

**YSLETA DEL SUR PUEBLO
YEAR-END REPORT 2025**



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2025 YEAR-END REPORT

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A special thank you to the following for their assistance and support in gathering materials to feature the YDSP Caciques:

- Cacique Johnny Hisa
- Tribal Council
- Traditional Council
- Rick Quezada, Director of Cultural Preservation
- Nancy Torres, Special Projects Assistant, Tribal Council
- Claudia Rivers, Head of Special Collections at The University of Texas at El Paso

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 May 2026

Cover: Bestowing the cane of office to Tomás Granillo as the newly recognized Cacique in 1957.

End Papers: War Captain José “Che” Granillo stands with Ysleta del Sur Pueblo dancers during the Feast of St. Anthony in the 1950s.

LETTER FROM THE GOVERNOR

As we reflect on 2025, we do so with gratitude, humility, and a deep respect for the traditions that continue to guide the Ysleta del Sur Pueblo. This year was marked not only by progress in our government operations, but by profound moments that reaffirm who we are as a people—rooted in culture, strengthened by community, and guided by those who came before us.

This year brought a solemn and deeply significant transition in our traditional leadership. We honor the life and legacy of Cacique Jose G. Sierra Sr., who served the Pueblo with wisdom, strength, and unwavering devotion until his passing in August 2025. His leadership guided our community through times of both challenge and celebration, leaving a lasting imprint on our people. As we carry his legacy forward, we formally recognized Cacique Johnny Hisa, whose lifetime of service, cultural knowledge, and humility reflects the sacred responsibility of this role. The position of Cacique is one of stewardship—protecting our traditions, guiding our ceremonies, and ensuring that our identity endures. This transition has reminded us of the strength of our lineage and the importance of honoring those who have shaped our path.

In March 2025, the Pueblo also achieved a historic milestone with the return of seven sacred cultural items from the Netherlands, including our winter drum. These items, taken more than 140 years ago, are not simply artifacts, but living elements of our identity, ceremonies, and prayers. Their return represents the restoration of balance, dignity, and spiritual continuity for our people, and reflects the

strength of our sovereignty and our commitment to protecting our heritage for future generations.

Our commitment to cultural preservation was further strengthened through the work of the Department of Cultural Preservation, which successfully advanced efforts to place Pueblo properties on the National Register of Historic Places. These designations formally recognize the historical and cultural significance of our lands, ensuring their protection while reinforcing the Pueblo's presence and identity within the broader historical record.

Guided by these foundations, the Pueblo continued to advance its responsibilities in governance and service. In 2025, we maintained strong financial stewardship while making strategic investments in our future. Our operating budget reached \$229.5 million, a 17.1% increase from the prior year, while expenditures remained controlled at 66%, reflecting disciplined fiscal management. The largest share of our resources—39%—was dedicated to direct services, ensuring that our citizens remain at the center of all we do. We also advanced \$47 million in capital investments to support housing, infrastructure, and long-term community development.

A major milestone this year was the implementation of a comprehensive compensation structure update, strengthening our ability to attract and retain a skilled workforce while promoting fairness and equity across the organization. In addition, 18.5 new positions were authorized across key departments, reinforcing our commitment to building capacity and improving service delivery.

Across our departments, measurable progress was achieved. The Department of Health and Human Services reached full operational capacity and earned national accreditation, serving 1,445 patients and expanding access to care across all clinics. Public Safety strengthened its operations through increased staffing and proactive community engagement, while emergency communications experienced a significant rise in service demand, reflecting both growth and responsiveness.

Education and youth development remained a priority with the opening of the T'aikabede Jose Sierra Sr. Youth Learning Center, a long-term investment in our children and future leaders. At the same time, over 200 scholarships were awarded, supporting students in achieving their academic goals while maintaining strong cultural connections.

Our economic development efforts continued to create opportunity and self-sufficiency within our community. In 2025, 11 new small businesses were established, and entrepreneurship initiatives generated over \$1.3 million in revenue. Workforce programs expanded training and job placement services, supporting long-term economic stability for our members.

We also continued to lead at the national level in Tribal Self-Governance, advocating for tribal interests and advancing policies that strengthen sovereignty. This included submitting a claim for nearly half a million in Contract Support Costs tied to third-party expenditures, positioning the Pueblo for sustained funding opportunities moving forward.

As we look ahead, we remain grounded in our traditions while continuing to build for the future. The progress achieved this year reflects the strength of our people, the dedication of our workforce, and the guidance of our leadership—both past and present.

God Bless the Ysleta del Sur Pueblo,

GOVERNOR E. MICHAEL SILVAS
YSLETA DEL SUR PUEBLO





Representatives of the Netherlands and the Ysleta del Sur Pueblo governments during the handover ceremony at the Wereldmuseum in Leiden, Netherlands.



Clockwise from top: The seven sacred cultural objects repatriated to YDSP from the Wereldmuseum in Leiden, Netherlands; Christianne Mattijssen, Director for the Ministry of Culture of the Netherlands, and YDSP Governor E. Michael Silvas hold the signed agreements formalizing the return of sacred cultural objects wrongfully taken in the 19th century; Governor Silvas signing the agreement formalizing the return of the YDSP artifacts.

REPATRIATION OF SACRED CULTURAL ARTIFACTS

CULTURAL REPATRIATION AND INTERNATIONAL RECOGNITION

In March 2025, Ysleta del Sur Pueblo achieved a historic milestone with the full repatriation of seven sacred cultural objects from the Netherlands, including the Pohwith winter drum, war shield, rattles, moccasins, a drumstick, and other ceremonial items. These artifacts had been wrongfully taken in 1882 by Dutch collector Herman F.C. Ten Kate and remained in the collections of the Wereldmuseum in Leiden for more than 140 years.

The return of the winter drum was especially significant. Known by some as *Juanchiro Pusan*, the drum is a 350-year-old ceremonial instrument crafted from cottonwood and deerskin. It holds central importance in Pueblo prayer, dance, and ceremony. For more than a century, the Pueblo's summer drum stood in silence without its "brother," and entire generations were unable to fully celebrate winter dances. At the restitution ceremony in Leiden, Pueblo leaders—including Governor E. Michael Silvas and Captain David Granillo—emphasized that the

objects were not relics but living cultural beings, now restored to their rightful caretakers.

The Dutch government, through its Colonial Collections Committee, acknowledged that the items were obtained through bribery and coercion and that the Pueblo never authorized their removal. Officials framed the repatriation as part of a broader reckoning with colonial injustices, not as a loss but as a responsibility to the future. “We are not just witnessing the return of physical objects,” a Dutch cultural minister said. “We are witnessing the restoration of cultural and spiritual dignity.”

This exchange marked the first restitution of Native American heritage from the Netherlands to the United States, setting an international precedent. This was achieved through strategic collaboration

with the U.S. Department of the Interior and the U.S. Department of State, who played vital roles in coordinating with Dutch authorities and the Museum of World Cultures to facilitate the transfer. The interagency effort, alongside tribal leadership, resulted in a formal handover ceremony at the Wereldmuseum in Leiden, marking one of the first restitutions of Indigenous cultural artifacts from a Dutch institution directly to a U.S. tribe. To honor the moment, YDSP presented Dutch museum representatives with gifts of pottery, traditional blankets, and paintings, affirming friendship while reclaiming sovereignty over its ancestral treasures.

The repatriation stands as a profound act of justice and renewal, allowing the Pueblo to once again integrate these sacred items into community life and cultural practice.

The Pueblo partnered with several key individuals, without whose support this effort may not have come to fruition. The Pueblo extends its sincere appreciation to the following:

MUSEUM OF WORLD CULTURES

- Marieke van Bommel (Director)
- Wayne Modest
- Cindy Zalm
- Wendy Boham

GOVERNMENT OF THE NETHERLANDS

- Eppo Bruins
(Minister of Education, Culture, and Science)
- Christianne Mattijssen
(Ministry of Education, Culture, and Science)
- Maurice Boer
(Ministry of Education)
- Lilian Gonçalves-Ho Kang You
(Chair, Colonial Collections Committee)
- Yona Mooren
(Secretary, Colonial Collections Committee)

U.S. EMBASSY PERSONNEL IN THE NETHERLANDS

- Shefali Razdan Duggal
(Former U.S. Ambassador to the Netherlands)
- Marcus Micheli
(Deputy Chief of Mission)
- Bert Kraaimoore
- Jean-Paul Horsch
- Mary Rodiger-Martin
- Natalie Baumgarten

U.S. DEPARTMENT OF STATE (WASHINGTON, DC)

- Ashley Fry
(Director, Office of Tribal and Indigenous Peoples)
- Jamie Lee Marks
- Michael Garth
- Glen Davis

U.S. DEPARTMENT OF THE INTERIOR

- Karen Cogswell
(U.S. Fish and Wildlife Service, National Native American Program Advisor)
- Jennifer Irving

UNITED STATES CONGRESS

- Senator Ben Ray Luján
- Senator Martin Heinrich
- Representative Veronica Escobar
- Representative Tony Gonzales
- Representative Teresa Leger-Fernández
- Representative Melanie Stansbury
- Representative Gabe Vasquez



Members of the Tribal and Traditional Council, including War Captain Omar Villanueva and Governor E. Michael Silvas, examine the sacred objects in the Netherlands.



Governor Silvas presents the returned sacred objects to Cacique Sierra, marking the historic repatriation of items wrongfully taken more than 140 years ago.

INTRODUCTION OF CACIQUE HISA



JOHNNY HISA
CACIQUE 2025–PRESENT

This year-end report honors the legacy of past Caciques whose leadership has shaped and advanced the Ysleta del Sur Pueblo to its present strength. The role of Cacique holds the highest spiritual authority within the Pueblo, serving not as a position of power, but as one of stewardship—protecting traditions, guiding ceremonies, and ensuring cultural continuity for future generations. This transition in leadership has prompted reflection on the enduring contributions of past Caciques, whose dedication has sustained and strengthened the Pueblo through generations.



JOSÉ G. SIERRA
CACIQUE 2017–2025

In 2025, the Ysleta del Sur Pueblo formally recognized Johnny Hisa as Cacique, following the passing of Cacique Jose G. Sierra Sr., who served from 2017 until August 2025. Cacique Sierra was a respected spiritual leader, former Governor, and lifelong servant of the Pueblo. His leadership, cultural knowledge, and generosity left a lasting mark on the community. Mentored by revered Pueblo elders, Cacique Sierra devoted his life to preserving Tigua traditions, supporting the Pueblo's children and families, and guiding the community through both celebration and hardship.

Continuing this legacy of service, Cacique Johnny Hisa was born on November 17, 1946, to Susana and Manazo Hisa on the reservation at a time when only a core group of deeply rooted families remained. These families carried the Pueblo through periods of extreme poverty, discrimination, and cultural erosion. Cacique Hisa is among those families who helped keep the traditions alive when much of the world around them sought to erase them.

From as early as five years old, Cacique Hisa participated in traditional dances and feast days. By the age of 13, he had already begun serving in leadership roles such as Capitan, later becoming a Mayordomo, serving on and off from 1966 through the 1990s. Between 1966 and 2008, he served the Pueblo in numerous traditional and governmental roles, including Governor (1982–1984), Lieutenant Governor (1987), and Alguacil (2006–2008). Most recently, he served as Cultural Projects Advisor for the Cultural Center, continuing his lifelong mission of teaching and protecting traditional knowledge.

His service during the years leading up to federal recognition was especially significant. Along with a small group of traditional families, he helped preserve ceremonies, songs, dances, and sacred objects that later became integral to reaffirming the Pueblo's identity.

Cacique Hisa descends from a family lineage deeply rooted in traditional knowledge and practices that have been passed from generation to generation, including:

- **CHILDREN:** Priscilla Luevanos, Johnny Raymon Hisa Jr. (deceased), Patrick George Hisa
- **GRANDCHILDREN AND GREAT-GRANDCHILDREN:** Ryan Shiu ati Luevanos, Caleb Hem pathu Luevanos, Frankie P ehla Nakai Luevanos, Juan Julian Thur Shloa Hisa, Sky Toi Funi Hisa, Rain Takia Femu Hisa, Adrian Nakomi Hla Hisa, Adalaya Natalia Napaf Hisa
- **SIBLINGS:** Charles Hisa, Frank Kengie Hisa Sr., Leonor Brown, George Attwood

Known throughout the Pueblo for his generosity, Cacique Hisa has long placed community needs before his own. Many recall his quiet acts of kindness during times of hardship, including sacrificing his own resources so that others could remain housed and supported.

