



MYSTERY
OF THE
SOUTH
TOWN
YEAR-END
REPORT
2024







YSIETA DEL SUR PUEBLO YEAR-END REPORT 2024





2024 YEAR-END REPORT

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LETTER FROM THE GOVERNOR

As we close another remarkable year, I am honored to reflect on the progress, resilience, and strength that continue to define the Ysleta del Sur Pueblo. Our community has long endured challenges, however, we have shown that through perseverance, self-determination, and cultural grounding, we will always rise. The year was one of great economic standing, solidifying our place as a leader in financial stability, innovation, and workforce development.

We took significant steps in securing our position as an employer of choice, prioritizing the well-being of our people by increasing the minimum wage across the Pueblo's government workforce. This investment in our employees reflects our commitment to ensuring prosperity for all tribal members and strengthening our local economy.

Economic growth remained our priority. Our 2024 operating budget increased by 13%, reaching \$196 million, allowing us to continue expanding services, infrastructure, and workforce investments. We continued to foster a diverse and resilient financial portfolio, ensuring that our programs are supported for generations to come.

STRENGTHENING OUR COMMUNITY AND SERVICES

At the heart of our progress are the essential services that uplift our people. Last year, our Department of Health & Human Services expanded benefits to cover the cost of braces for all tribal children. Additionally, the Pueblo secured a new partnership with the U.S. Veterans Administration (VA)

to provide healthcare services to Native American veterans, further enhancing access to culturally relevant healthcare.

Public safety was also a key focus with the launch of "Operation Keep Community Safe," an initiative aimed at addressing illegal migrant crossings through tribal lands. The Pueblo strengthened patrols, deployed emergency response teams, and improved coordination with regional enforcement agencies. In addition, a Unified Command Functional Exercise was conducted, simulating an active shooter scenario to enhance our response strategies and ensure our agencies are prepared.

We also made great strides in community development. The Department of Community Development (DCD) successfully completed critical facility upgrades, including housing renovations and new HVAC installations, while the Pueblo constructed its first bridge at Chilicote Ranch, improving transportation and land management efforts. Meanwhile, the Department of Housing improved living conditions for tribal members by upgrading 60 rental units and 3 elder homes. The department also deepened community engagement through events like the first-ever Housing Fair.

The Pueblo continues to invest in our youth, grounding them in Tigua tradition and preparing for the future. The Department of Tribal Empowerment broke ground on a new 41,500-square-foot youth program center, a state-of-the-art facility that will blend STEAM education with Pueblo culture and traditions. Across all education programs, we have strengthened cultural immersion, collaborating with



the Traditional Council, elders, and educators to integrate language, history, and community-based learning.

Our Department of Economic Development has furthered economic self-sufficiency through its TEIR 365 entrepreneurial program, which graduated its first cohort of seven entrepreneurs, generating \$1.4 million in revenue and creating 31 new jobs for tribal members. This success gained national recognition from the National CDFI Network, underscoring the Pueblo's role as a leader in Native entrepreneurship.

In our judicial system, the Department of Tribal Court and Records (DTCR) launched a new case management system to improve recordkeeping and streamline legal processes. Additionally, the Ysleta del Sur Pueblo Community Portal was introduced, giving enrolled members secure access to update and maintain their personal information.

Preserving our language and cultural heritage remains at the forefront. In 2024, the Department of Cultural Preservation took a historic step by officially establishing the Tiwa alphabet, ensuring the longevity of our language. We also acquired the Nicholas Houser Collection, an invaluable archive of research spanning over 50 years,



which will enhance our historical knowledge and Pueblo recognition. The department launched the Mukurtu archiving platform, providing a secure, digital space to protect and share our history, stories, and artifacts.

MOVING FORWARD TOGETHER

Leadership is the foundation of a strong and thriving Pueblo. As with any government, the past year brought differences of perspective that tested our community. However, what remains unwavering is our shared responsibility to serve our people, seeking the common good. Unity in leadership is not about always agreeing, but about always advancing together.

The strength of the Ysleta del Sur Pueblo does not rest on any one leader or decision but in the collective will of our people. Our resilience is found in our ability to stand together, despite challenges, to protect and uphold the legacy of those who came before us. With a renewed focus on collaboration and a shared vision for the future, we move forward stronger, more focused, and more determined than ever.

The Pueblo stands strong and prepared for the future. Our vision is clear, our momentum is unwavering, and our commitment to our people is steadfast.

May we continue to walk this path together, guided by the wisdom of our elders, the resilience of our past, and the promise of tomorrow.

God Bless the Ysleta del Sur Pueblo.

A stylized signature in teal ink, reading "E. Michael Silvas".

GOVERNOR E. MICHAEL SILVAS
YSLETA DEL SUR PUEBLO



● 2024 Tribal Council Officials from left: Alguacil Bernardo Gonzales, Councilman Fabian Gomez, War Captain Rene Lopez, Governor E. Michael Silvas, Cacique Jose G. Sierra, Lieutenant Governor Adam Torres, Councilman Rafael Gomez, Jr., Councilman Raul Candelaria, Jr., and Councilman Andrew Torrez

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—including the Governor, Lieutenant Governor, Alguacil (Traditional Sheriff), and four Council members—serve annual terms. The Council directs and approves the strategic and legislative efforts for the Pueblo. Additional Council seats include a Cacique and a

War Captain, each appointed to life-long terms. These roles provide spiritual and traditional guidance. The Pueblo is governed by oral tradition and the Tribal Code of Laws enforced by Tribal Police and upheld by the Tribal Court.

EARLY LEARNING CENTER GROUNDBREAKING CEREMONY

On February 28, 2024, the Ysleta del Sur Pueblo (YDSP) broke ground on a new Early Learning Center. This beautiful new facility will provide child development,



● Groundbreaking of the new Youth Learning Center.

education, and culturally appropriate services for children and families. The new 22,000-square-foot building is expected to be completed by December 2025.

CONGRESSWOMAN ESCOBAR TOWN HALL MEETING AT YSLETA DEL SUR PUEBLO

Congresswoman Veronica Escobar, Texas 16th Congressional District, held a Pueblo Townhall meeting on August 15, 2024, at our Health and Human Services Facility. The town hall meeting was opened to all Tribal Community and Ysleta del

Sur Pueblo Workforce. Tribal Council welcomed Congresswoman Escobar to the Pueblo where she spoke about matters pertaining to the Pueblo.

REPATRIATION OF SACRED PUEBLO AND CULTURAL PATRIMONY ITEMS

YDSP continued its dedicated efforts to repatriate cultural patrimony artifacts from the Museum of Ethnology in Leiden, Netherlands. These sacred objects were taken by Dutch anthropologist Ten Kate, who visited the Pueblo in 1882, and have remained in the



● Congresswoman Veronica Escobar during a visit to recognize the VITA program.



● Councilman Gomez was recognized for his dedication to service during a Blanketing Ceremony.

museum’s possession for over a century. The Pueblo considers these items sacred, as they hold deep cultural, spiritual, and historical significance, playing a vital role in Tigua heritage, traditions, ceremonies, and identity. YDSP pursued the repatriation under the provisions of the Safeguard Tribal Objects of Patrimony (STOP) Act, reaffirming its commitment to preserving and reclaiming its ancestral legacy.

HONORING COUNCILMAN RAFAEL GOMEZ, JR.

On August 23, 2024, Councilman Rafael Gomez, Jr. was honored by the Tribal Council, Directors, and his relatives at an appreciation luncheon, followed by a Pre-K Social Dance performance. He was recognized for his dedication to Tribal youth, his contributions to the Castner Range Proclamation, and his advocacy in raising awareness of sacred places and natural spaces.

CANDELARIA HOUSE MARKER REINSTATEMENT

The Alderete-Candelaria House, a distinctive “L” shaped home, was built in 1870s for Benigno Alderete, who served as a Texas Ranger, County Commissioner, and town mayor. Constructed with the assistance of Pueblo members, the house was originally located on the site where Speaking Rock Entertainment Center now stands. When Alderete’s granddaughter married Alex Candelaria, the residence became known as the “Candelaria House.”

The Alderete-Candelaria House Historical Marker Reinstatement took place on October 17, 2024, honoring the rich history of this significant structure. Over the years, the Alderete-Candelaria House served as an outbuilding for the mission, a temporary courthouse, gristmill, school, dance hall, puppet show theatre, movie house, and county office building.

Opposite: Candelaria House Marker ●



ALDERETE-CANDELARIA HOUSE

ALTHOUGH THE EXACT BUILDING DATE FOR THIS ADOBE MASONRY STRUCTURE IS UNKNOWN, IT APPEARS TO HAVE BEEN CONSTRUCTED DURING THE 1870s FOR BENIGNO ALDERETE (1845-1916). BORN IN YSLETA (NOW PART OF EL PASO), ALDERETE SERVED AT VARIOUS TIMES AS A TEXAS RANGER, COUNTY COMMISSIONER, AND TOWN MAYOR. THE RESIDENCE BECAME KNOWN AS THE CANDELARIA HOUSE AFTER ALDERETE'S GRAND-DAUGHTER ESTER MARRIED ALEX CANDELARIA, WHOSE FAMILY ALSO HAD BEEN LEADERS IN EARLY EL PASO COUNTY HISTORY. THE LARGE "L" SHAPED HOUSE AND COURTYARD ORIGINALLY SHARED THE PROPERTY WITH A CORRAL, IRRIGATION DITCH, AND AGRICULTURAL FIELD. BUILT WITH THE HELP OF THE NEIGHBORING TIGUA INDIANS, THE HOUSE EXHIBITS MANY EXAMPLES OF THEIR CONSTRUCTION TECHNIQUES.

WHILE ALDERETE'S DESCENDANTS CONTINUED TO LIVE IN PARTS OF THE STRUCTURE UNTIL 1969, OTHER PARTS HAVE BEEN USED FOR A VARIETY OF PURPOSES. THE HOUSE SERVED AS AN OUTBUILDING FOR THE NEARBY MISSION, AS A TEMPORARY COURTHOUSE, GRISTMILL, SCHOOL, DANCE HALL, PUPPET SHOW THEATRE, MOVIE HOUSE, AND COUNTY OFFICE BUILDING.

THE STYLE AND USAGE OF THE ALDERETE - CANDELARIA HOUSE ATTEST TO THE BLENDING OF SPANISH, INDIAN, AND AMERICAN INFLUENCES IN THE AREA. THIS CULTURAL MIX IS AN IMPORTANT PART OF EL PASO COUNTY HISTORY.

(1984)



● Tribal Council at a historical marker reinstatement ceremony

PURPLE HEART RECOGNITION

In November 2024, Commander Garza of the Military Order of the Purple Heart Lonestar Chapter 393 officially awarded YDSP the Purple Heart Recognition, making it the first tribal nation in the State of Texas to receive such recognition. The Purple Heart designation serves as a reminder of the sacrifices made by our brave men and women in uniform for our brothers and sisters in arms and their loved ones.



● Ysleta del Sur Pueblo proclaimed as the first Purple Heart Reservation in Texas



● Ysleta del Sur Pueblo 1st Purple Heart Reservation in Texas Sign

2024 TRIBAL RESOLUTIONS

Resolution Number	Description
TC-001-24	PERTAINING TO THE 2024 YSLETA DEL SUR PUEBLO TRIBAL COUNCIL OFFICIALS
TC-002-24	PERTAINING TO YDSP NEW ENROLLEES*
TC-003-24	PERTAINING TO TRIBAL DECLARATION AUTHORITY
TC-004-24	PERTAINING TO CERTIFICATE OF LIMITED OWNERSHIP
TC-005-24	PERTAINING TO HEARTH ACT
TC-006-24	PERTAINING TO ADOPTING INTERNATIONAL CODE 2021
TC-007-24	PERTAINING TO FY 2023 OPERATION STONE GARDEN GRANT
TC-008-24	PERTAINING TO PROPERTY ACQUISITION**
TC-010-24	PERTAINING TO REVISIONS OF THE YDSP PERSONNEL POLICY MANUAL
TC-014-24	PERTAINING TO YDSP TIWA LANGUAGE ALPHABET
TC-017-24	PERTAINING TO REQUEST FOR TRUST STATUS APPLICATION
TC-024-24	PERTAINING TO SECTION 184 RESIDENTIAL LEASE***
TC-027-24	PERTAINING TO YDSP RETIREMENT INCENTIVE PROGRAM
TC-032-24	PERTAINING TO BONDING POLICY
TC-035-24	PERTAINING TO WAGE TIER UPDATE
TC-039-24	PERTAINING TO ADOPTION OF COMMERCIAL TENANT PROCEDURE
TC-040-24	PERTAINING TO SECTION 105(I) OF THE INDIAN SELF DETERMINATION AND EDUCATION ASSISTANCE ACT LEASE PROPOSAL TO THE US DEPT OF INTERIOR
TC-041-24	PERTAINING TO OFFICE OF FEDERAL LANDS HIGHWAY TRANSPORTATION
TC-043-24	PERTAINING TO COMMUNAL FEE, RESTRICTED FEE
TC-044-24	PERTAINING TO ELECTRIC SCHOOL BUS GRANT

Notes:

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

** Subsequent property acquisition resolutions were removed for brevity.

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

2024 YDSP ORGANIZATIONAL CHART

MEMBERS OF YDSP

**SPEAKING ROCK
TIGUA INC.
TRIBAL CLEARANCE AGENCY**

TRIBAL COUNCIL

GOVERNMENT ADMINISTRATION

FINANCE

- Accounting
- Treasury
- Procurement,
Contracting, & Warehouse

TRIBAL OPERATIONS

- Management &
Budget
- Human Resources
- Information Technology
- Self-Monitoring &
Evaluation

PUBLIC SAFETY

- Tribal Police
- Tribal Fire
- Emergency Management
- Communications

COMMUNITY & ECONOMIC DEVELOPMENT

TRIBAL EMPOWERMENT

- Early Childhood
- Education

COMMUNITY DEVELOPMENT

- Planning, Design, & Construction
- Property Management
- Realty
- Support Services

HOUSING

ECONOMIC DEVELOPMENT

- Financial Support
- Entrepreneurship Support
- Tribal Government Support
- Workforce Development

TIGUA FARMS

HEALTH & HUMAN SERVICES

HEALTH SERVICES

- Health Care
- Public Health
- Behavioral Health
- Operations

JUSTICE & PUBLIC RECORDS

TRIBAL COURT & RECORDS

- Tribal Court
- Tribal Records

QUALITY OF LIFE

CHILICOTE RANCH

RECREATION & WELLNESS

CULTURAL PRESERVATION

- Cultural Center
- Cultural Development
- Repatriation

2024 BUDGET OVERVIEW

OPERATING BUDGET

The Ysleta del Sur Pueblo (YDSP) continued its strategic fiscal management in 2024, maintaining financial stability and positioning the government for long-term growth. The 2024 Operating Budget totaled \$196 million, reflecting a 13% increase from 2023. This rise primarily stemmed from increases in fixed costs, utilities, goods and services, and personnel adjustments related to position reclassifications.

A significant structural change was the creation of the Department of Housing, separating it from Community Development. The realignment allows for more focused management of housing projects and budgets. Additionally, all Information Technology

(IT) expenses were centralized under a single budget to strengthen cybersecurity compliance and management. The Recreation and Wellness Center was reclassified within the financial structure as an enterprise account due to its sustained revenue growth, reflecting its evolving operational model.

Revenue sources remained diversified, with Enterprise Transfers, Tax Revenues, and Other Income supporting government operations. Tribal enterprises such as Tigua Inc. and Speaking Rock provided financial support across core government functions, including education, public safety, behavioral health, and economic development.

Tax revenues, primarily from food, beverage, tobacco, and retail sales, were allocated for long-term investments.

The Pueblo’s budget strategy incorporated capital investments totaling \$44.4 million in 2024, covering the following projects:

- Chilicote guest quarters remodel
- District II manmade lake
- Planning and design for commercial spaces
- COVID-related projects, including the completion of the Early Learning Childhood facility and conversion of a school to a facility management yard
- Land acquisitions
- Construction of six new elder units (Quarai Court expansion)

Notably, COVID-19 emergency funding continued to decline as projects were completed. Of the \$54 million in available COVID-19 funding in 2024, \$15.4 million remained and must be liquidated by 2026.

PERSONNEL AND WORKFORCE INVESTMENTS

Eight new positions were authorized in 2024 including Housing staff for new inventory management and

grant support, Recreation and Wellness Center staff due to increased revenue, and new positions at the clinic to sustain its growing healthcare services. The new Namkui (Property Management) facility also required additional staffing.

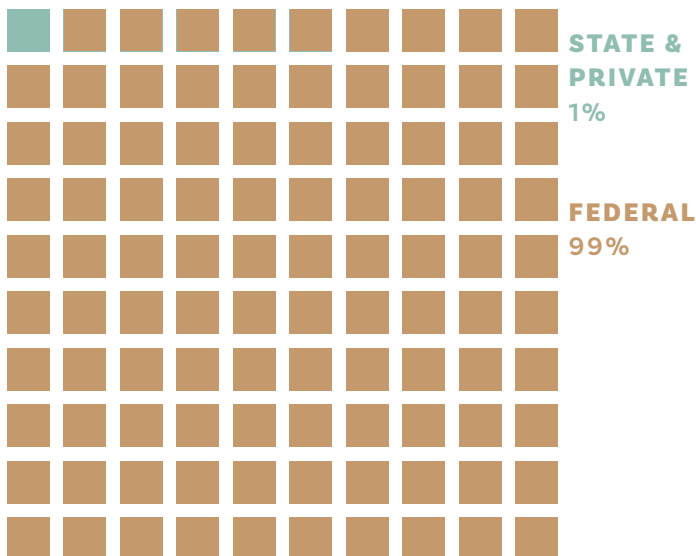
FISCAL HEALTH AND FINANCIAL OUTLOOK

While the 2024 budget was \$196 million, historical expenditure patterns indicate that actual spending typically represents approximately 50% of the total budget.

