

YSLETA DEL SUR PUEBLO

2020 YEAR-END REPORT







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Published by

Ysleta del Sur Pueblo

119 S. Old Pueblo Rd.

Ysleta del Sur Pueblo, TX 79907

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www.ysletadelsurpueblo.org

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

Cover and end page photos by tribal member John Money

Design by Anne M. Giangulio

In Memoriam narratives by tribal member Patricia Riggs

Printed and assembled in
El Paso, Texas by Tovar Printing

May 2021

THE 2020 YSLETA DEL SUR PUEBLO YEAR-END REPORT

is dedicated to all the frontline personnel who tirelessly worked to combat COVID-19 on the reservation and the surrounding community. The cover features many of these heroes against the backdrop of what will be the Pueblo's new health clinic. While under construction, the clinic is an inspiration, and its development represents the promise that the Pueblo will have the resources to protect against future health threats. The Pueblo would like to thank the following photo shoot participants:

FRONT COVER, Left to right:

Amry Rodriguez (Tigua Princess)

Melissa Gomez (Clinical Operations Manager,
Department of Health Services)

Javier Loera (War Captain)

Jose G. Sierra Sr. (Cacique)

Tiffany Paiz (Casework, Department of Behavioral Health)

E. Michael Silvas (Governor)

BACK COVER, Left to right:

Josh Garcia (Emergency Management

Coordinator, Department of Public Safety)

Ruby Paiz (Medical Assistant,

Department of Health Services)

Dr. Lorena Silvestre-Tobias (Medical Director,

Department of Health Services)

Luis Moncayo (Registered Nurse,

Department of Health Services)

Kevin Marrufo (Lieutenant, Department of

Public Safety) and his child, Kevin, Jr.

Arturo Arreola (Tribal Police Officer,

Department of Public Safety)

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LETTER FROM THE GOVERNOR



The events experienced in 2020 due to the COVID-19 pandemic are already historic and will shape a new normal for generations to come. The pandemic became an imminent foe to the El Paso community by mid-March 2020 and Pueblo leaders acted swiftly to mitigate the spread of the disease. From the Pueblo's state of emergency declaration in March, to becoming a point of distribution for COVID-19 vaccines, the Pueblo's response to the emergency consumed significant resources to protect the health and economic well-being of our members. As part of these unprecedented actions, the Pueblo recognized the responsibility to temporarily suspend all non-essential programs and services including enterprise operations. Deciding to close Speaking Rock twice in one year was among one of the difficult crossroads faced by Tribal Council, however, we wanted to be an active partner with local, state, and national directives in order to combat the virus. Ultimately, the Pueblo needed to protect the safety and lives of our greater community, which outweighed the short-term financial losses.

Another unparalleled undertaking was the implementation of a "Stay Home Work Safe" directive for non-essential government personnel. Various Pueblo government offices including the Recreation and Wellness Center, museum, and day care were closed while other services such as economic development and empowerment transitioned to a virtual environment. These changes attempted to reduce the number of close interactions and thereby slowing the spread of COVID-19. The Pueblo also prepared facilities to reopen safely, prompting new policies and procedures. All YDSP facilities were assessed and equipped with protective measures such as safety barriers, touchless amenities, and sanitation stations, to name a few.

The federal government passed the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) to provide economic assistance for workers, families, and small businesses. As part of this Act, the Pueblo received funding to implement the YDSP COVID Relief Plan incorporating programs and services aimed at emergency response, recovery, and rebuilding. The plan enabled us

to coordinate response efforts such as operating the Emergency Coordination Center, community safety checkpoints, COVID testing, and other associated tasks. The plan also contained essential support for tribal businesses and families to overcome financial hardships related to the pandemic.

Despite our strategic attempts to manage the emergency, the Pueblo sadly experienced COVID-19 surges resulting in the loss of tribal lives. The tribe honors those lost during this unprecedented year in a special “In Memoriam” section of this report. Their memories will remain engrained in our hearts and their absence will be felt within the community. While we unfortunately experienced our share of loss, we are comforted in these dark and uncertain times by our sovereign ability to care for ourselves and our neighbors. I would like to personally thank all frontline personnel for your commitment, sacrifice, and service. Without you, the impacts of this pandemic would be much more considerable.

I am optimistic that we will rise and overcome this hardship. Know that my administration will exhaust every measure to preserve and protect the Ysleta del Sur Pueblo. May God bless our Pueblo as we endure this uncertainty.

Sincerely,



E. MICHAEL SILVAS
GOVERNOR

IN MEMORIAM

The Ysleta del Sur Pueblo would like to recognize the following tribal members and tribal spouses who sadly lost their lives to COVID-19. The loss of these individuals will be felt for generations, and their contributions will not be forgotten. Their families and the Tigua community dearly miss them. May they and our Pueblo ancestors watch over us during this time of uncertainty.

ANDRES ABUNDIS

ANDRES ABUNDIS was the loving and kindhearted husband of tribal member Olivia Jimenez. Born in Cárdenas, San Luis Potosí, Mexico, he immigrated to the United States when he was 19 years old and lived in Houston, Texas, and Artesia, New Mexico. Mr. Abundis worked in the oil fields for over 40 years and fathered four children.

The couple met in 1990 while living in Artesia and later moved to the Pueblo where they lived for over 20 years. He was a passionate and devoted grandfather and great-

grandfather. As a member of the Elder's Club, Mr. Abundis was a supporter of the Tigua Elder's program. He also enjoyed dancing at Speaking Rock and visiting Las Vegas.

In early December, the couple was diagnosed with COVID-19. While Ms. Jimenez recovered, Mr. Abundis was hospitalized and died on Christmas Day 2020. Sadly, the great-grandchildren opened their Christmas gifts without knowing that he was gone. Granny Olivia chose not to tell her grandchildren until after Christmas as that is what Grampa Andy would have wanted.





CECILIO ALEJO APODACA

CECILIO ALEJO APODACA was born on January 23, 1923. Mr. Apodaca was a descendant of the Alejo ancestral Tigua family. He was the son of Pablo Apodaca and Juanita Alejo Apodaca. His grandparents were Pablo Alejo and Braulia Griego Alejo. As a boy, he learned to sing and drum Tigua songs. Mr. Apodaca grew up on the family ranch adjacent to the Pueblo where the Alejo family reared horses and chickens. An animal lover, Mr. Apodaca raised many dogs and horses. Mr. Apodaca was one of the first Tigua Tribal Security Officers and initial resident of the Iye Kitu (District I) community.

In the 1970s, Mr. Apodaca relocated to Zaragoza, Mexico, while continuing to work in El Paso. He was devoted to his wife and daughters and spent his last years residing in Pa' Kitu (District II). After a long and productive life, Mr. Apodaca passed away at the age of 97 on May 2, 2020, from COVID-19 complications. Prayers go out to his children Cecilio Apodaca Jr., Juanita Cardoza, Irene Gomez, Gloria Apodaca, Patricia Avila, Lorena Villalobos, Norma Apodaca, and his many grandchildren. Cecilio, may the ancestors greet and bless you as you send your love and prayers back to the Pueblo in the form of sun rays, rain, and rainbows.

ARTURO “ART” BELTRAN

ARTURO “ART” BELTRAN was born on March 16, 1945, and died November 12, 2020. He was married to tribal member Dora Silvas Beltran who he met in the second grade at Ysleta Elementary School. The couple developed a friendship and admiration for one another. In 1994, they reconnected and married in 2001.

Mr. Beltran served his country in the United States Army and was a Vietnam veteran. Throughout his life, he acquired many talents and hobbies. He was an entrepreneur and food broker who built and marketed enterprises in the grocery, mesquite charcoal, and construction industries. Mr. Beltran worked on several important YDSP construction projects and introduced

the tribe to energy efficient construction techniques and materials.

Mr. Beltran had a deep passion for golf and his wife’s tribal artistry. Together they traveled throughout Indian Country to sell Mrs. Beltran’s tribal regalia at feasts, art fairs, and Pow Wows. They also enjoyed their time meeting other native people and visiting tribal casinos. The last 26 years of his life were devoted to his son, 7 Tigua children, 26 grandchildren, and 29 great grandchildren. He loved and cherished his family and Tigua community. Tragically, the Beltran household was affected by the Coronavirus and Mr. Beltran lost his life to the virus in November. He will be remembered for exhibiting courage and selflessness throughout his life.





AURELIA BUSTAMANTE LILLEBO

AURELIA BUSTAMANTE LILLEBO

was born in 1957 and raised on Cana Street in the “Barrio del Los Indios.” Ms. Lillebo, like many Tigua, grew up with few resources but always found riches within her culture and traditions. Her greatest asset was her pride in being Tigua and participating in tribal ceremonies. Her life journey was not always easy, however, she eventually found comfort from her children. Ms. Lillebo was the daughter of Rosalia Paiz Bustamante and Antonio Bustamante, and was the granddaughter of Ramona Paiz.

