wi-Fi system, for example, was extended to the Tiwahun Complex while a guest Wi-Fi system was configured to provide internet access to YDSP guests. Furthermore, another Wi-Fi system was configured at the Recreation & Wellness Center and the Tigua Indian Cultural Center. Similar to the others, this Wi-Fi system allows members and guests to connect to the internet without compromising the YDSP network.

Additional network storage was added to expand capacity. Network services were also extended to the Dispatch Center located at Speaking Rock Entertainment Center. Dispatch staff members were granted access to Tribal Police database systems and SharePoint.

## **SPECIAL SYSTEMS MANAGEMENT**

A new phone system was installed at the Tigua Business Center while a system upgrade for the remaining departments was also performed. This upgrade included the replacement of obsolete phones. In addition, the YDSP camera system was upgraded resulting in the replacement of outdated cameras, while a new camera system and access control were installed at the Tiwahun Complex for use by public safety programs.

## **GIS**

Ongoing GIS projects include updates for the Department of Community Development to include on-reservation housing district mapping and inventory management of new real estate acquisitions. Ongoing updates are being developed into web mapping applications for use by various inter-governmental offices throughout the Pueblo. With the application, Human Resources can also track real and personal properties for the Pueblo's annual insurance policy renewals.

**MEDIA SYSTEMS MANAGEMENT**

In 2018, KUEH 101.5 FM LP station expanded its reach with an online broadcast. The online presence was implemented to serve both the local and out-of-region Pueblo community. KUEH’s current content library consists of 343 unique tracks as well as over 30 hours of non-musical original programming. Such program includes the “The Daily CornMeal,” which features conversations with Ysleta del Sur Pueblo departments, such as Empowerment, Sacred Connections, and Tribal Court and Records. As of January 15, 2019, the total number of listeners is approximately 1,098, representing a 99% increase over the previous 60-day period.

**DIVISION STATISTICS**

Nearly 1,300 service tickets were submitted to the IT HelpDesk. Over half (54%) of the calls were from the following four departments: Tribal Operations (16%), Economic Development (15%), Finance (12%), and Community Development (11%).

**IT SERVICE CALLS BY DEPARTMENT**

*Nearly 1,300 service tickets were submitted to the IT HelpDesk.*



# FINANCE

## DEPARTMENT OVERVIEW

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

## ACCOUNTING DIVISION

### *Grants/Cost Accounting*

The Grants/Cost Accounting Division is responsible for: monitoring, reviewing, and billing all the Pueblo's grant funded activities; assisting with financial planning; and monitoring the Pueblo's budget. The division is also responsible for indirect cost proposals and the financial component of the self-monitoring activities. Furthermore, the Grants Accountant and the Assistant Finance Director are participating members of the Self-Monitoring Committee.

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

The General Accounting/Financial Accounting/Reporting Division is responsible for: the disbursement of payments to vendors; managing the amounts due to the Pueblo; processing and reconciling all payroll transactions; reporting, managing and monitoring of the Pueblo's accounting and internal control systems; and providing financial information to YDSP administration, regulatory agencies, and creditors. The division is also responsible for tax reporting, and issuance of the Pueblo's Annual Financial Report.

## TREASURY DIVISION

The Treasury Division is responsible for: managing the Pueblo's investments; tax code and financial reporting in accordance with Federal and State laws; the Pueblo's Investment Policy; and guidance from the Tribal Investment Committee. The Director of Finance is also the Chair of the Tribal Investment Committee.

## PROCUREMENT AND CONTRACTING DIVISION

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

## FINANCIAL HIGHLIGHTS

The Pueblo government's net assets increased by 12% over 2017—this increase was mostly attributed to transfers from the Pueblo's business interests. The additional resources allowed the Pueblo to continue to operate its community programs and services at the same levels as previous years. Total governmental expenditures decreased slightly (5%) while cash and other current assets increased by 14% from 2017. In 2018, governmental revenues decreased by 9% and the intercompany transfers decreased slightly by 1% when compared to previous year.

## INVESTMENT SUMMARY

The Pueblo government investment balance grew by 20% from 2017. Transfers from the depository balances to the investment firms

contributed to this increase. The Investment Committee continues to review and adopt strategies in an effort to maximize the earnings and the overall valuation of the investments.

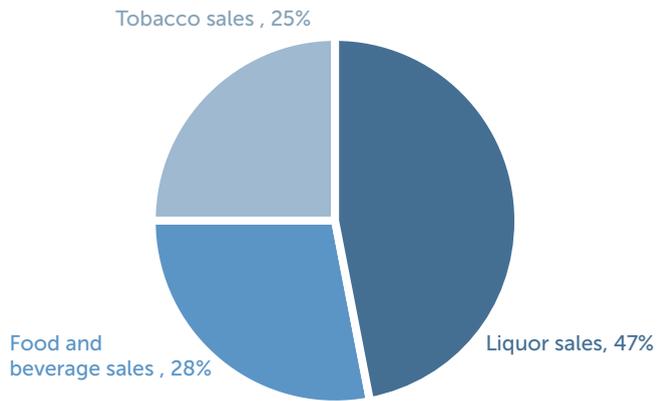
### Tax Division

Tax revenue decreased by 18% compared to 2017. The 2018 total tax revenues were generated from liquor sales (47%) followed by food and beverage sales (28%), and tobacco sales (25%).

### Procurement & Contracting Highlights

The Procurement Division strives to promote and support Tigua economic prosperity by prioritizing contract opportunities to tribally owned businesses and entrepreneurs. The division also aims to promote tribal preference that best matches services, programs, and business solutions with the Pueblo's needs. These efforts have resulted in Native vendors securing a notable amount of the Pueblo's contracting dollars. These business activities ranged from consulting services, construction, medical services and supplies, and other government-related procurements.

### 2018 TAX REVENUE BY SOURCE



### TAX REVENUE BY YEAR





# HEALTH & HUMAN SERVICES

## HEALTH SERVICES

### DEPARTMENT OVERVIEW

The Department of Health Services (DHS) provides quality healthcare services that empower and address the Tigua community and Native American health priorities while promoting traditional values and culture. DHS is comprised of 31 employees within the following divisions: 1) Health Care, 2) Health Education & Outreach, and 3) Operations. Through comprehensive wraparound services, DHS aims to improve the Tigua community's health status.

### HEALTH CARE DIVISION

The Health Care division, incorporating family practice, dental, and optometry, provided services to 1,620 patients. The division had an overall minor decrease in patients in the dental division that impacted the overall patient count.

Progress on the Joint Venture Project, an agreement between Ysleta Del Sur Pueblo and Indian Health Service (I.H.S.), in 2018 included land acquisition, followed by a ground blessing and a request for qualifications (RFQ) solicitation for design and construction services. The Joint Venture program affords tribes construction of new healthcare facilities with I.H.S. supporting staff recruitment and retention. This new clinic will improve current health care services, while creating new employment opportunities for the Pueblo. The project is scheduled for completion in 2021.

#### *Family Practice Clinic*

A physician, a registered nurse, two medical assistants, and one phlebotomist staff the

family practice clinic. The family practice clinic served 595 patients through 2,067 visits.

#### FAMILY PRACTICE TOP 5 REASONS FOR VISIT

1. Type 2 Diabetes
2. High Blood Pressure
3. Upper Respiratory Infections
4. High Cholesterol
5. Low Thyroid

The Family Practice Clinic's physician was on leave and, during her absence, a temporary physician assumed patient care duties. Additionally, the clinic hired a registered nurse while the phlebotomist earned a Medical Laboratory Technician Associate's Degree.

#### *Dental Clinic*

A dentist, a hygienist, and two dental assistants staff the dental clinic. The clinic expanded services by offering mouth guards and a denture-cleaning clinic. The clinic continued providing pediatric dental screenings at the Early Learning Center. Overall, the clinic provided preventive, diagnostics, hygienic, and restorative dental services to 523 patients resulting in 2,646 visits.

#### DENTAL TOP 5 REASONS FOR VISIT

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

The clinic hired a substitute in 2018 while the dentist was on temporary leave. This past year, the



**Dental Staff went to the Early Learning Center to perform oral health examinations on the children and provide dental screenings.**

clinic upgraded its audiovisual equipment and the dentist introduced a new pediatric treatment application, specifically silver diamine fluoride (SDF). The application is a noninvasive procedure designed to treat cavities. In addition, the dentist secured an I.H.S. grant to support pediatric care.

### **Optometry Clinic**

An optometrist heads the clinic with support from a technician. The optometry clinic sees patients twice a week. Last year, the clinic served 502 patients over 613 visits. Additionally, the clinic retails, repairs, and adjusts eyeglasses for patients. The clinic expanded services to provide eyeglass tint for Pueblo Elders at no cost. Clinic staff also visited the Early Learning Center and conducted 45 routine pediatric eye exams.

#### **OPTOMETRY TOP 5 REASONS FOR VISIT**

1. Fit/Adjust Glasses
2. Eye Exam
3. Refraction Disorder (Blurry Vision)
4. Aging of the Eye
5. Dry Eye Syndrome

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

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

The program introduces the health benefits of creating community gardens. Rebranded as “Harvesting Healthy Traditions,” the program offers nutrition

education where participants understand the connection between healthy eating and chronic diseases. It also is an avenue to traditional agricultural techniques and ceremonies such as the “Spirit of the Corn” and the annual “Foot Races.” In 2018, the garden yielded 910 pounds of fruits and vegetables.

### **Diabetes Program**

The Diabetes Prevention and Management Program is an evidence-based intervention aimed at controlling and managing diabetes. The program assisted 34 patients in reducing their blood glucose levels. In 2018, less than half (41%) of these patients improved their blood glucose levels. The program also hosted the annual World Diabetes Awareness Day Event, “Diabetes: A Family Concern,” which included speakers and activities.

### **Youth Risk and Resiliency Survey**

In collaboration with the Albuquerque Area Southwest Tribal Epidemiology Center, YDSP conducted its first Youth Risk and Resiliency Survey, a study designed to identify risk and resiliency indicators. Findings will inform other YDSP departments when developing new strategies and programs for tribal youth.

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

The CHR Program improves community members’ knowledge, behaviors and attitudes by assisting them with healthcare needs. The CHRs provided 1,798 transports to medical appointments and provided 189 home visits. The program also coordinated

68 rabies vaccinations. The program expanded its health education services when it implemented the “Men’s Health Circle,” an initiative to discuss topics relating to cancer, diabetes, exercise, and fitness.

### **OPERATIONS DIVISION**

The division establishes specialized health contracts, invoices for services, and manages access to care. Specifically, these services include patient registration and scheduling, annual registration updates, payment of medical claims, billing, contracting with providers, and credentialing. The Purchased and Referred Care (PRC) program paid 2,875 claims and the billing office invoiced 1,129 claims.