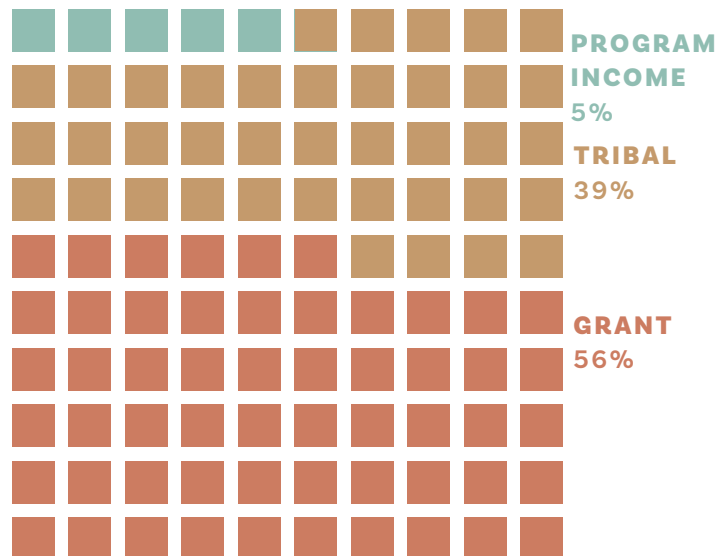
STRATEGIC GROWTH AND ECONOMIC DEVELOPMENT

YDSP remains committed to leveraging financial resources for community impact and economic development. Key initiatives such as bonding and surety support for tribally-owned businesses, expedited BIA processes for housing projects, and commercial development planning reinforce the Pueblo’s economic independence. Overall, the 2024 budget reflects a strategic, forward-looking approach, balancing growth, financial responsibility, and service expansion for YDSP citizens.

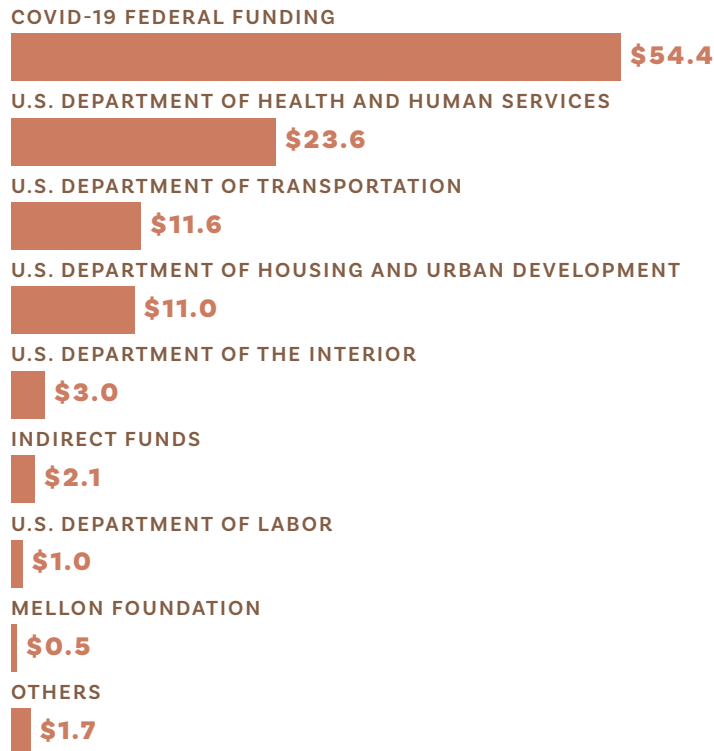
GRANT REVENUE BY SOURCE (\$108.9 MILLION)



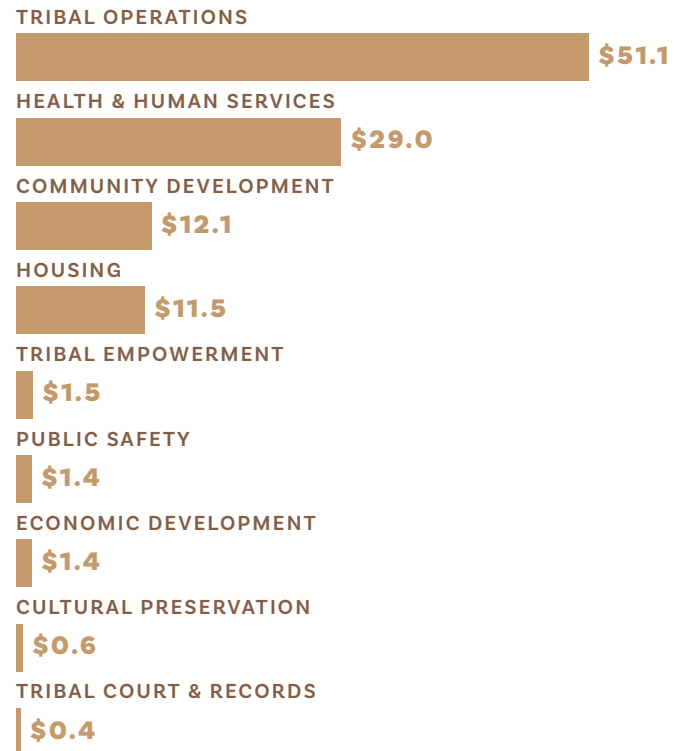
2024 OPERATION BUDGET SOURCES OF REVENUE (\$195.5 MILLION)



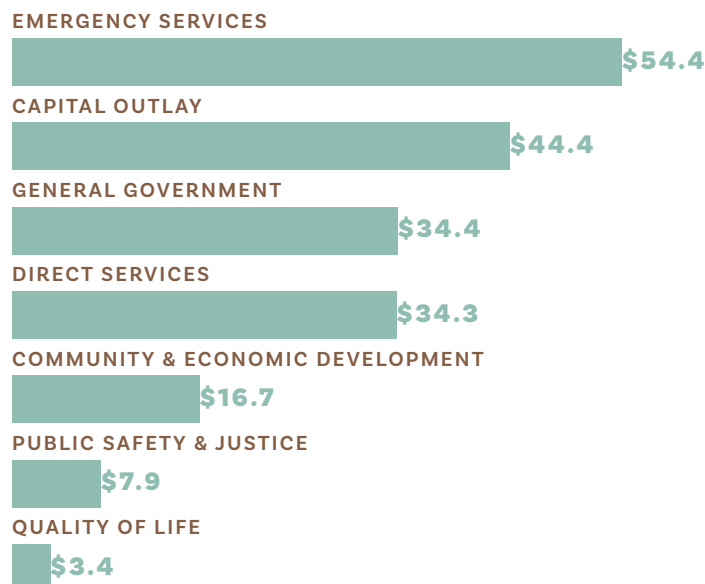
GRANT REVENUE BY AGENCY (IN MILLIONS OF DOLLARS)



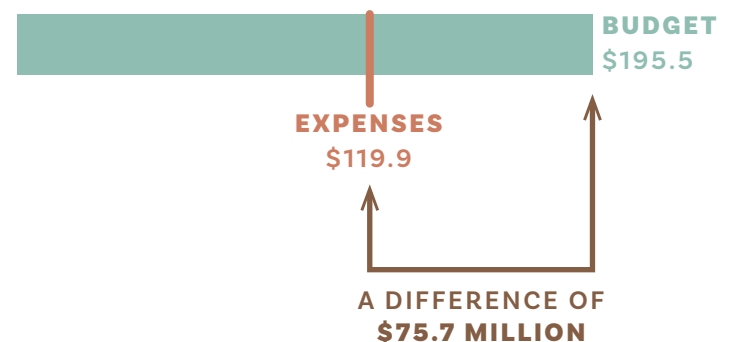
GRANT REVENUE ADMINISTERED BY DEPARTMENT (IN MILLIONS OF DOLLARS)



2024 OPERATING BUDGET BY CATEGORY (IN MILLIONS OF DOLLARS)



2024 BUDGET VS. ACTUAL EXPENSES (IN MILLIONS OF DOLLARS)





GOVERNMENT ADMINISTRATION

TRIBAL OPERATIONS

The Department of Tribal Operations executes administrative functions for the Pueblo government to safeguard Pueblo assets through the deployment and enforcement of internal controls. The department comprises the following divisions: Management & Budget, Human Resources, Information Technology, and Self-Monitoring and Evaluation. Tribal Operations spearheads self-governance activities such as compact management, developing the annual operating budget and year-end report, facilitating strategic planning,

leading self-governance activities, executing and monitoring management policies, and supporting an inter-departmental network through information exchange outlets such as director meeting facilitation and training.

SELF GOVERNANCE BIA

The Pueblo transitioned into Self-Governance contractor status with the United States Department of Interior

(DOI)—Bureau of Indian Affairs (BIA) on January 1, 2013, under Title IV of the Indian Self Determination and Education Assistance Act P.L. 93-638 for its core governmental programs, services, functions, and activities. 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. Total BIA funding received as of midyear 2024 was \$2.2 million and funds programs such as Education, Economic Development, Social Services, Welfare Assistance, Tribal Court and Records, Law Enforcement, Aid to Tribal Government, and Real Property. The negotiated compact with DOI transfers administration responsibility to the tribe whereby service guidelines may be revised accordingly to meet tribal priorities, and promulgates a government to government relationship.

105 (L) LEASE APPLICATION UNDER THE INDIAN SELF DETERMINATION AND EDUCATION ASSISTANCE ACT

The act allows tribes who administer BIA programs to enter into facility lease agreements with the Department of Interior for provision of compacted programs, functions, services or activities. YDSP has initiated a proposal that will include the square footage for the Administration, Education, Law Enforcement, Tribal Court, Economic Development and Social Services programs. The proposal consists of a resolution, facility square footage layouts, an appraisal for each facility and a financial certification. A team consisting of Realty, GIS and TOPs is in place to complete this by the end of the third quarter. Once BIA conducts the review, an annual lease payment will be determined and transferred into our Self Governance Compact. These funds will become permanent and are meant to support tribally owned facilities.

IHS

YDSP transitioned its I.H.S Title I Contract to a Title V Self Governance Compact in January of 2023. This transition along with the Joint Venture Agreement now yields the Pueblo over \$13 million in sustained funding for its health programs. This increase is approximately \$9 million more in permanent funding the tribe will receive on an annual basis. YDSP is a member of the Department of Interior’s Self Governance Advisory Committee (SGAC) representing the Southwest Region along with Taos Pueblo. The Governor and COO serve as Advisory Group member and technical 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. The COO is a presenter for the Self Governance Conference. This year, YDSP was featured at the Annual Conference for its efforts on self determining its citizenship criteria and the path forward to the new health clinic. A docu-series titled “For Our People” was filmed outlining YDSP’s journey.

CONTRACT SUPPORT COSTS (CSC)

CSC are overhead costs associated with administering tribal compacts and contracts. Tribes must negotiate an annual indirect cost rate with the Interior Business Center which is then applied to its contracts and grants for recoupment of funds. YDSP has had representation on both the BIA and IHS CSC work groups for over ten years. 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 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 Pueblo successfully negotiated an additional \$1 million in CSC funds starting in 2023 for its Indian Health compact. These funds are permanent and perpetual, thus increasing federal revenues. In June 2024, a significant CSC victory in the Supreme Court impacts third party revenues and will allow for CSC recovery on those funds. YDSP will yield additional CSC funding as a result.

Self-governance, when discussing American Indian or Alaska Native tribes, refers to the right and ability of tribes to govern their own affairs, make decisions, and manage their resources independently from direct federal or state control. This autonomy allows tribes to shape their own policies, priorities, and institutions based on their community's cultural, social, economic, and political needs.

The Department of Tribal Operations manages day-to-day administrative activities for the Pueblo community, ensuring the protection and effective management of community resources. It consists of several key divisions: Management & Budget, Human Resources, Information Technology, and Self-Monitoring. The department coordinates self-governance activities to shape its own policies, priorities, and institutions based on the community's cultural, social, economic, and political needs. Self-governance empowers the Pueblo to manage its own services, decision-making, and financial independence and accountability.

SELF-GOVERNANCE ACTIVITIES

Since January 2013, the Pueblo community has independently managed programs funded by the Bureau of Indian Affairs (BIA). This arrangement allows the community greater flexibility to create programs that meet local needs in education, economic development, social services, welfare support, court and law enforcement, government administration, and property management. Annually, the Pueblo receives about \$2.2 million to fund these programs, building a cooperative relationship with the federal government.

To further sustain essential community services, the Pueblo applied to the federal government for ongoing funding to maintain community facilities for administrative offices, education, law enforcement, courts, economic development, and social services through a 105(l) Lease Application. YDSP submitted its application to the U.S. Department of Interior for nine facilities covering over 102,000 square feet. Funds will be used to offset building maintenance costs.

Another major self-governance milestone was achieving self-governance status with the Indian Health Service (IHS) in 2023. This shift significantly contributed to the Pueblo's healthcare budget and has elevated the Pueblo's representation on national advisory committees and groups, influencing national native policies and advocating for resources. For example, in 2024, the Pueblo was recognized for its innovative approach to community health and citizenship criteria, highlighted through a documentary titled "For Our People" revealed during the annual Self Governance Conference held in Arizona.

In addition to program-specific funding, YDSP receives federal support for administrative expenses through

Contract Support Costs, federal funds provided to tribes to cover the administrative and overhead expenses associated with managing programs funded under self-determination contracts or self-governance compacts. These costs ensure that tribes have the necessary resources to successfully operate programs that would otherwise be managed by federal agencies, such as the Bureau of Indian Affairs (BIA) or Indian Health Service (IHS). The Pueblo has actively contributed to national groups that influence how these funds are allocated, achieving significant successes including securing additional support.

COVID-19 MANAGEMENT

The Pueblo continued managing COVID-19 emergency funds in 2024. Capital projects, such as the new Early Learning Center and renovations to the YDSP Fire Station, remained a priority among the remaining 24% of funds. All emergency funds must be used by 2026.

ORGANIZATIONAL MANAGEMENT

Tribal Operations oversees the Pueblo government's organizational structure, a comprehensive annual publication that standardizes department and division titles, defines strategic functions, identifies related services and programs, and streamlines accounting and budgeting processes. This resource supports administrators in planning, assessing, and evaluating programs and services.

In 2024, all departmental Service Maps were updated, and two new categories—Enterprise and Indirect Services—were introduced to reflect the Pueblo's growth and expanded service offerings. The 2024 organization management profile is depicted as follows.

YDSP ORGANIZATION MANAGEMENT PROFILE



MANAGEMENT & BUDGET DIVISION (MBD)

The Management & Budget Division oversees organizational management, strategic planning, grants administration, and budget management for the Pueblo. This division sets the strategic direction for administration by leading department reorganizations, evaluating existing services, and recommending realignments to enhance efficiency and effectiveness. The division also maintains a comprehensive inventory of government services, develops the annual budget, and coordinates budget-related activities throughout the year. It also manages all aspects of grants administration, including database management, analysis, and compliance oversight.

GRANTS MANAGEMENT

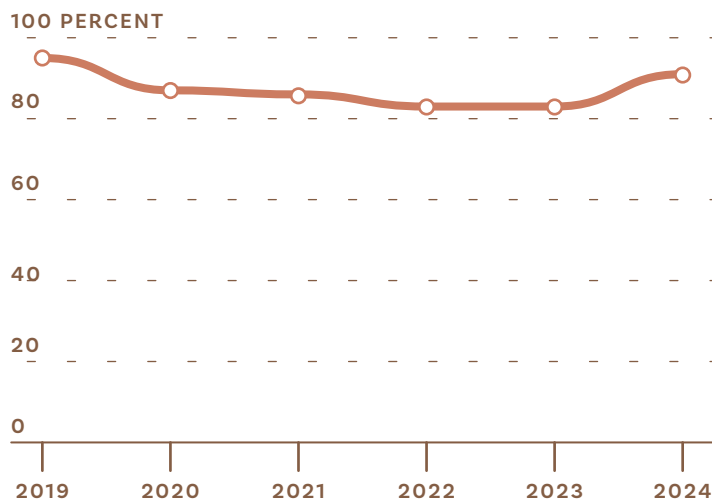
In 2024, the Grants Management team tracked 55 grants and contracts totaling \$109 million¹ from 17 federal, state, and local agencies. Of these, approximately 99% were federally funded, while 1% came from state and local sources.

- The Pueblo's top three funding agencies were:
- U.S. Department of the Treasury
- U.S. Department of Health and Human Services
- U.S. Department of Transportation

Throughout the year, the division managed 369 reporting requirements throughout the year, achieving a 91% timely submission rate². It also processed:

- 99 grant and contract award notices
- 25 award modifications
- 28 carryover revisions
- 24 grant closures
- 2 grant extensions
- 2 new grant awards

GRANT REPORT TIMELY SUBMISSION RATES BY YEAR



¹ These funds include multiple funding cycles from prime awardees.

BUDGET MANAGEMENT

A total of 125 internal budgets were formulated and tracked, including 124 original budgets, 198 revised budgets, and 34 closed budgets. Tribal Council reviews and approves all budgets.

SELF-MONITORING & EVALUATION (SME) DIVISION

The Self-Monitoring & Evaluation (SME) Division is integral to the Pueblo's internal oversight, driving accountability and continuous improvement across all departments. SME leads the Pueblo's internal performance monitoring, compliance assurance, and risk analysis functions.