Cacique Hisa leads with humility and a profound sense of responsibility to protect the Pueblo's traditions and pass them forward, just as they were entrusted to him.

As Cacique, Johnny Hisa carries forward the duty entrusted to only a few—those who have lived the traditions, protected them through hardship, and ensured they will endure for generations to come.

FRANCISCO HOLGUIN

CACIQUE 2011–2017



Cacique Francisco Holguin, 2011–2017, was a World War II veteran of the U.S. Army Air Corps, where he served from September 1942 to October 1945. His military achievements include Normandy, Southern France, Northern France, the Ardennes, the Rhineland, and central Europe. For his service and bravery, Cacique Holguin was decorated with 7 Bronze Stars, EAM Ribbons, and a Good Conduct Medal. He was also part of the 1936 tribal delegation invited to Dallas, Texas, to meet President Franklin D. Roosevelt.

TRIBAL COUNCIL

governed by oral tradition and the Tribal Code of Laws enforced by Tribal Police and upheld by the Tribal Court.

REPATRIATION OF SACRED PUEBLO AND CULTURAL PATRIMONY ITEMS

In March 2025, Ysleta del Sur Pueblo leadership traveled to the Netherlands to participate in a transfer ceremony marking the official return of the Pueblo's Winter Drum and six additional sacred ancestral items. These cultural patrimony items had been held in a Dutch museum for more than 140 years. Their return represents a significant moment in the preservation and restoration of the Pueblo's cultural



2025 Tribal Council Officials from left to right: Councilman Fabian Gomez, Councilman Rafael Gomez, Jr., War Captain Omar Villanueva, Governor E. Michael Silvas, Cacique Jose G. Sierra, Sr., Lieutenant Governor Adam Torres, Alguacil Raul Willy Almanzar, III, Councilman Raul Candelaria, Jr., and Councilman Andrew Torrez

heritage. To learn more about this historic moment, read the feature article.

On April 28, 2025, Tribal Council hosted a Community Viewing of the returned artifacts. Tribal members were invited to gather and witness the homecoming of these sacred items, marking an important moment of cultural reconnection and community reflection.

FEDERAL LEGISLATION SUPPORTING TRIBAL GAMING REGULATION

In 2025, Congressman Morgan Luttrell and Congresswoman Veronica Escobar introduced the Tribal Gaming Regulatory Compliance Act (H.R. 3723) to clarify that the Ysleta del Sur Pueblo and the Alabama-Coushatta Tribe of Texas are governed under the Indian Gaming Regulatory Act (IGRA) in a manner consistent with other federally recognized tribes engaged in gaming. The legislation follows the

2022 U.S. Supreme Court decision in *Ysleta del Sur Pueblo v. Texas*, which held that Texas cannot enforce its gaming laws as prohibitive under the Ysleta del Sur Pueblo Restoration Act and reaffirmed the role of federal law in governing tribal gaming activities. The bill seeks to provide statutory clarity regarding federal regulatory oversight and promote consistency in the application of IGRA.

YSLETA DEL SUR PUEBLO HOSTS ALL PUEBLO COUNCIL OF GOVERNORS

On November 14, 2025, Tribal Council hosted the All Pueblo Council of Governors (APCG) for its monthly meeting. THE APCG serves as a forum for the 20 Pueblo Nations of New Mexico and Texas and works to protect Pueblo sovereignty while advancing shared priorities among Pueblo communities. Pueblo Governors from across New Mexico traveled to Ysleta del Sur Pueblo, Texas, for this important gathering.



YDSP hosted the 2025 All Pueblo Council of Governors meeting in November 2025.

2025 TRIBAL RESOLUTIONS

RESOLUTION NUMBER	DESCRIPTION
TC-001-25	Pertaining to the 2025 Ysleta del Sur Pueblo Tribal Council Officials
TC-002-25	Pertaining to Tribal Historic Preservation Officer
TC-003-25	Pertaining to Certificate of Limited Ownership*
TC-006-25	Pertaining to Ysleta del Sur Pueblo New Enrollees**
TC-008-25	Pertaining to Property Acquisition***
TC-014-25	Pertaining to CY 2025 CTAS Grant Application
TC-018-25	Pertaining to Operation Stonegarden Grant
TC-021-25	Pertaining to Policy for Disposed Abandoned Property
TC-022-25	Pertaining to Mellon Grant
TC-023-25	Pertaining to Class II Gaming Ordinance
TC-034-25	Pertaining to Establishment of Tribal Police Department as Texas Law Enforcement Agency
TC-037-25	Pertaining to Appointment of Tribal Prosecutor
TC-039-25	Pertaining to Sub Dividing YDSP Partnership Single Family Homes for Purchase
TC-045-25	Pertaining to Expansion of PRC Delivery Area
TC-048-25	Pertaining to Revisions to YDSP IT Policy Manual

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

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

*** Subsequent property acquisition resolutions were removed for brevity.



Governor Silvas recognized for his leadership and service by Rio Grande Council of Governments (RIOCOG).

2025 ELECTED OFFICIAL OF THE YEAR AWARD

In September 2025, the Rio Grande Council of Governments (RIOCOG) recognized Governor Michael Silvas for his extraordinary leadership, steadfast service, and lasting contributions to the Ysleta del Sur Pueblo and the entire region. The RIOCOG depends on strong leadership from its member jurisdictions to advance regional priorities across West Texas and Southern New Mexico, and established the Elected Official of the Year Award to recognize the exceptional public servants who help move the region forward. Highlighting exemplary leadership reinforces the value of collaborative regional governance and encourages continued engagement in efforts that benefit the entire multi-county region.



YDSP leadership at the Texas Capitol following passage of S.B. 906 on March 31, 2025, authorizing the Pueblo to commission peace officers to enforce state law within the reservation.

STATE RECOGNITION OF TRIBAL POLICE AUTHORITY

In 2025, the Pueblo achieved a major public safety milestone through successful advocacy at the State level. Governor E. Michael Silvas provided testimony before the Texas Senate Committee on Criminal Justice in support of S.B. 906, addressing longstanding jurisdictional limitations that required Tribal officers to defer to other agencies in certain situations, creating delays and safety risks. On March 31, 2025, the Texas Legislature passed S.B. No. 906, authorizing the Pueblo to employ and commission peace officers to enforce state law within the reservation, with the Act taking effect on September 1, 2025.

2025 YDSP ORGANIZATIONAL CHART



2025 BUDGET OVERVIEW

OPERATING BUDGET

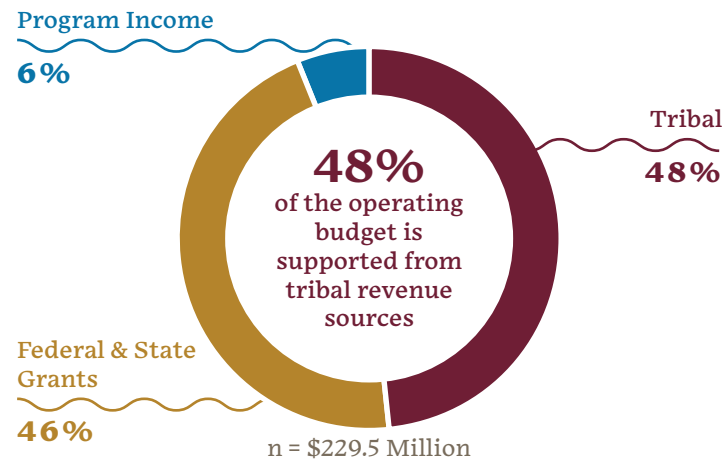
The Ysleta del Sur Pueblo (YDSP) maintained strong fiscal discipline in 2025, continuing to position the government for long-term stability and growth. The 2025 Operating Budget totaled \$229.5 million, representing a 17.1% increase from 2024. This growth was driven primarily by a comprehensive wage structure update and rising fixed costs, including utilities, goods, and services.

Budget allocations remain heavily focused on community impact. Direct Services account for the largest share at 39%, underscoring the Pueblo's

commitment to delivering programs directly to its members. Capital Outlay follows at 20%, reflecting significant investment in infrastructure and long-term development. Emergency Services represents 19% of the budget, largely supported by remaining COVID-19 funding, which is expected to phase out after 2026 as funds are fully expended.

Additional allocations include Community and Economic Development at 9%, supporting long-term growth initiatives, and Public Safety and Justice at 4%, ensuring continued investment in law enforcement and emergency response. General

2025 OPERATING BUDGET BY REVENUE SOURCE



Government and Indirect Cost (IDC) General Government each account for 3%, while Quality of Life programs represent 2%. Overall, the budget reflects a balanced approach between direct services, capital investment, and operational support.

The 2025 budget also reflects ongoing refinements in financial structure and program alignment. Notable changes include the transition of the Department of Cultural Preservation and the Tigua Clearance Agency into the Enterprise Fund due to their revenue-generating functions, the creation of a dedicated budget for the Tribal Council Community Farm, and the realignment of the Elder’s Utility Assistance Program under Behavioral Health. Additionally, new budget breakouts were established within the Federal Highway Administration program to better track earmarked bridge projects.

Revenue sources remain diversified. Enterprise transfers from tribally owned entities such as Tigua Inc. and Speaking Rock continue to fund core government services, including education, public safety, and economic development. Tax revenues from food, beverage, tobacco, and retail sales support long-term investments, while additional funding is generated through fees, investments, and grants. In 2025, grant revenue accounted for 45% of the base budget, with General Fund and tax revenues comprising the remaining 55%.

Capital investments totaled \$47 million, supporting major infrastructure and community development projects. Key initiatives include a 25-acre master plan and a 25-acre manmade lake in District II, continued improvements to the Namkui Maintenance facility, and construction of six new elder housing units through the Quarai Court expansion. Additional

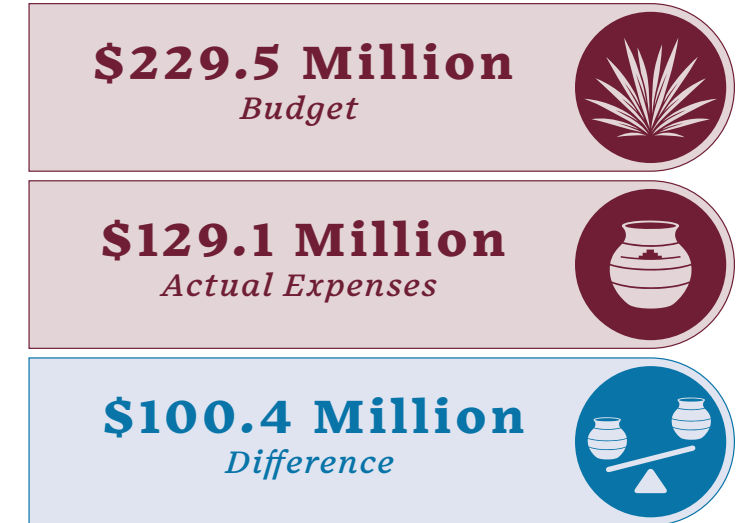
projects include agricultural developments, facility upgrades, residential home improvements, and the remodeling of the Chilicote guest quarters.

COVID-19 emergency funding continued to decline as projects neared completion. Of the \$44 million available in 2025, less than a million remained and must be fully expended by 2026.