The department participated in the 340B Discount Drug Program sponsored by Health Resources and Services Administration. The program has resulted in considerable pharmacy cost savings, which in turn allow the department to address other health priorities.

## **SACRED CONNECTIONS (BEHAVIORAL HEALTH)**

### **DEPARTMENT OVERVIEW**

The Department of Behavioral Health (DBH, also referred to as “Sacred Connections”) provides trauma-informed integrated services and programs to address the biopsychosocial needs and enhance the emotional and physical well-being of Pueblo members and their families. Through coordinated efforts, the department collaborates with the YDSP community to provide quality evidence-based behavioral health services. The department is staffed by 19 full-time employees, and two social work interns.

### **CIRCLE OF HARMONY (SOCIAL SERVICES)**

Circle of Harmony provides an array of programs and services addressing child welfare, prevention & safety, medical services, elder’s services and general assistance. The division experienced an overall increase in service provision in 2018 compared to the previous year. The figure on the following page documents delivery of key services.

Some Circle of Harmony achievements included garnering new contracts to expand services, as well as hosting a number of community outreach events. Circle of Harmony, for example, secured a contract with Pathways 3H Youth Ranch to offer residential treatment services to tribal youth males, while also contracting with a local Certified Child Welfare Law Specialist attorney to assist with legal issues involving child welfare cases. In addition, the division hosted various community events including its annual children’s Christmas party, family movie nights, “Violence is Not Our Tradition: The Haunting Reality of Domestic Violence” exhibition, and the 8th annual Child Abuse Prevention-Family Fun Fair. These outreach events educated and promoted services to nearly 1,000 participants over the course of the year. Finally, Circle of Harmony collaborated with the Department of Community Development to make 10 elder units handicapped accessible.

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

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

Mental Health Services include psychological or psychiatric evaluations as well as counseling and treatment for children and families. Services utilize multi-disciplinary approaches to diagnose, treat, provide follow-up care, introduce community interventions, and conduct referrals.

Licensed healthcare professionals that specialize in providing care to Native American populations provide therapy services. Providers develop individual treatment plans for patients and monitor them until completed.



Chief and Tribal Council giving a blessing at the Pueblo's 2018 Annual Red Ribbon Event.



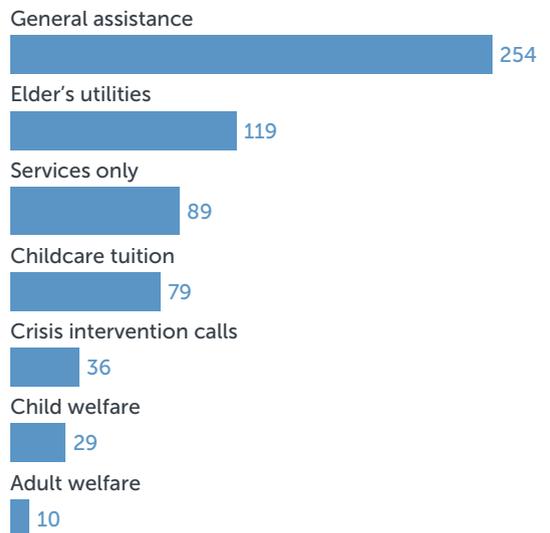
Governors giving out gift raffles for YDSP Children's Christmas Party.

In 2018, the division provided the following services: 230 cases managed by therapists with 594 visits; 218 cases managed by psychiatrists (both adults & children) with 350 visits. The division recognized a need for additional services. The division implemented a new support group "The Power Source Program," an intervention targeting at risk youth (13-17). The program aims to assist participants to build healthy relationships, while mitigating violence, addiction and other high-risk behaviors. The division also hired a certified medical assistant to assist with psychiatric services.

**CIRCLE OF HARMONY  
(ALCOHOL & SUBSTANCE ABUSE DIVISION)**

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

**MEMBERS RECEIVING SERVICES BY TYPE**



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

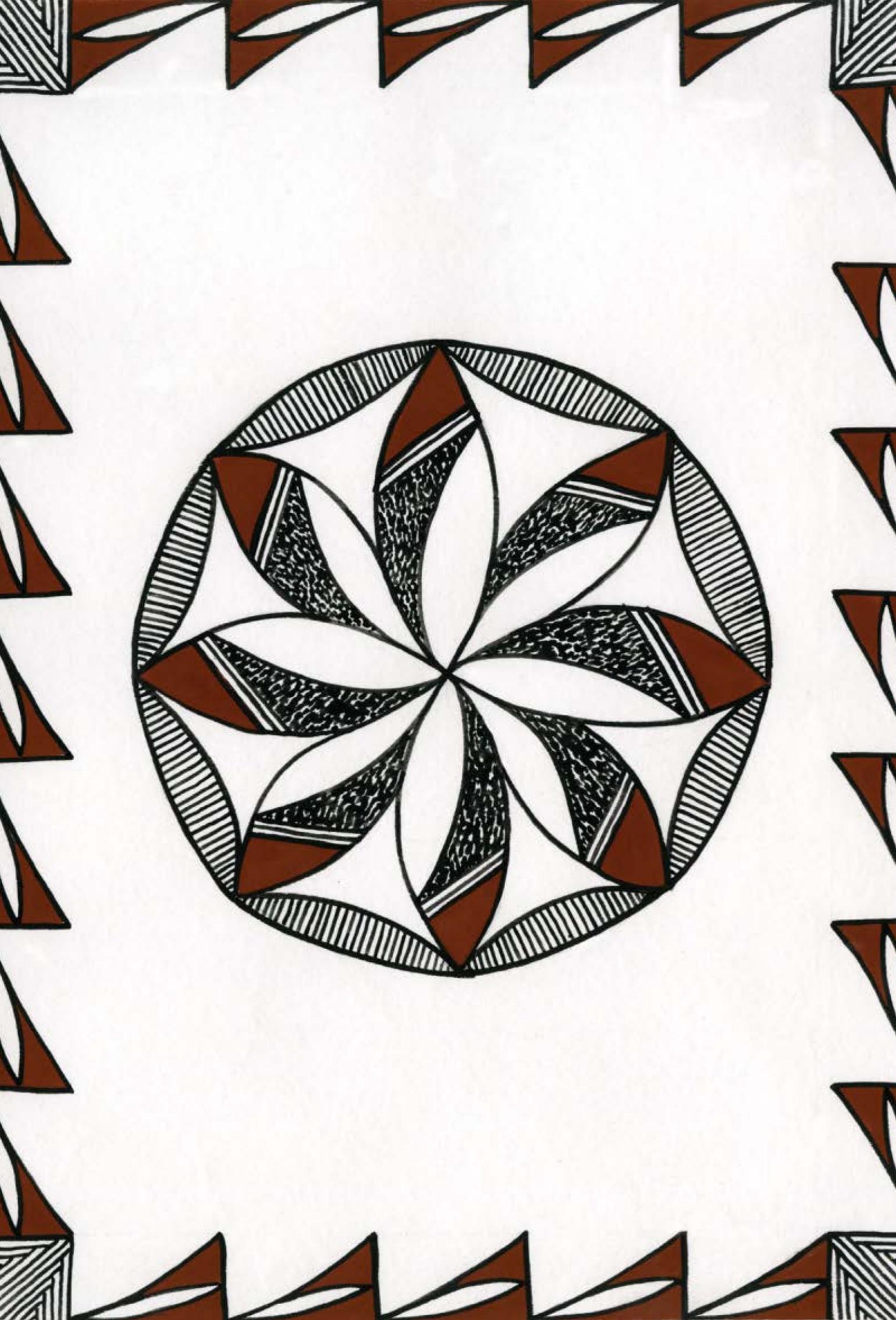
Services offer outpatient care to those recovering from substance abuse disorders. ASAP also continues to provide residential treatment care, halfway house placement, and other medical treatments.

In 2018, the division served 56 adults, 4 youth, and 19 clients with co-occurring psychiatric and substance abuse disorders. Further, the division experienced an increase demand of its therapy services—344 and 455 individual and group sessions, respectively, were held. Staff also responded to 19 crisis intervention calls. The division expanded services through increased state funding and implemented a new therapy program.

Based on traditional native customs and traditions, the “Drum-Assisted Recovery Therapy for Native Americans” (DARTNA) is a promising practices program targeting Native Americans struggling with substance abuse. In its short time, participants have provided positive feedback regarding their experience. One participant, for example, stated, “With constant distraction in my path, drumming is a way to [escape] from stress, take care of things, and get them out of the way.” Another stated, “It’s uplifting and the drum itself is spiritual. I never thought of doing drugs or drinking.” Lastly, the division hosted its Annual Red Ribbon Block Party where approximately 800 participants attended.

**Tribal members participating at the 2018 annual Red Ribbon Event and sending a strong message “Don’t get wrapped up in drugs.”**







# COMMUNITY & ECONOMIC DEVELOPMENT

## TRIBAL EMPOWERMENT

### DEPARTMENT OVERVIEW

The Department of Tribal Empowerment (DTE) is the Pueblo's axis for educational enrichment. The department serves a wide range of Tigua members through a host of programs that aim to improve both cultural and educational outcomes across three divisions (Support Services, Early Childhood, and Education). DTE implements youth programs such as Pre-K, tutoring, and library services. The department also serves adult participants with post-secondary scholarship assistance, library services, and tutoring. In 2018, the department focused on employee training, certification attainment, and performance standards.

Overall, the department reorganized services within the Early Childhood and Education Divisions. These two divisions work congruently to provide seamless service delivery to YDSP members. The Early Childhood Division's priority is to promote the psychological, physical, and social development of Tigua youth. The vision of the Education Division is that future generations pursue postsecondary education degrees and become prosperous and successful representatives of the Pueblo. In turn, the division restructured and created the Bravery Respects and Values Everyone (BRAVE) and Inspiring Motivated Proud and Committed Tiguas (IMPACT) Programs designed to improve higher education completion rates. Lastly, the department formed the Support Services Division to provide ancillary support to all Empowerment participants.

### SUPPORT SERVICES DIVISION

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

#### *Transportation Services*

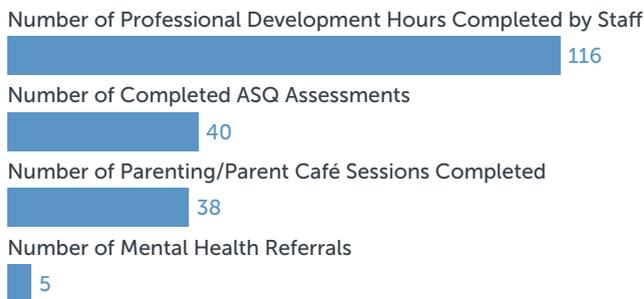
The division grew its transportation fleet from two to three buses, while staff earned their commercial and passenger driving certificates. The new bus is a 48-passenger vehicle equipped for special needs passengers. In 2018, the daily average of student transports was 94 passengers, peaking at 120 in October.