Core responsibilities include developing an annual self-monitoring plan, producing monitoring reports, analyzing risk indicators, and coordinating with third-party evaluators and auditors. The Division evaluates performance across four key areas: Financial Health, Output Requirements, Program Implementation, and Data Management.






SELF-MONITORING

In 2024, SME issued two comprehensive reports that assessed performance across nine departments. Performance data was collected through a series of monthly, quarterly, and bi-annual tools, including:

- Budget Variance Analysis
- Posted Transaction Reviews
- Output Requirements Tracker
- Program Performance Reviews
- Data Congruency Reports

A Self-Monitoring Committee reviews all performance data and assigns evaluation scores using a standardized, objective scoring model. This scoring approach ensures consistency in evaluating departmental performance.

SME 2024 KEY HIGHLIGHTS

	BUDGET VARIANCE ANALYSES CONDUCTED 1,217
	POSTED TRANSACTIONS SCREENED 44,092
	OUTPUT REQUIREMENTS TRACKED 371 - with a 10% late submission rate
	PROGRAM REVIEWS COMPLETED 96
	DATA CONGRUENCY REPORTS FINALIZED 18

In addition to internal reviews, the SME Division maintains oversight of all external audits, inspections, evaluations, and studies. In 2024, the Pueblo was subject to 10 external reviews conducted by independent agencies and consultants.

Through its comprehensive approach to oversight and evaluation, SME supports informed decision-making, risk mitigation, and operational transparency across the Pueblo's government.

EVALUATION

The evaluation team leverages the Pueblo's management tools to assess resource utilization and measure departmental outputs. In 2024, the team collaborated with all departments to update and align their Service Maps and Quarterly Statistical Report (QSR) performance measures, enhancing consistency and accountability. A key improvement involved directly linking performance measures to the data congruency scoring reports, which led to measurable gains in both data accuracy and interdepartmental communication.

As a result, data congruency scores have shown steady improvement. Semi-annual congruency scores increased from 87% in 2022 to 91% in 2023, and further to 96% in

2024. Similarly, year-end congruency scores rose from 69% in 2021 to 85% in 2022, reaching 95% in 2023. In total, 1,879 performance measures were reported across all QSRs, with 468 key measures included in the internal Semi-Annual and Year-End Narrative Reports, reinforcing data integrity and ensuring alignment with departmental goals.

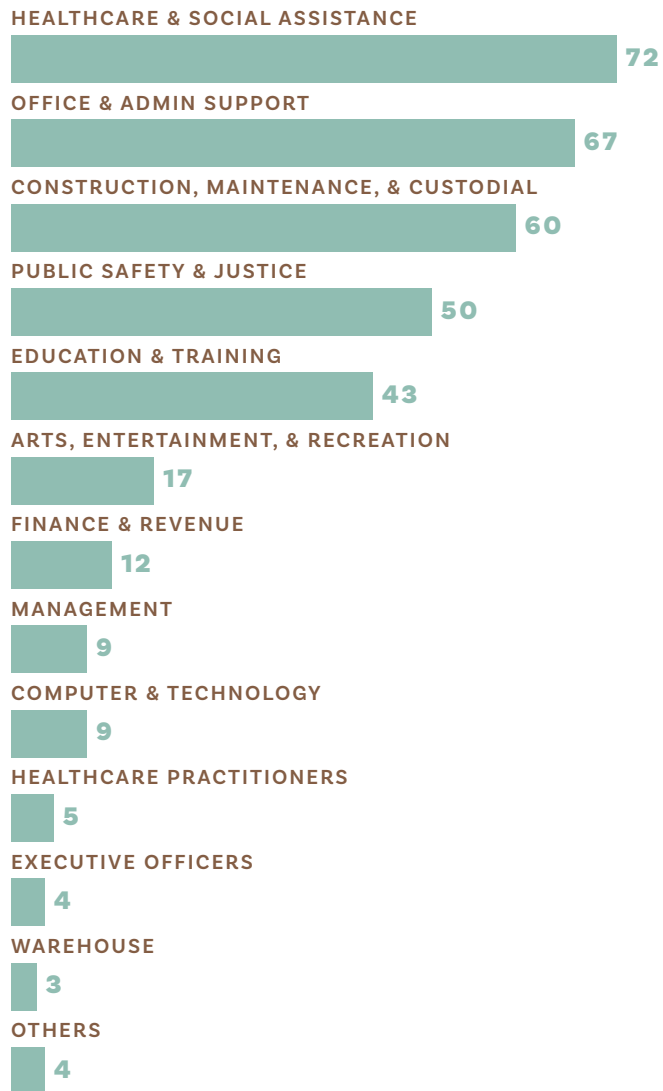
HUMAN RESOURCES

Human Resources (HR) plays a vital role in supporting the Pueblo's mission by attracting, developing, and retaining a high-performing workforce. The division oversees key personnel functions, including recruitment, selection, training and development, employee retention, and career advancement. HR administers the Pueblo's compensation and benefits programs, manages the performance evaluation system, and leads internal communications related to workforce matters. In alignment with Tribal values, HR also actively upholds and promotes Indian Preference in all employment practices.

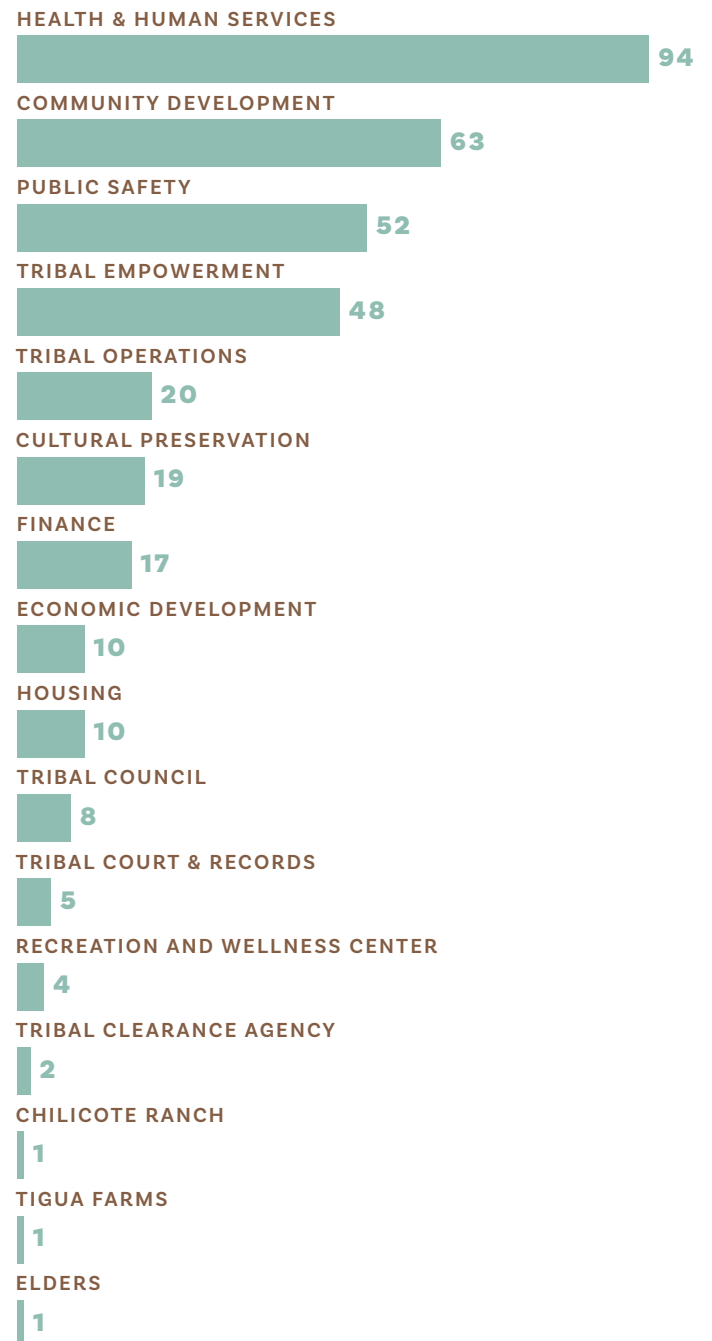
WORKFORCE PROFILE

In 2024, the Ysleta del Sur Pueblo employed a total of 355 individuals, including 333 full-time and 22 part-time staff. The workforce had an average age of 43 years, an average annual salary of \$50,058, and an average tenure of seven years, reflecting a stable and experienced employee base.

POSITIONS BY CATEGORY



TOTAL WORKFORCE BY DEPARTMENT



Women comprised 62% of the workforce, earning an average annual salary of \$46,165, and held 53% of all supervisory roles. Men represented 38% of employees, with an average salary of \$56,400, and occupied 47% of supervisory positions.

Tribal members made up 50% of the total workforce, with an average age of 40 and an average annual salary of \$44,421. Notably, tribal citizens held a majority—58%—of supervisory-level positions, underscoring the Pueblo’s commitment to leadership development within its community.

Additionally, the Pueblo welcomed 10 AmeriCorps service members who contributed valuable volunteer service across multiple departments, strengthening community engagement and workforce capacity.

RECRUITMENT AND TURNOVER

In 2024, Human Resources facilitated the hiring of 72 new employees, meeting the staffing demands of 11 newly created positions, 59 replacements, and 2 seasonal

roles. Of those hired, 35% were tribal members, reflecting the Pueblo’s strong commitment to Indian Preference in employment practices.

The Department of Health and Human Services (DHHS) had the highest recruitment activity, accounting for 10 new hires and 15 replacements, representing 35% of all hires.

Over the same period, the Pueblo experienced 59 employee separations, with the majority (68%) classified as voluntary, and the remaining 32% as involuntary. The highest turnover occurred within DHHS and the Department of Tribal Empowerment (DTE), which together accounted for 54% of all separations. Tribal members represented 39% of total separations, offering key data to inform future workforce planning and retention strategies.

BENEFITS

The Pueblo offers a comprehensive benefits package to full-time employees, including medical, dental, vision, life insurance, employee assistance, flexible spending, and a 401(k) retirement plan with a 5% employer match.

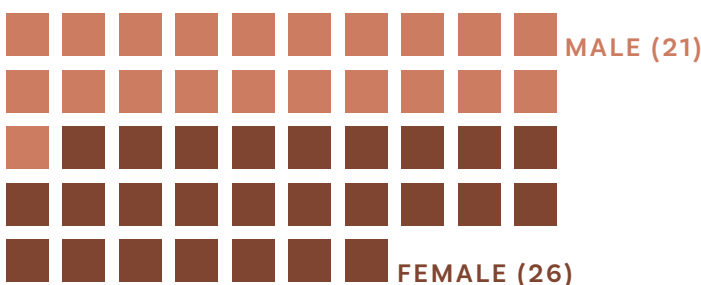
2024 YDSP WORKFORCE HIRES

HUMAN RESOURCES HIRED
A TOTAL OF 72 PEOPLE.

TRIBAL



NON-TRIBAL



2024 YDSP WORKFORCE SEPARATIONS

HUMAN RESOURCES FACILITATED
59 SEPARATIONS.

TRIBAL



NON-TRIBAL



As of year-end, 84% of eligible employees were enrolled in medical coverage, 88% in dental, and 86% in vision. 401(k) participation reached 72%, reflecting strong engagement in retirement planning.

The Self-Funded Health Insurance Plan remained stable and cost-effective, delivering high-quality coverage. Significant savings were achieved through the continued use of Medicare-like rates for inpatient claims incurred by tribal members—an essential component of the Pueblo’s long-term cost-control strategy.

TRAINING AND DEVELOPMENT

In 2024, the Pueblo’s Learning Management System (YDSP BizLibrary) logged 9,026 training video launches by 356 unique users, supporting ongoing employee development. HR also led over 60 in-person training sessions, including:

- 31 Paycom workshops
- 14 new manager orientations
- Specialized training on time management (AmeriCorps), personnel policy, timesheet & leave procedures, anti-harassment (with Tribal Attorney Richard McGee), forklift certification (Property Management), and legal compliance (Drummond Woodsum & YDSP DPS).

Key Highlights:

- Personnel Policy Update: The Personnel Policy Manual was fully revised to modernize its structure, eliminate outdated content, and align policies with current technologies and applicable legal standards.
- Compensation Enhancements: On November 19, 2024, the Tribal Council approved updates to the compensation structure, including:
 - A 10% increase in tier pay ranges
 - The pay range maximum increased from 120% to 130%
 - A 10% cost-of-living adjustment (COLA) integrated into the 2025 budget

INFORMATION TECHNOLOGY

The Information Technology (IT) Division provides critical technology services to the Ysleta del Sur Pueblo. IT aims to maintain a secure, reliable, and efficient technology infrastructure. In 2024, the Division concentrated on four key service areas: Cybersecurity, IT Systems Management, Special Systems Management, and End-User Support. This report outlines significant achievements and ongoing initiatives.

CYBERSECURITY

IT has implemented several cybersecurity initiatives to enhance its security posture and protect sensitive data. Key advancements include the adoption of Just-In-Time (JIT) Access, which limits administrative privileges by providing access only when necessary and only for the duration required to complete specific tasks. By reducing the time and scope of privileged access, JIT minimizes the attack surface and significantly lowers the risk of unauthorized changes or malicious activity. Additionally, IT has introduced a real-time security awareness training platform that delivers immediate feedback and guidance to users who display risky behavior. By integrating with various cybersecurity tools, the IT team can identify potential security lapses, such as clicking on phishing links or using weak passwords, and provide tailored coaching moments to reinforce best practices. Another notable addition was deploying a cybersecurity monitoring solution to proactively detect suspicious activities and unauthorized changes within the Pueblo’s cloud environments, including email, messaging, and file-sharing platforms. This monitoring solution identifies anomalies such as unusual login attempts, changes to access permissions, and data exfiltration risks, enabling the IT team to respond quickly and prevent potential breaches.

IT SYSTEMS MANAGEMENT

Network and Server Systems:

All legacy network equipment has been replaced with modern, high-performance network equipment that enhances network security and improves the reliability of technology operations. Fiber optic connections across all buildings have been upgraded from 1 gigabit per second to 10 gigabits, ensuring faster and more efficient data transfer. The server environment hosting the Department of Public Safety systems has been migrated to an advanced hyper-converged virtual server environment. With this, disaster recovery capabilities have been improved by configuring backup replication of critical servers at all our data centers to an off-site location. To improve the monitoring of our data center environments, temperature, humidity, and electrical power outage sensors were installed. The IT team supported capital improvement projects such as the new property management building and the Tribal Communications Center.

Radio Communications System:

The radio communications system has undergone significant improvements with the introduction of an enterprise-grade radio communication framework for the Departments of Health and Human Services, and the Department of Tribal Empowerment. This new installation operates over the Verizon network and can utilize Wi-Fi technology as a backup. Additional enhancements include the expansion of the Tribal Communications Center's radio consoles to accommodate the addition of two new dispatcher positions. IT also recalibrated the radio communication repeaters that support the National Interoperability Radio Channels. Furthermore, IT developed a new "Radio Awareness" training program for DPS.

RADIO COMMUNICATION SYSTEM STATISTICS

The following radio transmissions were logged during 2024:

Group	Calls
PUBLIC SAFETY	144,263
EVENTS	22,627
OTHER	3,799
TOTAL	170,689

SPECIAL SYSTEMS MANAGEMENT

Special Systems improvements included relocating electrical power in parking lots to increase camera reliability, migrating cameras from Speaking Rock to YDSP-managed infrastructure, and upgrading the point-to-point wireless network for our security cameras. The intrusion alarm system was upgraded with a new platform that integrates badge access control and video surveillance systems, enhancing visibility and improving response times for panic alarm activations.

IT HELP DESK

IT focused on two major initiatives within the Help Desk: migrating to a new service desk ticketing system and centralizing all IT computer software and equipment purchases. The transition to a modern service desk ticketing system enhanced efficiency by streamlining request management, improving tracking capabilities, and reducing resolution times. This upgrade allowed for better visibility into IT support requests, resulting in faster response times and increased user satisfaction. Additionally, all IT-related purchases were centralized under a single approval and procurement process. This initiative effectively reduced "Shadow IT" purchases by ensuring that all software, hardware, and service acquisitions met security and compliance standards while maintaining consistency across the organization. By consolidating IT purchases, we are

improving cost efficiency, minimizing compatibility issues, and bolstering overall system security by preventing the unauthorized use of unapproved tools.

IT HELP DESK TICKET STATISTICS

Over 8,700 tickets, including network monitoring alerts, were submitted to the IT Help Desk in 2024, an increase of 23% compared to 2023.

Department	Tickets
COMMUNITY DEVELOPMENT	337
CULTURAL PRESERVATION	62
ECONOMIC DEVELOPMENT	218
ELDERS	7
FINANCE	172
HEALTH SERVICES	1,030
IT DIVISION MONITORING ALERTS	5,438
PUBLIC SAFETY	490
RECREATION & WELLNESS CENTER	125
TIGUA FARMS	9
TRIBAL CLEARANCE AGENCY	52
TRIBAL COUNCIL	22
TRIBAL COURT & RECORDS	59
TRIBAL EMPOWERMENT	178
TRIBAL OPERATIONS	537
TOTAL	8,736

FINANCE

The Department of Finance (DOF) monitors, maintains, and improves the fiscal welfare of the Pueblo. Utilizing comprehensive and contemporary business practices and methods, DOF sustains full accountability of all tribal resources by pursuing maximum operation of revenues.

The department provides timely and accurate financial information to support decision-making. Responsibilities range from management, monitoring, and disbursement of the Pueblo’s resources. In addition, DOF oversees the procurement of goods and services by employing purchasing procedures as well as reporting all financial transactions.