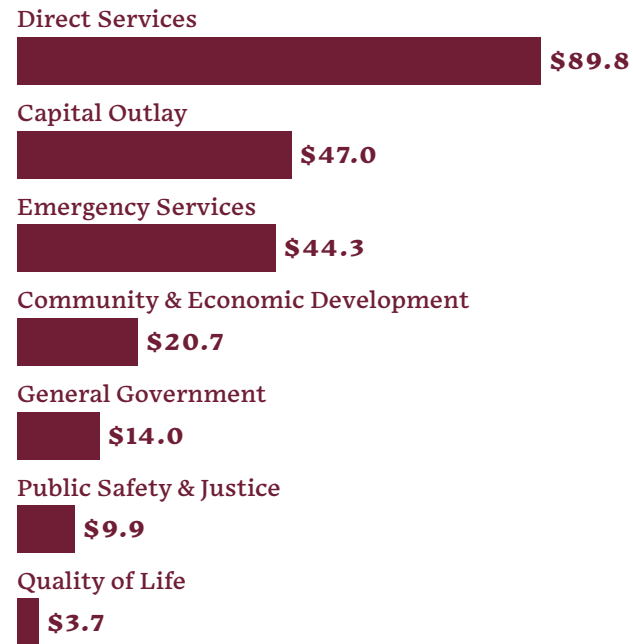
PERSONNEL AND WORKFORCE INVESTMENTS

Personnel investments were also a key focus. In 2025, the Pueblo authorized 18.5 new positions across multiple departments to strengthen service delivery and operational capacity, including roles in community development, health services, public safety, education, facilities maintenance, and information technology.

2025 BUDGET VS. ACTUAL EXPENSES



2025 OPERATING BUDGET BY CATEGORY (IN MILLIONS OF DOLLARS)



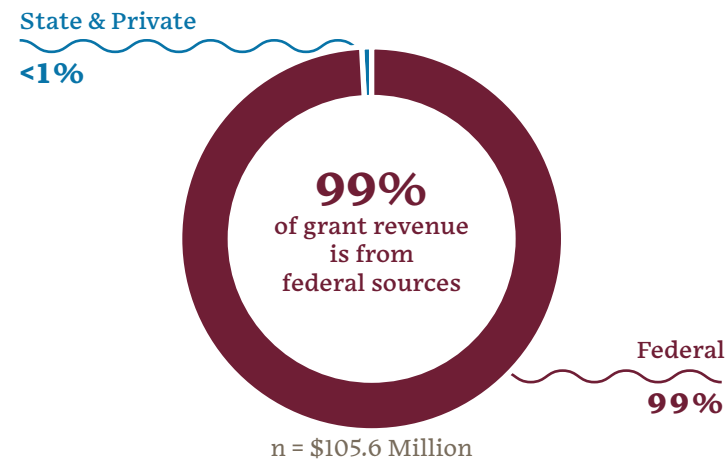
A major driver of the 2025 budget was the implementation of a comprehensive compensation structure update. This initiative modernized the Pueblo's wage schedule to align with market conditions and included cost-of-living adjustments and targeted pay increases based on position value and tenure. These changes are intended to improve competitiveness, promote equity, and support employee retention.

FISCAL HEALTH AND FINANCIAL OUTLOOK

Despite the increased budget, total expenditures accounted for 66% of the \$229.5 million allocation, reflecting continued fiscal prudence and controlled spending.

Overall, the 2025 budget demonstrates a forward-looking strategy that balances growth, financial responsibility, and expanded services for YDSP citizens.

2025 GRANT REVENUE BY SOURCE



2025 GRANT REVENUE BY AGENCY (IN MILLIONS OF DOLLARS)

Total 2025 grant revenue across all agencies is approximately \$105.6 million, with funding heavily concentrated among a few major federal sources.



a. Indirect Funds (Various Agencies) (\$3.5); b. U.S. Department of Labor (\$1.1); c. Others (\$1.4)

2025 GRANT REVENUE ADMINISTERED BY YDSP DEPARTMENT (IN MILLIONS OF DOLLARS)

Four YDSP departments accounted for 96% of total grant revenue, led by Tribal Operations (\$46.4).



a. Economic Development (\$1.4); b. Tribal Empowerment (\$1.0); c. Public Safety (\$1.0); d. Cultural Preservation (\$0.7); e. Tribal Court & Records (\$0.4)

SANTIAGO BUSTAMANTE

CACIQUE 2001-2010



Cacique Santiago Bustamante, 2001–2010, in his early years, was drafted into the U.S. Army and served during World War II. He was stationed at Camp Roberts, California. Camp Roberts is remembered as the area where the code talkers were assembled. Bustamante is remembered for his kind heart, oral stories, and traditional way of living, like many ancestors of the Pueblo. Cacique Bustamante was part of the 1936 tribal delegation invited to Dallas, Texas, to meet President Franklin D. Roosevelt.

GOVERNMENT ADMINISTRATION

TRIBAL OPERATIONS

The Department of Tribal Operations executes administrative functions for the Pueblo government to safeguard Pueblo assets by deploying and enforcing 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, development of the annual operating budget and year-end report, facilitates strategic planning, leads self-governance activities, executes and monitors management policies, and supports an inter-departmental network through information exchange outlets such as director meeting facilitation and training.

Self-Governance

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.

Ysleta del Sur Pueblo is a Self-Governance tribe with recognition from both the DOI and DHHS, enabling the Pueblo to assume direct responsibility for the administration of federal programs and services. This authority is exercised through formal compacts and funding agreements with these respective federal agencies.

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 in 2025 was \$2.7 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 according to tribal priorities, and promulgates a government-to-government relationship.

Section 105(l) Lease Application of the Indian Self-Determination and Education Assistance Act

The Act allows tribes operating BIA programs under self-governance to enter into facility lease agreements with the Department of the Interior (DOI) to support the delivery of compacted programs, functions, services, and activities. In December 2024, Ysleta del Sur Pueblo submitted an application to DOI for nine tribally owned facilities totaling over 102,000 square feet. These facilities support key government operations, including Administration, Education, Law Enforcement, Tribal Court, Economic Development, and Social Services.

DOI requested additional information in August 2025, and due to a national backlog, negotiations are not anticipated to begin until 2026. Following DOI review, an annual lease payment will be established and incorporated into the Pueblo's Self-Governance Compact. These funds are recurring and are intended to sustain and support tribally owned infrastructure critical to program delivery.

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 \$15 million in sustained funding for its health programs. This increase is approximately \$10 million more in permanent funding the tribe will receive on an annual basis. The Pueblo has received national recognition for its innovative approach to community health and citizenship criteria, as highlighted in the documentary For Our People. For Our People: Stories of Tribal Self-Governance & Sovereignty is an award-winning docuseries produced by Tribal Self-Governance, a national 501(c)(3) organization. Ysleta del Sur Pueblo's feature is available on YouTube:

Scan QR code with your phone to watch:



YDSP featured in the "For Our People: Stories of Tribal Self-Governance & Sovereignty" on YouTube (<https://youtu.be/6z8ucM-KT8o>)

National Self-Governance Leadership and Representation

The Department of the Interior (DOI) Self-Governance Advisory Committee (SGAC) and the Indian Health Service (IHS) Tribal Self-Governance Advisory Committee (TSGAC), on which Ysleta del Sur Pueblo is represented by the Governor as the Southwest Region Tribal representative and by the COO as the Technical representative, provide a forum for Tribal and Federal officials to discuss issues related to Tribal administration of Federal programs and services, exchange ideas, and develop solutions to strengthen the Tribal-Federal partnership. Key national initiatives advanced through these bodies include promoting self-governance across additional federal agencies, increasing Tribal budget allocations, supporting DOI strategic planning, securing contract support costs, and safeguarding the federal trust responsibility.

In 2025, YDSP also participated in a newly established Self-Governance Certificate Program designed to educate Tribal and Federal officials on the principles, processes, and long-term potential of Self-Governance, helping prepare the next generation of leaders to sustain and advance this work. The COO was invited to serve as a guest lecturer for the program and contributed to the Self-Governance

Conference as a panelist for the breakout session "Self-Governance & Finance: Reducing Administrative Burden," as well as moderator for the plenary session, "CSC Implementation at IHS Following the Supreme Court's Decision in *Becerra v. San Carlos Apache Tribe and Northern Arapaho Tribe*." Governor Silvas also participated in the opening of the 2025 conference as a member of a tribal leaders panel, highlighting the success and impact of Tribal Self-Governance.

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 Supreme Court decision expanded eligibility for Contract Support Cost (CSC) recovery to include certain third-party expenditures, creating a new funding opportunity for tribes.

In response, Ysleta del Sur Pueblo submitted a claim in June 2025 seeking CSC reimbursement on third-party expenditures for fiscal years 2019–2024, totaling nearly \$500,000. This claim is expected to initiate annual negotiations with the Indian Health Service to secure ongoing CSC funding associated with these expenditures. The Pueblo receives approximately \$3.5 Million in CSC revenue each year.

COVID-19 Management

The Pueblo continued managing the last of the COVID-19 emergency funds in 2025. The Youth Learning Center remained a priority among the remaining 2% 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 2025, a key update involved adding revised mission and vision statements to each department’s service map. This began work further aligned goals and objectives down to the divisional level. Additionally, the update provided a timely and useful visual tool for continuity of operations plan revisions.

In 2025, all departmental Service Maps were updated to reflect current operations, including the addition of a new strategic function, “Regulatory,” and the establishment of the Gaming Commission as a standalone department. The

organizational framework was further refined with the introduction of two new categories—Enterprise and Indirect Services—to more accurately represent the Pueblo’s structure. The 2025 organizational management is illustrated below.

YDSP ORGANIZATIONAL MANAGEMENT PROFILE



MANAGEMENT & BUDGET DIVISION (MBD)

The Management & Budget Division (MBD) 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.

Throughout the year, MBD led departmental evaluations and organizational realignments to strengthen service delivery, improve operational efficiency, and better align government functions with community needs. The division also maintained a comprehensive inventory of Pueblo government services, supporting informed decision-making and strategic resource allocation.

MBD spearheaded a coordinated effort to modernize and strengthen budget planning throughout Ysleta del Sur Pueblo. Working closely with departments to guide budget formulation, monitor fiscal performance, and support budget-related activities across the fiscal year. This oversight helped ensure fiscal accountability while ensuring clear alignment with Pueblo-wide strategic priorities.

Grants Management

In 2025, the Grants Management team oversaw a \$109 million grants and contracts portfolio across 47 active awards, supporting Pueblo programs through funding from 14 federal, state, and local agencies. The

portfolio was predominantly federally funded (99%), reflecting a high level of regulatory complexity and compliance responsibility.

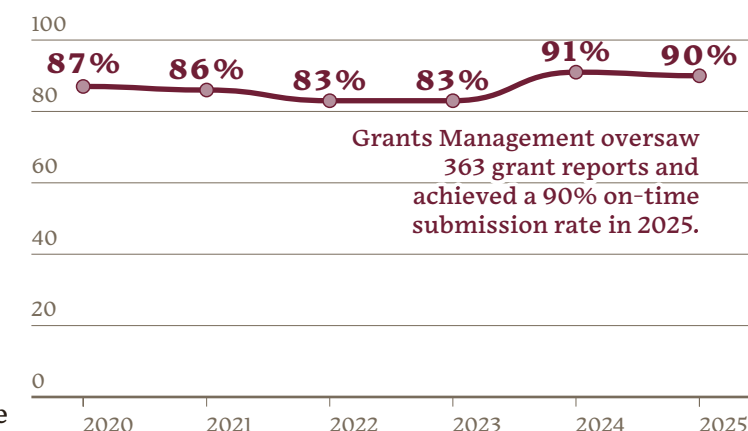
The Pueblo’s primary funding partners included the U.S. Department of the Treasury, U.S. Department of Health and Human Services, and the U.S. Department of Housing and Urban Development, together representing the majority of awarded funds.

Throughout the year, Grants Management ensured accountability and compliance by managing 363 required grant reports, achieving a 90% on-time submission rate despite significant reporting volume. This performance reflects strong internal coordination and effective deadline tracking across multiple funding streams.

In addition to reporting oversight, the division supported the full grant lifecycle by processing:

- 19 award notices
- 8 award modifications
- 22 carryover revisions
- 12 grant closures

GRANT REPORT TIMELY SUBMISSION RATES BY YEAR



Collectively, these activities demonstrate the team’s role in maintaining funding continuity, minimizing compliance risk, and supporting program stability across the Pueblo.

Budget Management

Budget Management supported fiscal oversight and accountability across Pueblo operations by formulating and monitoring 110 internal budgets. This included 61 original budgets and 134 budget revisions, reflecting active financial management in response to evolving operational and programmatic needs throughout the year.