#### *Parent and Family Engagement Services*

The Parent and Family Engagement Services encourages families to take an active role in their children's educational pathways as well as identifies Tigua youth who may need additional academic support. Project LAUNCH, for example, a grant program, targets Tigua youth and families and promotes mental health wellness, strengthening family support systems, and improves early childhood providers' skills and knowledge. The division also screens Tigua youth utilizing assessments designed to determine developmental delays. Staff, in turn, develop personalized educational interventions and make referrals to overcome identified delays. In 2018, the program assessed 40 youth.

The Incredible Years and Parent Cafés—programs designed to strengthen families, reduce children’s challenging behaviors, and improve social emotional learning—offered 38 classes in 2018 to 37 parents. The department recognizes that children benefit from consistent community-wide caregiving. To achieve expected outcomes, DTE staff also completed 116 hours of professional development, a training centered on wraparound and consistent care principles for young children.

**PARENT AND FAMILY ENGAGEMENT SERVICES PERFORMANCE MEASURES**



**Library Services**

The Empowerment Library was redesigned to accommodate work study areas and collaboration spaces. To this end, the library purchased six state-of-the-art computers and an interactive whiteboard display, which patrons may use to collaborate and conduct research. The redesign complements the library’s existing modern and contemporary space, offering a comfortable environment for visitors. The library recorded 342 items checked out by community members.

**EARLY CHILDHOOD DIVISION**

**Early Learning Services**

The Tuy Pathu Early Learning Center is a tuition-free child-care provider with an average annual enrollment of 47 children between six weeks and five years of age. The center aims to create a safe and supportive learning environment while incorporating cultural identity and promoting positive self-image. Further, the center continues

Christopher Gomez Jr. and David Gomez Jr. enjoy the quietness of the Empowerment Library to take time to read.



to evolve from a traditional day care setting to one that builds school readiness. Staff, in turn, are required to become certified Child Development Associates (CDA), a strategy to offer the community qualified and skilled staff. To encourage family engagement, the center has offered more family-based projects, activities, and events. Parents can also provide feedback and suggestions during Early Childhood Committee meetings and, thus, have a greater investment and contribution in their children's social and academic development at the center.

### **Pre-Kindergarten Services**

The Tuy Pathu Pre-Kindergarten is a language-learning program where participants typically learn about Tigua culture and language. In 2018, approximately 52 participants partook in the "I am Tigua: Stories and Lessons for Learning Tiwa" program. Similar to other DTE programs, parents maintain active roles in their child's learning. On June 1, 2018, nearly 20

Pre-Kindergarteners earned their graduation diplomas. The program also relies on the Developmental Indicators for the Assessment of Learning (DIAL 4) to measure motor, concepts, language, self-help, and social emotional development constructs. The figures on the following pages demonstrate that the program improves student development and suggest that participants are school ready.

## **EDUCATION DIVISION**

### **At-Risk Youth Services**

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

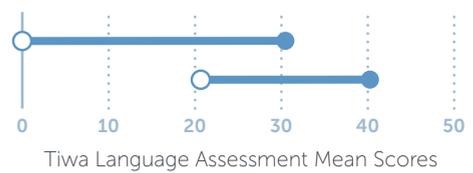
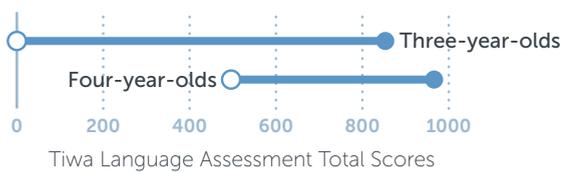
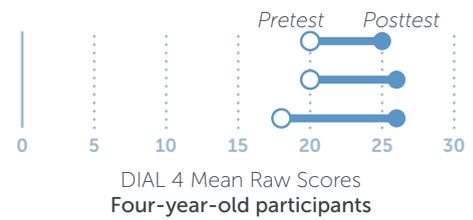
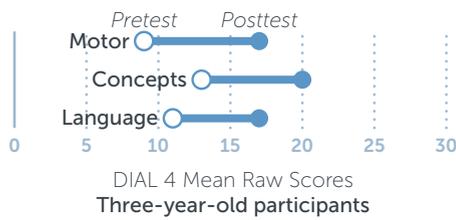
**Tuy Pathu Pre-K graduates wait to receive their diplomas**





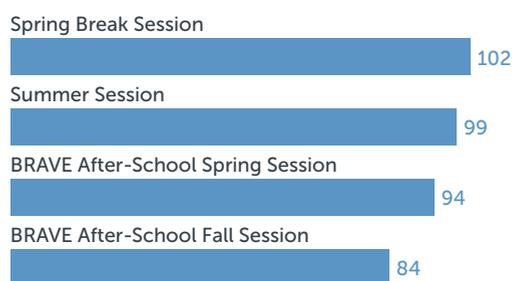
**BRAVE Program participants Mya Rivas, Kloe Alaniz, Averie Salas, Julianne Bafun, Mia Alonzo, Nevaeh Rubio, Akira Bigelow, and Mandy Rubio.**

### EARLY CHILDHOOD PROGRAM ASSESSMENT MEAN SCORES





**AVERAGE NUMBER OF EDUCATION PROGRAM PARTICIPANTS**



The Tigua Institute of Academic and Career Development Excellence P3 grant concluded on September 30, 2018. The program’s evaluation findings demonstrated positive academic impact among high school aged participants. These impacts included lower truancy rates and higher credit hours earned

by participants. Given these outcomes, program administrators adopted key program components and merged them into the existing Higher Education Program, forming the IMPACT Program.

**Higher Education Services**

The newly formed IMPACT Program aims to increase focus on improving higher education attainment rates among Pueblo members. The program targets both high school and secondary education students. The first Tigua Youth Symposium, for example, introduced youth to college admissions processes as well as campus tours. These tours included campuses at University of Texas at Austin, St. Edwards University, Texas State University, St. Mary’s University, and University of Texas at San Antonio. The Program awarded 151 new and returning student scholarships





The Masterplan for the development of Health Clinic and the Sukin Ibi Teuym Village.

totaling over \$300,000. The program continues to conduct outreach activities aimed at encouraging Tigua youth to pursue higher educational pathways.

**NUMBER OF GRADUATES BY EDUCATIONAL LEVEL**

Degree Obtained	Number of Graduates
GED/High School Diploma	45
Dual High School Diploma & Associates Degree	1
Associates Degree	3
Bachelor's Degree	4
Master's Degree	4

**COMMUNITY DEVELOPMENT**

**DEPARTMENT OVERVIEW**

The Department of Community Development (DCD) consists of four divisions: Planning, Design & Construction, Realty, Housing, and Property Management. DCD functions as a one-stop shop for project management duties regarding community planning, real estate, housing, environmental, and property management. Some of the department's responsibilities include the acquisition and records management of real estate, representing Pueblo interests before federal, state, and regional organizations, and the overall construction management and maintenance of the Pueblo's real property assets. The Department incorporated a new environmental monitoring intervention supported by the Texas Commission on Environmental Quality (TCEQ).



The blessing and groundbreaking event to commemorate the Health Clinic and the Sukin Ibi Teuym Village.

## 2018 HIGHLIGHTS

### *Planning, Design & Construction Division (PD&C)*

Last year, the PD&C Division welcomed Project Manager Eddie Chozet. The Project Manager is responsible for the construction of the Pueblo’s new health clinic, which broke ground at the end of the year and is part of a larger development, the Sukin Ibi Teuym Village. Additional responsibilities include the planning and design of capital improvements such as the Tiwahun facility which will house the Fire and Property Management Divisions as well as the water canal infrastructure improvements.

The division led the elder complex remodel that included temporary housing for residents during the project. Other projects included improvements to a drain system in the P’a Kitu Village, and the acquisition of new properties to expand the Iye Kitu Village footprint.

## REALTY DIVISION

A number of Realty Division staff earned state and nationally recognized professional licenses. Edna Arzola, for example, is now a licensed real estate professional in Texas, while Jonathan Robertson earned a Certified Commercial Investment Member (CCIM) designation. The division also gained broader access to the Department of Interior’s Trust Asset and Accounting Management System (TAAMS), which improves Pueblo asset management. The Pueblo’s current land holdings are over 74,500 acres as noted.

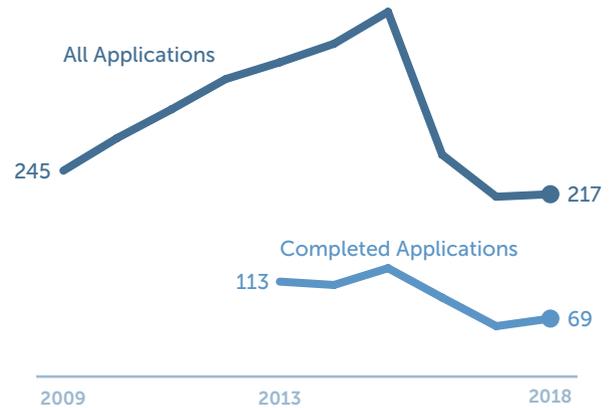
### PROPERTY BY ACREAGE

Property Name	Acreage
Iye Kitu	94
P’a Kitu	329
Outlier Properties	4
Hueco Tanks	3,593
Chilicote	70,531
Total Acreage	74,551

## OWNERSHIP INTERESTS

Classification	Acreage
Easement	<1
Non Trust	71,443
Pending Trust	0
Restricted Fee	<1
Trust	3,107
<b>Total</b>	<b>74,551</b>

## HOUSING WAITING LIST BY YEAR



### Notes:

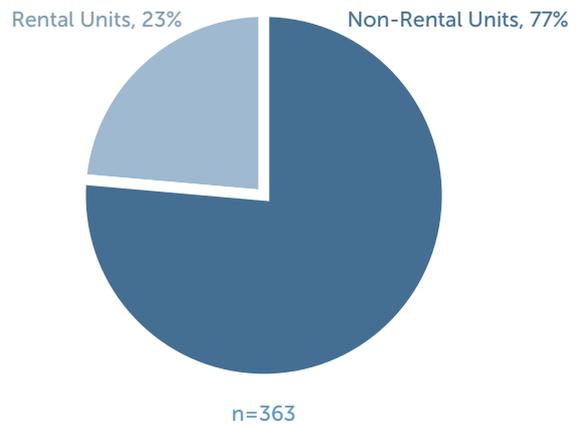
1. A larger than normal decrease in 2016 was realized because the minimum household income needed to qualify for the DCD housing programs rose from \$13,000 to \$18,000 with the 2016 Housing Policy revision.
2. The decrease in 2017 was due to applicants being housed or applicants did not update within a five-year period.