Ms. Lillebo had eight children: Carlos, Mary Ann (Toniee), Orlando, Edward, Freddy, Manuel, Anita, and Harold.

As a teen parent, her children were taken from the reservation and placed with adoptive parents and foster care. Later, Ms. Lillebo married the love of her life Harold Sr., and raised her youngest son Harold Jr. She reconnected and established relationships with many of her children, who found love and understanding for their mother. Ultimately, Ms. Lillebo found peace in her life. On August, 5, 2020, COVID-19 took the life of a much-loved Tigua. The Pueblo will remember her smile, laughter, and adoration of the Tigua community. Aurelia, your next journey is now among the ancestors, many who, like you, faced difficult paths. May the ancestors honor you and grace your walk among the clouds.

RODOLFO “RUDY” CRUZ

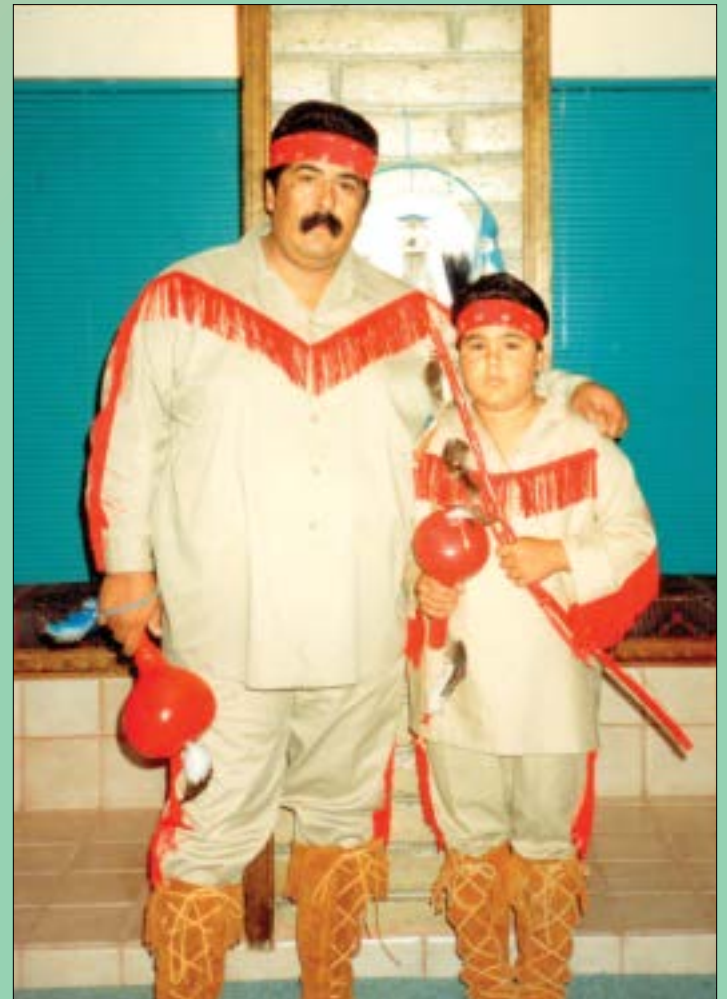
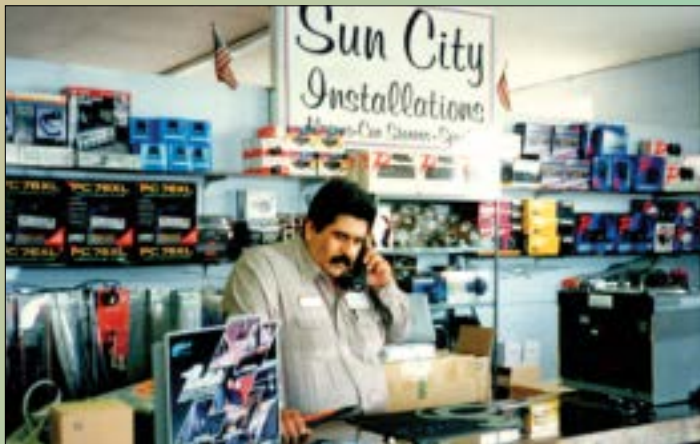
RODOLFO “RUDY” CRUZ walked the “Camino” on November 15, 2020. Born on January 2, 1955, Mr. Cruz passed tribal traditions and ceremonies to those around him like his ancestors Tomas Granillo and Nestora Granillo Piarote bestowed onto him. Mr. Cruz was raised in Ysleta by his parents Antonio Cruz and Julia Casillas Cruz, and reared his own family in Socorro, Texas. Committed to the Tigua community, he served as a mayordomo (steward) of the Ysleta del Sur Pueblo (YDSP) San Antonio Feast and often devoted his time and support to tribal ceremonies throughout the years. In 1993, Mr. Cruz was elected as a Councilman and served until 1995. During his time of service on Tribal Council, he and his colleagues led efforts resulting in the establishment of Speaking Rock Entertainment Center, while advocating for social programs to improve and empower Tigua youth development and education. He was also Chairman of the YDSP Housing Board, and served on the YDSP Economic Development Committee and the Board of Adjustment for the City of Socorro.

Mr. Cruz was a natural entrepreneur. He had a strong work ethic, a no-nonsense approach, and was adamant about timeliness. He owned and operated Sun City Installations for 36 years, a company specializing in after-market auto sound systems and emergency vehicle equipment. He also supported the YDSP summer work program, and mentored and trained tribal youth at his shop for decades.

Mr. Cruz had a positive attitude and was known for helping others. He helped the community by giving needy children Christmas gifts, tribal elders jackets, and other donations.

Unfortunately, Mr. Cruz succumbed to COVID-19 in November and is survived by his wife Corine, son Rodolfo Cruz, Jr., daughter Mona Jean Cruz, and his grandchildren Mauricio, Naylea, Emilio, Dominik, and Luka.

YDSP is thankful for Mr. Cruz’s kindheartedness and authentic leadership. He has joined the tribal ancestral leadership to guide the Pueblo from above.





SALLY HISA-CONTRERAS

SALLY HISA-CONTRERAS was born on February 4, 1954, and died on January 11, 2021. She descended from a long line of prominent Tigua including Tomas Granillo, Nestora Piarote Granillo, Isabel Granillo Bustamante, and Susana Silvas Hisa. Her father Charlie Hisa moved the family to California in the 1960s where she continued to live until her death. Although living in California, Ms. Contreras maintained her Pueblo culture and never forgot her roots. She was a proud Tigua mother living in Victorville, California and was close to her Aunt Elenore Brown-Hisa. Ms. Contreras was an administrative assistant for 16 years.

Ms. Contreras' passions included the outdoors, the beach, singing, and beadwork. She was an avid singer who sung with Mariachi groups and was a lead singer in a band called "Latin Express." Her favorite songs were "Sabor a

Mi" and "Angel Baby". In her commitment to the Pueblo, she often returned home to attend feasts and visit family including Cacique Santiago Bustamante, Juana Bustamante, Johnny Hisa, Kengie Hisa, and others. Ms. Contreras sold her beadwork at many Southern California Pow Wows.

Ms. Contreras dedicated her life to love and support her only daughter Mariana Contreras-Bland. As a mother, she instilled the value of education and was proud when her daughter earned her Master's in Marriage and Family Therapy degree.

Ms. Contreras was diagnosed with COVID-19 on December 31, 2020, and sadly passed away the following month. She has joined the cloud people who shroud her with their compassion and will continue the teachings of the Tigua.

ROBERTO (“ROBERT”) MUÑOZ

ROBERTO (“ROBERT”) MUÑOZ

was born on September 9, 1961, and passed away on January 13, 2021. He lived at Iye Kitu (District I), Ysleta del Sur Pueblo, during his youth. Cacique Manuel Ortega and the potter Margarita Ortega Muñoz are his family’s tribal legacy. In the 1990s, Mr. Muñoz moved to San Diego, California with his parents. He rejoined the Pueblo in 2014 after the passing of his mother.

Mr. Muñoz was a generous and compassionate spirit. He had a genuine concern for people and enjoyed lifting the spirits of others by making them laugh. He worked in nursing homes and was a caregiver for over 30 years doing what he loved. Throughout his career, Mr. Muñoz received many letters of appreciation

for the kindness and respect he bestowed on his patients. His disabled Auntie Bertha Muñoz was blessed to have Mr. Muñoz as her caretaker.