All budgets were reviewed and approved by Tribal Council, ensuring transparency, governance oversight, and alignment with Pueblo priorities. In addition, 25 budgets were formally closed, supporting accurate financial reporting and effective fiscal year transitions.

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 activities.

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 2025, 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

SME 2025 KEY HIGHLIGHTS

- 1,446** Budget variance analyses conducted
- 47,699** Posted transactions screened
- 330** Output requirements evaluated, with a 10% late submission rate
- 29** Program reviews completed
- 18** Data congruency reports conducted

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.

In addition to internal reviews, the SME Division oversees all external audits, inspections, evaluations, and studies. In 2025, the Pueblo was subject to 12 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 2025, the team continued collaboration with all departments to

update and align their Service Maps and Quarterly Statistical Report (QSR) performance measures, enhancing consistency and accountability. Among the 956 QSR performance measures, nearly half (428) are included in the Semi-Annual and Year-End Narrative Reports, reinforcing data integrity and ensuring alignment with departmental goals. Data congruency scores improved steadily through 2024, then declined in 2025. Semi-annual congruency increased from 87% (2022) to 96% (2024), before dropping to 83% in 2025. However, year-end congruency showed consistent gains, rising from 69% (2021) to 99% (2024).

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 2025, the Ysleta del Sur Pueblo employed a total of 376 individuals, including 352 full-time and 24 part-time staff. The workforce had an average age of 43 years, an average annual salary of \$57,500, and an average tenure of 7 years, reflecting a stable, experienced employee base.

Women comprised 61% of the workforce, earning an average annual salary of \$53,400, and held 56% of all supervisory roles. Men represented 39% of employees, with an average salary of \$64,000, and occupied 44% of supervisory positions.

Tribal members made up 48% of the total workforce, with an average age of 39 and an average annual salary of \$50,000. Notably, tribal citizens held a majority—55%—of supervisory-level positions, underscoring the Pueblo’s commitment to leadership development within its community.

2025 TOTAL WORKFORCE BY DEPARTMENT



a. Tribal Court & Records (5); b. Chilicote Ranch (1); c. Tigua Farms (1); d. Gaming Commission (2); e. Elders (1)

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 2025, Human Resources facilitated the hiring of 76 new employees, meeting the staffing demands of 16 newly created positions, 58 replacements, 1 temporary, and 1 seasonal role. Of those hired, 47% were tribal members, reflecting the Pueblo's strong commitment to Indian Preference in employment practices.

The Departments of Health and Human Services (DHHS) and Tribal Empowerment (DTE) had the highest recruitment activity, accounting for 5 new position hires and 29 replacements, representing 45% of all hires.

Over the same period, the Pueblo experienced 56 employee separations, with the majority 82% classified as voluntary, and the remaining 18% as involuntary. The highest turnover occurred within DHHS, DTE, and the Department of Community Development (DCD), which together accounted for 59% of all separations. Tribal members represented

54% 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. As of year-end, 86% of eligible employees were enrolled in medical coverage, 88% in dental, and 88% in vision. 401(k) participation reached 77%, 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

The Pueblo's Learning Management System (YDSP BizLibrary) utilizes an all-in-one employee learning solution with thousands of curated courses across compliance, leadership, business skills, and technical training. In 2025, the workforce logged 9,368 training video launches by 374 unique users, supporting ongoing employee development. Below are HR-Facilitated or Supported events:

- 13 New Supervisor/Manager Orientation workshops
- Kabede Leadership Group Kick-off Event and 5 Lunch and Learn book club workshops.
- NNAHRA Tribal Management Professionals (TMP) Certification Program
- Workshops and Trainings—Paycom Modules, Performance Management, Policy, I-9, and Team Building.

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 2025, 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

Cybersecurity was a major focus for the IT Division in 2025, with efforts to improve policies, monitoring, and account security. Updated IT policies were formally approved to establish clear rules for data protection, remote work, and system use, helping ensure consistency across all departments.

The team also added 24/7 security monitoring to quickly detect and respond to potential threats, as well as access to experts for serious incidents. In addition, a new system was implemented to better manage user accounts and detect unusual activity, helping protect sensitive information and reduce the risk of unauthorized access.

IT Systems Management

Network and Server Systems

The IT Division continued to modernize and expand core network and server infrastructure to support Pueblo operations and critical services. In-vehicle 5G LTE firewalls were deployed across Public Safety and IT vehicles, replacing legacy systems and improving reliability for mobile operations. These upgrades enhanced secure access to Pueblo systems for field staff and improved operational resilience.

The IT Division supported the Department of Public Safety's technology initiatives by deploying

2025 YDSP WORKFORCE HIRES & SEPARATIONS

Workforce	Hires by Gender		Separations by Status	
Tribal	36%	64%	87%	13%
Non-Tribal	48%	53%	77%	23%

Percentages may not total to 100% due to rounding.

2025 POSITIONS BY CATEGORY

80 Healthcare & Social Assistance	55 Construction, Maintenance, & Custodial	54 Public Safety & Justice	
73 Office & Administrative Support	47 Education & Training	12 Finance & Revenue	9 Management
		9 Computer & Tech	c. d.
	15 Arts, Entertainment, & Recreation	a. b.	e. f.

a. Healthcare Practitioners (5); b. Warehouse (5); c. Executive Officers (4); d. Other (4); e. Facilities (2); f. Food Service (2)

modernized in-vehicle and body-worn camera systems. These systems were designed to enhance evidence management, chain of custody, operational transparency, and data security requirements.

A new fiber optic connection was installed, linking the Tribal Court, Housing, the Tribal Clearance Agency, and the Warehouse. This project increases bandwidth, improves redundancy, and strengthens connectivity among multiple government facilities, supporting both daily operations and long-term growth.

To support secure clinical operations and external service connectivity, the IT Division implemented a dedicated network security gateway within the DHHS environment. This system provides controlled, encrypted access for authorized external partners while maintaining strong separation from the broader Pueblo network, improving security, reliability, and compliance for sensitive systems and data exchanges.

Radio Communications System

The radio communications system was upgraded in 2025 to improve coordination across Public Safety, Health and Human Services, and Property Management. A new repeater strengthened communication between Tribal Police and Speaking Rock Security, while updates to dispatch systems improved call handling, audio clarity, and overall performance.

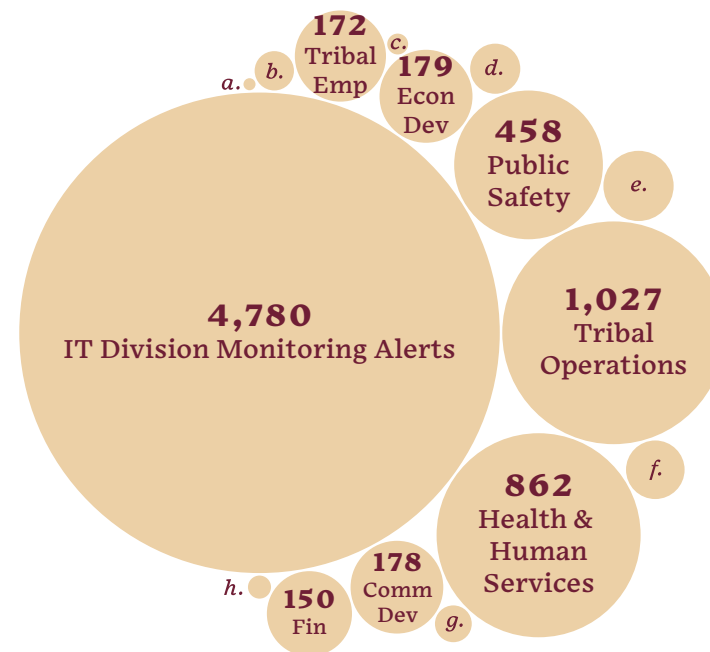
The following radio transmissions were logged during 2025.

RADIO COMMUNICATION SYSTEM STATISTICS

GROUP	CALLS
Public Safety	99,902
Events	12,988
Other	8,545
TOTAL	121,435

INFORMATION TECHNOLOGY TICKETS FOR SERVICE BY DEPARTMENT

Over 8,100 tickets, including network monitoring alerts, were submitted to the IT Help Desk in 2025.



a. Tigua Farms (3); b. Tribal Court & Records (32); c. Tribal Council (9); d. Cultural Preservation (52); e. Housing (102); f. Revolt Fitness (71); g. Tribal Gaming Commission (28); h. Elders Program (11)

Special Systems Management

The IT Division played a key role in completing the new Youth Learning Center by working with partners to install essential technology systems. This included network infrastructure, security systems, access controls, intercoms, and audio-visual equipment, ensuring the facility opened with secure, modern, and reliable technology.

IT Help Desk

End-user support remained a core service area for the IT Division in 2025. The IT Help Desk completed a significant upgrade to its remote monitoring and management platform, improving system visibility, patching, and support response capabilities. In preparation for the announced end of support for Windows 10, the IT Division completed a planned upgrade of end-user systems to a current, supported operating environment to maintain security, compatibility, and long-term supportability.

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.

DOF had a strong performance in 2025. Four financial audits were completed on time and without findings; YDSP remains a low-risk auditee. All associated tax returns were also filed on time. The Pueblo's banking institution implemented money management practices to earn additional interest on idle funds, generating over \$2.8 million in 2025, where the investment portfolio reached its highest balance.

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 resources 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 7% over 2024. This increase is mainly attributed to capital assets. Total net position remained consistent over 2024, while government revenues and dividends decreased by 28% over 2024, mainly due to the sunset of emergency federal funds stemming from 2020. As a result, the Pueblo anticipates more level federal revenue projections. Expenditures increased by 16%, mainly driven by a 50% increase in general assistance compared to 2024.

Investments Highlights

The Pueblo's Investment Portfolio increased by 13.8% compared to 2024. While inflation and other uncertain market conditions persisted, the portfolio performed well throughout the year, despite the fourth-quarter slowdown. The Investment Committee continues to monitor the portfolio very closely and has implemented strategies to allow the portfolio to perform successfully, given the market conditions in

the U.S. and around the world. The Pueblo continues to focus on a long-term strategy based on consultants' recommendations and the Pueblo's vision.

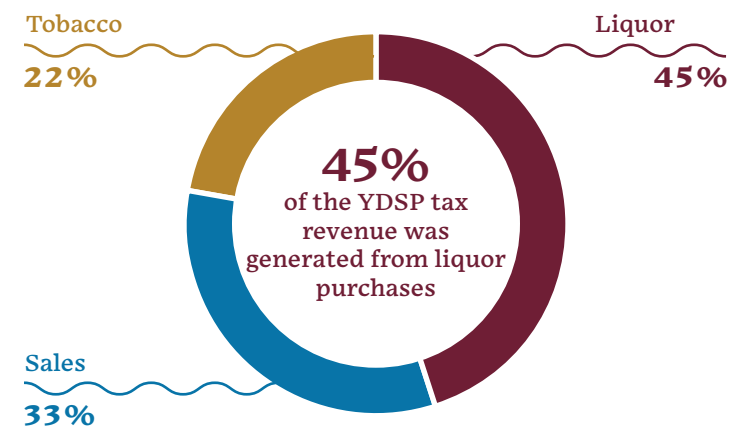
Tax Division Highlights

Tax Revenue increased by 2% over 2024. Liquor Tax was the largest contributor, accounting for 45% of the Total Revenue. DOF expects 2026 Tax Revenue to be in line with 2025.

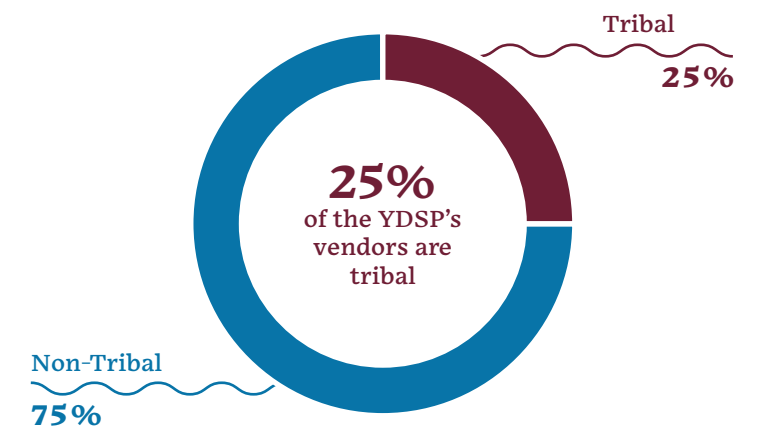
Procurement/Contracting/Warehouse Highlights

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, 2025, native vendors represented 25% of the total vendor population. Business activities ranged from consulting services, construction, medical services and supplies, and other government-related procurements.