## HOUSING DIVISION

The Housing Division aims to provide consistent, fair and reasonable policies and procedures for maintaining and operating affordable housing. The division has also continued and improved its community outreach efforts. The division, for example, implemented One Call, a service that replaced community flyers with voice and text messages. Additionally, the division conducted community meetings to share and discuss housing issues and concerns. During these meetings, community members have the opportunity to submit topic suggestions for future discussions.

Division staff assisted community members and transitioned eight families into homeownership as well as welcoming 15 new families. In addition, the State of Texas conducted an onsite audit of the Low Income Housing Tax Credit program, where it scored a 96%. The Housing Division also focused on residential tribal property management and oversight of general housing activities.

## HOUSING INVENTORY BY UNIT TYPE



### Notes:

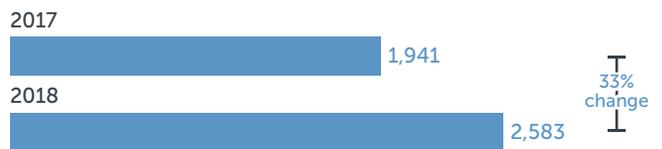
1. Total does not include undeveloped lots.

## PROPERTY MANAGEMENT DIVISION

The Property Management Division manages housing and maintenance operations including the following services: Custodial Services; Auto Fleet & Equipment Management; Roads & Grounds; Facilities Management; and, Housing. The division strives to provide the highest quality while attempting to reduce costs and improve efficiencies. Professional development was a priority in 2018 resulting in expanded training opportunities for division supervisors. These professional development sessions included topics such as personnel evaluations, discipline protocols, and conflict resolution. Additionally, the Pueblo initiated an apprenticeship program for plumbers and electricians. Apprentices performing these specific trades will also complete an educational program, which will advance their careers.

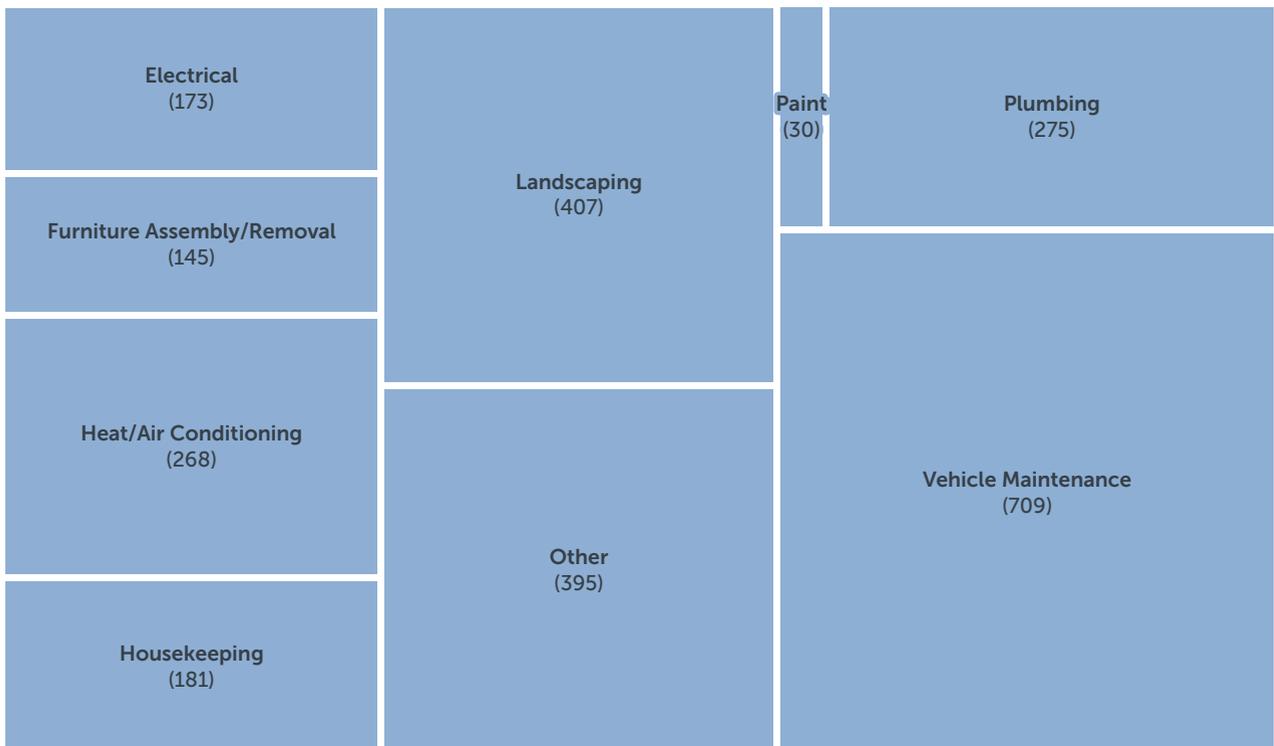
The division expanded its workforce by adding three new employees in 2018. The additional staff allowed higher work order completion from 1,941 in 2017 to 2,583 in 2018, a 33% increase. The division aims to coach, mentor, and develop staff's knowledge and skills, which will also decrease costs and the reliance on external contractors.

### NUMBER OF PROPERTY MANAGEMENT WORK ORDERS COMPLETED BY YEAR



### WORK ORDERS COMPLETED BY SERVICE TYPE

The Property Management Division completed total of 2,583 work orders in 2018.





Nation Building presentation to new YDSP Employees



On March 2018, the Tribal Youth had a two-day Spring Break Camp and visited the W.M Keck Center for 3D Innovation located at UTEP

# ECONOMIC DEVELOPMENT

## DEPARTMENT OVERVIEW

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

## FINANCIAL SUPPORT DIVISION *Tigua Community Development Corporation (TCDC)*

The Tigua Community Development Corporation (TCDC), a Community Development Financial Institution (CDFI), continues to serve the Pueblo’s members who have limited access to capital. These financial services attempt to improve those with poor credit while providing feasible lending alternatives. Applicants may qualify for personal or small business loans at below market interest rates. Loan recipients are offered financial literacy

sessions that focus on topics such as saving and reducing debt. A dozen CDFI recipients, for example, were able to reduce their outstanding debt by over 30% last year. The CDFI funded approximately 40% of all applications received.

A majority of the CDFI loans assisted tribal members to consolidate debt and build credit. The division understands the factors that contribute to member hardships and aims to mitigate such barriers. For example, if a member loses their driving privileges, it may be difficult to get to work and ultimately pay their bills. Therefore, the CDFI continues to assist the Pueblo with loans for driving tickets and surcharge penalties. CDFI staff members will also assist tribal members navigate the application process for the Texas Department of Public Safety Driver Responsibility Indigency/Incentive Program, an initiative to waive or reduce surcharges.

The CDFI engaged in strategic planning to focus and manage its future growth. The plan outlines three goals which are designed to improve the Pueblo’s overall financial footprint. The goals are as follows:



Raul Candelaria, Director of Public Safety/Councilman, swore-in the new and returning Target Tigua and United Way members.



AmeriCorps Nation Building Trainers, Hayde Munoz and Lyndsey Marquez hosted Nation Building presentations. Participants learned about the Tigua Timeline, YDSP Tribal Government, Differences between Social and Traditional Dances, and 2016 YDSP Profile.

**Goal 1:** The Tigua Community Development Corporation aims to improve the overall financial health and credit of the YDSP membership.

**Goal 2:** The Tigua Community Development Corporation aims to expand small business education opportunities for YDSP members.

**Goal 3:** The Tigua Community Development Corporation aims to increase homeownership among YDSP membership.

### TCDC PERFORMANCE MEASURES

Indicators	Units
Loan Applicants	99
Approved Loans	60
Total community building loans	39
Number of loans denied	16
Total small business loans	1
Total number of loan write offs	1

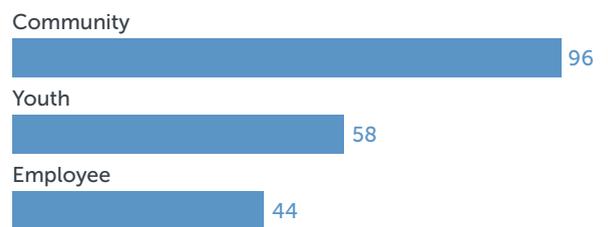
### ENTREPRENEURSHIP SUPPORT *Entrepreneurship Support Division*

The Pueblo recognizes that many of its members have an entrepreneurial spirit and, through its programs, encourages them to pursue business interests while improving their skills and knowledge. In 2018, the program hosted nineteen workshops and served over 200 participants as noted in the table below.

Business owners, for example, completed training and received technical assistance regarding business plans, marketing, and social media. Such offerings build business, which supports the Pueblo’s goal of self-governance and sustained economic development.

### BUSINESS & ENTREPRENEURSHIP PARTICIPANTS BY TYPE

The department offered a total of 19 Business & Entrepreneurship Support workshops.



### TRIBAL GOVERNMENT SUPPORT DIVISION *Tribal Business Tax Registration*

Tribal Business Tax Registration services assist business owners to register and attain business certificates. There were a total 46 tribal businesses registered, of which 13 were new in 2018. The program supports businesses with at least 51% minority ownership to become Historically Underutilized Businesses (HUB) certified, a program for minority owned businesses to secure state and contracting opportunities.

## RESEARCH AND DEVELOPMENT

Addressing the issues identified in the Pueblo's 2016 Socioeconomic Profile, the department initiated the Socioeconomic Development Action Plan, a strategy to enhance educational and training opportunities. The plan will bridge Economic and Empowerment Department initiatives while identifying the Pueblo community's values, desired future, and cultural wealth. Further, the project will conduct an investigation to determine the underlying factors attributing to socioeconomic shortfalls.

## VOLUNTEER INCOME TAX ASSISTANCE (VITA)

Volunteer Income Tax Assistance (VITA) services provides free income tax preparation services to tribal and community members. In 2018, VITA prepared 942 tax returns, representing approximately \$660,000 in refunds and over \$1.5 million in earned income tax credit (EITC). The VITA program is in its 15th year and mitigates fees from predatory lenders and for-profit tax preparation providers. The program empowers its participants to better understand the tax process while also utilizing the EITC as an asset building catalyst. In 2018, VITA had two AmeriCorps Coordinators and seven volunteers.