As a proud gay man, Mr. Muñoz advocated for the dignity and equality of the LGBTQ community. He believed in all people’s worthiness and was friendly to every person he encountered. May his siblings Christy Muñoz, Jaime Muñoz, Sylvia Muñoz, Michael Chavez, Cindy Gomez, and his godson Eddie Muñoz find peace knowing that he helped so many through their suffering and grief. Loved ones should take solace in knowing that as Mr. Muñoz begins his next adventure in the sky, all those he cared for are waiting to love and comfort him. His family and the Pueblo miss him deeply.





▲ 2020 Tribal Council from Left to Right: Sheriff Bernardo Gonzales, Councilman Rudy Cruz Jr., Councilman Rafael Gomez Jr., Governor E. Michael Silvas, Cacique Jose Sierra Sr., Lt. Governor Adam Torres, War Captain Javier Loera, Councilman Raul Candelaria, Councilman Andrew Torrez

TRIBAL COUNCIL

The COVID-19 pandemic consumed YDSP government operations starting March 2020. From unprecedented government and enterprise closures to the loss of life among our tribal community, the pandemic redefined the Pueblo's priorities. For example, the Pueblo shut down Speaking Rock for 73 days during 2020, while the government closed its offices to the public for 105 days. Tribal Council faced a litany of challenges as

it attempted to mitigate the spread of the virus and made difficult decisions to cancel traditional events including feast day preparations, feast celebrations, dances, and even tribal elections. These decisions to cancel customs and traditions hundreds of years old were among the most challenging, however, Tribal Council recognized that it must protect its members and that these traditions will continue in the near future.

2020 TRIBAL COUNCIL RESOLUTIONS

Resolution Number	Description
TC-001-20	Pertaining to Banning Order
TC-002-20	Pertaining to New Enrollees*
TC-003-20	Pertaining to Certificate of Limited Ownership**
TC-010-20	Pertaining to Legal Counsel Representation in IRS Audit
TC-012-20	Pertaining to Establishment of YDSP Archiving System
TC-013-20	Pertaining to US Department of Justice Coordinated Tribal Assistance Solicitation
TC-014-20	Pertaining to State of Texas Homeland Security Program Grant (Communication Systems Grant)
TC-017-20	Pertaining to Tribal Council Members for the Year 2020
TC-018-20	Pertaining to the Purchase of Property Located 9048 Alameda
TC-019-20	Pertaining to the Declaration of a State of Emergency in Ysleta del Sur Pueblo Texas

2020 TRIBAL COUNCIL RESOLUTIONS

Resolution Number	Description
TC-021-20	Pertaining to the Submittal of a Tribal Heritage Grant Proposal
TC-024-20	Pertaining to Rescinding TC Resolution for Residential Lease of Tribal Owned Land
TC-025-20	Pertaining to the 2019 Homeland Security Grant Program - Operation Stonegarden
TC-034-20	Pertaining to New Markets Tax Credit
TC-037-20	Pertaining to 2020 National Income Guidelines
TC-042-20	Pertaining to Establishing the Public Health Division for Preparedness and Response to Population Health
TC-043-20	Pertaining to Rescinding Resolution for Residential Lease
TC-044-20	Pertaining to Amendment of Articles of Incorporation of Tigua Inc.
TC-046-20	Pertaining to Ysleta del Sur Pueblo Hospitals and Clinic Re-Contract
TC-047-20	Pertaining to Approval of Allocation and Tax Equity Investment of New Market Tax Credit for the New YDSP Joint Venture Health Clinic
TC-049-20	Pertaining to Appointment of Tigua Inc. Directors
TC-051-20	Pertaining to Residential Lease of Tribal Owned Land for the Participation in the Section 184 Loan Guarantee Program
TC-053-20	Termination of Contract
TC-054-20	Pertaining to the Application of New Markets Tax Credit and Formation of Non-Profit Entity
TC-055-20	Pertaining to Settlement and Mutual Release of All Claims
TC-058-20	Pertaining to YDSP Joint Venture New Market Tax Credit WestStar Bank
TC-059-20	Pertaining to Office of Federal Lands Highway Tribal Transportation Program
TC-060-20	Pertaining to Indian Housing Block Grant Comprehensive Grant
TC-061-20	Pertaining to Tribal Historic Preservation Office

Notes:

1. As noted by a single asterisk (*), Tribal Council approves Tribal Membership Enrollees throughout the year; subsequent resolutions were removed for brevity.
2. As noted by a double asterisk (**), Tribal Council approves residential leases of tribally owned land for tribal members to participate in housing; subsequent resolutions were removed for brevity.

CENSUS PROFILE

The Department of Tribal Court and Records closed its office to the public and during this time, suspended in-person enrollments and updates. The total number of enrolled YDSP members was 4,696 in 2020, of which 142 were new enrollees. The majority of these new YDSP members were lineal descendants (94%) and the remainder were lateral descendants (6%). More than half (54%) of the enrolled population reside outside the service area (El Paso and Hudspeth counties). Females make up just over half (52%) of the total population. The members' median age is 34 years, and minors (0 to 17 years) made up a third (35%) of the enrolled population.

2020 YDSP POPULATION DEMOGRAPHICS

Gender	Count	Percent
Male	2,250	48%
Female	2,446	52%
Total	4,696	100%
Age Group		
Minors (0 to 17 years)	1,623	35%
Adults (18 to 64 years)	2,813	60%
Elders (65+ years)	260	5%
Total	4,696	100%



▲ YDSP Workforce

2020 ORGANIZATIONAL CHART



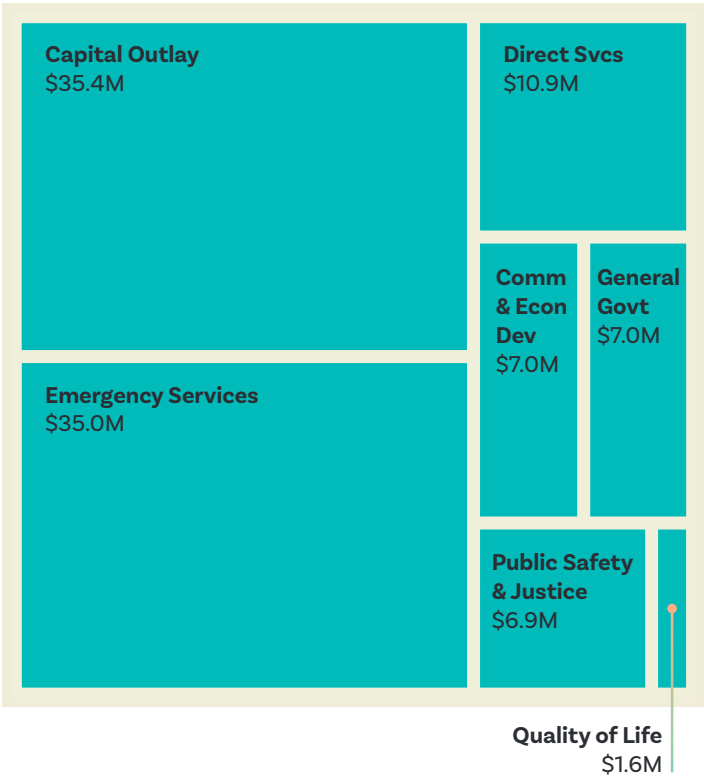
BUDGET OVERVIEW

The Department of Tribal Operations facilitates the annual budget formulation and tracks its performance throughout the year by managing budget revisions, monitoring for funding agency compliance, and reporting budget activity to Tribal Council. The Pueblo’s operating budget incorporates all federal, state, private, and tribal funds. The budget executes the day to day operations of the tribal government including all core programs and services available to the YDSP membership. The 2020 YDSP Operating Budget at year-end totaled \$104 million, where 70% represented COVID-19 emergency funding (\$35 million) and capital outlays (\$35.4 million). The budget increased by approximately 45% compared to 2019 due to the inject of COVID-19 emergency funds. YDSP government operations shifted priorities from general management to emergency management, thus suspending the majority of traditional programs and services for the duration of 2020.