The Department of Finance (DOF) had a successful year in 2024. All YDSP financial audits were completed on time with no findings, earning the Pueblo low-risk auditee status. Additionally, all associated tax returns were filed on schedule. Bank Sweep Accounts generated additional interest income, while the Investment Portfolio reached its highest balance ever, achieving record-breaking profits for the year.

ACCOUNTING DIVISION

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 the indirect cost proposal and for the financial component of the self-monitoring activities. Furthermore, the Chief Financial Officer and the Director of Finance serve on the Self-Monitoring Committee.

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, stakeholders, 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 monitoring and managing the Pueblo's investment portfolio; tax code and financial reporting in accordance with federal and state laws; and overseeing the Pueblo's Investment Policy. The Tribal Investment Committee provides guidance to the division. The Chief Financial Officer serves as Chairman of the Investment Committee.

PROCUREMENT, CONTRACTING & WAREHOUSE DIVISION

In accordance with federal and state laws, the Procurement, Contracting & Warehouse Division manage the procurement and inventory of supplies, materials, and equipment for the Pueblo. The division ensures that contracts meet federal and state laws and standards, as well as coordinates all bid processing logistics, and contract renewals. In addition, the division is also responsible for managing, receiving, delivery, and tracking of the Pueblo's capital assets and inventory. The warehouse serves as the centralized receiving and delivery unit, for efficient inventory management.

FINANCIAL HIGHLIGHTS

The Pueblo's leadership team continued improving its financial position. Government services and tribal reserves were increased. The tribe continues to evaluate investments and business opportunities, enhancing cash flows for the continuation and expansion of tribal services. Total assets increased by 9% over 2023. This increase was attributed to a rise in cash, investments, and capital assets. The total net position also increased by 8% over 2023, while government revenues and dividends declined by 11%. Meanwhile, expenditures increased by 13%, mainly due to higher general assistance costs.

INVESTMENT HIGHLIGHTS

The Pueblo's investment portfolio increased by 16% compared to 2023. Despite ongoing global uncertainty, inflation, and fluctuating market conditions, the portfolio delivered a strong performance throughout the year, with some slowdown in the fourth quarter.

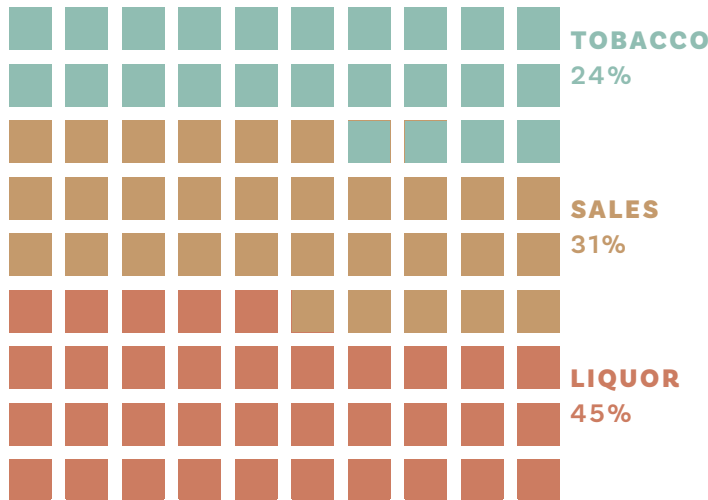
The Investment Committee remains vigilant in monitoring the portfolio and has implemented

strategies to navigate evolving market conditions domestically and globally. Guided by consultants' recommendations and its long-term vision, the Pueblo continues to prioritize a sustainable investment approach.

TAX DIVISION HIGHLIGHTS

Tax Revenue increased by 7% over 2023. Liquor Tax was the largest contributor, accounting for 45% of the Total Revenue. DOF expects 2025 Tax Revenue to be in line with 2024.

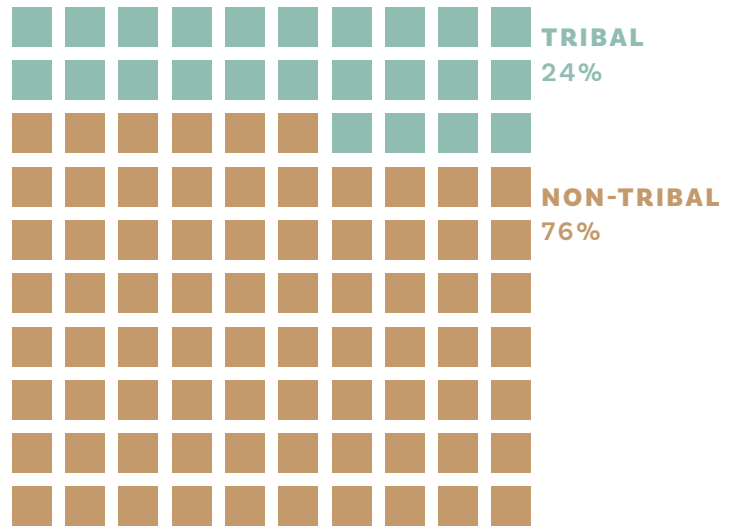
2024 TAX REVENUE BY SOURCE



PROCUREMENT, CONTRACTING & WAREHOUSE HIGHLIGHTS

The Procurement, Contracting & Warehouse Division promotes Tigua economic prosperity by prioritizing tribally owned businesses and entrepreneurs. The division also promotes tribal preference that best matches services, programs, and business solutions with the Pueblo's needs. As of December 31, 2024, Native Vendors represented 24% of the total vendor population. Business activities ranged from consulting services, construction, medical services and supplies, and other government-related procurements.

2024 TRIBAL STATUS OF YDSP VENDORS



HEALTH & HUMAN SERVICES

The Department of Health & Human Services (DHHS) is dedicated to delivering high-quality healthcare services that empower the Tigua community and address Native American health priorities. By integrating traditional values and cultural practices, DHHS fosters a holistic approach to well-being. The department comprises 94 employees across four key divisions: Health Care, Operations, Behavioral Health, and Public Health. Through comprehensive wraparound services, DHHS strives to enhance the overall health and wellness of the Tigua community.

HEALTH CARE DIVISION

The Health Care Division, which includes family practice, dental, optometry, laboratory, and pharmacy services, provided care to 1,261 patients—reflecting a 16% increase from the previous year. This growth can be attributed to the full operational capacity of all clinics, a significant improvement compared to the prior year when relocation efforts disrupted services. Furthermore, the division promoted its services within the community and surrounding areas, increasing patient engagement.



NUMBER OF PATIENTS AND VISITS BY CLINIC

Clinic	Unique Patients (within clinic)	Visits
FAMILY PRACTICE	824	3,495
DENTAL	752	3,253
OPTOMETRY	677	766
LABORATORY	591	1,408

FAMILY PRACTICE CLINIC

The Family Practice Clinic is led by board-certified physicians Dr. Lorena Silvestre-Tobias and Dr. Michael Janes, supported by a dedicated team of one registered nurse, four medical assistants, two lab technicians, and a patient coordinator. In 2024, the clinic served 824 patients, a 26% increase over the previous year¹. However, the total number of visits increased by 37%, reaching 3,495 by the end of 2024. The top five reasons for visits included high blood pressure, high cholesterol, Type 2 Diabetes, low vitamin D levels, and annual exams.

DENTAL CLINIC

The Dental Clinic underwent leadership changes in 2024, including the departure of Dr. Ankita Vishwamitra in June and the appointment of Dr. Tanya Maestas as the new Dental Director. The dental team also included two registered dental hygienists and four dental assistants. In 2024, the clinic served 752 patients, marking a 19% increase from 2023², and the total visits increased by 9% to 3,253. The clinic delivered various preventive, diagnostic, hygienic, and restorative dental services. The top five reasons for visits were exams, sealants, cleanings, fillings, and tooth extractions.



• Dentist providing services for PreK child.

OPTOMETRY CLINIC

Led by Dr. Syndy Maynard, the Optometry Clinic, supported by one optometry technician and one optician, experienced significant growth in 2024, with a 28% increase in patients (677) and a 27% increase in visits (766). The clinic offers comprehensive optometric services, including retail repair and adjustments of eyeglasses. The top five vision concerns addressed were astigmatism, farsightedness, nearsightedness, Type 2 diabetes, and presbyopia—a condition where the eye lens loses its ability to focus light correctly on the retina.

LABORATORY SERVICES

The YDSP Laboratory, a Clinical Laboratory Improvement Amendments (CLIA) certified facility, provides diagnostic testing for various conditions, including COVID-19 and respiratory viruses. In 2024, the lab experienced a 41% increase in patients (591) and a 55% increase in visits (1,408). This growth was driven by expanding services to new patients outside of the Family Practice Clinic and accepting referrals instead of using external entities for laboratory services.

¹ The 2023 Year-End Report contained an error, incorrectly stating that the clinic served 885 unique patients. The accurate number of unique patients served was 653.

² The unique number of dental patients was not reported correctly in 2023. It should be 632 instead of 587.



• Dental Division and PreK children during PreK Dental Screenings Day.

PHARMACY SERVICES

Managed by Captain Reasol Chino, PharmD, and Amanda Flores, PharmD, along with three pharmacy technicians, the pharmacy served 1,154 unique patients in 2024 and filled 24,526 prescriptions—a 235% increase compared to 2023. It is important to note that this growth occurred because the pharmacy was operational for only six months in 2023. Additionally, the pharmacy partnered with the Texas Department of State Health Services through its Adult Safety Net program, which provided free vaccines to underserved patients.

BUSINESS OPERATIONS DIVISION

The Business Operations Division establishes specialized health contracts and 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.

Billing and coding revenue experienced an 80% increase in 2024, accompanied by a 40% growth in processed claims, totaling 6,567. Additionally, a quality initiative was introduced to meet insurance-required quality measures, successfully saving the Pueblo additional costs.

The **Purchased and Referred Care (PRC)** program achieved significant growth in 2024, processing 2,653 claims—a 62% increase—and handling 5,200 referral requests, nearly four times the volume handled in the previous year. The program extended its service hours and obtained Tribal Council approval to cover specialty co-payments, effectively reducing financial barriers and improving access to care for the community.

Clinical Operations oversees the scheduling of all appointments and conducts insurance verifications. Operations is staffed by six Patient Registration Specialists, facilitating 13,776 appointments. In 2024, the division supported the PRC program with annual updates and expanded its capacity by adding a “central scheduling” unit. This expansion streamlines scheduling and verification processes.

Facility Maintenance ensured regulatory compliance while supporting 134 community events. Additionally, the team completed 836 work orders, effectively managing repairs and maintenance to uphold operational standards.

BEHAVIORAL HEALTH DIVISION

The Behavioral Health Division, known as Sacred Connections, is committed to enhancing the emotional and physical well-being of the YDSP community through trauma-informed services delivered across three focused programs.

Social Services (Circle of Harmony) addressed critical areas such as child welfare, prevention, elder support, and general assistance. The team hosted events,

including the Annual Blanket of Hope Night and the Child Abuse Prevention Event, which engaged over 250 participants. In addition to these efforts, the medical social work team provided comprehensive support to tribal members through assessment, intervention, prevention, education, and advocacy, ensuring access to essential resources. Two “Information Café” sessions were organized to offer education and resources, empowering community members with tools for advocacy and self-sufficiency. By fostering strong partnerships with community providers, the team enhanced its capacity to facilitate hospice and palliative care transitions for Tribal members.

Mental Health (Circle of Hope) expanded its services with therapy offerings and implemented the nationally recognized Mental Health First Aid (MHFA) training program, achieving a 98% completion rate. MHFA is designed to build on participants’ knowledge and skills to identify, understand, and respond to signs of mental health challenges, substance use disorders, or crises. Mental health also collaborated with the Veteran’s Affairs (VA) Suicide Prevention Coalition and continued its Healing Drum sessions, connecting healing to the community’s customs and traditions.



● Elder Utilities Program Enrollment meeting



● Elder Utilities Program Enrollment Assistance

Alcohol and Substance Abuse (Circle of Healing)

remained an essential resource for community support and empowerment, particularly for individuals navigating recovery. Even with a temporary vacancy in the Peer Recovery Specialist role, outreach efforts ensured uninterrupted services. A new initiative, the “Wings of Courage: Talking Circle,” was introduced, emphasizing traditional healing practices to empower individuals on their recovery journey. The program continued to adopt a holistic approach to treatment, blending cultural traditions with modern practices to promote healing and resilience.

Together, these programs within Sacred Connections embody a holistic and culturally responsive approach to behavioral health, fostering the well-being of the YDSP community through innovative and compassionate care.

PUBLIC HEALTH DIVISION

The Public Health division offers medical transportation, surveillance/assessment, and health promotion and disease prevention services. The team includes a director, a public health nurse, a public health outreach worker, three transporters, a fitness trainer, a health education manager, and two community health educators.

SOCIAL SERVICES (CIRCLE OF HARMONY) PERFORMANCE MEASURES



CASE MANAGEMENT

508 - 270% increase from 2023



CHILDREN SERVED UNDER CHILD WELFARE

242 - 71% increase from 2023



ADULT WELFARE CASES MANAGED

3 - 81% decrease from 2023



ELDER UTILITY PARTICIPANTS

162 - 6% increase from 2023



GENERAL ASSISTANCE REQUESTS

455 - 29% decrease from 2023



GENERAL ASSISTANCE APPROVED

377 - 17% decrease from 2023



CRISIS INTERVENTION CALLS

66 - 20% decrease from 2023

MENTAL HEALTH (CIRCLE OF HOPE) PERFORMANCE MEASURES



THERAPY CASES MANAGED

304 - 15% increase from 2023



THERAPY VISITS

2,124 - 18% increase from 2023



PSYCHIATRIST CASES MANAGED







100 - 39% increase from 2023



PSYCHIATRIST VISITS

568 - 69% increase from 2023

ALCOHOL AND SUBSTANCE ABUSE (CIRCLE OF HEALING) PERFORMANCE MEASURES

	OUTPATIENT CLIENTS MANAGED UNDER TRA ADULT* 34 - 35% decrease from 2023
	OUTPATIENT CLIENTS MANAGED UNDER TRY YOUTH* 3 - No change from 2023
	CLIENTS WITH CO OCCURRING DISORDERS 9 - 44% decrease from 2023
	INDIVIDUAL COUNSELING SESSIONS** 429 - 1% increase from 2023
	GROUP COUNSELING SESSIONS** 96 - 5% decrease from 2023
	CRISIS INTERVENTION SERVICES 20 - 47% decrease from 2023

* TREATMENT PROGRAM
** ADULT AND YOUTH

Medical transportation conducted 1,322 transports to medical appointments, an increase of 53%, and 2,587 prescription deliveries to Tribal member homes, an increase of 369%.

Surveillance and Assessment (Public Health Nursing) are fundamental components of public health nursing, serving as the foundation for identifying health trends, monitoring disease patterns, and guiding evidence-based interventions. In 2024, the team identified 23 new cases of type 2 diabetes. Additionally, a total of 337 A1c



● Health Promotion participants



● World Diabetes Day and Native American Heritage Month Community Event. Community members participate in a yoga session.

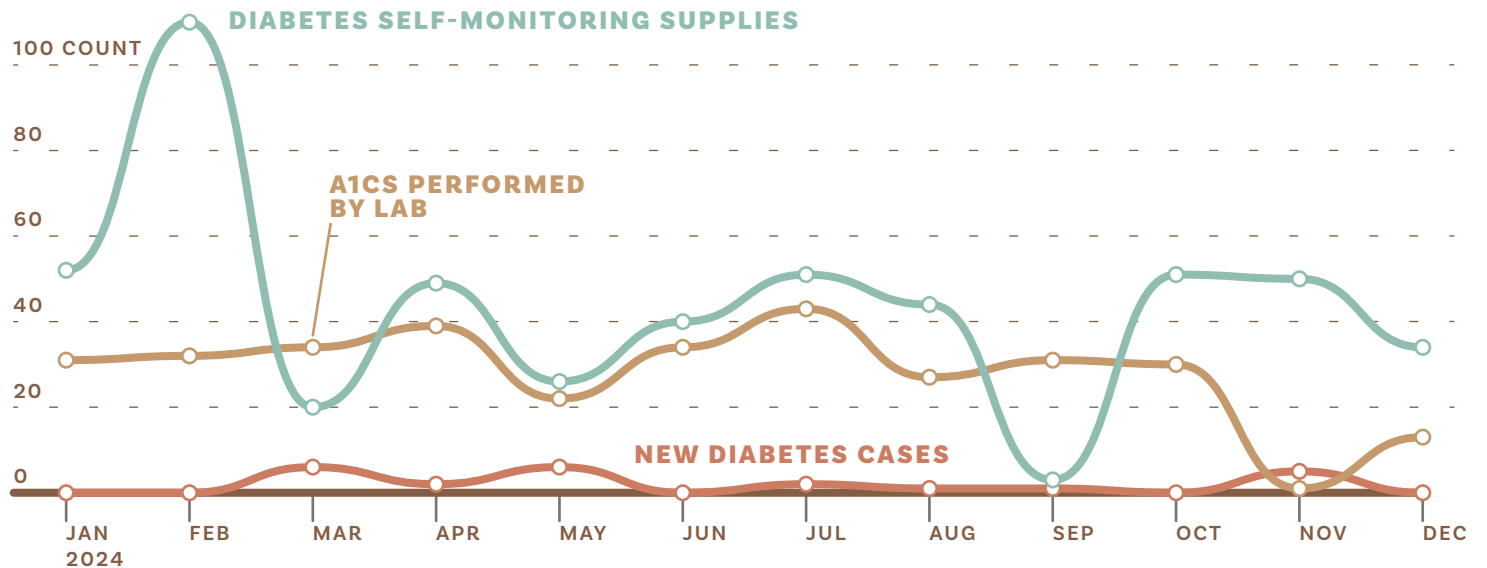
tests were performed to monitor glucose management, reflecting a 13% increase from 2023. The Diabetes Patient Registry recorded 159 active patients receiving primary care at YDSP, an 8% increase over the last year. Of these patients, 94 were female and 65 male, with the largest age group (45–64 years) comprising 84 individuals. To support diabetes management, the Pharmacy primarily distributed self-monitoring supplies to patients. Additionally, the team conducted seasonal vaccine tracking, revealing a 25% decline in flu vaccinations and a 40% decline in COVID-19 vaccinations compared to 2023. This decrease was partially attributed to staff attrition (1 FTE), highlighting the ongoing need for resource stabilization to sustain immunization efforts.