### VITA PERFORMANCE MEASURES

Description	Units
Number of Tax Returns prepared	942
Total value of refunds	\$659,266
Total value of Earned Income Tax Credit	\$1,548,480

## FINANCIAL LITERACY

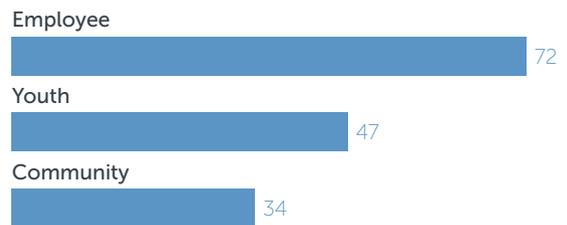
Financial literacy can establish financial growth, which may improve both individual and tribal self-governance. The department offered 12 sessions to 56 participants. Sessions addressed topics such as saving and debt.

## NATION BUILDING

Nation Building is the effort to improve tribal capacity for self-determination and community and economic sustainability. The department offered Nation Building programming to 47 youth and 72 employees. Nation Building sessions introduce participants to Tigua history, culture, traditions, and government operations.

### NUMBER OF NATION BUILDING PARTICIPANTS BY TYPE

The department offered a total of nine Nation Building workshops.



## WORKFORCE DEVELOPMENT DIVISION

### Native Pathways – Native American Employment and Training Program (NAETP)

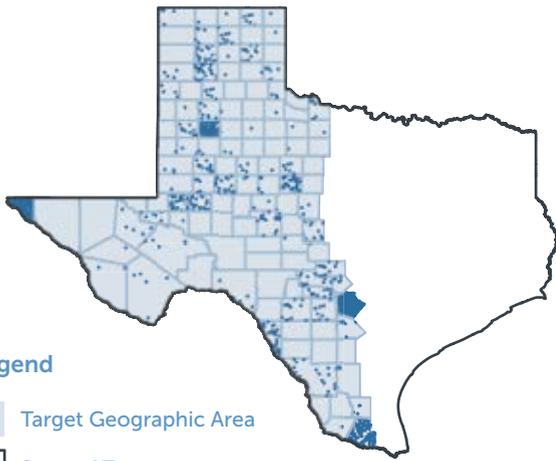
Since 1979, YDSP has administered the Native American Employment and Training program to serve low income, unemployed, and/or underemployed Native American adults residing in 122 counties in the western half of Texas. The program, recognizing the growing need for employment training and education assistance, aims to help Native Americans become economically self-sufficient by providing an array of career services. These services are designed to secure quality employment for its participants. In addition to education, training, and job placement assistance, the program also addresses the unique cultural barriers such as the fear of losing their cultural identity.

Native Pathways received 116 applications from eligible applicants. The program had a total of 74 participants

## AMERICAN INDIAN AND ALASKA NATIVE (AIAN) POPULATION RESIDING IN THE NATIVE PATHWAYS SERVICE AREA

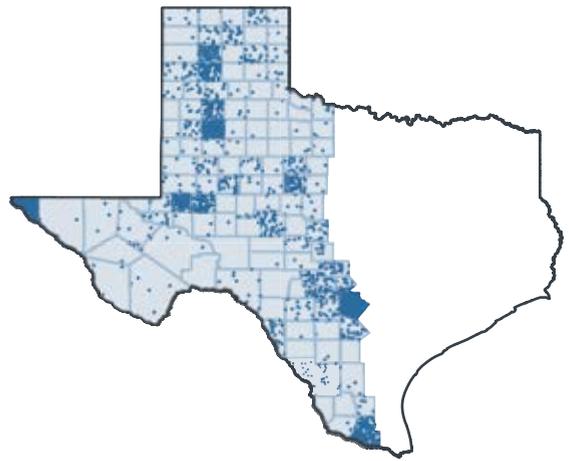
A. AIAN Alone

Within the target area, there are nearly 37,000 AIAN (all ages).



B. AIAN Alone or Combination of one or more races

Within the target area, there are nearly 77,000 AIAN (all ages).



### Legend

- Target Geographic Area
- State of Texas
- 25 AIAN Persons

### Notes:

1. Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

throughout the course of year—of those, nearly 20 participants were retained for permanent employment. Native Pathways continued to build relationships and collaborations with various job-training providers such as technical and vocational institutions, worksites, and regional workforce development boards.

### NATIVE PATHWAYS PERFORMANCE MEASURES

Description	Units
Number of Adult Applicants	116
Number of Adult Participants in work experience	74
Number retained for employment	19

### Tigua Next Generation (TNG) Program

The Tigua Next Generation Program establishes a positive path for young tribal members (ages 15-17) by providing workforce experience. A total of 52 youth participated in the program. A majority of them were assigned internships at YDSP, City of Socorro, and City of El Paso. The youth completed no more than 280 work hours at their respective sites. Native Pathways attempts to improve participants' soft skills, ethical knowledge, analytical thinking, and problem solving. Participants also partook in Nation Building activities as well as financial literacy classes. Finally, 22 TNG participants enrolled in the Tigua Cents Challenge, a match savings program.



# PUBLIC SAFETY

## DEPARTMENT OVERVIEW

The Department of Public Safety (DPS) provides police, fire, emergency management, and communication services. The department provides emergency planning, coordination, and response services under a single and unified command structure to effectively manage its public safety resources. With 36 employees, the department supports operational functions including traffic safety, criminal interdiction, emergency management, fire safety, and communications. The department has outgrown its present facility and has begun planning for a new facility to house all public safety divisions and services.



Special Resource Officer Alarcon at Lebaron Park Elementary School Career Day

## TRIBAL POLICE DIVISION

The Tribal Police Division (TPD) aims to create a safe and vibrant environment by implementing approaches to protect the community. Further, the division has acquired and deployed additional personnel and technology to support TPD’s mission. Tribal Police gathers information and intelligence to thwart criminal activity—such coordination is in concert with local and federal law enforcement partners, thus leveraging and expanding resources and capabilities. In 2018, Tribal Police experienced notable increases in the number of calls to dispatch, traffic citations and other citations, while levels of domestic violence, assault, disorderly, and theft remained relatively unchanged compared to 2017. The department attributes these increases to additional officers, enhanced operations, and the newly formed dispatch center.

### TRIBAL POLICE PERFORMANCE MEASURES

Description	Units
Number of calls to dispatch	4,610
Number of traffic citations	2,577
Amount of drugs confiscated (grams)	1,424
Other Citations issued	1,351
Number of Assault Citations	24
Number of Disorderly Citations	36
Number of Theft Citations	22
Number of Domestic Violence Citations	18
Number of Assault on Officers	3

## FIRE SAFETY DIVISION

The Fire Safety Division (FSD) develops and maintains a fire prevention and emergency response program for the Pueblo and its immediate community. During 2018, the division expanded its capabilities through acquisition of fire apparatuses, including a fire truck, a ladder, and other equipment. These investments



Tribal Police Officers at daytime weapons qualifications.



Tribal Police Department conducting a firearms course for Tribal Fire Volunteers.

support the Pueblo’s public safety needs in the P’a Kitu Village. The acquisitions gave way to the division’s ability to respond to basic calls for service in late 2018. Furthermore, firefighters will maintain a 24-hour presence at the P’a Kitu Village Fire Station. Despite these improvements, Tribal Fire will continue its partnership with the El Paso County Emergency Services District No. 2 for coordinated responses.

The division also invested in professional development through its annual Wildland Firefighter I training conducted at the Chilicote Ranch, as well as, providing CPR training to YDSP employees.

In addition, Tribal Fire participates in various community outreach events throughout the year. In 2018, FSD attended the following: Tribal Traditional Dances, Speaking Rock Concert/Events, YDSP Family Fun Fair, Red Ribbon Block party, and facilitated presentations for YDSP youth.

#### FIRE SAFETY PERFORMANCE MEASURES

Description	Units
Number of response calls	100
Number of community activities	53
Number of Volunteers	26
Number of emergency preparedness drills	5
Number of fire inspections	11
Number of fire inspection violations	1
Number of false alarms	1

## EMERGENCY MANAGEMENT DIVISION

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

In 2018, EMD reached several milestones including joining the Southwest Inter-Tribal Emergency Managers Coalition and the Emergency Management Coordinator was elected as vice-chairperson of this coalition. Another milestone was the implementation of the Emergency Operations Center (EOC) schedule for mock activations. These activations allow EMD to test its emergency notification system that alerts essential staff to report to the EOC. Similarly, the division also implemented a monthly WebEOC drill, an exercise utilizing an online emergency management portal. Finally, EMD spearheaded the acquisition of equipment and supplies at no cost through the Indian Health Services' TRANSAM Program, a civilian-military cooperative designed to distribute military medical equipment and supplies. This program benefited Pueblo departments such as Public Safety, Health, Behavioral Health, Tribal Operations, Empowerment and Community Development.

### EMERGENCY MANAGEMENT PERFORMANCE MEASURES

Description	Units
Approximate EMD Community Outreach Attendance	1,580
Number of participants trained	165
Number of preplanned events and incidents coordinated through IAPs	16
Number of exercises held to test emergency plans	9
Number of training sessions delivered	6
Number of emergency plans and assessments updated	6
Number of grants administered	3
Community Outreach Events	4

## COMMUNICATIONS DIVISION

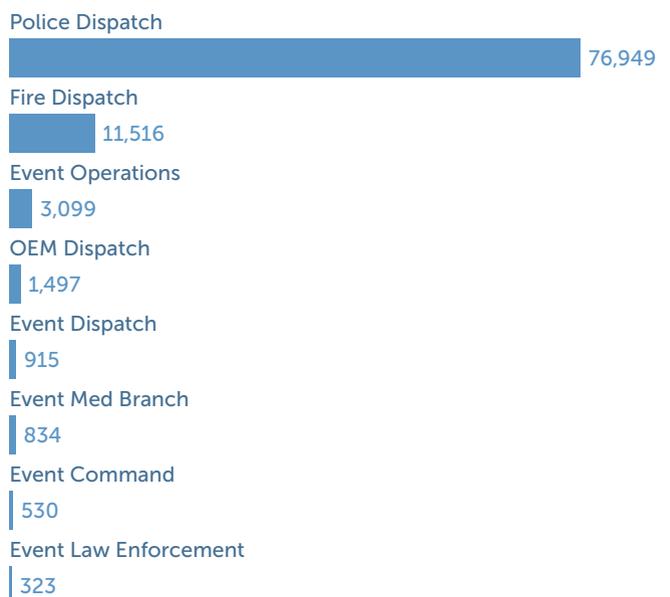
In 2018, the Tribal Department of Public Safety and Speaking Rock radio communication systems merged into a single dispatch center for Tribal Police and Tribal Fire. The center is a 24-hour full dispatch