The \$35 million in COVID-19 emergency management funding was utilized to provide immediate support to the YDSP community and Pueblo government. General assistance in the form of grants to individuals

2020 OPERATING BUDGET BY CATEGORY

Total operating budget \$104M

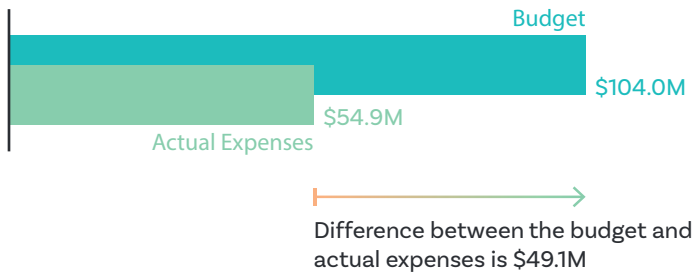


2020 GRANT REVENUE BY FUNDING AGENCY

Total grant revenue \$57.2M



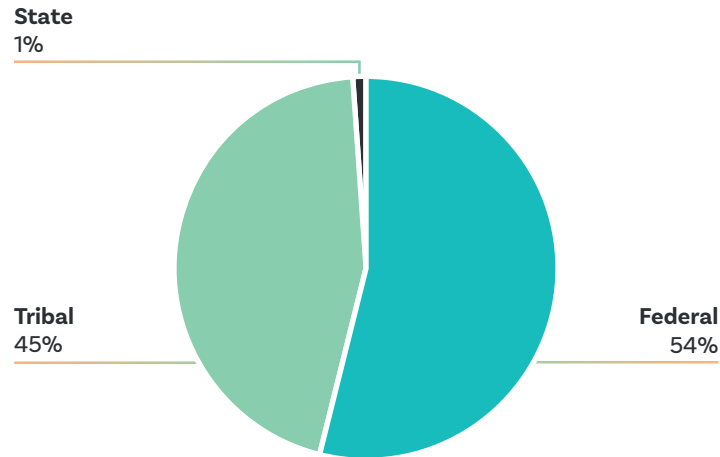
2020 BUDGET VS ACTUAL EXPENSES



and families directly impacted by COVID-19 resulting in housing insecurity, funeral assistance, medical assistance, sanitation, distance learning, remote working, business interruption assistance, and food security assistance represented 64% of all emergency expenses. Other significant budget needs during the pandemic included contracting for professional services such as contact tracers, medical personnel, infectious disease expertise, and temperature screeners. Funding was also allocated for essential personnel required to manage the COVID-19 emergency. This included all frontline medical personnel, behavioral health representatives, public safety workers, staff who were assigned to the YDSP Emergency Coordination Center, and facilities management employees. Lastly, emergency management funding assisted the Pueblo government in ensuring safe and stable working environments. Sanitation supplies, personal protective equipment, plexiglass shields,

2020 OPERATING BUDGET SOURCES OF REVENUE

Total operating budget \$104.0M



gloves, masks, and touch free enhancements within Pueblo facilities were other priority expenditures.

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 55% of the operating budget while tribal revenue accounted for the remaining 45%, another observable difference from past periods due to the significant award of emergency funds. Grant revenue in 2020 soared to \$57.2 million compared to \$19.3 million in 2019. The U.S. Treasury represented 54% of all grant revenue in 2020, an unprecedented representation from prior periods. Other significant grant revenue (37%) was from the Department of Health & Human Services, Department of Housing and Urban Development, Department of Transportation, and Department of Interior.

2020 CARES FUNDING EXPENSES BY
EMERGENCY CATEGORY

Total expenses \$28.5M



- **Respond** projects supported public health and safety initiatives related to COVID-19, which included costs for personnel, ECC operations, testing, vaccinations, meals, and equipment.
- **Recover** projects hardened facilities to enhance safety against COVID-19, which included costs for sanitation supplies, fortifying buildings, technology, and cleaning services.
- **Rebuild** projects provided economic relief to tribal businesses and families who were affected by the COVID-19 pandemic.



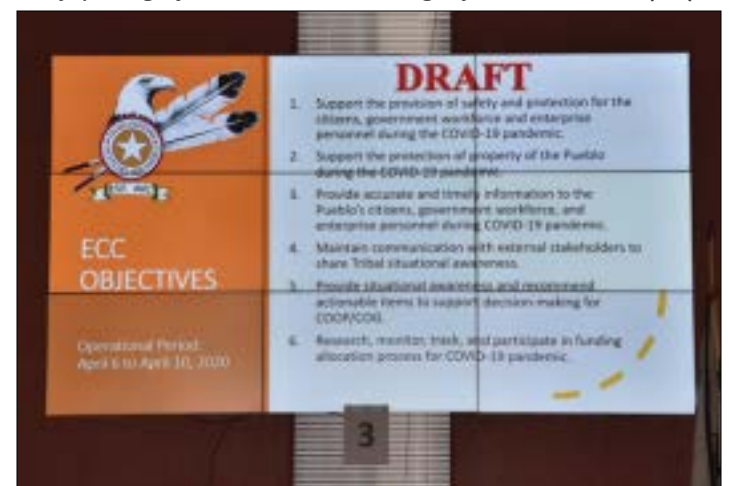
GOVERNMENT RESPONSE TO COVID-19 EMERGENCY

EMERGENCY COORDINATION CENTER (ECC) RESPONSE OPERATIONS

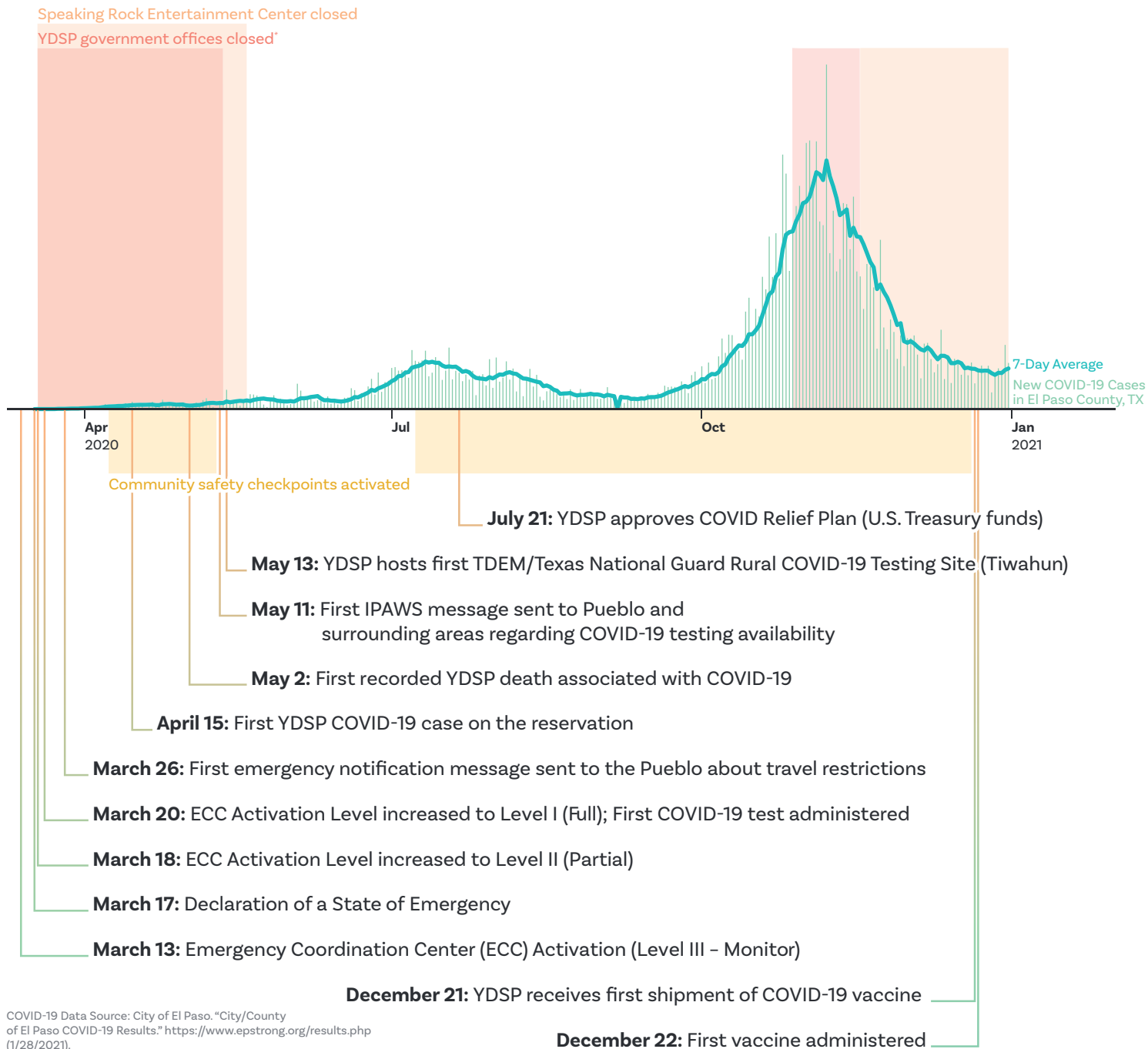
The COVID-19 pandemic dominated YDSP government operations for most of 2020, forcing unprecedented actions such as the shut down of government and enterprise non-essential services, implementing emergency management plans, and deploying emergency relief programs. The YDSP tribal government shifted priorities to combat the spread of Covid-19 in the community by creating measures rooted in a response, recover, and rebuild framework. “Response” initiatives included operations related to the Emergency Coordination Center (ECC), first responders, community safety checkpoints, and COVID testing and treatment. “Recovery” projects were associated with reopening the Pueblo Government including the implementation of safety measures and facility hardening.