2025 YDSP TAX REVENUE BY SOURCE



2025 TRIBAL STATUS OF YDSP VENDORS



SANTOS SANCHEZ

CACIQUE 1994-2000



Cacique Santos Sanchez served from 1994 to 2000. Under his leadership, tribal businesses grew including Speaking Rock Casino and the Running Bear convenience store chain. He spearheaded the purchase of Chilicote ranch, Pakitu residential area (District II), and the tribal cemetery plot at Mount Carmel. He had a good sense of humor and was willing to help any tribal member in need. As a traditionalist, he always looked forward to the ceremonies and the feast of Saint Anthony. Cacique Sanchez was part of the 1936 tribal delegation invited to Dallas, Texas, to meet President Franklin D. Roosevelt and later met another President, Bill Clinton.

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 100 employees across four 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. In 2025, DHHS achieved accreditation through the

Accreditation Association for Ambulatory Health Care (AAAHC), a significant milestone that underscores the department's excellence in care delivery and its steadfast commitment to nationally recognized standards of quality, safety, and patient-centered care.

HEALTH CARE DIVISION

The Health Care Division, which includes family practice, dental, optometry, laboratory, and pharmacy services, provided care to 1,445 patients—an increase of 15% from the previous year. This growth can be attributed to the full operational capacity of all clinics.



Meet and Greet with Veerinder "Vinny" Taneja, El Paso Public Health Director, and Sara Cera, Health Assistant Director.



Dental Staff with tribal children after dental cleanings were performed.

NUMBER OF PATIENTS AND VISITS BY CLINIC

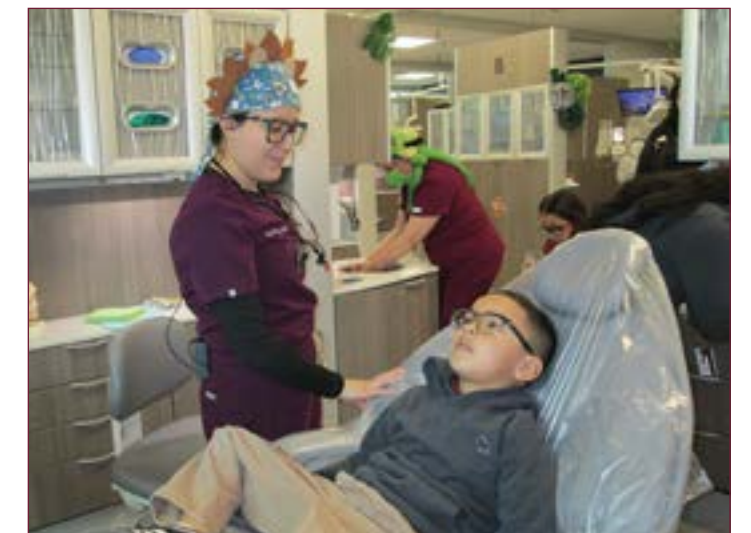
CLINIC	UNIQUE PATIENTS (within clinic)	VISITS
Family Practice	908	3,766
Dental	848	3,365
Optometry	790	932
Laboratory	650	1,494

Family Practice Clinic

The Family Practice Clinic is led by board-certified physicians Dr. Lorena Silvestre-Tobias, Dr. Michael Janes, and Dr. Marco Garcia, the most recent addition to the medical team. The clinic is supported by a dedicated multidisciplinary team including a registered nurse, six medical assistants, two lab technicians, and a patient coordinator. During the reporting period, the clinic served 908 patients, representing a 10% increase over the previous year. Total patient visits also increased by 8%, reaching 3,766. The top five reasons for visits were high blood pressure, high cholesterol, diabetes, obesity, and low vitamin D levels.

Dental Clinic

Dr. Tanya Maestas led the dental clinic operations, and in 2025, was joined by dentist Dr. Michelle Ortiz, bringing the team to two dentists, two registered dental hygienists, five dental assistants, and one dental treatment coordinator. The clinic served 848 patients, representing a 13% increase, while total visits rose by 3% to 3,365. The clinic provided a comprehensive range of preventive, diagnostic, hygienic, and restorative dental services. The top five reasons for visits included evaluations, cleanings, and topical fluoride treatments.



Dr. Maestas calming and explaining procedure to a tribal child.

Optometry Clinic

Led by Dr. Syndy Maynard, the Optometry Clinic is supported by one optometry technician and one optician. The clinic experienced a 22% increase in visits, reaching 932, while the number of patients served increased by 17% to 790. The clinic offers comprehensive optometric services, including retail eyeglass repair and adjustment, and has expanded its service offerings to include contact lenses as an optional service line, enhancing patients' access to vision care products. The top five vision concerns addressed were astigmatism, nearsightedness, farsightedness, presbyopia (a condition in which the eye's lens loses its ability to focus light correctly on the retina), and diabetes.

Laboratory Services

The YDSP Laboratory, a Clinical Laboratory Improvement Amendments (CLIA)-certified facility, provides diagnostic testing for a range of conditions, including COVID-19 and respiratory viruses. The laboratory experienced a 10% increase in patients served, reaching 650, and a 6% increase in total visits, totaling 1,494. This growth is attributed to the laboratory's expansion of services beyond the Family Practice Clinic patients and the acceptance of internal referrals. Further, the laboratory improved costs by reducing reliance on external services.

Pharmacy Services

Managed by Captain Reasol Chino, PharmD, and Amanda Flores, PharmD, along with three pharmacy technicians, the pharmacy served 1,310 unique patients, representing a 13% increase, and filled 29,603 prescriptions, a 21% increase from the previous year. During the reporting period, the pharmacy expanded its service scope by introducing medication therapy management, enabling pharmacists to collaborate with patients and providers to optimize medication regimens and improve clinical outcomes. In addition, a

medication collection kiosk was installed in the pharmacy lobby, enabling patients to safely dispose of unused and expired medications, including controlled substances, in compliance with the requirements of the DEA Controlled Substances Act.

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.

Revenue Cycle Management (formerly Billing and Coding)

Revenue Cycle Management (formerly Billing and Coding) was renamed to more accurately reflect the scope of work performed. During the reporting period, the department experienced a 1% decrease in collections, accompanied by a 1% decrease in processed claims, totaling 6,523. To support regulatory compliance and operational readiness for expanded clinical services, the division completed comprehensive coding and billing training for optometry, optical billing, and diagnostic testing, including assessments of the Autonomic Nervous System (ANS) and vascular assessments. In addition, an Optometry Electronic Health Record (EHR) and Revenue Cycle Management systems were purchased and successfully implemented to improve billing accuracy and support service expansion.

Purchased and Referred Care (PRC)

The Purchased and Referred Care (PRC) program processed 2,413 claims in 2025, reflecting a 9% decrease from the previous year, while referral requests increased by 22% to a total of 6,332. Tribal Council Resolution TC-045-25 authorized the expansion of PRC service delivery area to Doña

Ana County, New Mexico, and to individuals who maintain close economic and social ties with Ysleta del Sur Pueblo, reinforcing the Tribe's commitment to its community and improving access to care for tribal members experiencing barriers to services. The program also established a contract with Tenet Physician Providers, significantly enhancing access to specialty care by enabling referrals to more than 300 providers across the El Paso region.

Clinical Operations

Clinical Operations oversees the scheduling of all appointments and conducts insurance verifications. Operations is staffed by six Patient Registration Specialists, facilitating 22,239 appointments.

Facility Maintenance

Facility Maintenance supported 98 community events and completed 1,371 work orders, effectively managing repairs and maintenance to uphold operational standards.



Sacred Connections Information Cafe—Fire Dept. Presentation on Fire Safety to Elders

BEHAVIORAL HEALTH DIVISION (SACRED CONNECTIONS)

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.

Sacred Connections—Tribal Senior Citizen Utility Award Christmas Event





Sacred Connections—Child Abuse Awareness Fair



Sacred Connections—Mental Health First Aid Class



Mental Health Veterans Forum

**Social Services
(Circle of Harmony)**

Social Services (Circle of Harmony) strengthened community stability, safety, and cultural connectedness through expanded child welfare services, elder support, ICWA advocacy, general assistance, and medical social work. The program

**SOCIAL SERVICES (CIRCLE OF HARMONY)
PERFORMANCE MEASURES**

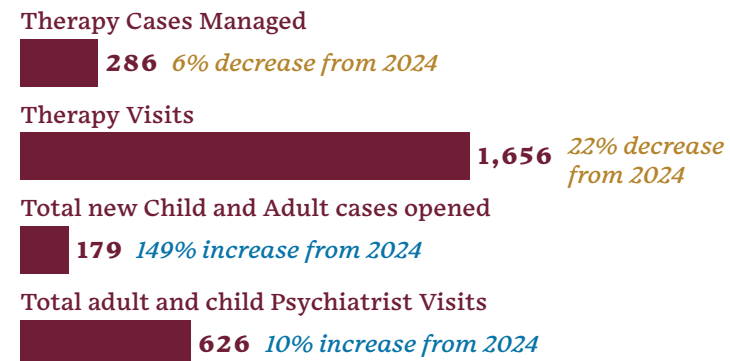


hosted 16 child welfare prevention and family-strengthening events, expanded Culture Camp from 2 to 6 hybrid sessions, and advanced elder support by providing utility assistance to 171 elders. Social Services approved 189 general assistance requests, supported 4 family reunifications and 5 adoptions through ICWA-focused advocacy, and conducted 12 out-of-town visits to support displaced children and families. Medical Social Services sustained an average monthly caseload of 44 clients, expanded services to four partner tribes, strengthened care coordination through key partnerships, and increased community outreach through clinics and educational workshops.

**Mental Health
(Circle of Hope)**

Mental Health (Circle of Hope) expanded behavioral health outreach and prevention services through culturally responsive community education and targeted mental health awareness events, strengthening support for Tribal Veterans, youth, and first responders. In partnership with the VA Suicide Prevention Coalition, quarterly Tribal Veterans Mental Health Forums served approximately 100 participants, while quarterly Mental Health First Aid trainings participation increased by

**MENTAL HEALTH (CIRCLE OF HOPE)
PERFORMANCE MEASURES**



127% from last year (75 in 2025 compared to 33 in 2024), building community and workforce capacity to recognize and respond to crises.

The program also launched its first youth-focused mental health event, “Chill and Heal” (50 participants), partnered with the Department of Empowerment to deliver a Bullying Awareness and Mental Health presentation (20 participants), and hosted its first “First Responders Mental Health Awareness” event (72 participants), demonstrating measurable growth in engagement, prevention efforts, and cross-department collaboration.

**ALCOHOL AND SUBSTANCE ABUSE (CIRCLE OF HEALING)
PERFORMANCE MEASURES**



* Cumulative number

**Alcohol and Substance Abuse
(Circle of Healing)**

Alcohol and Substance Abuse (Circle of Healing) strengthened substance use prevention and recovery supports through culturally grounded outpatient groups, expanded peer recovery services, and increased community outreach. The program

sustained key support groups, delivered overdose prevention education and Narcan training, and launched new prevention-focused events, including the Prescription Drug Overdose Awareness, Healing Drum Session for Elders, and the Annual Holiday Safety event. ASAP also strengthened regional partnerships through outreach efforts such as the EPCC Substance Abuse Fair and professional collaboration at the Las Cruces Recovery Summit, while Peer Recovery Services provided group sessions, supported participation in recovery meetings, and helped connect clients to higher levels of care.

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, public health nursing, and health promotion and disease prevention services. The team includes a director, a public health nurse, two public health outreach workers, three transporters, a supervisor, a health fitness trainer, a health education educator, a health and outreach specialist, a diabetes prevention lead, a health coach, and a health education manager.