Health Promotion and Disease Prevention Education Services aim to empower tribal members with the knowledge and resources needed to make informed



● During an Indigenous Food Pathways workshop, Chef Cheyenne Racho reintroduces traditional Tigua foods to YDSP members using ancestral recipes.

DIABETES SELF-MANAGEMENT EDUCATION & SUPPORT PROGRAM PERFORMANCE MEASURES



- The annual public health community event in November celebrates World Diabetes Day and Native American Heritage Month to bring awareness to the community about diabetes.

decisions about their health. These services focus on reducing the risk of chronic diseases, improving health behaviors, and promoting overall well-being through education, outreach, and preventive care. In 2024, the program served 59 individuals who attended 61 health education visits, while 25 individuals participated in 63 group sessions. The Diabetes Prevention team attended an in-person meeting with the American Diabetes Association (ADA) as part of the Diabetes Prevention Alliance, providing program strategies to improve diabetes prevention efforts locally and nationally. In addition, the team was invited to present to the ADA and the Centers for Disease Control and Prevention (CDC), showcasing local strategies, outreach initiatives, and engagement efforts tailored to the tribal community.

The Community Nutrition Strategic Planning initiative was launched in 2024, marking significant progress as a community-led effort to improve nutrition and food access. This initiative successfully fostered partnerships to address unhealthy diets by integrating Indigenous foods and practices. Mary-Katherine McNatt, Ph.D., a YDSP tribal member, provided expert guidance on adapting public health practices to serve the tribal community better. Dr. McNatt co-facilitated discussions on key topics, including tribal food sovereignty, health data, and logic modeling. These efforts established a solid foundation for future culturally tailored nutrition projects, ensuring that community-driven strategies align with local traditions, dietary preferences, and health priorities.





COMMUNITY & ECONOMIC DEVELOPMENT

TRIBAL EMPOWERMENT

The Department of Tribal Empowerment (DTE) offers educational enrichment programs designed to enhance both cultural and academic outcomes for Tigua members of all ages. These programs are organized into three divisions: Support Services, Early Childhood, and Education, each dedicated to providing targeted resources and opportunities for learning and growth.

The Department of Tribal Empowerment (DTE), with a team of 48 staff members, played a vital role in supporting the Pueblo community by providing a broad range of essential services. These included reliable transportation, accessible library assistance, and comprehensive early learning programs for young children (0-5 years). The department also assisted families in accessing needed childcare services.

DTE's educational initiatives were extensive, featuring specialized programs such as Spring, Summer, and Afterschool sessions that offered continuous learning opportunities. Additionally, the department prioritized prevention services for youth aged six to seventeen, fostering a safe and supportive environment. To further enhance educational access and equity, DTE administered scholarships and financial aid, helping community members pursue their academic goals.

One of the department's key achievements was the groundbreaking of the new YDSP Early Learning Center (ELC) on February 28, 2024. The ceremony began with blessings from the Cacique and War Captain, followed by a welcome from Governor Michael Silvas and an address from DTE Director Anna Silvas. The event concluded with a performance by the YDSP Pre-K dancers.

The new ELC will provide learning spaces that connect YDSP children and families with their indigenous way of life, fostering education and cultural identity. Designed to empower and support youth development, the center will offer educational programs, activities, and dedicated spaces. By integrating STEAM learning with Pueblo cultural history, tribal youth will engage in hands-on experiences in arts and crafts, pottery, beading, and sewing, fostering academic enrichment and cultural preservation.

This facility is funded through the Department of Health and Human Services Administration for Children and Families American, Rescue Plan Act, and YDSP funding. Alvidrez Architecture, LLC designed the building, and Jordan Foster Construction is the prime contractor. The 41,500-square-foot facility is scheduled for completion by December 2025.

In 2024, the Department of Tribal Empowerment reached 1,938 community members, demonstrating its significant impact on education, childcare, and youth development within the Pueblo community.

EARLY CHILDHOOD DIVISION

The Early Childhood Division (ECD) provides high-quality early learning experiences that blend cultural traditions with modern education. Through programs like the Tuy Pathu Early Learning Center and Tuy Pathu Tigua Indian Pre-K, the division fosters academic growth, language development, and social-emotional learning using Montessori methods. By integrating Tiwa language and cultural teachings, young learners gain a strong foundation in both their heritage and essential early education skills. The division also engages families through parent training, developmental screenings, and community events to support holistic child development.

● Class of 2024 Tuy Pathu Tigua Indian Pre-K Graduation



The Tuy Pathu Early Learning Program, through the Montessori Method, delivered a structured 10-month academic curriculum followed by a two-month summer camp. This approach emphasized hands-on learning, independence, and cognitive development. In 2024, the program served 41 children, as shown in the table below, providing them with a well-rounded educational foundation meant to nurture curiosity and growth.

2024 TUY PATHU EARLY LEARNING PROGRAM ENROLLMENT

Category	Frequency
INFANTS	13
PRE-TODDLERS	12
TODDLERS	16
PRESCHOOL	0
TOTAL	41

During the 2023–2024 academic year, the Tuy Pathu Tigua Indian Pre-K Program successfully provided high-quality educational services by blending traditional teaching practices with key elements of the Montessori Method. This integrated approach fostered a dynamic and engaging learning environment, supporting early childhood development and school readiness. A total of 38 students participated in the program, with 19 graduates proudly earning their Pre-K diploma, and marking a significant milestone in their educational journey.

To assess the impact of this comprehensive learning experience, students’ progress was measured using the CIRCLE Progress Monitoring Assessment. The tables below present the CIRCLE Progress Monitoring Assessment mean scores in Phonological Awareness, Rapid Letter Naming, Rapid Vocabulary Naming, and Math, highlighting the students’ developmental progress throughout the year.

YOUNGER 4-YEAR-OLD CIRCLE PROGRESS MONITORING SCORES

Area / Concept	BOY	MOY	EOY
PHONOLOGICAL AWARENESS	16	21	23
RAPID LETTER NAMING	4	7	12
RAPID VOCABULARY NAMING	14	18	24
MATH	15	15	17

OLDER 4-YEAR-OLD CIRCLE PROGRESS MONITORING SCORES

Area / Concept	BOY	MOY	EOY
PHONOLOGICAL AWARENESS	22	27	32
RAPID LETTER NAMING	13	14	24
RAPID VOCABULARY NAMING	19	23	31
MATH	20	23	

Language and cultural integration remained a central focus across the division, fostering a deeper connection to heritage and tradition. By emphasizing greetings and simple Tiwa commands, the program enhanced their proficiency and provided an essential foundation in the Tiwa language, fostering early language development and cultural pride. Beyond language, cultural engagement was further enriched through active participation in reciting the morning prayer and mastering the performance of four social dances: 1) Butterfly, 2) Fancy Shawl, 3) Eagle, and 4) Round. These dances are proudly showcased at various community and cultural events, allowing children to celebrate and embrace their traditions.

The ECD hosted Nu Piawiwe: The Night of Art, an event inspired by Tigua Sacred Places, where children can explore their creativity while developing fine motor skills. In 2024, they crafted two unique art pieces using clay, clothespins, and other materials, each representing the cultural significance of Naiglesia (Mission), Hluh P’ien (Hueco Tanks), and P’aheua (Meeting Room).

Other community events included Literacy Night, featuring local children's author Juanita Quiñones Gandara. This event emphasized the importance of early literacy and social-emotional learning, enriching children's educational experiences through storytelling and interactive engagement.

The Parent and Family Engagement Services provided comprehensive support in 2024, fostering family involvement and enhancing early childhood development. Key initiatives included delivering five sessions of the Incredible Years parent training program, which benefited 11 parents by equipping them with effective parenting strategies. Additionally, the Ages and Stages Questionnaire (ASQ) remained a vital screening tool for assessing young children's developmental progress, with 65 completed assessments assisting to identify and address early learning needs and strengths.

To further strengthen staff capacity, nearly 620 training hours were provided in the following courses:

- Addressing the Impact of ACES through Trauma-Sensitive Strategies in Early Childhood Settings
- Youth Mental Health First Aid USA
- Self-Care
- AS+K? Ask About Suicide to Save a Life

These professional development efforts enhanced staff knowledge and preparedness, ensuring they could effectively support young children and families in the community.

Lastly, DTE provided childcare support to 108 parents, representing 70 families, ensuring they had access to reliable and high-quality early childhood services. A total of 100 children were enrolled in childcare programs, benefiting from a well-structured and nurturing environment designed to meet the highest standards of care and education.

EDUCATION DIVISION

The Education Division (ED) is dedicated to supporting lifelong learning and academic success for tribal members of all ages. Through programs like BRAVE, IMPACT, and the Tigua Youth Council, the division provides educational enrichment, leadership development, and scholarship opportunities. By blending cultural heritage with academic initiatives, the division empowers students to achieve their educational and career goals.

The Education Division oversees the following programs, each serving distinct segments of the Pueblo community.

- The **BRAVE Program (K-5)** provides alcohol and substance abuse prevention activities for Ysleta del Sur Pueblo youth, offering educational sessions, leadership opportunities, and community events to promote healthy lifestyles.
- The **IMPACT Program (6-12)** supports tribal members pursuing higher education by providing financial assistance, scholarships, and resources to help them achieve academic and career success.
- The **Empowerment Library** provides tribal members with access to educational resources, books, and digital tools to support learning, cultural preservation, and personal development.



BRAVE PROGRAM

The BRAVE Program supported youth and families through three key sessions: a week-long Spring Session, a four-week Summer Session, and a 10-month Afterschool Session, all promoting cultural awareness, substance abuse prevention, and overall well-being.

In 2024, the program served a significant number of students. The Spring Session (90 students) included educational outings, while the Summer Session (88 students) featured cultural teachings from tribal leaders and elders, who led lessons in traditional dances and songs. The Afterschool Session (97 students), the program's cornerstone, provided daily transportation and diverse activities, including STEAM learning, karate, arts and crafts, and talent shows. Students also showcased their cultural heritage through social dance performances at community

events, such as the Child Exploitation presentation and Native American Heritage Month Celebration.

The program's prevention efforts were highlighted during Red Ribbon Festivities, including the Pumpkin Festival and Red Ribbon Block Party, which featured community engagement activities, a parade, social dance performances, and the announcement of the Red Ribbon T-Shirt Design Winner, Ryan Garcia. These events reinforced the program's mission to promote a healthier, drug-free community while celebrating cultural identity and unity.

IMPACT PROGRAM

The IMPACT Program continued to support the educational success of YDSP members. The figure below shows over 50 graduates representing all education levels. Two graduation banquets honored these achievements: the



● Tribal Council and DTE with Tribal Valedictorian Paul Herrera and Salutatorian Liehla Silvas at IMPACT Graduation Banquet.

Spring ceremony on May 1st, featuring keynote speaker Star Hisa (Bachelor’s of Science in Public Health), and the Fall ceremony on December 18th, with Elizabeth Celeste Muñoz (Master of Business/Master of Public Administration) as the speaker. These events highlighted the program’s dedication to fostering academic excellence and personal growth.

2024 Educational Achievements:

- 34 high school diplomas
- 7 Associate Degrees
- 9 Bachelor’s Degrees
- 3 Graduate Degrees

TOP MAJORS AND DEGREES BY GRADUATES

Graduation Banquet	Major	Degree	Number Awarded
SPRING	MULTIDISCIPLINARY STUDIES	ASSOCIATE’S DEGREE	6
	CIVIL ENGINEERING	BACHELOR’S DEGREE	1
FALL	MUSIC EDUCATION	BACHELOR’S DEGREE	2
	BUSINESS ADMINISTRATION	MASTER’S DEGREE	1
	PUBLIC ADMINISTRATION	MASTER’S DEGREE	1

Through the Higher Education initiative, the IMPACT Program awarded scholarships to 114 students, reinforcing its commitment to expanding access to post-secondary education. Beyond financial support, the program engaged students through initiatives like the “Secure the Future” workshop in October and campus tours to introduce high school students to college opportunities. The program honored 25 students with a Cacique’s List Scholar distinction to recognize academic excellence for maintaining a 3.5 GPA or higher. These efforts underscore the IMPACT Program’s mission to empower students and promote lifelong learning.

EMPOWERMENT LIBRARY

The Empowerment Library remained a valuable resource center, providing community members with internet access, copying, printing, faxing, and

a collection of books. In 2024, a total of 253 books and digital media were checked out, and 18 virtual readings were posted on DTE’s Facebook page, averaging 33 viewers per session.

The library received a 2024 Institute of Museum and Library Services (IMLS) Basic Grant, which funded the creation and printing of 500 copies of the Honoring Traditional Foods Through a Cookbook. This cookbook celebrated Pueblo culinary traditions, featuring community recipes, youth artwork, and Tiwa language translations for words and numbers. The grant also supported two paint nights, fostering family bonding and creativity. Additionally, the library hosted the Pueblo Gingerbread House event, which engaged 106 community members, further strengthening cultural connections through interactive learning experiences.



● Tribal Council and DTE celebrating Ysleta del Sur Pueblo High School and College Graduates at 2024 Graduation Banquet.

COMMUNITY DEVELOPMENT (DCD)

The Department of Community Development (DCD) is composed of four divisions: Planning, Design & Construction, Property Management, Realty, and Support Services. Serving as a one-stop shop for project management, DCD oversees community planning, real estate, environmental initiatives, and property management. Key responsibilities include acquiring and maintaining real estate records, representing Pueblo interests at federal, state, and regional levels, and managing the construction, maintenance, and overall stewardship of the Pueblo’s real property assets. The department is supported by a team of 71 employees.

PLANNING, DESIGN, & CONSTRUCTION (PDC)

The Planning, Design, & Construction (PDC) Division is responsible for executing the Pueblo’s capital improvement plan, including new construction and renovations. In 2024, PDC managed a diverse portfolio of projects, including design, capital improvement, infrastructure, residential, and other professional services projects. Construction and design projects are at various stages of development, reflecting the division’s ongoing commitment to enhancing the Pueblo’s built environment. The table below details the scope and progress of these initiatives.

PLANNING, DESIGN, & CONSTRUCTION PERFORMANCE MEASURES

Category	Performance Measure	2024 (Year-End Value)
DESIGN PROJECTS	NUMBER OF CONTRACTS	11
CAPITAL IMPROVEMENT	NUMBER OF PROJECTS UNDER CONSTRUCTION	1
INFRASTRUCTURE PROJECTS	NUMBER OF PROJECTS UNDER CONSTRUCTION	4
RESIDENTIAL PROJECTS	NUMBER OF PROJECTS UNDER CONSTRUCTION	1
OTHER PROFESSIONAL	NUMBER OF CONTRACTS	17

In 2024, several significant projects were completed or remained under construction, highlighting remarkable progress in the Pueblo’s development endeavors. These include the T’aikabede Jose Sierra Sr. Youth Learning Center, Alameda Bridge Streetscape, 25-acre Master Plan Development, Tribal Dispatch Communication Center, Health Clinic Carport (with solar system integration), and Chilicote Ranch crossing improvements. Notably, the 25-acre Master Plan envisions a vibrant and inclusive community concept featuring single-family homes, multifamily residences, innovative duplexes, townhomes, a daycare facility, a community area, and a scenic linear park with modern amenities. This development promises to deliver a contemporary and sophisticated living



● The new Chilicote ranch bridge with additional lighting and road upgrades. This project was completed in 2024 and is the first of its kind for the Pueblo using Federal Highway money for bridge construction.



● A newly installed well water pump for the corn field located on Socorro Road that is being used to farm traditional corn. This installation will allow for irrigation of the traditional cornfield that will be used for traditional events.

experience, setting a new benchmark for community design. Each project underscores the Pueblo's commitment to enhancing infrastructure, enriching community spaces, and ensuring essential services, paving the way for sustainable long-term growth.