◀ Tribal member and YDSP employee Elias Torrez was among the first healthcare workers to receive a COVID-19 vaccine on December 22, 2020.

▼ Key operating objectives for the Pueblo's Emergency Coordination Center (ECC)



TIMELINE OF YDSP COVID-19 EMERGENCY RESPONSE ACTIVITIES



COVID-19 Data Source: City of El Paso, "City/County of El Paso COVID-19 Results." <https://www.epstrong.org/results.php> (1/28/2021).

Finally, “Rebuild” efforts provided economic relief to tribal members directly affected by COVID-19.

Among other preemptive measures, YDSP also suspended non-essential government programs and services and required personnel to telework from March to May. These programs and services included the Tigua Cultural Center, Recreation & Wellness Center, community outreach, prevention, and other education-based activities. Essential services, such as health, public safety, and administration, dedicated resources to COVID-19 emergency efforts. Each department contributed to the emergency management framework ensuring that the Pueblo responded to COVID-19 and recovered from its devastating impacts.

TRIBAL OPERATIONS

The Pueblo received approximately \$35 Million in COVID-19 relief funding from April to July 2020 to support the emergency response, requiring swift actions to mitigate impacts to families, individuals, and businesses while reinforcing safety protocols. The funding allowed the Pueblo to develop a COVID relief plan where Tribal Operations and Finance followed guidance from funding agencies, organized a Request for Proposals from YDSP government departments, and reviewed submittals for compliance and feasibility. Pueblo Directors submitted 68 proposals of which Tribal Council approved 42. Tribal Operations was responsible for the management and oversight of all COVID-19 relief funding.

▼ YDSP staff at the ECC temporarily located in the Tribal Judicial Center



HUMAN RESOURCES

Human Resources also took a lead role in the COVID-19 government response. HR centered efforts on employee safety, telework protocols, and hiring of temporary workforce. HR developed the YDSP COVID-19 Emergency Management and Remote Work Policy in May 2020. The policy set safety guidelines for YDSP personnel aimed at mitigating the spread of the coronavirus. The policy also outlines procedures for sanitation, admissions into YDSP facilities, positive COVID-19 cases, and contact tracing. In addition, the policy included an emergency leave provision for YDSP employees who contracted COVID-19, while the remote work component provides employees a telework option.

The workforce in 2020 consisted of 293 employees, of which 58% were tribal. HR recruited 51 new hires and processed 47 separations. Thirty-seven percent of the hires were for temporary positions created in response to the pandemic. Temporary positions included health screeners for all YDSP government facilities located at each entrance.

The pandemic affected 43% of the workforce which included positive COVID-19 cases, exposures, and self-isolation. About half of the employees utilized emergency leave associated with COVID-19. Other challenges that staff experienced last year included school districts requiring remote learning, causing some YDSP personnel to stay home. Fortunately, the Pueblo accommodated staff by affording telework options, which included supplying laptops and printers.

The month of October was by far the worst for recorded positive cases. COVID-19 impacted 23 employees and forced the Early Learning Center (6 cases) and Department of Tribal Court and Records (3 cases) to shut down services until the quarantine periods expired.

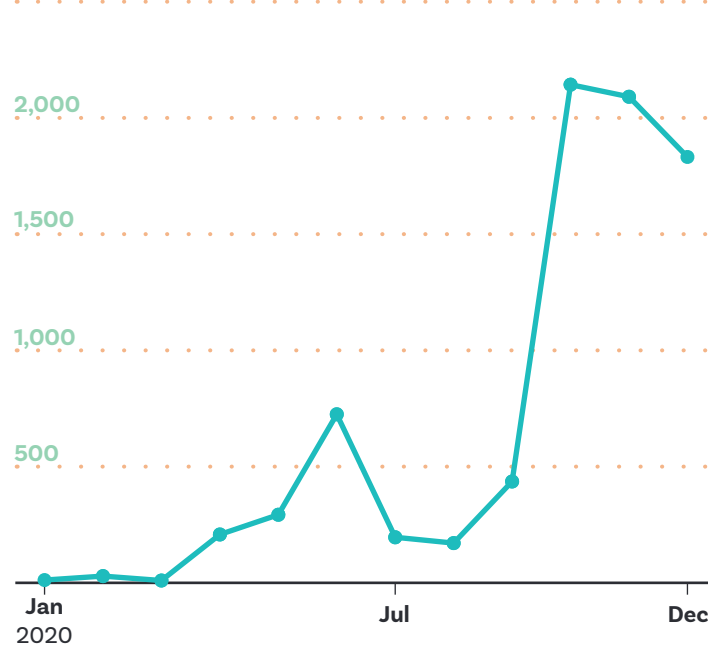
YDSP leadership recognized that some duties could not be performed remotely and HR took the opportunity

to incorporate training through the YDSP Bizlibrary, a learning management system. These trainings include but are not limited to cyber security, workplace hazards, management, leadership, and sexual harassment.

INFORMATION TECHNOLOGY

NUMBER OF TRAINING SESSIONS ADMINISTERED THROUGH BIZLIBRARY, AN ONLINE EMPLOYEE TRAINING SYSTEM

2,500 Sessions



Information Technology (IT) manages, maintains, and safeguards the Pueblo's computer and data information systems. The IT Division contributed to the COVID-19 pandemic response and recovery efforts by implementing and upgrading technology solutions that allowed teleworking, telemedicine, remote network monitoring, online payment processing, remote surveillance, and elevated temperature screenings. IT assisted with the activation of the ECC by supporting

all data, video, and voice communication needs. IT played a significant role during the Pueblo's COVID-19 emergency response. Like many organizations and businesses throughout the world, the Pueblo also transitioned from an in-person model to a remote working environment. In connection with the Pueblo's Emergency Management and Remote Work Policy, IT purchased, configured, and distributed over 150 laptops to staff. In addition, the division deployed Microsoft Teams to improve collaboration and communications among staff and partners while teleworking. IT also upgraded its network monitoring software to remotely manage server and network infrastructure.

IT took responsibility for developing and implementing the Pueblo's health screening of visitors and workforce. For example, the division researched and identified national recommended solutions to screen visitors and employees for elevated body temperatures, a possible symptom for COVID-19 and other underlying health conditions. The result was the installation of door entry and elevated body temperature systems at all Pueblo facilities.

IT also supported the Department of Public Safety in enhancing its community monitoring efforts. Specifically, the division replaced and added new cameras to improve traffic monitoring entering and exiting residential and government properties. Further, a new platform was implemented to consolidate video surveillance, access control, fire detection, intrusion, and others into a single interface.

The IT Division's emergency efforts were not limited to the workforce. As homes became offices and classrooms, reliable and fast internet became a necessity. Pueblo leadership authorized IT to design an innovative wireless network solution that will provide no-cost internet to residential districts in 2021.

The Media Systems Management program, a service of

the IT Division, collaborated with Pueblo government departments to disseminate tribal community announcements regarding closures, services, health & safety protocols, and other COVID-19 related information. Through its radio station KUEH, the program broadcasted events, such as the Novena de San Antonio and the June 13th Saint Anthony Feast Day Mass, so that the Pueblo community could participate in traditional ceremonies when in-person attendance was restricted.

The Pueblo's website and social media served as sources of information for the tribal community regarding government closures and service interruptions. Media staff created tailored messages for each of its media channels.

FINANCE

During 2020, the Pueblo doubled the amount of financial transactions it processed as compared to a typical year. The increase in transactions was directly attributed to the emergency allocations associated with the CARES Act. Even though the Pueblo suspended its non-essential services, the Finance Department continued essential services such as payroll, procurement, and payment processing.

The Finance Department was an active member of the ECC and expedited financial support for the first responders and other essential programs and services. In addition, Finance also provided guidance on processes and internal controls necessary to adhere to federal mandates and requirements for expending resources from various funding sources.

PUBLIC SAFETY

Emergency Management

Emergency Management coordinated the Pueblo's response and efforts to combat the spread of COVID-19 on the reservation. On Friday March 13, 2020, Pueblo leadership implemented its Emergency Management



▲ Tribal Fire personnel conducted health screenings at a Pueblo residential checkpoint

Plan, which activated the Emergency Coordination Center (ECC). The Emergency Management Coordinator (EMC) set the state of readiness to Level III (“Increased Readiness”), a situation that presents a greater potential threat than “Normal Conditions” (or Level IV). The EMC alerted incident personnel and external stakeholders of the Pueblo’s state of readiness. On Tuesday, March 17, 2020, the Pueblo declared a State of Emergency due to escalating conditions and established two initial mission objectives for the COVID-19 response: 1. Protect life, health, and safety of the Pueblo throughout the COVID-19 incident; and 2. Provide accurate public information to the citizens of YDSP throughout the COVID incident.