Medical Transportation

Medical transportation conducted 1,168 transports to medical appointments, a 12% decrease, and 3,437 prescription deliveries to Tribal member homes, a 33% increase. The team piloted TripMaster software to improve transportation scheduling, dispatch, and driver safety. The program transitioned from a manual tracking system to a mobile-based approach, enabling real-time trip tracking and communication.

Public Health Nursing

The Public Health Nursing team successfully completed all Special Diabetes Program for Indians (SDPI) grant activities, including the annual IHS Diabetes Care and Outcomes Audit, which evaluates diabetes standards of care, benchmarks YDSP outcomes against Albuquerque Area trends, and supports continuous quality improvement. Through targeted chart audits and patient outreach, the team expanded diabetes self-management education (DSME), increased annual foot exam completion through patient incentives, and launched a self-monitored blood pressure (SMBP) education intervention for patients with diabetes and hypertension. These efforts resulted in 38 patients receiving diabetic shoes and 8 receiving home blood pressure monitors. Diabetes surveillance identified 12 new cases of type 2 diabetes, and the Diabetes Patient Registry increased to 192

active patients (107 females and 85 males), with the largest age group being 45–64. The team also sustained infectious disease surveillance (23 new cases) and administered 219 vaccines.

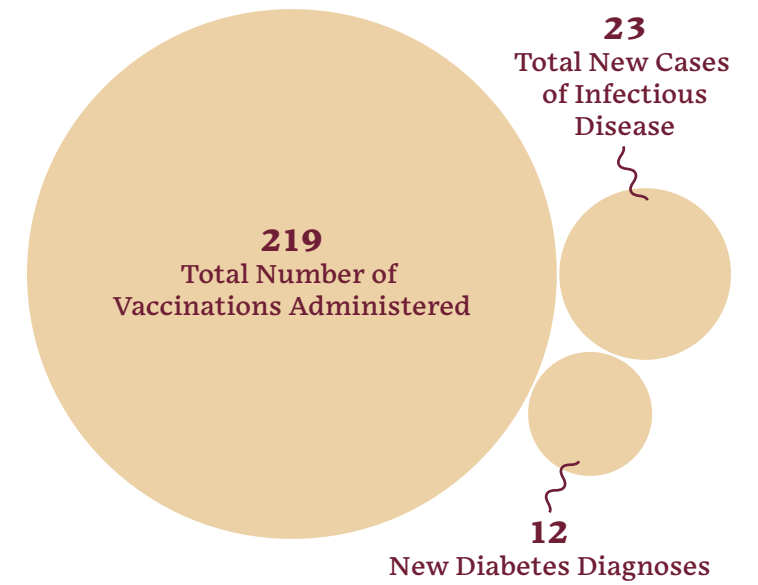
Health Promotion and Disease Prevention Education Services

Health Promotion and Disease Prevention Education Services includes four core areas: diabetes prevention, exercise education and training, general wellness education, and outreach services.

Through the Diabetes Prevention Services, 23 individuals enrolled in the National Diabetes Prevention Program (NDPP), a lifestyle change program focused on healthy eating and physical activity. Participants showed measurable health improvements, including reduced A1c levels, increased physical activity, lower triglycerides, and improved cholesterol levels. In addition, Exercise Education and Training Services supported increased participation in physical activity through structured exercise initiatives, helping individuals build healthier and more active lifestyles.

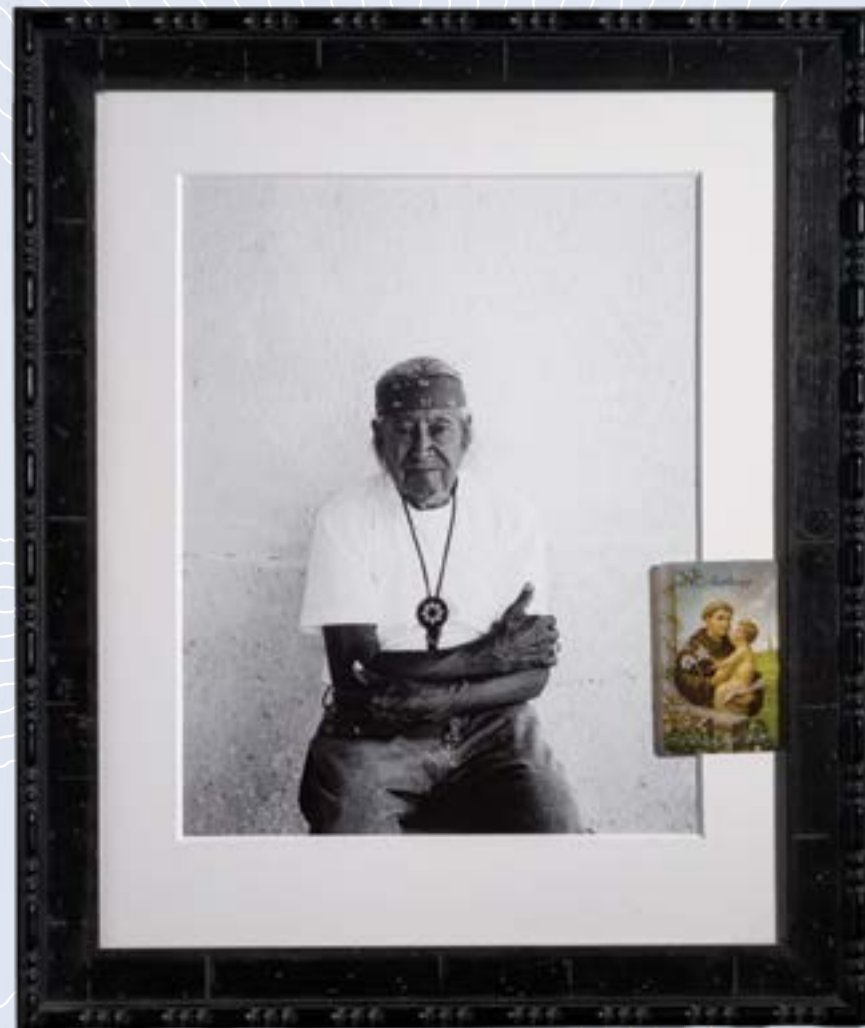
The Exercise is Medicine program expanded access to new populations of interest and increased engagement, resulting in a 24% increase in new one-on-one visits. However, participation in group physical activity declined due to a staffing shortage, and the program is actively working to fill this vacancy.

DIABETES MONITORING (SURVEILLANCE)



JOSÉ TRINIDAD GRANILLO

CACIQUE 1981-1988



Trinidad (Trini) Granillo served as Cacique of the Pueblo and witnessed its transition from a state-recognized tribe to a federally recognized tribe. Mr. Granillo knew all the traditional chants and was known for calling the tribal members to order by beating the Juanchido at the Tuhla to prepare for ceremonies or the Feast of Saint Anthony. He would sing the feast day songs and help the tribal youth learn the old songs and the traditional ways of the Pueblo ancestors. His home served as the Tuhla of the Pueblo,

a central place of gathering and decision-making. It was there, during the 1960s, that foundational discussions and plans were developed to secure state recognition for the Pueblo, along with Tom Diamond, tribal attorney, and Nick Houser, historian. He is remembered for his welcoming nature and his traditional prayers. One of his most famous phrases used when giving thanks was (in Spanish) "les quiero dar un millón de gracias a todos los que vinieron a ayudar."

COMMUNITY & ECONOMIC DEVELOPMENT

TRIBAL EMPOWERMENT

The Department of Tribal Empowerment (DTE) provides educational enrichment programs that support cultural preservation and academic success for Tigua members of all ages. Services are delivered through two primary divisions—Early Childhood and Education—each designed to provide targeted learning opportunities and wraparound support. With a staff of 54, DTE played a critical role in supporting the Pueblo community by providing essential services, including transportation, library access, and comprehensive early learning programs for children ages 0-5.

DTE celebrated the opening of the state-of-the-art T'aikabede Jose Sierra Sr. Youth Learning Center in December 2025, marking a significant milestone in the Pueblo's long-term education investment. State-certified to serve up to 280 children, the Center reflects a commitment to delivering Montessori instruction grounded in culture while incorporating innovation and expanded learning opportunities. Additionally, classrooms focus on STEAM education to prepare youth for future academic success.

DTE delivered a broad range of educational programming through out-of-school time (OST)



sessions that supported year-round continuity of learning. The department also prioritized development services for youth ages 6–17, fostering safe and supportive environments that promote positive, healthy outcomes. To improve educational access and equity, DTE administered scholarships and financial aid, supporting students in achieving their academic goals. Family engagement remained a priority in 2025 through regular communication, opportunities for involvement, and feedback mechanisms. These efforts strengthened partnerships with families and ensured services aligned with community needs. DTE hosted 16 community outreach events, reaching 1,790 participants.

In 2025, the department expanded academic and cultural opportunities for Pueblo youth and families, focusing on strengthening student support services, increasing scholarship participation, and preparing for the transition of BRAVE services into the new T'aikabede Jose Sierra Sr Youth Learning Center.

EARLY CHILDHOOD DIVISION

The Early Childhood Division centered its services on cultural identity and community engagement, providing children and families with traditional early learning experiences. Events such as Tribal Council Day, Easter Celebration, Nu Piawiwe (Night of Art), Grandparents Day, and the Trick or Treat Spectacular promoted cultural pride, strengthened community connections, and supported holistic child development.

Tuy Pathu Early Learning Program

The Tuy Pathu Early Learning Program (ELP) served 41 children, including 11 infants, 6 pre-toddlers, and 24 toddlers. The program remained rooted in the Montessori approach, emphasizing independence, child-led exploration, and purposeful learning in a prepared environment. These foundational experiences supported successful transitions into the Tuy Pathu Tigua Indian Pre-K Program, ensuring continuity of care and learning across early childhood stages.

The program is supported through the *Child Care and Development Fund (CCDF)*, which assists eligible families who are employed, participating in job training, or pursuing education. Last year, CCDF served 88 children and supported 102 parents across 65 families.

Tuy Pathu Tigua Indian Pre-K Program

During the 2024–2025 school year, the Tuy Pathu Tigua Indian Pre-K Program served approximately 28 enrolled students. Eleven students successfully transitioned to kindergarten. The program continued using a traditional instructional model focused on early literacy, numeracy, classroom participation, and school readiness. Student progress was monitored using the CIRCLE Progress Monitoring System, administered three times annually. These findings reveal that participants demonstrated growth across most of the concepts, a positive outcome of the program.

YOUNGER 4-YEAR-OLD CIRCLE PROGRESS MONITORING SCORE

AREA / CONCEPT	BEGINNING OF YEAR	MIDDLE OF YEAR	END OF YEAR
Phonological Awareness	11.78	13.44	18.67
Rapid Letter Naming	9.00	10.22	17.11
Rapid Vocabulary Naming	18.77	19.11	21.78
Math	17.56	19.78	22.00

OLDER 4-YEAR-OLD CIRCLE PROGRESS MONITORING SCORE

AREA / CONCEPT	BEGINNING OF YEAR	MIDDLE OF YEAR	END OF YEAR
Phonological Awareness	12.43	17.57	19.00
Rapid Letter Naming	9.43	17.14	19.43
Rapid Vocabulary Naming	18.57	18.86	18.57
Math	20.29	23.57	24.29

Parent Workshops

Parent workshops were offered to strengthen social-emotional literacy and provide strategies to improve social norms. In 2025, four workshops were conducted, with 22 parents attending at least one session. While one fewer workshop was offered than the prior year, the division focused on other critical priorities, including completion of 84 child screenings and 507 professional development hours for staff. These efforts strengthened program quality, improved instructional practices, and ensured compliance with early childhood standards.

EDUCATION DIVISION

DTE Library

The DTE Library was awarded an Institute of Museum and Library Services (IMLS) Basic Grant

to implement the “Building YDSP Traditions and Strengthening the Tiwa Language” project. Key outcomes included the development of a Tiwa Loteria game and a Library Center Calendar. Two hundred Tiwa Loteria game sets featuring culturally relevant themes, Tiwa translations, and youth-created artwork were produced. Additionally, 300 educational calendars were printed, each featuring monthly Tiwa language content.