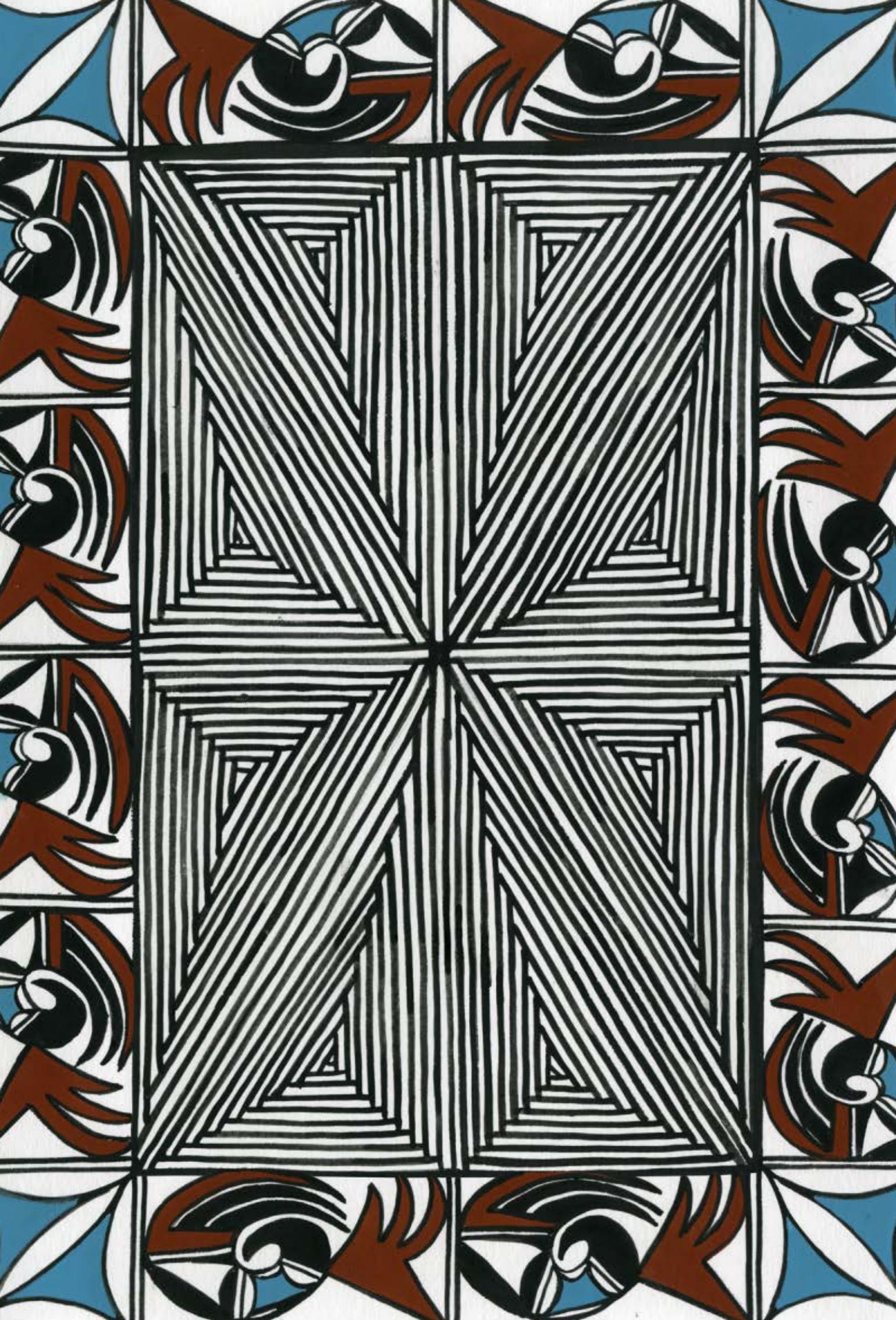
service, which centralizes all public safety calls for service. Consequently, eleven new positions manage and operate the center. The merger required system upgrades including a new generator, an uninterruptible power supply system, and new mobile radios. More importantly, YDSP gained direct access to the Texas Law Enforcement Telecommunications System (TLETS) computer system. TLETS allows authorized individuals to run criminal inquiries from a variety of sources such as the Texas Crime Information Center (TCIC) and the Federal Bureau of Investigation's National Crime Information Center (NCIC) databases.

The division monitors and tracks interdepartmental radio communications among first responders and dispatch. These data demonstrate the number and variety of communications between YDSP DPS groups and year-over-year figures suggest growth and stability. The number of radio transmissions, for example, increased nearly 66% over 2017.

### RADIO TRANSMISSIONS BY TALK GROUP

Over 97,000 transmissions were recorded in 2018.





# JUSTICE & PUBLIC RECORDS

## DEPARTMENT OVERVIEW

The Department of Tribal Court and Records (DTCR) is comprised of the Tribal Court and Tribal Records Divisions. DTCR staff includes a director, administrative assistant, court bailiff, court clerk, records clerk and court judges. The Tribal Court Division provides a venue for petitioners to request legal remedy or redress of grievances for adjudication, and to dispense justice in accordance with the Pueblo's code of laws. It further serves to protect the interests of justice and equity for the Pueblo. The division promotes the welfare of the tribal citizens while safeguarding individual rights and community standards. The Tribal Records Division is the official data collection and demographic clearinghouse for the Pueblo, maintaining the official tribal census. The division is responsible for the enrollment of tribal citizens, the maintaining of tribal citizenship records, and managing demographic data requests.

## TRIBAL COURT

The Tribal Court experienced significant increase in the number of court hearings in 2018—hearings nearly doubled from 732 in 2017 to 1,458 in 2018. Consequently, staff conducted a complete review of the Judicial Code and subsequently implemented significant revisions. Major revisions included updates to judge job descriptions, the addition of two judges, and modifications to the court of appeals process.

As in previous years, the Pueblo community continues to grow, in terms of overall population and visitors attending sponsored events, which has

spurred increases in citations and court hearings. For example, YDSP Tribal Police issued approximately 80% more citations in 2018 than 2017. As illustrated on the next page, the majority of the hearings were traffic (63%) followed by peace (31%), and civil (6%). The court continued its *Food for Fines* canned food program, a hunger awareness and amnesty initiative. The program grants amnesty to those who donated canned food items in lieu of payment for outstanding accounts. Through this initiative, the Tribal Court donated over 2,700 canned good items to the Mount Carmel Parish and YDSP Department of Behavioral Health's food pantry programs.

The department continues to offer professional development opportunities for staff. The court bailiff, for example, completed courtroom safety training where they obtained a TASER gun certification. Other staff trainings included drug identification and recognition and database software management (Progeny10).

Tribal Court is also responsible for the Youth Drug Court, an intervention program designed to address drug related risk behaviors among tribal youth. In 2018, a total of 26 youth cases were heard and none had underlying drug issues.

## TRIBAL RECORDS

The Tribal Records Division enrolled 162 members, bringing the total enrolled census to 4,368. Overall, the majority (52%) of the population reside out of the service area (El Paso and Hudspeth Counties)

and females make up more than half (53%). The median age is 32 years, and 37% are minors.

The Tribal Records Division is preparing for the upcoming 2020 United States Census. In August 2018, the division assembled a committee to develop public awareness and outreach strategies. The committee aims to increase tribal participation in the decennial survey. The committee's first event was the Red Ribbon Block Party where committee members interacted with the tribal community and disseminated Census literature.

Keeping the Pueblo community informed is a department priority. DTCR maintains the membership's contact information and routinely disseminates the Pueblo's newsletters and current events to over 2,200 tribal members via electronic communications.

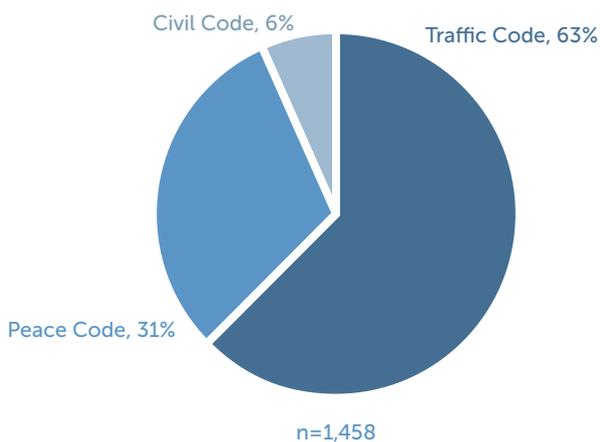


Tribal Court Judge Laura Loera

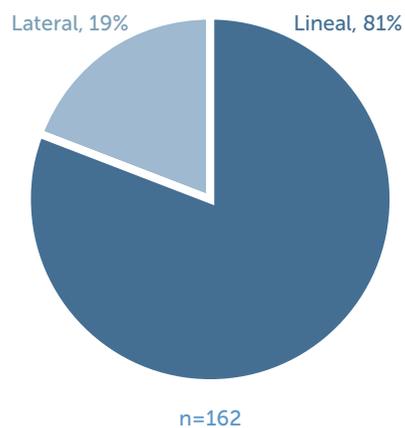
## 2018 PROGRAM STATISTICS FOR DIVISIONS

### TRIBAL COURT

#### 2018 TYPE OF CODE HEARINGS HEARD



#### POPULATION ENROLLED BY DESCENDANT TYPE





Tribal Court Judge Lawrence Lujan



Tribal Court Judge Enrique Granillo

## TRIBAL RECORDS

### 2018 YDSP POPULATION DEMOGRAPHICS

Population by Gender	Count	Percent
Males	2,068	47%
Females	2,300	53%
Total	4,368	100%
Population by age group		
Minors 0 to 17	1,574	37%
Adults 18 to 64	2,555	58%
Elders 65 and up	239	5%
Total	4,368	100%
Births and Deaths		
Births	34	
Deaths	20	





# QUALITY OF LIFE

## RECREATION AND WELLNESS CENTER

### DEPARTMENT OVERVIEW

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

### GENERAL OPERATIONS

To promote RWC Fitness, the department advertised through various media outlets—both traditional and social media channels. The facility, for example, purchased advertisements on bus benches located in strategic locations throughout the surrounding area. In addition to its website ([www.rwcfitness.com](http://www.rwcfitness.com)), RWC Fitness also utilizes social media such as Facebook and Instagram to promote center activities and services. Further, RWC Fitness invested in lighted signage near Socorro Road for enhanced site visibility and access. The facility also offers complimentary passes to encourage visits and new enrollments. Tribal member John Money was contracted to produce marketing materials for the center.

To remain competitive and meet customer needs, RWC Fitness expanded operating hours to 24 hours seven days a week. Memberships and member visits increased by 40 and 48 percent, respectively, over the previous year. Consequently, revenue also increased nearly 20 percent. In addition to an increase in memberships, the center also recognized increases in



Aerial photo from videographer, John Money



Strength machine section of RWC Fitness

revenue from retail product sales, events, and changes in fee structure. RWC Fitness, for instance, installed seven monitors throughout the facility to promote products and services.