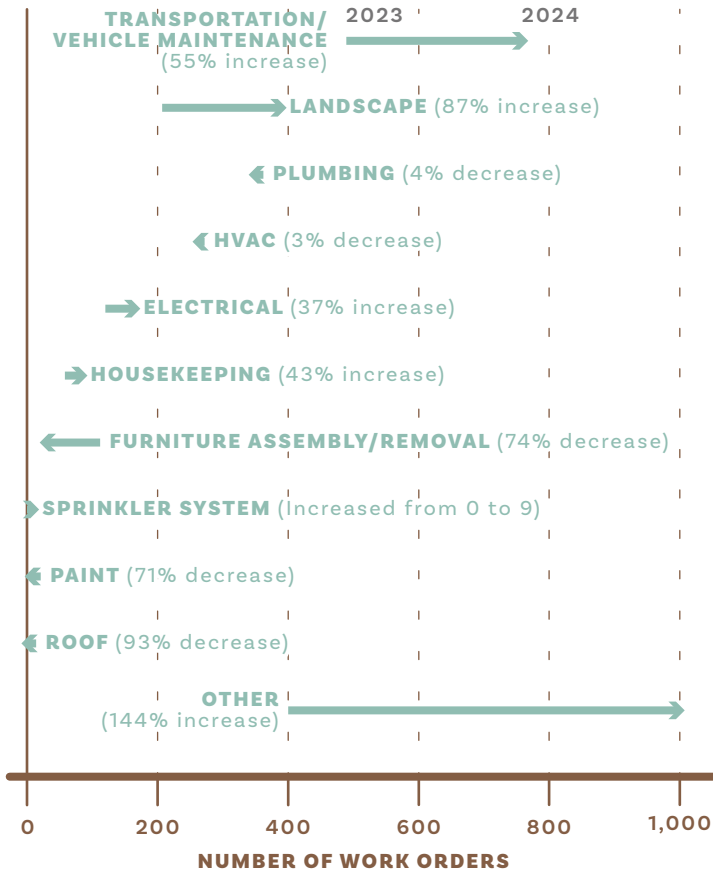
Looking ahead to 2025, several projects are poised to break ground, further advancing the Pueblo's vision for growth and development. These include the Firestation improvement project, Cultural Center parking lot upgrades, and the Chilicote Ranch guest house remodel, all designed to enhance community infrastructure and public services. Additional projects ready for new construction include the District II Landscaping initiative, the Administration IT addition, Nam Ku-I Phase II, and the new Quarai Court Two Development. Together, these projects reflect the Pueblo's forward-thinking approach to addressing community needs and fostering growth through sustainable and functional development.

PROPERTY MANAGEMENT (PM)

The Property Management (PM) Division oversees housing and facility maintenance operations, including custodial, auto fleet/equipment management, roads and grounds, facilities management, and housing. The PM team strives to deliver the highest standard of service to YDSP while fulfilling its service delivery responsibilities, as reflected in the table below, which outlines the number of work orders completed in 2023 and 2024. The data indicates that landscape work orders saw an 87% increase, and despite slight decreases in other areas, the total number of work orders received rose by 48% from 2023 to 2024.

REQUESTED WORK ORDERS IN 2023 AND 2024

IN 2024, PROPERTY MANAGEMENT COMPLETED A TOTAL OF 3,041 WORK ORDERS, A 48% INCREASE OVER 2023.



The list below outlines some of the projects completed in 2024:

- Tribal Police/Courthouse privacy fence
- Temporary parking lot on Tigua Blvd
- District II new well and pump repairs
- District II entrance gates
- Facility master lock boxes
- Elder assistance repairs
- Interior facility painting at the Tigua Business Center
- Juanchido Center renovation
- Warehouse inventory workstation

REALTY

The Realty Division coordinates all land, real estate, and real property-related matters on tribally owned properties. In 2024, the Realty Office Support Services include the Environmental and Geographical Information Services (GIS) programs. Environmental services include environmental assessments and reviews. established commercial lease policies and procedures to assist in the enforcement of provisions to maintain federal and tribal compliance. The Realty Office is also responsible for purchasing property, collecting commercial rents, issuing special use permits, and paying property and water taxes. In 2024, the division purchased one property and managed 17 permits and leases.

The table below provides the Pueblo's ownership interests:

YDSP PROPERTY OWNERSHIP INTERESTS

Property Name	Acreage
IYE KITU	120.520
P'A KITU	328.940
OUTLIER PROPERTIES	4.300
HUECO TANKS	3,592.970
CHILICOTE	70,530.650
SUBTOTAL	74,577.380
TOTAL OWNERSHIP INTERESTS*	74,577.765

* Includes off-reservation properties not listed above

SUPPORT SERVICES

Support Services include the Environmental and Geographical Information Services (GIS) programs, both of which play a crucial role in regulatory compliance and environmental management. Environmental Services conduct assessments and reviews to ensure compliance with regulations. The

Environmental Specialist actively participates in preconstruction and progress meetings, significantly improving construction site compliance, reducing noncompliance issues, and strengthening pollution control efforts by contractors. The program collaborates with the Border 2025 Program to address environmental challenges, advocate for the Pueblo, and raise federal awareness of local concerns.

The YDSP Geographic Information Systems (GIS) program supports the YDSP government by managing and analyzing geographic data, including tribal land holdings, facilities, housing, and roads. Current projects include upgrading the dispatching software system, migrating critical GIS datasets, preparing strip maps for the Road Inventory Field Data System (RIFDS), and developing resources for interdepartmental use.

● Tribal youth-sized shovels, hard hats and vests used in the Early Learning Center groundbreaking ceremony.



HOUSING

The Department of Housing (DOH) is dedicated to ensuring safe, affordable, and well-managed housing for the YDSP community. As a newly established department, it oversees all aspects of housing operations, including residential administration, tenant relations, leasing, rent collection, and policy enforcement. The department works to create sustainable housing solutions that meet the evolving needs of Pueblo families.

Throughout 2024, the department focused on strengthening tenant relations, improving communication, and fostering community engagement. While managing residential operations, DOH remained committed to housing stability and tenant well-being. These efforts have laid a strong foundation for future growth and continued success in serving the Pueblo's housing needs.

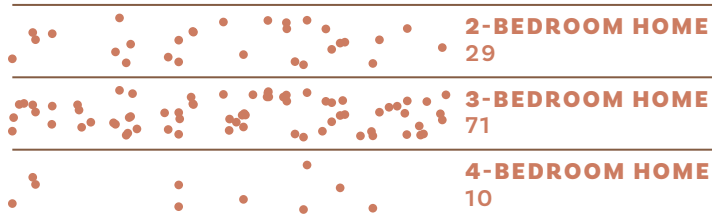
Last year, DOH managed 401 housing units, providing safe and stable housing for 1,211 residents with the support of a 10-member team. As part of its operational responsibilities, the department issued 175 Notices

of Termination; however, only two evictions were executed, demonstrating its commitment to program compliance while prioritizing tenant support and housing stability. These efforts reflect a proactive approach to preventing displacement and fostering long-term housing security for the Pueblo community.

The chart below illustrates how the total population served by DOH is distributed across tribal properties. The current waitlist has increased by 20%, growing from 92 families in 2023 to 110 in 2024, highlighting a rising demand for housing within the Pueblo community.

HOUSING WAITING LIST BY UNIT TYPE

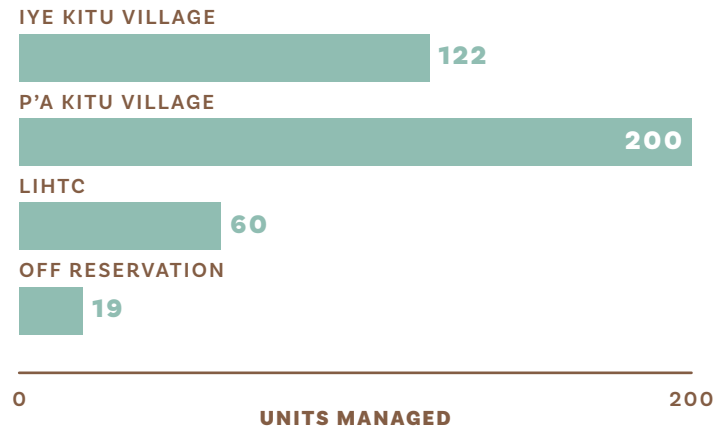
TOTAL NUMBER OF FAMILIES ON THE HOUSING WAITING LIST WAS 110.



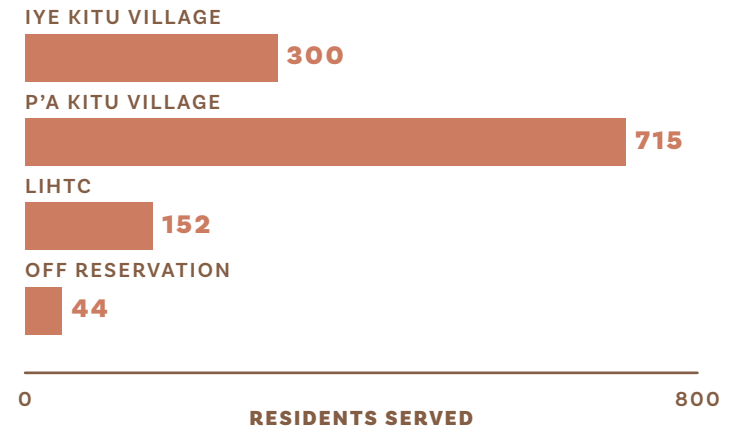
● The first Annual Housing Fair, which attracted 107 participants and 23 vendors, served as a highlight, offering resources, household maintenance demonstrations, and opportunities for community connection.

NUMBER OF UNITS MANAGED AND RESIDENTS SERVED

TOTAL NUMBER OF UNITS MANAGED WAS 401



TOTAL NUMBER OF RESIDENTS SERVED WAS 1,211



In partnership with Property Management, DOH completed several key projects in 2024 to enhance housing quality and resident comfort. A tree-trimming project improved safety and aesthetics for 72 rental units, while 60 LIHTC units were upgraded from evaporative cooling to refrigerated air, providing more efficient climate control. Additional enhancements included 99 energy efficiency module installations, 26 French door conversions, and roof repairs. To support elder residents, the department also completed three Elder Home Assistance Projects, featuring two ADA restroom conversions and a pipe leak repair, ensuring safer and more accessible living conditions.

To enhance resident engagement, DOH instituted various community events throughout the year. Regular community meetings, complete with raffle prizes, attracted an average of 50 participants, offering a platform for dialogue and collaboration. Seasonal activities, such as Halloween and Christmas home decorating contests and a DIY ornament decorating contest, encouraged creativity and festive spirit among residents. Popcorn Fridays became a popular weekly event, providing a simple yet effective way to bring residents together. Lastly, in partnership with



● Mr. John Hurt of Property Management at the 1st Annual Housing Fair conducting household maintenance demonstrations which made the event both engaging and educational for attendees.

Empowerment's Back to School Fair, DOH hosted its first Annual Housing Fair, which drew 107 participants and featured 23 vendors. Property Management contributed by conducting household maintenance demonstrations, making the event both engaging and educational for attendees.

ECONOMIC DEVELOPMENT

The Department of Economic Development strengthens the Pueblo's economic growth and capacity while preserving its vibrant culture. Through its four divisions—Financial Support, Entrepreneurship, Tribal Government Support, and Workforce Development—the department empowers members by expanding their knowledge and skills to foster self-sufficiency, financial stability, and economic independence. Its diverse services and programs include low-income community lending, business and entrepreneurship support, tax registration and preparation, research and development, financial literacy education, and nation-building initiatives.

FINANCIAL SUPPORT DIVISION

Tigua Community Development Corporation | The Tigua Community Development Corporation (TCDC) addresses financial barriers within the YDSP community by increasing access to credit, capital, and financial services. Through its Community Development Financial Institution (CDFI) and revolving loan fund, TCDC helps members improve their credit scores and history while avoiding predatory lending. In 2024, TCDC disbursed \$141,555 to 31 tribal members, alleviating debt burdens and protecting borrowers from high-interest rates. All loan recipients completed a financial literacy course before receiving funds, gaining essential skills in budgeting, spending, debt reduction, and building personal savings.

ENTREPRENEURSHIP SUPPORT DIVISION

The Entrepreneurship Support Division equips tribal members with educational programs and technical support services to build business skills and knowledge. By fostering innovation and collaboration, the division empowers tribal entrepreneurs to achieve long-term success.

The division assisted members to establish 24 new small businesses in 2024, bringing the total to 52 since 2022. Through comprehensive support in business development, marketing, and access to startup and seed funding, the division continues to break down barriers to entry. In addition to financial and technical assistance, entrepreneurs participated in 66 continuing education courses covering essential topics such as *Accounting 101*, *Cash Flow and Budgeting*, and *Scaling Your Business*. Overall, the division had 636 visits from aspiring and established entrepreneurs who benefited from these educational opportunities, strengthening the local business community.

In 2024, the Entrepreneurship Support Division launched TEIR 365 (Tigua Entrepreneur in Residence 365), its most advanced program designed to accelerate the growth and sustainability of tribal businesses. The inaugural cohort of eight small businesses achieved impressive results, generating \$1.5 million in revenue and \$1.2 in net income. Beyond financial success, this group of tribal entrepreneurs made a significant impact on the community by creating 31 new jobs for tribal members and individuals with Tribal Ties,

● TEIR 365 during July's Monthly small business education meeting, hosted by Russ Seagle.



reinforcing the program's role in fostering economic self-sufficiency and community prosperity.

TRIBAL GOVERNMENT SUPPORT DIVISION

Target Tigua AmeriCorps | YDSP's Target Tigua AmeriCorps (TTAC) is a well-established program serving Pueblo citizens since 2011. TTAC's mission is to build the Pueblo's capacity and self-sufficiency. The program promotes tribal identity and resources through asset building, economic self-sufficiency, and supports cultural identity. TTAC's five main activities include Nation Building, Language & Culture, Financial Literacy, Entrepreneurship, and Volunteer Income Tax Assistance (VITA).

Nation Building | The program served 79 participants in 2024. Each session provided an opportunity to learn about Tigua history, tribal government operations, facts about Native tribes, and the differences between social and traditional dances.

Culture and Language | The Culture and Language (C&L) program introduces youth and community members to Pueblo culture, arts, and language. The program served 82 afterschool youth at the Department of Tribal Empowerment, where they learned about basket weaving, pottery painting, salt flats, Cerro Alto, the Tigua language, and more.

Financial Literacy | Financial literacy can establish financial growth, which may improve both individual and tribal self-governance. The program served 58 participants through financial literacy education, focusing on building a healthy economy, spending plans, and financial institutions, such as an introduction to accounts, types of credit, credit history, and consumer loans. The financial

literacy coordinators received Financial Skills for Families and Credit Building certifications.

Entrepreneurship | The program hosted the Business & Marketing Essentials workshops and TEIR 365, providing marketing services and consultations with small business owners. It also provided small business workshops to aspiring tribal entrepreneurs throughout the US. The most popular presentations included Accounting 101, Choosing a Business Structure, AI, and Canva.

Volunteer Income Tax Assistance (VITA) | VITA prepared 1,717 tax returns for the 2023 tax season. The refund value was over \$2.3 million and over \$840,000 in tax credits. The VITA program has provided free income tax support to the YDSP community and surrounding neighbors for over 20 years.



● Congresswoman Veronica Escobar during a visit to recognize the Pueblo's 2024 VITA program.

WORKFORCE DIVISION

Native Pathways (NP) | Native Pathways is a dedicated workforce development and training program that empowers Native American participants through comprehensive job placement services, career training, and ongoing support. Over the past year, the program increased its service delivery by 22% compared to the





● Vicky Cebollero receiving her Completion Incentive for having successfully completed Soft-skills training.

previous year, demonstrating a strong commitment to fostering both personal and professional growth. The NP team completed 403 individual Career Services, 146 training services, and 150 General Assistance services. Notably, NP successfully placed 22 Tribal Members into permanent positions—a more than 15% increase from 2023. Among these newly employed individuals, 11 took part in a financial literacy savings challenge, collectively saving \$15,084. By matching savings dollar-for-dollar, NP helped propel these members from debt into greater financial stability. In addition, participants in the 122-county West Texas service area benefited from over \$219,000 in tuition assistance, while 87 training sessions

were completed, awarding an extra \$16,130 in completion incentives. Furthermore, NP significantly expanded its outreach in West Texas by visiting over 41 partner sites and reaching 10 new participants outside the El Paso service area.

Tigua Next Generation (TNG) Program | The TNG program offered tribal youth aged 15 to 17 valuable professional work experience during the summer, equipping them with essential career skills. Among these participants, 20 joined the Academic Achievers Incentive Program, earning a total of \$3,440 in rewards for their outstanding academic performance.

● Opposite, top: Business & Marketing Essentials (BME) program participants from the June 2024 cohort; Below: Graduation Ceremony for the Inaugural Cohort of TEIR 365 Program Participants.



● Harvesting of Tigua Farms Alfalfa



● Repairing drip line leaks

TIGUA FARMS, LLC

Established in September 2020, Tigua Farms, LLC is a Tribal Enterprise operated by YDSP. Located on 500 acres at Chilicote Ranch in Valentine, Texas, the farm currently employs two crew members and specializes in harvesting alfalfa, with plans to expand into additional crops. Tigua Farms serves customers across several communities, including Valentine, Marfa, Ft. Davis, Van Horn, Alpine, Stephenville, Bédias, Tornillo, Marathon, Monahans, Socorro, San Elizario, Clint, and El Paso.



● Doe Stage of Alfalfa



● Commercial Sales

INNOVATIVE IRRIGATION AND FERTILIZATION PRACTICES

Tigua Farms is committed to sustainable and efficient agricultural practices. Its advanced irrigation system uses drip lines that deliver water directly to root zones, minimizing water loss through evaporation while promoting higher crop yields. The farm also employs fertigation, a process that injects fertilizers directly into the irrigation system, ensuring precise nutrient delivery. With six wells managed on-site, the farm maintains long-term water sustainability. These methods enable Tigua Farms to produce between 1.5 and 2 tons of alfalfa per acre.

CUTTING-EDGE EQUIPMENT AND TECHNOLOGY

To further enhance efficiency, Tigua Farms utilizes GPS technology on its planting equipment. This technology ensures consistent seed distribution per acre and maintains straight, evenly spaced planting rows. Additionally, GPS tracking helps optimize fuel consumption, reducing operational costs and environmental impact.