BRAVE Program

The BRAVE Program served Pueblo youth through OST sessions, providing safe, engaging environments focused on cultural identity, prevention education, and physical and social-emotional well-being. The Spring Break Session served 61 youth and included educational outings, while the Afterschool Program

served 94 youth, making it the largest BRAVE component. Enrichment activities included karate, arts and crafts, physical fitness, and talent showcases. Transportation services supported daily student travel from Campestre and Presa Elementary Schools, serving 191 students during the school year.

BRAVE prevention initiatives were highlighted during Annual Red Ribbon Week, which included the Pumpkin Festival, Literacy Night, and Red Ribbon Block Party. Activities featured parades, youth performances, community engagement, and recognition of the Red Ribbon T-shirt Design winner, Kylie Villanueva, age 10.

Tribal Youth Council

The Tribal Youth Council (TYC) remained active in leadership development and community service. Members attended the inaugural Tribal Youth Council Summit hosted by the Pueblo of San Felipe and participated in workshops that inspired plans to host a future summit. TYC members supported BRAVE activities, hosted a summer ice cream social, assisted with field trips, and organized a

game night for Tribal elders, fostering meaningful intergenerational connections.

IMPACT Program

The IMPACT Program continued supporting Tribal youth in grades 6–12 and administered the Higher Education Scholarship Program. Recruitment efforts included a workshop and campus tours to West Texas A&M University and Texas Tech University. High-achieving students were recognized on the Cacique's List, honoring 25 students with GPAs of 3.5 or higher. In total, 212 scholarships were awarded, providing over half a million dollars in financial assistance. The most attended institutions included The University of Texas at El Paso, El Paso Community College, and New Mexico State University.

DTE hosted its annual Graduation Banquet on May 6 at the Tiwahun Complex, honoring the Class of 2024–2025. Lt. Governor Adam Torres delivered remarks, alongside keynote speaker Stephanie Lopez and Valedictorian Mia Alonso. Graduates earned 33 high school diplomas, 10 associate degrees (including 3 dual credit), 15 bachelor's degrees, and 8 graduate degrees.

COMMUNITY DEVELOPMENT

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 74 employees.

PLANNING, DESIGN, AND CONSTRUCTION (PDC)

The Planning, Design, and Construction Division (PDC) manages the Pueblo's capital improvement projects, including new construction, renovations, and infrastructure development. In 2025, PDC led design contracting, construction management, and professional services that supported key Pueblo priorities.

Major efforts included work on the T'aikabede Jose Sierra Sr. Youth Learning Center, where more than 70 owner-installation contracts were executed and multiple funding sources were coordinated to complete value improvements within the approved project budget.

Several additional development initiatives also advanced during the year. Planning continued for the 25-Acre Master Plan, a long-range housing concept that incorporates mixed housing types and shared community amenities. Infrastructure improvements included completion of the Alameda Bridge Streetscape, enhancing site access, circulation, and supporting future development.

Construction also began on the Quarai Court II Elder Complex, which features structurally insulated panel (SIP) duplex units designed with solar capabilities and ADA accessibility features.

Other major projects supported by PDC included the Mercado Redevelopment, District II landscape and street lighting improvements, a fire station renovation, and a manmade lake feasibility study.



The completed Youth Learning Center at night, showing lighting, window features, and the overall aesthetic of the building.



Exterior playground at the Youth Learning Center. The shade structure casts shadows consistent with Tigua art and patterns.



The canopy for the exterior playground of the Youth Learning Center references traditional Pueblo designs.



This image is a working document illustrating the master plan for the additional 25 acres in District II. It highlights a mix of green space and housing options.

PLANNING, DESIGN, AND CONSTRUCTION PERFORMANCE MEASURES (2025)

CATEGORY	PERFORMANCE MEASURE	YEAR-END VALUE
Design Projects	Number of Contracts	16
Capital Improvement	Number of Projects Under Construction	75
Infrastructure Projects	Number of Projects Under Construction	6
Residential Projects	Number of Projects Under Construction	2
Other Professional	Number of Contracts	16

PROPERTY MANAGEMENT (PM)

With 57 employees, the Property Management Division maintains operations across YDSP facilities and supports the Department of Housing with targeted home improvements. In 2025, total work orders decreased by 3% compared to 2024, although demand increased for elder repairs, HVAC services, housekeeping, and roofing.

The increase in elder home repairs and building system work reflects a greater focus on critical maintenance and occupant-centered needs. During 2025, several major preventive maintenance projects and initiatives were completed. These included facility improvements aligned with the Five-Year Facilities Plan, installation of 17 energy-efficient HVAC units, rehabilitation of eight homes through

WORK ORDERS BY TYPE

TYPE	2024	2025	VARIANCE
Electrical	164	182	11%
Furniture Assembly / Removal	29	38	31%
Housekeeping	83	116	40%
HVAC	263	301	14%
Sprinkler R&M	9	7	-22%
Landscape	388	408	5%
Other	991	723	-27%
Paint	6	7	17%
Plumbing	349	353	1%
Roof	1	18	1700%
Vehicle R&M	758	758	0%
Elder Repairs	299	332	11%
Total	3,340	3,243	-3%

the Housing Improvement Program, and ADA bathroom conversions. The team also supported appliance replacements for rental units to maintain housing quality and accessibility.

REALTY

The Realty Division manages the Pueblo's real estate interests on tribal land, including commercial leases, special-use permits, and land transactions that support community priorities. In 2025, Realty implemented procedures for commercial tenant eviction petitions and the removal and disposal of abandoned belongings. The division managed 16 special-use permits and leases and completed the purchase of 10 properties.

PUEBLO PROPERTY OWNERSHIP INTERESTS (ACRES)

PROPERTY NAME	ACREAGE
Iye Kitu & District I Core Properties	122.798
P'a Kitu	328.940
Outlier Properties	5.138
Areas of Cultural Significance	3,592.973
Chilicote	70,530.650
Restricted Fee*	0.818
Trust*	3,107.354
Non-Trust*	71,477.639
Total Ownership Interests*	74,585.811

*The Pueblo's property ownership interest reflects the breadth of its stewardship responsibilities across culturally significant lands and major landholdings, supported by a combination of restricted fee, trust, and non-trust interests.

Support Services

Geographic Information Systems (GIS)

In 2025, GIS expanded access to spatial information by building ArcGIS Online applications using Experience Builder and Dashboards. These tools improved visibility into assets and supported critical needs, including public safety technology support and map products for fieldwork and inventory.

Environmental Program

In 2025, the Environmental Program strengthened compliance support through improved tracking, reviews, and field oversight. Key work included continued benchmarking in ENERGY STAR Portfolio Manager, coordination to improve solar reporting, and completion of a Phase I Environmental Site Assessment supporting the proposed 25-acre residential development. The program expanded Stormwater Pollution Prevention Plan (SWPPP) inspection capacity, coordinated tire recycling and chemical waste collection, and responded to a May 2025 fuel spill that was successfully contained with no lasting impacts. The Pueblo was awarded the Environmental Protection Agency's Environmental General Assistance Program (GAP) grant for a third consecutive year, supporting continued program stability. During the reporting period, the Environmental Program also completed two environmental reviews and conducted six environmental site visits.

DEPARTMENT OF HOUSING

The Department of Housing (DOH) plays a central role in supporting safe, affordable, and well-managed housing for the Ysleta del Sur Pueblo community. The department is responsible for the full scope of housing operations, including residential administration, tenant relations, leasing, rent collection, and policy enforcement. Through ongoing program oversight and improvement, DOH works to sustain housing programs that meet the evolving needs of Pueblo families.

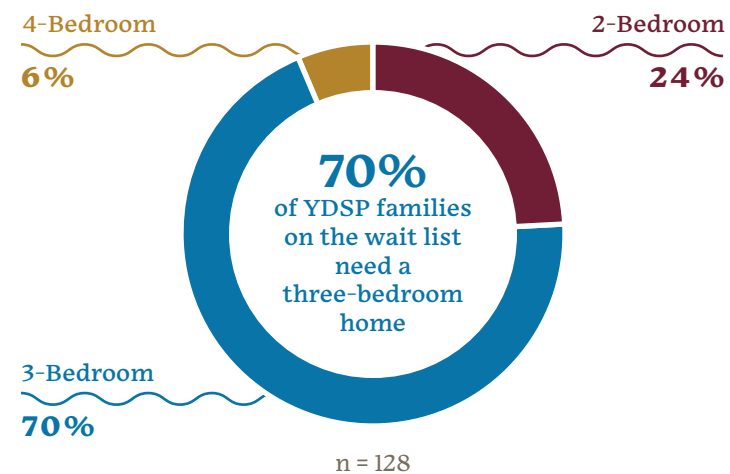
Throughout 2025, DOH focused on maintaining strong tenant relations, improving communication practices, and supporting community engagement. In managing day-to-day residential operations, DOH remained committed to housing stability and tenant well-being. These ongoing efforts continue to strengthen program effectiveness and support the long-term housing needs of the Pueblo.

DOH managed 404 housing units, providing safe and stable housing to 1,205 residents with the support of an 11-member team. As part of its operational responsibilities, the department issued 130 Notices of Termination, a decrease from 175 issued during the same period in the prior year. No evictions were executed, reflecting

DOH’s commitment to program compliance while prioritizing tenant support and housing stability. These efforts demonstrate a proactive approach to preventing displacement and promoting long-term housing for the Pueblo community.

The chart below illustrates how the total population served by DOH is distributed across tribal properties. The housing waitlist increased by approximately 16%, rising from 110 families in 2024 to 128 families in 2025, reflecting continued demand for housing within the Pueblo community.

2025 YDSP HOUSING WAITING LIST BY PERCENTAGE OF UNIT TYPE



HOUSING UNITS MANAGED AND RESIDENTS BY RESIDENTIAL AREA

Residential Area	Number of Managed Units	Number of Residents
P’a Kitu Village	200	724
Iye Kitu Village	122	288
LIHTC*	60	155
Off-Reservation	22	38

* The Low-Income Housing Tax Credit (LIHTC) program provides affordable housing for YDSP tribal members and their families.

In collaboration with Property Management, the department completed multiple improvement projects to enhance the safety, comfort, and livability of homes throughout the community. These efforts included upgrading appliances to energy-efficient stainless-steel models in 60 units, completing necessary stucco and roof repairs, and replacing aging air conditioning and furnace systems. The department also supported an Elder Home Assistance Project, which included one ADA restroom conversion to improve accessibility and allow the residents to safely age at home. In addition, DOH began a project to paint 37 homes for qualified families in District 1, contributing to neighborhood pride and long-term property maintenance. Together, these projects reflect an ongoing commitment to supporting residents, preserving housing quality, and strengthening the overall well-being of the Pueblo community.

Throughout 2025, DOH prioritized community engagement by creating opportunities for residents to connect, participate, and feel supported beyond housing services. Engagement efforts included community meetings with 40 participants and the 2nd Annual Housing Fair, which served 109 households by providing information, resources, and direct interaction with housing staff.

The department also hosted seasonal and family-friendly activities designed to encourage participation across all age groups, including holiday decorating contests for Halloween and Christmas, a Thanksgiving “Disguise Your Turkey” contest, an Easter basket raffle, and other interactive events in February (“Guess How Many Hearts” contest) and March (“Lucky to Have You” Shamrock contest). Additional gatherings, including an ice cream social to celebrate the back-to-school season and a Fourth of July grill party. DOH further supported resident well-being through events such as the Pet Vaccination Clinic, which provided vaccinations for 38 pets and microchips for 25 pets living on the reservation. Collectively, these efforts reflect the department’s commitment to strengthening relationships, supporting resident wellness, and promoting an engaged and connected Pueblo community.

Overall, the Department of Housing’s efforts are committed to providing stable housing, responsive services, and meaningful engagement opportunities for residents. Through consistent operations, targeted improvements, and community-focused initiatives, DOH remains dedicated to supporting the well-being of Pueblo families and strengthening the community.

DOH Easter basket raffle, back-to-school ice cream social, and 4th of July grill party.