On Thursday March 19, 2020, the Pueblo Government and its tribal enterprises closed non-essential operations to the public. Consequently, the ECC increased the state of readiness to Level I (“Maximum Readiness”) due to the hazardous conditions caused by the COVID-19 pandemic. At this point, the ECC was fully staffed to 15 positions.

Throughout the emergency, the ECC periodically notified tribal members through its emergency notification

system (ENS). For example, ECC disseminated critical information regarding travel restrictions, CDC safety practices, YDSP curfew, and neighborhood checkpoints. In addition, the Pueblo notified the surrounding community of available COVID-19 testing in the Mission Valley.

In April and May, the ECC established Community Safety Checkpoints in both tribal residential districts. The purpose of these checkpoints was to limit visitor access and monitor health risks. The Pueblo, in coordination with the Texas Division of Emergency Management and the Texas National Guard, hosted a COVID-19 testing site at the Tiwahun from May to July.

The Pueblo leveraged its resources through existing community agreements with local, state, and federal partners. The Border Regional Advisory Council and the Indian Pueblo Cultural Center, for example, supplied Pueblo staff with personal protective equipment, while the State of Texas and FEMA provided face masks. The Pueblo’s relationships with these stakeholders continue to yield positive contributions.



▲ As part of the Tribal Council's travel ban, Tribal Police limited the number of access points to Pueblo residential areas

Tribal Fire

Tribal Fire personnel filled critical roles throughout the COVID-19 emergency. During the emergency, the division managed the ECC's Operations Section composed of representatives from Tribal Fire, Police, Health and Human Services, and Property Management. The Operations Section of the ECC was responsible for the development of tactical organization and directed all resources to execute the Pueblo's emergency response. Tribal Fire staff specifically assumed ECC roles, such as Operations Section Chief and Safety Officer, and also developed COVID-19 protocols when responding to calls for service. The Operations Section implemented a system to track emergency resource requests known as "213 RRs." These requests expedite resources and services to address ongoing incidents and when possible were shared with regional partners. Tribal Fire was also responsible for community outreach and support. These duties included the distribution of community flyers, facemasks, and laptops.

Tribal Fire and Police managed the tribal community check points, which were activated to help limit in-

person interactions while enforcing tribal directives. Finally, the CARES Act funding expanded Tribal Fire's emergency response capabilities and fulfilled its sovereign responsibility to its citizens. Tribal Fire equipment and facility enhancements better position the Pueblo to quickly respond to the current and future emergency incidents.

Tribal Police

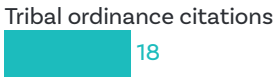
Tribal Police faced unprecedented challenges alongside other agencies due to the COVID-19 emergency. The division took a lead role in the Pueblo's response efforts by supporting ECC strategies while maintaining their day-to-day obligations. The top priority of the Tribal Police was to help mitigate the spread of COVID-19, and in turn, to keep the community and officers safe through enforcement of public health measures. These measures included restrictions on non-essential travel, community checkpoints, and curfews. Part of the division's enforcement included issuing warnings and citations to those violating curfew and stay-at-home orders.

Tribal Communications

Tribal Communications was an integral partner in the

Pueblo’s COVID-19 emergency management. The Tribal Communications Manager, for example, was assigned the Logistics Coordination Section Chief to the ECC. The Logistics Section of the ECC is responsible for providing facilities, services, resources, and other support. The section establishes priorities for resource allocation while ensuring appropriate personnel, equipment, and supplies are in place. Communications served as the prime point of contact for the tribal community during tribal governmental closures. Tribal Communications also tracked COVID-19 positive cases in the Pueblo’s residential districts and informed first responders about the household’s COVID-19 status.

COVID-19 ORDINANCE WARNINGS AND VIOLATIONS



▼ Community members underwent health screenings before entering the Pueblo



HEALTH SERVICES

The Health Services Department (HSD) was a critical service provider for the Pueblo during the COVID-19 pandemic where resources were allocated to the ECC and health response activities. The Medical Director and Clinical Operations Manager spearheaded COVID-19 testing, treatment, and vaccine distribution.

The department was awarded a grant from the Centers for Disease Control and Prevention (CDC) to establish the Pueblo’s Public Health Division which enabled the recruitment of a public health nurse and two contact tracers. Additionally, the grant supported education and community outreach activities. The Pueblo was one of a few contact tracing programs in the El Paso area. The program also supported the division’s COVID-19 vaccination preparedness planning.

The health clinic limited its primary care services to appointment only and the dentist solely performed emergency procedures. The clinic also focused on providing COVID-19 emergency services such as testing, contact tracing, and administering vaccines. In partnership with the Indian Health Service, the Pueblo began COVID-19

▼ Pueblo medical personnel, such as the dental assistant below, donned personal protective equipment (PPE) to guard against COVID-19



HEALTH CLINIC COVID-19 KEY MEASURES

Number of COVID-19 Tests Administered (Rapid and Lab)



Number of individuals traced



Results of COVID-19 tests



COVID-19 related deaths



COVID-19 recoveries



testing for the tribal community in April 2020 and also served as a Texas National Guard Rural COVID testing site for El Paso County starting in May. Additionally, the Pueblo started its contact tracing program in June. Contact tracers are responsible for conducting interviews with COVID-19 positive individuals to learn who may also have been exposed. Then, contact tracers let people know that they had been exposed to COVID-19 while advising them to monitor their health and symptoms. The clinic created a COVID-Vaccination Plan and received its first batch of vaccines in December from the Indian Health Service (IHS). On December 22, the clinic administered its first 40 vaccines via drive-through. The vaccine clinics will

continue as needed. CARES Act funding contributed to the clinic's workforce expansion. For example, the clinic hired an additional physician, contact tracers, a public health nurse and others to assist with COVID-19 operations.

HUMAN SERVICES

The Behavioral Health Division (BHD) was instrumental in providing programs and services to support financial and mental health assistance induced by COVID-19. Additionally, BHD suspended its outreach and education programs, and focused resources on essential social services. BHD administered the Pueblo's COVID-19 Family and Individual Emergency Assistance grant program, outlined in more detail on the following pages, which supported tribal members affected by workplace closures, layoffs, reduced hours, and other events attributed to COVID-19. The pandemic created housing and food insecurities for many families and individuals. This grant program aimed to mitigate hardships caused by the pandemic.

COMMUNITY DEVELOPMENT

The Community Development Department took the lead in hardening the Pueblo's facilities in preparation for reopening in May 2020, while instituting changes to allow remote services. The department addressed various issues and challenges associated with the COVID-19 pandemic. Staff employed innovative approaches to prioritize health and safety standards. For example, Property Management installed protective plastic shields in all reception areas along with sanitation stations and touchless amenities, such as commodes, faucets, and light sensors. Property Management was also responsible for disinfecting offices using sanitizing misters and fogging machines.

Other responsibilities included conducting safety assessments to ensure that social distancing protocols were met. The Administration reception area and Housing offices were reconfigured to increase physical distance between people. In addition, the department started





▲ The Pueblo's new health clinic, located on Socorro Road north of Loop 375, under construction



▲ YDSP partnered with the Texas National Guard to operate a community COVID-19 testing site at the Pueblo's Tiwahun facility located in District II (P'a Kítu)

piloting a new online housing payment system and initiated virtual home inspections and resident certification reviews. Finally, the Planning, Design, and Construction Division continued YDSP clinic construction, a project vital to address current and future health concerns.

ECONOMIC DEVELOPMENT

The Department of Economic Development (DED) also experienced an interruption of program delivery. While many services shifted to a virtual setting, much of DED's focus was dedicated to securing financing for the Pueblo's new health clinic construction and administering a COVID-19 business interruption grant. DED led a team of YDSP stakeholders to secure New Market Tax Credits (NMTC) for the construction of the YDSP health clinic. In 2000, Congress enacted the NMTC, a program administered by the U.S. Department of the Treasury.

Its purpose is to create jobs, community services, and other benefits for underserved communities. These tax credits benefit both the Pueblo and its financial lenders, including U.S. Bank Community Development Corporation, Urban Research Park CDE, LLC, Enterprise Community Investment, Inc., Border Communities Capital Company, LLC, PEOPLEFUND NMTC, LLC, and WestStar Bank.

In 2020, DED completed over 1,110 sessions, with an urgency to assist business owners during the COVID-19 pandemic. The department conducted outreach and provided technical assistance to support tribal businesses affected by COVID-19. Outreach activities included the development of a business resource website, flyers, and other media. Department staff helped business owners navigate CARES Act loans, grants, and other needs. In addition, the department partnered with the University of Texas



▲ To re-open safely, the Pueblo installed added safety enhancements, such as the PlexiGlass pictured above, to mitigate the spread of COVID-19

at Dallas to provide tribal businesses with marketing plans, website development and technical assistance to weather the pandemic. Finally, DED assembled an online directory of tribally-owned businesses, government programs, and enterprises, which aims to increase exposure and commerce.