● Tigua Farms New Customers

INFRASTRUCTURE AND FUTURE EXPANSION

Looking ahead, Tigua Farms plans to diversify its crop production and store future harvests in its newly constructed warehouse. This facility will maintain inventory freshness and protect crops from environmental damage, supporting the farm's goal of maximizing yield, profitability, and long-term sustainability. Regular testing ensures that Tigua Farms' alfalfa meets premium quality standards, catering to both the equine and cattle industries.

PUBLIC SAFETY

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 manage its public safety resources more efficiently. With 52 employees, DPS supports operational functions, including traffic safety, criminal interdiction, emergency management, fire safety, and

communications. The department strives to serve, protect, and promote peace within Ysleta del Sur Pueblo. In October, the department hosted its annual “National Night Out,” a community event attended by 282 participants. As part of a national campaign to strengthen police-community partnerships, all DPS divisions—including Police, Fire, Emergency Management, and Communications—worked together to build relationships with tribal residents.



TRIBAL POLICE DIVISION

The Tribal Police Division (TPD) aims to create a safe and vibrant environment by implementing community protection approaches. The division engages the community through outreach efforts to raise awareness and build trust. TPD utilizes its specialized officers, including a Violence Against Women Officer, K9 Officer, and School Resource Officer, to prioritize the partnerships with community members, followed by enforcing Tribal codes and laws. TPD aims to foster stronger connections between officers and the community. The division values its community and strives to build trusting relationships. TPD also intends to create an environment where residents know and depend on the officers to address community needs and concerns. TPD constantly explores new approaches to serve its community and tribal citizens better.

TPD strengthened its service through innovative community policing initiatives, engaging with residents by hosting and participating in events such as **Coffee with a Cop**, **Fishing with a Cop**, **DPS National Night / Day Out**, **Spooktacular Trick-or-Treat**, and **Christmas with a Cop**. These programs provide opportunities for residents to interact with officers in informal settings, helping to break down barriers, build trust, and foster mutual understanding. Additionally, TPD encourages residents to report suspicious activities, reinforcing the importance of a collaborative relationship between law enforcement and the community.

TPD police force consisted of 18 officers at the end of 2024, with four in leadership, four trainees, and 10 officers. By working hand-in-hand with residents, TPD strives to build a safer, more inclusive, and connected environment, strengthening trust, security, and unity.



● DPS and Brave Program Collaboration: Fishing with a Cop, Officer Adame teaching a child how to fish.



● DPS National Day Out: DPS Tribal Firefighters painting pumpkins with community children.



● DPS National Day Out: Community participating in the Round Dance with Social Dancers



● Christmas with a first responder: Group photo of Department of Public Safety and Brave Program

TRIBAL POLICE PERFORMANCE MEASURES

Indicators	Units
NUMBER OF INFRACTIONS	720
NUMBER OF TRAFFIC INFRACTIONS	662
NUMBER OF PEACE CODE INFRACTIONS	58
TOP TRAFFIC INFRACTION	NO VEHICLE INSPECTION AND REGISTRATION
TOP PEACE CODE INFRACTION	ILLEGAL DRUGS
DRUGS CONFISCATED (IN GRAMS)	3225.73

In 2024, total infractions increased by 5%, with a notable 10% rise in traffic violations, shifting the top offense from “No Valid Operator’s License” to “No Vehicle Inspection and Registration.” Peace Code infractions dropped by nearly 31%, yet illegal drugs remained the most common offense, while drug confiscations decreased by 22%, possibly indicating shifts in enforcement or trafficking patterns. These trends suggest a need for enhanced vehicle compliance efforts, continued drug prevention strategies, and careful assessment of enforcement priorities to address emerging challenges.

TRIBAL FIRE DIVISION

The Tribal Fire Division (TFD) is responsible for developing and maintaining a comprehensive fire prevention and emergency response program that serves both the Pueblo and its surrounding non-tribal community. Beyond its core firefighting and emergency services, TFD actively engages in community outreach through career day presentations and partnerships with local high school fire tech programs. The division also oversees a range of training programs, including CPR/AED, Heart Saver CPR/AED, first aid certification, and most recently, the Community Emergency Response

Team (C.E.R.T.) program, while providing critical medical assistance at tribal events such as Red Ribbon, Spooktacular, concerts, and traditional dances.

In 2024, Tribal Fire responded to three search and rescue operations in difficult-to-access terrain, utilizing all-terrain vehicles for effective emergency response. They also conducted 16 border wall rescues, employing advanced rope rescue techniques. Additionally, Tribal Fire provided critical support during significant fire incidents, including a two-day blaze at the Montana Recycle Center in collaboration with ESD#2, and a mobile home fire that tragically resulted in a fatality. During the irrigation season, TFD managed 20 body retrievals from the lower valley canal systems, successfully rescuing one individual.

Emergency Services District II recently designated Tribal Fire as a responder for all structure fires south of Interstate 10, covering the area west of the El Paso city limits to Fabens, Texas. Meanwhile, the Fire Marshal’s office continued to explore new responsibilities, including plans for establishing a Plan Review and Permitting Office. In 2024, efforts focused on reviewing and issuing permits for fire protection systems and safety compliance in ongoing projects.

In 2024, Tribal Fire saw a 31% decrease in response calls (from 830 to 571) compared to the previous year. At the same time, community outreach activities grew by 46%, and fire inspections surged more than fourfold (from 19 in 2023 to 78 in 2024). Alarm-related incidents also increased, with alarm system troubleshooting cases rising by 50% and commercial/government alarm activations jumping from 0 to 17, suggesting enhanced monitoring and enforcement efforts.

TRIBAL FIRE PERFORMANCE MEASURES

Indicators	Units
RESPONSE CALLS	571
COMMUNITY OUTREACH/EDUCATION ACTIVITIES	38
NUMBER OF COMMERCIAL/GOVT FIRE INSPECTIONS	78
BUILDING PLANS REVIEWED	26
ALARM SYSTEM SIGNALS AND TROUBLES	15
COMMERCIAL/GOVT ALARM ACTIVATED INCIDENTS	17

EMERGENCY MANAGEMENT DIVISION

The Emergency Management Division (EMD) is dedicated to enhancing community resilience through comprehensive preparedness, response, recovery, and mitigation efforts. By coordinating emergency planning, resource management, and interagency collaboration, EMD ensures the Pueblo is equipped to handle disasters and protect public safety. EMD prioritized preparedness in 2024 by focusing on Planning, Organization, Equipment-purchase, Training, and Exercise (POETE) activities.

In 2024, EMD advanced several planning initiatives, including tracking progress on 14 mitigation projects under its Tribal Hazard Mitigation Plan. The division also transitioned its Emergency Management Plan (EMP) from traditional annexes to five Emergency Support Functions (ESFs), streamlining operations for public safety, emergency management, transportation, public information, and search and rescue. Updates were also made to the Threat and Hazard Identification & Risk Assessment (THIRA), the

- Opposite, clockwise from top: DPS EM UCFX: Planning Team; DPS EMC All Region Functional Exercise: Captain Torres participating in the Functional Exercise; DPS EM UCFX: Simulation Cell being conducted; DPS EM UCFX: Active Shooter News Cast Simulation; DPS EMC All Region Functional Exercise: Local Agencies and Tribal Agencies participating in the Functional Exercise



annual Stakeholder Preparedness Review, and the Integrated Preparedness Plan. Additionally, preliminary planning for the upcoming Continuity of Operations Plan (COOP) update is underway, ensuring sustained operations and resilience during emergencies.

The division acquired mobile surveillance equipment under the FY22 Tribal Homeland Security Grant Program (THSGP) to enhance security and monitoring capabilities. EMD will continue equipment testing to ensure functionality while meeting project milestones for upcoming performance periods. Similarly, expenditures for the FY23 THSGP were finalized, funding communications equipment and infrastructure enhancements for first responders. The remaining focus for the grant period will be on completing project milestones to ensure full implementation.

Last year, several training activities were conducted at the Pueblo to enhance emergency preparedness and compliance with the National Incident Management System (NIMS). In collaboration with regional instructors, EMD facilitated nine training courses, including the T-600 Texas Disaster Accounting 101 Course (February), G-300 Intermediate Incident Command System Course (March), G-2300 Intermediate EOC Functions Course (March), G-0272 Warning Coordination Course (April), L-0581 Emergency Management Operations for Tribal Governments Course (April), G-0191 ICS/EOC Interface Course (August), G-400 Advanced ICS Course (September), L-0584 Continuity Planning for Tribal Governments Course (October), and G-402 NIMS Overview for Executive Senior Officials Course (November). These trainings strengthened the Pueblo’s emergency management capabilities and ensured compliance with national standards.

In 2024, EMD hosted several training exercises, such as the Regional Pandemic Preparedness Plan Stakeholder Workshop Exercise (March), completing the Paso del Norte (PDN) Regional Pandemic Preparedness Plan. In May, EMD staff participated in the Mescalero Dam Functional Exercise as evaluators, followed by the Doña Ana OEM Exercise Rodeo in July.

EMERGENCY MANAGEMENT PERFORMANCE MEASURES

Indicators	Units
GRANTS ADMINISTERED	4
HOURS OF TRAINING DELIVERED	87
NUMBER OF PARTICIPANTS TRAINED	54
NUMBER OF EMERGENCY PLANS AND ASSESSMENTS UPDATED	10
NUMBER OF PREPLANNED EVENTS AND INCIDENTS COORDINATED THROUGH IAPS	23
EMD COMMUNITY OUTREACH EVENTS	2
APPROXIMATE EMD COMMUNITY OUTREACH ATTENDANCE	544

TRIBAL COMMUNICATIONS DIVISION

The Tribal Communications Division is responsible for managing emergency dispatch communications to ensure swift and effective response to public safety incidents. The division operates 24/7 emergency dispatch services, coordinating with Tribal Police, Fire, and Emergency Medical Services (EMS) to provide critical support during emergencies. By utilizing advanced communication technology, maintaining situational awareness, and ensuring seamless coordination between first responders, the division is vital in enhancing public safety and emergency response efforts across the Pueblo and surrounding areas.

The construction of the YDSP Tribal Communications Center (TCC) was completed, and communications personnel began operations in the new facility on August 12, 2024. As part of ongoing improvements to emergency response capabilities, Emergency Medical Dispatch (EMD) training is scheduled for completion in the second quarter of 2025. The EMD training committee has finalized its review of guide card questions and instructions, which have been submitted to the Association of Public-Safety Communications Officials (APCO) for approval. These guide cards, designed to standardize emergency medical call handling, have been received and are now ready for implementation to enhance response efficiency and patient care.

Tribal Communications continues to provide animal control dispatching and call center ticketing services for Tigua Inc.'s Port of Entries. Compared to 2023, animal control calls decreased by 16% to 563 in 2024, while Port of Entry calls increased by 7%, totaling 1,319. Emergency and non-emergency calls increased by 28% in 2024 compared to the previous year, with 12,813 calls received.

TRIBAL COMMUNICATION PERFORMANCE MEASURES

Spillman CAD Calls	Total Received
EMERGENCY & NON-EMERGENCY	12,813

Tigua Inc. Calls	Total Received
PORT OF ENTRY	1,319
TRIBAL ANIMAL CONTROL	563
TOTAL	1,882

Tribal Communications is committed to “Building a Strong Team Culture & Supervisory Leadership,” fostering professional growth and community engagement. As part of this initiative, employees supported La Casa De Las Abuelitas, a shelter providing housing, food, and clothing for elderly women without families. Through fundraising efforts, staff raised nearly \$900 and assembled gift baskets filled with personal care items, cleaning supplies, blankets, coffee, Care Bears, and gift cards for the shelter’s staff. The baskets were delivered the week before Thanksgiving, comforting and supporting the residents and caregivers.

● **DPS EM UCFX: Regional 1st Responders Team**





JUSTICE & PUBLIC RECORDS

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 for 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 maintenance of tribal citizen records, and the management of demographic data requests.

TRIBAL COURT

Tribal Court heard a total of 161 cases in 2024. The majority of hearings were Peace Code (64%) followed by Traffic Code (18%) and Civil Code (18%) cases. Most cases heard in Tribal Court were generated by people visiting the Pueblo. DTCR continues monitoring individuals who fail to appear in court. These outstanding citations leave cases unresolved; however, they require significant administrative resources. At the end of 2024, there were 175 outstanding citations: 1 Peace Code and 174 Traffic Code.

2024 OUTSTANDING CITATIONS BY CODE TYPE

	Count	Percent
PEACE CODE	1	<1%
TRAFFIC CODE	174	99%
CIVIL CODE	0	0%
Total	175	100%

PROGRAM STATISTICS BY DIVISIONS TRIBAL COURT

2024 TRIBAL COURT HEARINGS BY CODE TYPE

	Count	Percent
PEACE CODE	103	64%
TRAFFIC CODE	29	18%
CIVIL CODE	29	18%
Total	161	100%

Tribal Court also administers the Youth Drug Court Program, an intervention for at-risk youth. In 2024, there were no participants in the program. However, two youth cases were referred to Youth Court and remained under supervision throughout the year. The participants completed 29 hours of community service, with one successfully completing the program.

In March 2024, elections for the Tribal Judge position were held at the first Pueblo Junta, resulting in the election of Tony Valdez II as a third justice. Judge Valdez is a retired federal agent from U.S. Customs and Border Protection. His extensive experience in federal law enforcement is expected to be a valuable asset to the Judicial team.

The court continues to use the “Pay Now” online portal for tribal court payments. The portal has proven successful in facilitating payment processing and has reduced the need for physical currency transactions, streamlining operations.

• Judge Granillo swearing in newly elected Judge Tony Valdez II.



In the first quarter of 2024, DTCR launched ARCTIC IT, a new court case management software application. The department migrated its existing court data from its former database application to ARCTIC IT, with the new platform going live in January 2024. The new court software is a comprehensive data management system that tracks the life cycle of a court case, stores vital demographic information, and records the payment history of fines. The new system is built with automated batch reports to generate court documents and payment receipts.

In August 2024, the Ysleta del Sur Pueblo Community Portal was launched, providing all adult enrolled members with secure, exclusive log-in access. The portal offers a convenient way for members to communicate real-time updates to their personal contact information, including street addresses, email addresses, and phone numbers. Additionally, members can submit requests to record name changes, add or remove enrolled dependents from a household, update bank information, and more, streamlining administrative processes and enhancing member services.

Professional development remains a priority for the department. Staff members participated in online training, such as goal setting and planning. The Director attended and served as a panelist at the *Remaking Tribal Constitutions* seminar and participated in the *Tribal Enrollment and Enhanced Card Program* conference, both held in Arizona. Additional training initiatives included attending the *Public Information Officer Summit for Emergency Management* in Emmitsburg, MD.

TRIBAL RECORDS

The Tribal Records Division processed 188 new enrollments, bringing the total enrolled population to 5,472¹.

¹ Please note that total enrolled population figures might be different from the previous year's data due to the recording and notification of births and deaths by DTCR.

Overall, more than half (57%) of the enrolled population resides out of town, while 43% reside in the El Paso and Hudspeth counties. It should be noted that the percentage of the population that resides out of town continues to grow. Overall, females represent more than half (52%) of the enrolled population, 32% are under 18, and the median age was 34.

Finally, Tribal Court and Records is the Pueblo government's primary communication arm. It maintains the membership's contact information and routinely disseminates the Pueblo's newsletters and current events to over 3,300 tribal members.

2024 NEW ENROLLEES

Population Enrolled	Count
TOTAL	188

ENROLLED POPULATION DEMOGRAPHICS

	Count	Percent
Population by Gender	5,472	100%
MALES	2,644	48%
FEMALES	2,828	52%
Population by Age Group		
MINORS 0 TO 17	1,767	32%
ADULTS 18 TO 64	3,353	61%
ELDERS 65 AND UP	352	7%
Population Trends		
BIRTHS	39	.01%
DEATHS	21	.001%
Population by Service Area		
RESIDE INSIDE OF SERVICE AREA	2,387	43%
RESIDE OUTSIDE OF SERVICE AREA	3,085	57%

QUALITY ● OF LIFE

CHILICOTE RANCH

Chilicote Ranch spans more than 70,000 acres across Presidio and Jeff Davis counties, encompassing diverse landscapes of grasslands, brush, shrubs, and rugged mountainous terrain. This vast expanse is part of the Pueblo's ancestral lands, where Tigua ancestors once lived, hunted, and held sacred ceremonies. Today, YDSP utilizes Chilicote Ranch for cattle operations,

recreation, and agricultural initiatives. The land is home to a diverse range of wildlife, including mule deer, whitetail deer, aoudad sheep, javelina, quail, and predators such as mountain lions. Since acquiring the ranch in 1999, YDSP has implemented policies to promote sustainable hunting practices and habitat conservation, ensuring the preservation of the land's natural resources for future generations.





● The new construction of culverts designed to improve water runoff management.

In 2024, Chilicote focused on strengthening its ranching operations and land management efforts. Key activities included two major roundups in April and November, during which cattle were gathered, castrated, vaccinated, and branded. To support these operations, both cowboys and Pueblo members were contracted to assist with the roundups.

Infrastructure improvements were also a priority. The ranch installed eight miles of fencing and cleared 23 miles of road to enhance accessibility.

● New guardrails at the Chilicote Ranch.



Additionally, the ranch bridge improvement project was completed. Other enhancements included installing a new water trough and renovating two solar wells to improve water availability for livestock.

To further support operations, Chilicote expanded its workforce by hiring an additional ranch hand in 2024. These efforts reflect a continued commitment to efficient ranch management, infrastructure development, and sustainable agricultural practices.

● Recent installation of solar lights to illuminate the Chilicote road



In 2024, the Wildlife Committee coordinated hunts for pronghorn, javelina, aoudad, barbary sheep, and whitetail/mule deer for tribal members. The committee also organized 10 guided hunts for paying guests, including lodging and professional hunting assistance. Beyond hunting operations, the Wildlife Committee remained actively involved in land management programs, contributing to conservation efforts and sustainable wildlife practices.