The facility continues to improve its amenities and accommodations to meet the growing need of its customer base. The following, for example, was updated in 2018: Check-in desk; free weights and cardio rooms; men’s locker room; and fitness equipment. RWC collaborated with the Departments of Tribal Empowerment and Health Education to conduct the 2nd annual Summer Youth Fitness Program. The program registered 105 participants. Certified trainers from RWC Fitness and Health Education developed the lesson plan and managed the program.



### FITNESS CLASSES

RWC Fitness continued to offer Zumba, karate, boxing, and others in which 5,086 members participated. Members typically pay an additional fee to join the Zumba and karate classes. All memberships include free boxing classes on Mondays, Wednesdays, and Saturdays.

### SPECIAL EVENTS

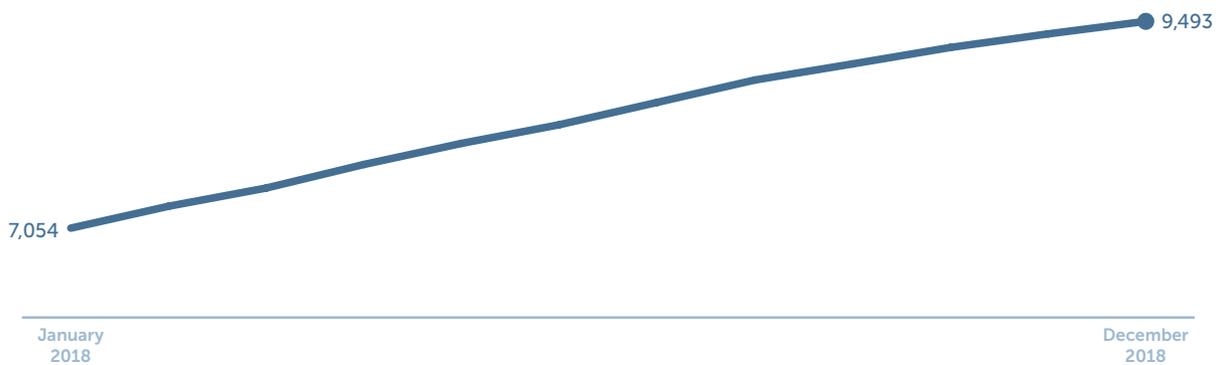
RWC Fitness hosted two major events in 2018. The first was the 6th annual Mission Valley Duathlon (MVD) held on June 24, 2018, with 181 participants. YDSP employees Laura Loera and Cedrick Marcelin competed in a relay team. RWC Fitness members Armando Diaz and Robert Femath, placed 1st and 2nd in their respective men's categories. The center



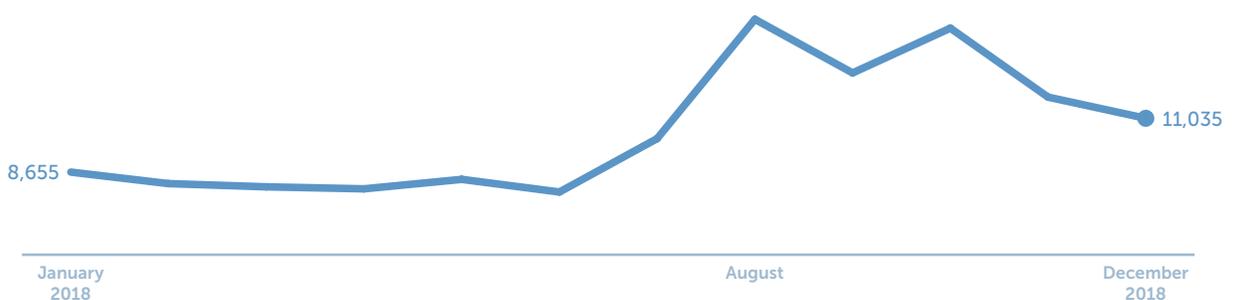
Tribal member, Marissa Moreno, advertising new hours of operation.

also held its first ever Mud Run, a collaboration with Speaking Rock, Fire, Health Education, YDSP Youth, and Tribal Council. This event was held on November 3, 2018, where 75 people participated. These community events expose the facility to numerous participants and spectators.

### RWC FITNESS ACTIVE ACCOUNTS BY MONTH



### RWC FITNESS VISITS BY MONTH





Social dancers performing the Ribbon dance during the 2018 Winter Market.

## CULTURAL PRESERVATION

### DEPARTMENT OVERVIEW

The Department of Cultural Preservation (DCP) encompasses three divisions—Cultural Center, Cultural Development, and Repatriation. The Cultural Center exhibits the tribe’s heritage through youth dance performances, educational programs, and other artisan activities such as bead looming, bread baking, storytelling, pottery making, and gardening. The center also provides retail space for tribal members to sell authentic native textiles and crafts. The Cultural Center’s Museum exhibits artifacts, artwork, photographs, films, and interactive works representing over 300 years of Tigua history. Center visitors represent facets from across the United States and the international community. The Cultural Development Division is responsible for Tigua education and traditional activities while the Repatriation Division aims to return Native American items to their rightful owners.

In 2018, DCP assisted the Health Education Division in a garden bed activity in the P’a Kitu Village and planted a garden at the Cultural Center courtyard. The gardens

are instrumental in educating both tourists and tribal members on the Pueblo’s rich agricultural history.

### CULTURAL CENTER DIVISION

#### *Museum Activities*

In early 2018, the Cultural Center Museum closed its traveling exhibit, a loan from the Pueblo of Isleta. The exhibit was a collection of photographs and interactive displays. The exhibition provided a rare glimpse into Pueblo lifestyle and culture prior to colonization. This exhibit was of particular significance to YDSP as it was on loan from its sister Pueblo in New Mexico. This exhibit was on display until April before opening in Midland, Texas. The collaboration further enforced a positive relationship between the two Pueblos. YDSP is grateful to Isleta Pueblo for continuing to share their history and language.

Another significant achievement was the unveiling of the museum’s new exhibition space. In collaboration with local historian Nicholas Houser, the updated exhibit includes 29 modernized panels outlining YDSP history from its origins in present day New Mexico to today. The three-year project was introduced to the public as the “Living Legacy” exhibition last August during the Cultural Center Summer Market.



Tawin Exhibit grand opening, ribbon cutting by Chief Jose Sierra Sr.

### Center Operations

The Museum Gift Shop updated its inventory practices by capitalizing on Pueblo talent and purchased a new pottery kiln. The shop now produces and sells authentic Pueblo items made by YDSP members. Most of the pottery available in the shop was produced onsite in the pottery studio. Pottery is created from both industrial and traditional clay types. While tribal member Frank Gomez is responsible for making pottery and teaching its process to others, Gloria Holguin paints native designs. These two staff members supply authentic pottery items, a popular selling item in the shop. More importantly, these traditions are being taught to the next generation.

The Cultural Center invested in a new point of sale system, which now includes all forms of payment. The system provides sales metrics and allows managers to make more informed decisions. Furthermore, the museum shop experienced a 36% sales increase over the previous year.

Notable events in 2018 were the Summer Market/ Calabaza Cook-off and the Winter Market. These events included incentives to encourage tribal community participation while also offering the public an opportunity to interact with Pueblo

traditions. Both events included social dance group performances and hosted tribal vendors.

### DCP CULTURAL PERFORMANCE MEASURES

Description	Units
Museum Visitors	2,899
Participants at all Activities	922
Center Performances	242
Cultural Center Activities	79
Performances at Outside Locations	49
YDSP Cultural Center Events	13

### Cultural Programs

Cultural Projects Advisor Johnny Hisa facilitated several workshops in 2018 including a bow and arrow session for tribal youth while another focused on traditional plants. The latter session included a field trip to Hueco Tanks where participants harvested and made soap from a Yucca Soap tree. Finally, a cerco empanada class taught participants traditional food preparation skills in support of the annual Rabbit Hunt.

### Cultural Development Division

The Tigua Education program introduces the Pueblo's Southern Tiwa language to both adult and youth participants. The Cultural Center hosts the

one-hour classes on Mondays and Wednesdays for adults and continued with the Pre-K program. The program is available to all levels of Tigua speakers. YDSP employees are also encouraged to participate in the Tigua education program. The sessions aim to revive the Tiwa language while instilling a sense of pride among the community. With the blessing of the Taikabede (Chief), the Our Father prayer and one of the Bible readings were translated in southern Tiwa and recited at the annual Saint Anthony's feast mass.

Department staff attended professional development workshops such as the Native American and Indigenous Studies Association (NAISA) Conference and "Practicing Immersion, How We Do It." The NAISA Conference was an opportunity to discuss language revitalization challenges and successes. The "Practicing Immersion, How We Do It" workshop, sponsored by the Indigenous Language Institute (ILI), focused on introducing skills and practices to implement full immersion techniques. Finally,

YDSP and Isleta Pueblo will collaborate under a new partnership to develop language workshops.

### **Repatriation Division**

The Repatriation Division, under the authority of the Native American Graves Protection and Repatriation Act (NAGPRA), advocates and facilitates the return of Native American cultural items to their respective peoples. At the Lake Lucero site in the White Sands National Park, for example, over 20 ancient burials were uncovered. A conference concluded that YDSP—in coordination with Pueblo of Jemez and the Mescalero Tribe—would lead the reburial efforts. The team has also participated in field trips to protect the sites.

## **CHILICOTE RANCH**

Chilicote is a sprawling ranch of over 70,000 acres located in Presidio and Jeff Davis counties. The ranch is home to grasslands, brush, shrub, and mountainous

**Bow and Arrow making during the Cultural Workshop held August 20, 2018.**



terrain. It is the home to YDSP's cattle operations and diverse range of wildlife including mule deer, white tail deer, aoudad sheep, javelina, quail, and other predatory animals such as mountain lions. The Pueblo acquired Chilicote ranch in 1999 and has implemented policies to establish harvesting standards for hunting and habitat conservation. The ranch's efforts were nationally recognized.

In 2018, the Natural Resources Conservation Service (NRCS) awarded Arturo Loera Rancher of the Year for implementing conservation and stewardship practices at the Chilicote Ranch. The Chilicote Ranch has participated in the NRCS' Conservation Stewardship Program (CSP) for the last seven years and has implemented grazing management enhancements to sustain wildlife.