COVID RELIEF INITIATIVES

The Pueblo received Coronavirus Aid, Relief, and Economic Security Act (“CARES Act”) funding from the U.S. Department of the Treasury to assist its members and any member of a federally recognized Indian tribe residing in the El Paso region impacted by the COVID-19 pandemic. In May 2020, the Pueblo was awarded over \$31 million in COVID Cares Funding. YDSP implemented over 40 different grant programs to assist the Pueblo defray costs associated with the COVID-19 pandemic between March and December

2020. The program also included support for Tribal members and Tribal businesses affected by the pandemic. Tribal Operations and Finance reviewed each proposal to ensure that the program complied with the U.S. Treasury COVID Relief fund guidance and OMB provisions of allowable costs.

The programs for Tribal members and businesses provided support to pay for rent, utility bills, payroll, and food due to interruptions in employment and business operations. Many tribal members and businesses were directly affected by the pandemic. Businesses, for example, experienced temporary shut-downs due to “Stay Home Work Safe” orders and lost revenue. In turn, the Pueblo assisted community members shift to distance learning and telework. In all, the Pueblo created four specific programs: 1) Family and Individual Assistance, 2) Business Interruption Assistance, 3) Food Security Assistance, and 4) Distance Learning Support. The initiative launched a website (shown on page 54) where tribal members could submit applications to start the relief process for any of the four mentioned programs.

FAMILY & INDIVIDUAL ASSISTANCE

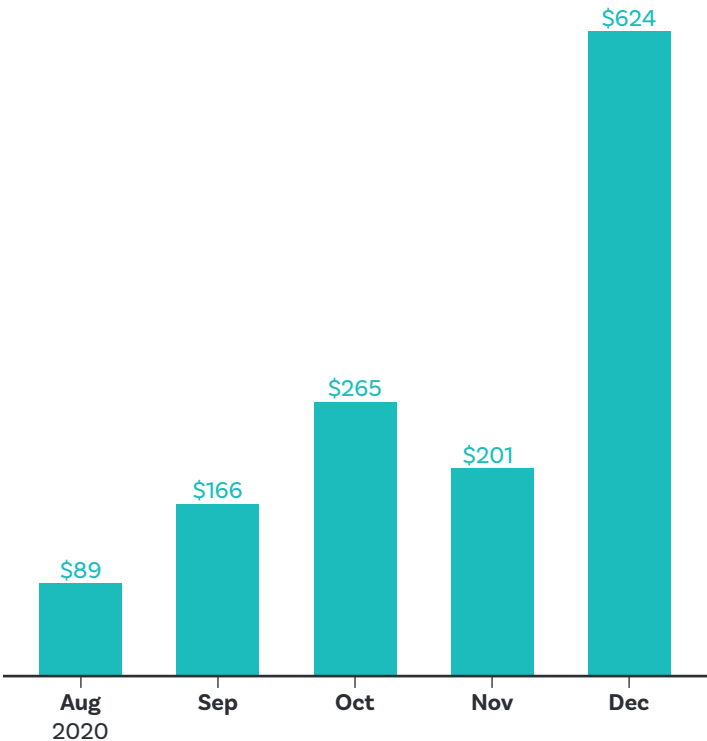
The COVID-19 YDSP Tribal Family & Individual Emergency Financial Assistance Grant program provided tribal members impacted by the COVID-19 pandemic with economic support to pay rent, utilities, food, medical, funeral services, and other essential items. Sacred Connections (Behavioral Health) managed this program and dedicated resources to support its implementation. Many of these applicants lost their jobs (including those laid off or furloughed), had work hours reduced, or experienced loss of income from other sources due to the COVID-19 pandemic. Sacred Connections required applicants to substantiate claims with supporting documentation, such as rental agreements, mortgage statements, and invoices. YDSP assigned case workers to assist applicants and screen for eligible need.

The program received 701 applications between August 4, 2020, and December 18, 2020. Of those, Sacred

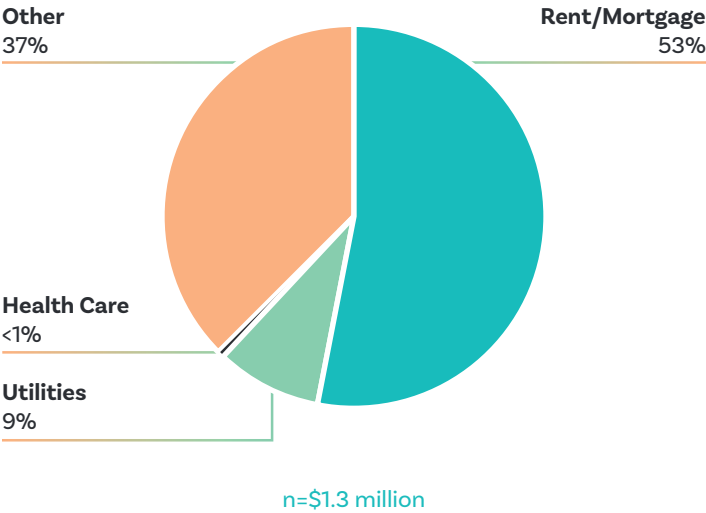
Connections approved a third of the applications (33%), while the remainder were either denied (25%) or withdrawn by the applicant (42%). In total, the program approved over \$1.3 million to qualified tribal members where the median award was \$3,388. Awards ranged from \$170 to over \$48,000. The figure below illustrates the amount awarded by month.

More than half (53%) of the program promoted housing stability—nearly \$672,000 in financial assistance supported tribal members’ rent and mortgage, as depicted in the figure on the right. A third (37%) of the allocation supported other expenses, including costs associated with funerals, auto loans, insurance, and internet. Ten percent of the program helped members defray costs associated with utilities and health care.

AMOUNT (IN \$1,000s) OF APPROVED FAMILY & INDIVIDUAL AWARDS BY MONTH



FAMILY & INDIVIDUAL AWARDS BY ASSISTANCE TYPE



Further, YDSP issued two “Stop Gap” stimulus payments to tribal members 18 years and over. The first payment was made in October followed by a second in December. Approximately 3,000 tribal members received this benefit. The Pueblo allocated \$10.4 million for this support which provided immediate support to families and mitigated housing instability.

COST AND NO. OF TRIBAL MEMBERS RECEIVING "STOP GAP" PAYMENTS

Month	Amount (Millions of dollars)	Number of Tribal Members
October	\$4.4	2,924
December	\$6.0	3,009
Total	\$10.4	5,933

BUSINESS INTERRUPTION ASSISTANCE

DED designed and administered the COVID-19 YDSP Tribal Business Interruption & Employee Assistance Grant program to support Tribally owned businesses who experienced a business disruption due to the COVID-19 pandemic. This grant provided relief in the form of grants to eligible businesses demonstrating impacts from COVID-19. The program specifically paid for business expenses such as rent, utilities, payroll, and other essential items. Applicants could also apply for funding to pay for new technology and safety equipment to maintain social distancing to prevent the spread of the virus. For example, some grantees received technology awards to set-up

websites or expand services for remote ordering. Others qualified for computers (for employees to work from home), cleaning supplies, Plexiglass barriers, and other safety equipment aimed at mitigation. The goal was to keep businesses open. YDSP assigned business specialists to assist applicants and ensure accuracy. Funding could not supplement lost profits caused by the pandemic.

The Business Interruption & Employee Assistance Grant program received over 70 completed applications. Of these, the program awarded over \$3.5 million to Tribally-owned businesses where the median award was \$35,629. As illustrated on the next page, over three-fourths (76%)

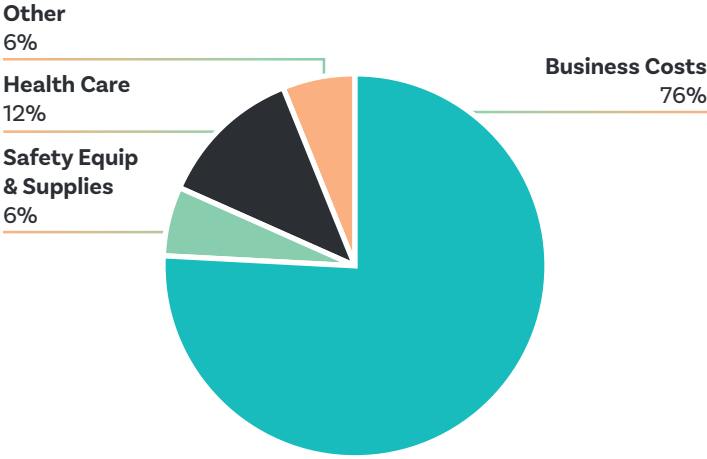
▼ The Alvidrez family, owners of Eagle's Path (www.theeaglespath.com) and the Ysleta Mission Gift Shop, were beneficiaries of the Pueblo's Business Interruption Grant program.



of the Business Interruption & Employee Assistance Grant funding supported business costs. Business costs were fixed expenses such as rent, mortgage, labor, utilities, insurance, advertising, debt liabilities, and others. Over a tenth (12%) of funds supported applicants' technology needs associated with COVID-19 followed by other and safety expenses (6% each).