2024 ANIMAL INVENTORY

Animal Type	Number
COWS	425
BULLS	40
GELDINGS	15
MARES	6
DONKEY	1
STUD	1

Chilicote also welcomed the tribal community to enjoy outdoor recreational activities. In 2024, the ranch resumed offering overnight accommodations, providing a comfortable home-away-from-home experience. The lodging features neutral interiors, cozy sleeping quarters, and communal spaces where guests can gather, play board games, share meals, and unwind in a peaceful setting. From April to September, the ranch hosted 27 renters, offering them a unique opportunity to connect with nature and enjoy the tranquility of the ranch.



● Improvements to the Chilicote road allow cattle to safely move to different pastures.

● An organized hunt at the ranch.



RECREATION AND WELLNESS

In 2024, the Department of Recreation and Wellness focused on enhancing the gym to better serve its patrons. In 2024, RWC reported a total of 172,876 visits. The gym expanded its fitness offerings with a variety of classes designed to promote a healthy lifestyle. Notably, Tribal Member Dora Cedillo led high impact training sessions, engaging participants in dynamic workouts. Marylou Urrieta provided specialized classes targeting glutes, upper body strength, and Zumba Strong. These classes were offered Monday through Friday, both in the morning and evening, ensuring accessibility for members with different schedules.

To maintain a clean and safe environment, RWC partnered with ASF Premier Services, ensuring all equipment remained operational and well-maintained throughout the year, with minimal downtime.



Additionally, the facility upgraded its access control systems to enhance member safety during unstaffed hours. This included installing an automatic sliding door that allows entry by scanning a membership ID. Facility improvements included:

- Installation of a large mirror with a back wall in the dumbbell workstation, providing better visuals.
- Relocation of cardio equipment to improve accessibility to treadmills.
- Addition of new punching bags and boxing equipment to accommodate peak usage times.

To further promote community engagement, RWC introduced fun and competitive basketball events that encourage physical activity and social interaction. Given their success, these events will continue into 2025. Additionally, El Paso County installed an AI-powered kiosk at the facility, which is scheduled to become operational in early 2025, providing community

- Clockwise, from left: Members Maria Blache (left Back) and Dolores Castro (Right Front) work out with the newly installed mirrors, proudly wearing the new RWC T-shirts; Member Adam Nevarez working out with Matrix Pec Fly-Rear Delt machine; Tribal Member Carolina Rivas using the Rogue Rig; Ana Herreas (pictured left in orange shoes) PM Zumba class



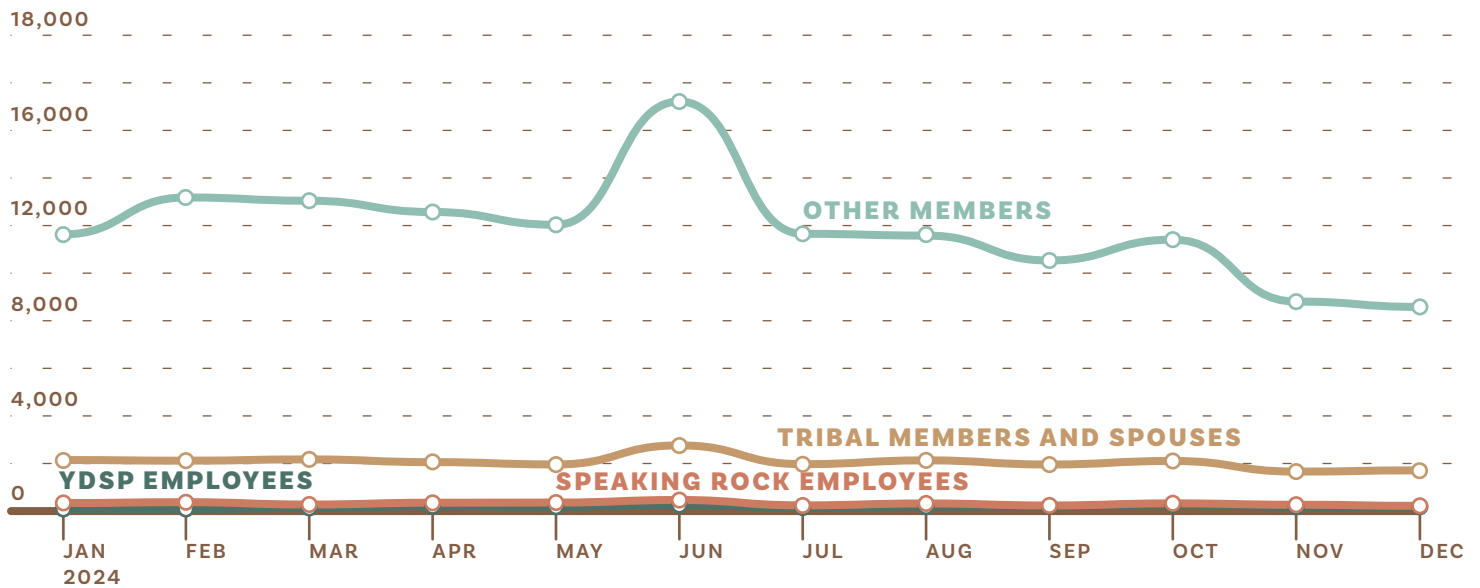
members access to court and county services. The RWC remains committed to supporting the community's well-being by continuing to offer:

- Free memberships for Tribal members and their spouses.
- Fitness classes such as Zumba, strength training, and conditioning.

ADVERTISING

In 2024, RWC promoted community engagement through merchandise and social media outreach. A new long-sleeved T-shirt design was distributed in limited quantities to current members, fostering participation and community pride. Program visibility increased through targeted promotions on Facebook and other social media platforms. Additionally, a 24/7 supplement dispenser was installed, providing members with convenient access to fitness supplements.

RWC VISITS BY MEMBER TYPES



• Zumba instructor Maria Luisa Arrieta's morning class.



CULTURAL PRESERVATION

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 bread baking, storytelling, pottery making, pottery painting, and gardening. The center also provides retail space for tribal members to sell authentic native textiles and crafts. The Cultural Center’s Museum exhibits artifacts, artwork, photographs, films, and interactive works representing over 300 years of Tigua history. Center visitors represent facets from across the United States and the international community. The Cultural Development Division is responsible for Tigua education and traditional activities, while the Repatriation

Division aims to return Native American items to their rightful owners. The department has 19 employees.

CULTURAL CENTER DIVISION MUSEUM ACTIVITIES

Throughout 2024, the museum staff coordinated and provided tours to visitors nationwide. The tours address cultural, traditional, and historical topics. Tour guides introduce visitors to specific Tigua traditions and history, such as bread baking using hornos (beehive ovens), the three sisters known as corn, beans, and squash (i.e., gardening), and agricultural history. Visitors can also interact with museum staff to learn additional Pueblo history. The museum houses 29 panels containing photographs and historical accounts of YDSP. The museum also exhibits sacred artifacts such as Pueblo Chief Mariano Colmenero’s war



● Harvesting calabosas and peaches at the P'a kitu Village (District II) garden



● Carlos Hisa planting corn at the Cultural Center

jacket from the early 20th century. Chief Colmenero served as a Tigua Scout for the U.S. Cavalry and the Texas Rangers. Other museum artifacts include five 250-year-old clay pots used as storage vessels. The department utilizes PastPerfect, a museum collection and contact management software, which stores information on all artifacts. Staff entered 18 items into the database in 2024 for a total of 272 records.

CENTER OPERATIONS

The Ysleta del Sur Pueblo (YDSP) Cultural Center is open seven days a week from 10:00 am to 4:00 pm. The center’s gift shop sells pottery, moccasins, jewelry, and clothing. Pottery is the gift shop’s most popular selling item. Tigua pottery is created from both industrial and traditional clay types. Tribal members make pottery for the center, teach pottery making, and paint native designs on the pots. The center welcomed 2,079 visitors and hosted 201 performances, including external events. Additionally, it conducted 39 museum presentations attended by 534 participants and delivered 118 employee awareness presentations with a total audience of 417.

DCP CULTURAL PERFORMANCE MEASURES

Description	Units
YDSP CULTURAL CENTER EVENTS	36
MUSEUM VISITORS	2,079
CENTER PERFORMANCES	165
PERFORMANCES AT OUTSIDE LOCATIONS	36
CULTURAL CENTER ACTIVITIES	52
NUMBER OF ACTIVITY PARTICIPANTS	366

The center oversees and seeks grant funding to support its initiatives. In September, the division successfully closed its 2024 Tribal Historic Preservation Grant. This annual grant supports the YDSP Tribal Historic Preservation Officer (THPO) in identifying cultural and traditional properties on YDSP lands, with a significant portion dedicated to preparing nominations for the Federal Register of Historic Places. Fieldwork primarily involved collaborating with tribal elders to document sites of historical significance.

The Mellon Foundation awarded a grant to the Pueblo in June 2023, marking the first year of a three-year funding cycle, which concluded in October. During the year, the Mellon Foundation Grant Manager and the Digital Learning Space Manager, both funded through the grant, collaborated with linguist UCLA Associate Professor of Linguistic Anthropology Erin Debenport, Tigua Language Coordinator Richard Hernandez, the Director of DCP, and tribal elders from the Pueblo of Isleta, New Mexico, to support the Pueblo’s language revitalization efforts. The Mellon team developed 13 Tigua language lesson plans, each focused on a Tigua verb. Each lesson included four simple sentences and two complex sentences using the verb. By the end of the first year, 100 Tigua verbs had been identified.

As part of the Mellon Foundation Grant, a training session was held from March 1st to 3rd to introduce the

Mukurtu CMS, a digital management system designed to help Indigenous communities manage, preserve, and share their cultural heritage. The training familiarized participants with the database and its unique features, which support the preservation of family histories and artifacts while expanding language and culture-related infrastructure for tribal members of all ages.

Finally, the Tribal Council passed Resolution TC-014-24, officially establishing the Ysleta del Sur Pueblo Tiwa Alphabet. For many years, DCP has provided Tiwa language lessons, lectures, and classes, playing a vital role in teaching Tiwa to tribal members. With the adoption of a standardized alphabet, the department can now enhance its instruction by teaching tribal members the proper pronunciation of Tiwa letters and words, while also promoting fluency and deeper linguistic thinking in the language.

CULTURAL PROGRAMS

The center hosted a traditional cooking class series on Saturdays, designed to teach tribal members the art of preparing traditional dishes served during the Feast of Saint Anthony. The series included the following classes:

- November 2nd: Baking of Biscochos
- November 9th: Bread baking
- November 16th: Red Chile stew
- November 23rd: Sopa de Pan
- December 7th: Albóndigas (meatballs)

The classes were led by Victoria Cebollero, Luisa Sierra, and Yvette Hinojos, who are renowned for their expertise in preparing these traditional feast day dishes.

CULTURAL DEVELOPMENT DIVISION TIGUA EDUCATION

The Department of Cultural Preservation (DCP) contracted Lorraine Jaramillo, Lenora Lujan, Juan B. Jaramillo, and Moses Lujan from the Pueblo of Isleta, New Mexico, to



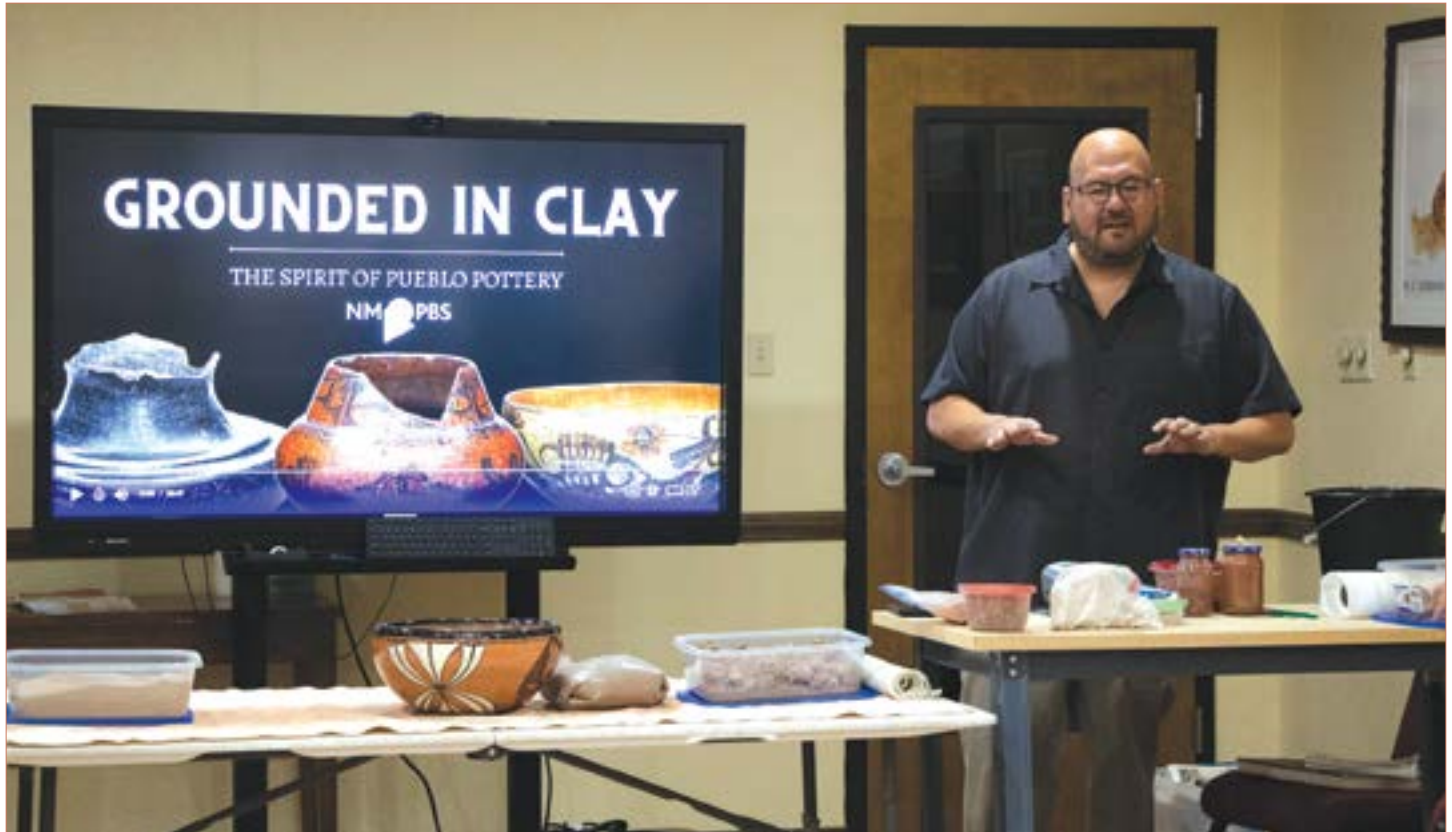
● Mukurto CMS Training Session for Tribal Members

serve as Tiwa language consultants. All are fluent Tiwa speakers and provided online language instruction every other week. In addition, language classes were held at the Cultural Center on Saturdays, where participants learned greetings, prayers, nouns, and basic sentence structures in Tiwa. The classes began in January 2024 and continued through December 2024.

The department also introduced a virtual Tiwa language class led by Richard Hernandez. This class focused on teaching proper pronunciation and fundamental sentence structures in Tiwa. Throughout the year, the center hosted 198 classes, with 1,177 participants, including returning attendees.

Tribal youth participated in the traditional rabbit hunt, with 19 youth participating in January and December.

The center hosted several cultural workshops and community events throughout 2024. For example, former YDSP Governor Albert Alvidrez led a pottery painting workshop in March at the Cultural Center. The workshop explored the history and cultural significance of YDSP pottery and included a hands-on demonstration of pottery making and painting.



● Pottery workshop with Albert Alvidrez.

The department hosted the Pueblo government's leadership team ("Kabede") on October 18, 2024, featuring a walking tour of traditional properties in the Old Village. The tour included visits to the homes of Trinidad Granillo, Ramona Paiz, Damacio Colmenero, and the Tuhla. To enhance the experience, the department prepared historical snapshots of each property, which participants could access via QR codes. Additionally, the DCP Director provided a historical overview, offering insights into the significance of each location.

REPATRIATION DIVISION

The Repatriation Division, operating under the authority of the Native American Graves Protection and Repatriation Act (NAGPRA), advocates for and facilitates the return of Native American cultural items to their respective communities. During the reporting period, the department received 13 repatriation notices, including two notices specific to YDSP, but did not close any cases.



● Kabede walking tour.

● Below and Opposite: Winter Market Kallestewa Zuni/Jemez dance group.







The photos captured in the 2024 Year-End Report depict the Pueblo's youngest generation. Each is a program participant in the Tuy Pathu Tigua Indian Pre-K program, where they learn about YDSP's culture, history, and traditions: Azulinda Arias, Lorenzo Arias, Lunabelle Avalos, Gemma Bustos, Jayleen Castillo, Jolene Castillo, Luka Cazares, Felipe Cruz, Oscar Duran, Amarae Esparza, Klarissa Hernandez, Aiyanna Perez, Antonio Rodriguez, Jason Saenz, Aria Senclair, Edward Silvas, Eva Silvas, Messiah Silvas, Romeo Silvas, Maleah Sosa, and Sophia Villar.



A special thank you to the Department of Tribal Empowerment staff members Anna Silvas, Christopher Gomez, Monica Corona, Luisa Sierra, and Bobbie Jo Chavez for coordinating and assisting with the photoshoot.