Chilicote also participated in the NRCS Environmental Quality Incentives Program (EQIP), a program designed to provide financial resources and technical support to implement conservation practices. Chilicote was able to install, for example, approximately 60,000 feet of fencing. The partnership also supported the replacement of nearly 8 miles of water pipeline and installed new solar water pumps aimed at improving the grazing distribution within the ranch pastures. Brush management



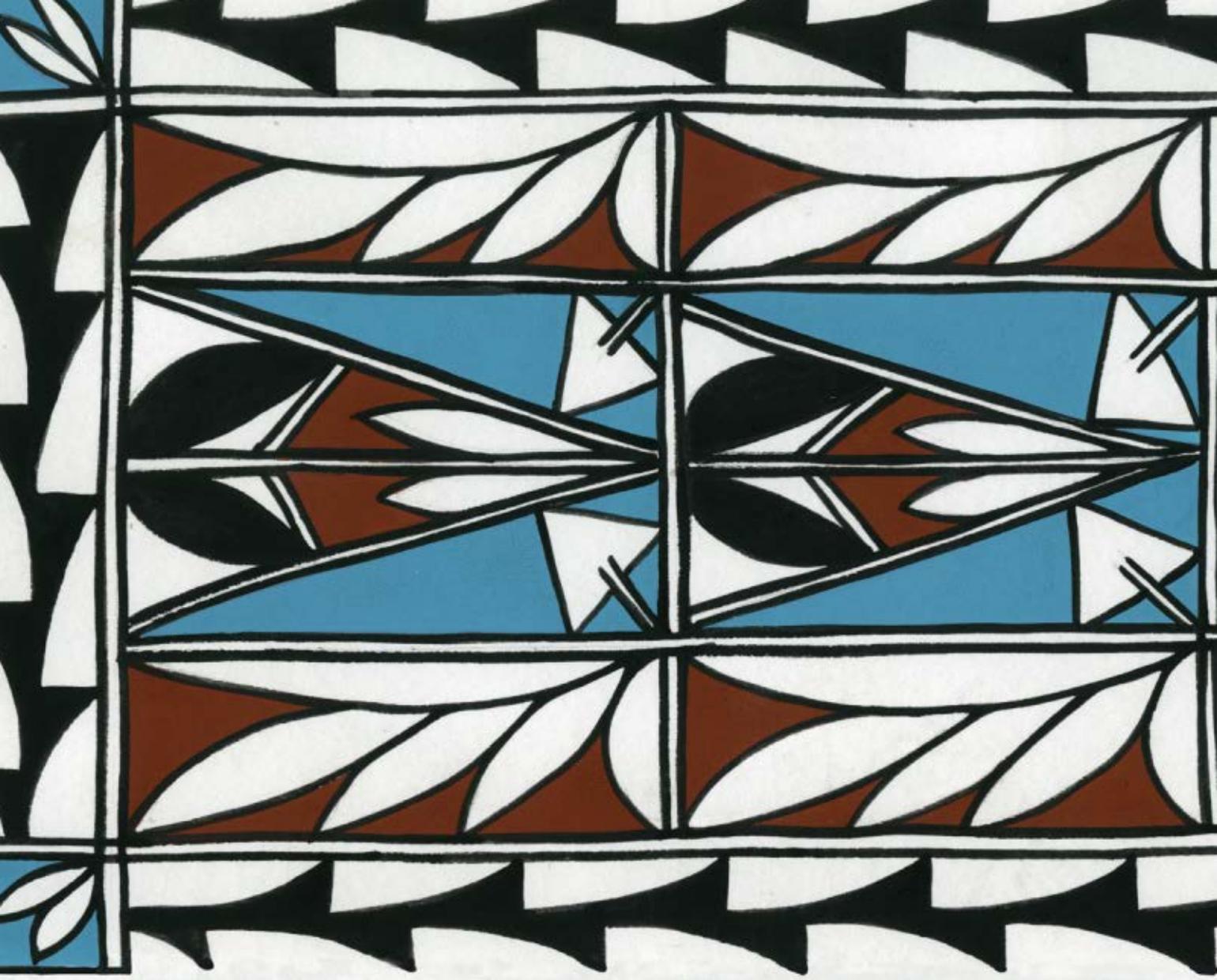
**Gathering keeper calves for Chilicote Ranch**

efforts continued to remove invasive species such as creosote, white thorn, and cat claw. Due to these efforts, native grass and forbs have prospered.

The Chilicote Ranch Operations conducted two roundups; one in March and another in November 2018. Additional cowboys and members of the Pueblo were contracted to conduct roundup duties, including gathering the cattle, castrating, vaccinating and branding calf bulls, and assigning them to different pastures.

The livestock inventory for 2018 was 350 cows, 25 bulls, 7 geldings, 2 mares, and 1 donkey.



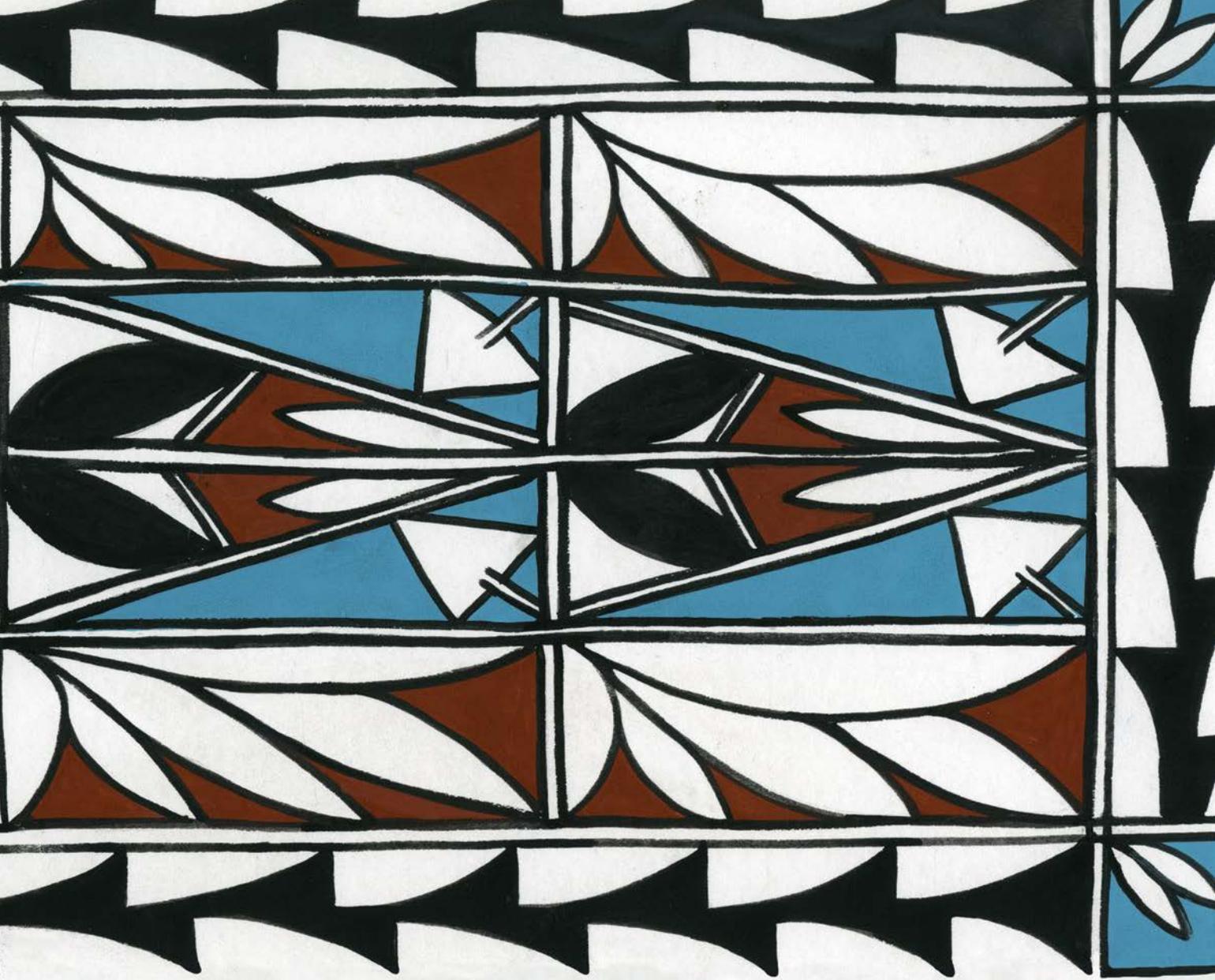


## ABOUT THE ARTWORK

The *2018 Ysleta del Sur Pueblo Year-End Report* features artwork created by artists from the Tigua Indian Cultural Center and the Eagle's Path Cultural Gift Shop, both located at the 305 Yaya Lane, El Paso, Texas 79907. While these artists' medium is typically pottery, they used watercolor paper for this project. The images of the artwork were carefully arranged in this report to highlight the artists' skills and aesthetics. Drawing from Tigua history and culture, each artist balances negative space with bold Pueblo symbols and signs such as flowers, feathers and bear claws. The design of the 2018 Year-End Report attempts to capture the essence of these works through its selection of colors and accents.

### **TIGUA INDIAN CULTURAL CENTER**

Gloria Holguin, an enrolled tribal member of Ysleta del sur Pueblo (YDSP) whose pieces can be viewed and purchased at the Tigua Indian Cultural Center, a division of the YDSP Department of Cultural Preservation, is best known for her painting of pottery. Since starting in the 1970s through an apprenticeship program, she has been painting pottery for over 40 years. This journey as a pottery artist started when she enrolled in pottery courses at the cultural center—Gertrude Padilla of the Pueblo of Isleta facilitated these courses. Ms. Holguin is a staff member of the Department of Cultural Preservation where she also mentors future Tigua artists. To learn more about the



Tigua Indian Cultural Center, please visit their web page (<https://www.ysletadelsurpueblo.org/tourism-hospitality/cultural-center/>) or call (915) 859-7700.

### **EAGLE'S PATH CULTURAL GIFT SHOP**

The Alvidrez family established the Eagle's Path Cultural Gift Shop in 1990. The gift shop specializes in southwestern and Pueblo art, including jewelry, wood artifacts and pottery. Former Governor Albert Alvidrez and his family have operated the cultural gift shop since its inception. The Alvidrez family has a deep history—three generations—of pottery-making and painting. The family includes the former Governor's father (Encarnacion), mother (Yolanda),

sister (Pamela Herrera), and niece and nephew (Ally Herrera and Paul Herrera II). They have created pottery using a variety of traditional methods, including contemporary cast, wheel and traditional coil. The Alvidrez pottery painting is not only inspired by traditional motifs and symbols, but also by their environment, heritage and Pueblo experience. The gift shop's pieces have been exhibited at the Franciscan Festival of Fine Arts, the Albuquerque Balloon Festival, the Albuquerque American Indian Arts Festival and the All Indian Pueblo Cultural Center. To learn more about the Eagle's Path Cultural Gift Shop, please visit their Facebook page (<https://www.facebook.com/theeaglespath/>) or call (915) 920-1746.