In terms of awards made by industry type, over a third (39%) of the business interruption grant dollars were awarded to tribal construction firms wholesale trade (13%) and accommodation and food services (12%), as illustrated in the side figure. More than nine in ten of business interruption grant dollars were allocated to Texas (84%) and California (9%) businesses.

BUSINESS INTERRUPTION & EMPLOYEE ASSISTANCE AWARDS BY CATEGORY



BUSINESS INTERRUPTION & EMPLOYEE ASSISTANCE AWARDS BY INDUSTRY TYPE

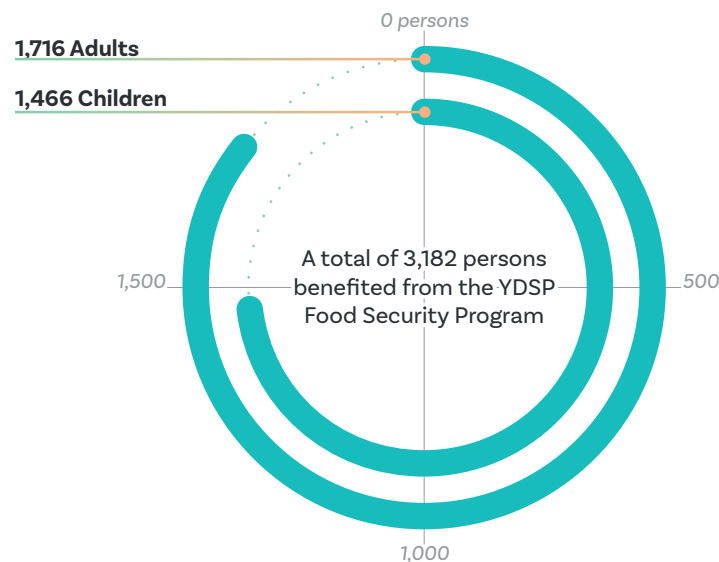


FOOD SECURITY

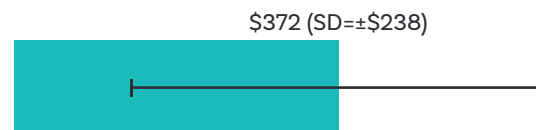
YDSP also established the COVID-19 YDSP Tribal Food Security Assistance Grant program, which provided a one-time payment (a gift card) to tribal members. Tribal members were required to complete an application to qualify for the food security assistance program. The amount of each payment was dependent on the size of the family unit—\$200 for each tribal adult and \$200 for each child residing in the household. The program was administered by the Department of Tribal Court and Records. The program was available for 16 weeks, starting on August 20, 2020, and ending on December 26th. In total, the program received nearly 2,250 applications. Of those, the department approved over 1,700 food assistance grants to tribal families and allocated approximately \$635,000 in total assistance. While the vast majority of applications were for YDSP members, a handful of applications were submitted by members from other federally recognized tribal nations, including Navajo and Prairie Band Potawatomi. Tribal families received about \$372 per household of two, on average. Payments ranged from \$200 to \$1,600. The program benefited 3,182 persons. As illustrated on the right, the program helped nearly 1,500 children.

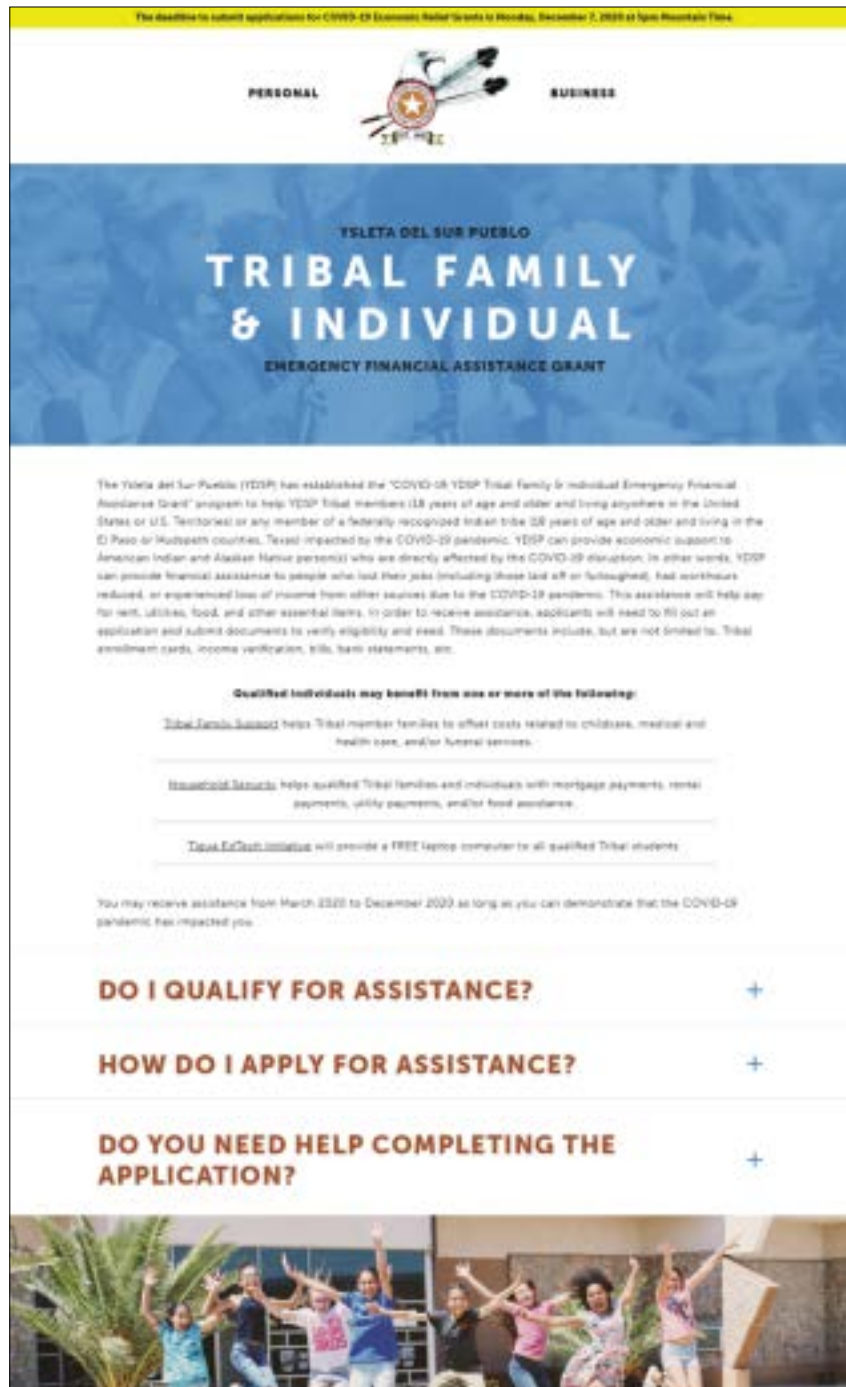
In addition, the program was expanded to provide elders a monthly benefit between October and December 2020. This benefit was an additional \$93,000 and assisted 155 elders. The expanded program does not reflect the previous mentioned figures.

NUMBER OF PERSONS WHO BENEFITED FROM THE YDSP FOOD SECURITY PROGRAM



AVERAGE FOOD SECURITY ASSISTANCE PAYMENT (WITH SD ERROR BARS)





◀ ▶ Screenshots of the Pueblo's web portal (www.ydscovidrelief.org), which allowed tribal members to apply for assistance

DISTANCE LEARNING SUPPORT

The Pueblo sponsored a distance learning grant program, *Tigua Educational Technology (Tigua EdTech) Initiative*, aimed at bridging the digital divide. The program provided laptop computers to tribal students at no cost. The laptops were equipped with Microsoft Office applications, which allowed students to attend class and complete assignments without disruption. The Empowerment Department required all eligible students to complete an online application in order to receive this benefit. The Tigua EdTech Initiative furnished nearly 950 laptops at all grade levels as illustrated to the right.



▲ First grader Erin Saenz from El Paso was happy to receive her new laptop computer through the Tigua Educational Technology Initiative

LAPTOP DISTRIBUTION BY GRADE LEVEL

A total of 937 laptop computers were distributed to both in-town and out-of-town tribal members