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 preparation, 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. A vital service to YDSP and Indian Country was dramatically impacted in 2025 due to ongoing threats of CDFI abolition. As such, greater measures were imposed on maximum loan amounts and increased attention was given to a borrower's ability to pay back. The threats of abolishment contributed to a decline in loan disbursements over 2024, and a reduction in loans was also realized. In 2025, TCDC disbursed nearly \$45,000 (\$44,526.46) to 10 tribal members, alleviating debt burdens and protecting borrowers from high-interest rates. Eighty-one (81) tribal members completed a financial literacy course, 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 in establishing 11 new small businesses in 2025, bringing the total to 63 since 2022. Through comprehensive support for business development and 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 48 continuing education courses covering essential topics such as *Accounting 101*, *Cash Flow and Budgeting*, and *Scaling Your Business*. Overall, the division had 433 visits from aspiring and established entrepreneurs who benefited from these educational opportunities, strengthening the local business community.

Tigua Entrepreneur in Residence 365 (TEIR 365) is a program designed to accelerate the growth and sustainability of tribal businesses, hosting a cohort of five small businesses. Together, the cohort achieved impressive results, generating \$1.3 million in revenue and \$648,000 in net income.

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



AmeriCorps members deliver coats during the Annual Coat Drive to children in the El Paso community.

supports cultural identity. TTAC's five main activities include Nation Building, Culture & Language, Financial Literacy, Entrepreneurship, and Volunteer Income Tax Assistance (VITA). Additionally, TTAC engaged the community through its annual Blood Drive, National Pet Day, and Winter Coat Drives. Over 60 blood donations were collected through the annual Blood Drive, blankets and food were donated to the El Paso Animal Shelter, and more than 70 coats were donated to community children.

AmeriCorps services were disrupted and reduced due to a shift in national priorities. Concerned about uncertainty, some members sought other employment opportunities, including finding positions within the Pueblo, while program requirements prevented TTAC from filling those vacancies. Members serving the Culture and Language program ended their service early to secure an educational incentive. However, this hindered participation in the Brave Program's summer session, reducing the number of children served.

Nation Building | The program served 33 participants in 2025. 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 64 afterschool youth at the Department of Tribal Empowerment, where they learned about Sister Sites, Indigenous Peoples Day, Traditional Dances, 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 81 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 for aspiring tribal entrepreneurs throughout the US. The most popular presentations included Accounting 101, Choosing a Business Structure, AI, and Canva.

2025 TEIR 365 Reconnect. Entrepreneurs were introduced to BorderPlex Alliance and introduced to new business opportunities throughout the El Paso Area. BorderPlex Alliance Jon Barela was the guest speaker during the TEIR 365 Reconnect Luncheon.





Native Pathways Participant Victoria Apodaca is receiving her Financial Literacy Savings Challenge for maintaining employment for 6 months post her Native Pathways term.

Volunteer Income Tax Assistance (VITA) |

VITA prepared 1,634 tax returns for the 2024 tax season, resulting in a refund amount of over \$2.3 million and about \$935,000 in tax credits. The VITA program has provided free income tax support to the YDSP community and surrounding neighbors for over 20 years.

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 delivered services despite fluctuations in federal leadership and direction. The



BME Graduation—October BME graduation. Small businesses established were Fire Dawgs, Feathered Jerky, Designed by the Divinity, Charcuterie by M, MNBP Investments and Valencia Party Hall

NP team completed 456 individual Career Services, 78 training services, and 88 General Assistance services. NP successfully placed 11 Tribal Members into permanent positions. In addition, 94 participants in the 122-county West Texas service area benefited from nearly \$160,000 in tuition assistance, while 50 training sessions were completed, awarding an extra \$7,500 in completion incentives.

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 the six participants, all joined the Academic Achievers Incentive Program, earning a total of \$2,400 in rewards for their outstanding academic performance.



Tigua Farms Front Entrance signage off Highway 90

Opposite, Clockwise from Top: Valentine, Texas sunset on Tigua Farms; Large-tractor and baler operation harvesting alfalfa; Tigua Farms summer fields; Commercial truck load of Tigua Farms alfalfa

TIGUA FARMS, LLC

Established in September 2020, Tigua Farms, LLC is a Tribal enterprise of the Ysleta del Sur Pueblo operating on 500 acres at Chilicote Ranch in Valentine, Texas. The farm currently specializes in premium alfalfa production and serves customers across West Texas, including Valentine, Marfa, Ft. Davis, Van Horn, Alpine, Tornillo, Marathon, Monahans, and the greater El Paso area.

Last year marked a year of strategic growth and infrastructure investment. A major milestone was the completion of a new high-capacity agricultural well producing 1,100–1,300 gallons per minute. This investment significantly increases irrigation reliability, improves water efficiency, enhances crop consistency, and positions the farm to expand acreage and projected yields while maintaining sustainability standards.

With expanded water capacity now operational, Tigua Farms will plant an additional 55 acres of alfalfa oat mix as a cover crop. This expansion strengthens soil health, improves crop rotation practices, increases

total forage production, and supports integration with the Chilicote Ranch cattle operation. This alignment advances a vertically integrated agricultural model that maximizes productivity across the value chain.

Operational quality was further enhanced through continued use of the farm's indoor storage facility, which preserves bale freshness and color consistency. Controlled storage conditions ensure consistent, premium-grade feed for customers.

Tigua Farms operates with a lean, collaborative team of three employees, two of whom are Tribal members. This structure promotes efficiency, accountability, and alignment with the Pueblo's commitment to Tribal employment and economic development.

As the Pueblo continues expanding its diversified enterprise portfolio, Tigua Farms is positioned for sustained growth. Through infrastructure investment, production expansion, and integration with cattle operations, the farm strengthens regional agricultural supply while contributing to the long-term economic stability of the Ysleta del Sur Pueblo.



JOSÉ GRANILLO

CACIQUE 1960–1980



From 1960 to 1980, Cacique José "Che" Granillo led the Pueblo during a period when it transformed from the Barrio de los Indios into a state-recognized tribe. Under his leadership, the Pueblo's foundation was laid. Granillo played a vital role in the first ethnographic study of the Pueblo, written by historian Nick Houser. This study confirmed the Pueblo's living culture and traditions, which has survived and remained intact. Granillo oversaw the construction of Iye Kitu (District I) and the opening of the first Cultural Center and museum, now home to Speaking Rock. Granillo is remembered for strictly upholding the most traditional tribal rules.

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 56 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 176 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 continues to strengthen relationships between police officers and the community, recognizing that these partnerships are fundamental to effective policing. Throughout 2025, the department delivered professional, responsive law enforcement services while reinforcing the

critical role officers play in maintaining safety and quality of life. Officers remained visible, approachable, and accountable, building trust through consistent community engagement.

Crime rates remained low throughout 2025 due to proactive policing strategies, increased officer presence, and targeted enforcement efforts. Directed patrols, community-based problem-solving, intelligence-led policing, and early intervention through officer-community collaboration enabled the department to focus on prevention and achieve measurable public safety outcomes.

TPD expanded community policing efforts by hosting and participating in events such as Coffee with a Cop, Fishing with a Cop, DPS National Night Out, Spooktacular Trick-or-Treat, and Christmas with DPS. These events strengthened relationships by creating informal opportunities for interaction and reinforcing shared responsibility for community safety.

Specialized assignments enhanced service delivery and community trust. The Violence Against Women Officer, K9 Officer, and Task Force Officers addressed complex criminal activity while maintaining strong community partnerships. The School Resource Officer played a key role in mentoring youth, promoting positive decision-making, and advocating for students.



YDSP Tribal Police Chief having lunch with a Pre-K student during the Christmas with a First Responder event.

To meet operational demands and strengthen proactive policing, the department increased staffing from 14 to 20 police officers, improving response capability, visibility, and crime prevention efforts across the Pueblo. On March 31, 2025, the Texas Legislature passed legislation authorizing YDSP to employ and commission peace officers to enforce state law within the reservation. YDSP Police personnel will pursue state certification in the coming years that will secure cross-deputization recognition. Tribal Police will progress toward full compliance, reflecting its commitment to professionalism, accountability, and long-term organizational development.

TRIBAL POLICE PERFORMANCE MEASURES

ACTIVITIES	TOTAL FOR 2025
Number of Infractions	1,171
Number of Traffic Infractions	1,099
Number of Peace Code Infractions	72
Top Traffic Infraction	No Vehicle Inspection and Registration
Top Peace Code Infraction	Illegal Drugs
Drugs confiscated (in grams)	762.23

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 2025, the Tribal Fire began assisting ESD #2 and the City of Socorro by serving as the primary fire response agency for Districts 608, 609, and 706. While District II remains the priority, a TFD unit is always available for immediate response.

YDSP Tribal Fire participating in the Socorro Fire Live Burn Training.





YDSP Tribal Fire participating in Tech I Extrication Course.



Fire Chief, portraying Santa Claus, distributing food to Pre-K children.

Tribal Fire has been designated to respond to all structure fires located below Interstate 10, from the eastern boundary of the El Paso city limits to Fabens, Texas. The department has effectively responded to multiple house and trailer fires and has been called upon to assist Border Patrol, Socorro Police, and the Sheriff's Department with surveillance operations utilizing a drone.

TFD engaged in a variety of significant activities, including participating in 40 career days, and provided support to the fire technology programs at Socorro and Ysleta High Schools. Additionally, Tribal Fire facilitated the National Registry of Emergency Medical Technicians (NREMT) Skills USA competition at Bel Air High School. TFD took part in several YDSP community events and all traditional dances. Furthermore, TFD provided medical support for Speaking Rock events. Tribal Fire also participated in the Fire Fest demonstration organized by the El Paso Fire Department (EPFD) at Veterans Park. Moreover, TFD conducted medical

training for YDSP employees and members of the tribal community, offering courses in CPR/AED and Stop the Bleed. TFD currently employs four paramedics, one for each shift, which has enabled the transition from a Basic Life Support (BLS) service to an Advanced Cardiac Life Support (ACLS) service.

As in previous years, training remains a primary focus for Tribal Fire. Training is conducted to maintain certifications for both Firefighters and Emergency Medical Technicians, with continuing education courses offered in both fire and medical disciplines. The department hosted notable training sessions, including Rope Rescue and various professional development courses. Additionally, one individual successfully completed the paramedic course through EPFD. TFD hosted, developed, organized, and conducted an extrication training last year. Tribal Fire also provided Community Emergency Response Team (C.E.R.T.) training for the Texas Guard and facilitated a regional C.E.R.T. train-the-trainer course for Jeff Davis County.

TRIBAL FIRE PERFORMANCE MEASURES

SERVICE / PROGRAM	PERFORMANCE MEASURE	COUNT
Fire Emergency Response Activities	Number of Response Calls	442
Fire Prevention Activities	Community outreach / education activities	40
Fire Prevention Activities	Number of Commercial / Govt. Fire Inspections	50
Training	Number of Volunteers in Training	8
Fire Prevention Activities	Number of building plans reviewed	25
Fire Prevention Activities	Number of alarm system signals and troubles	7
Fire Prevention Activities	Number of commercial / Govt. alarm activated incidents	11

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.

In 2025, planning efforts focused on strengthening existing plans and assessments. Emergency Management (EMD) continued implementation of the Tribal Hazard Mitigation Plan by meeting with the Core Planning Team to track the progress of 14 identified mitigation projects using a progress tracker.

The transition of the Emergency Management Plan (EMP) from traditional annexes to Emergency Support Function (ESF) annexes was completed in 2025. Six annexes were consolidated into five ESFs. The Continuity of Operations Plan (COOP) was updated and significantly restructured. In partnership with the Department of Tribal Operations, the Pueblo's Service Map was used to identify four essential functions that enable the Tribal Government to deliver critical services to staff and citizens.

Additionally, the Stakeholder Preparedness Review (SPR), part of the Threat and Hazard Identification and Risk Assessment (THIRA), was updated to help YDSP measure progress in response capability and capacity. The Integrated Preparedness Plan (IPP) was also updated; preparedness priorities remained at four. Submission of the IPP fulfills a FEMA grant requirement and guides the annual training and exercise calendar.

Organizational priorities focused on two key efforts: (1) the Critical Infrastructure Protection Committee completed SAFE assessments of three critical government facilities, providing a foundation for future safety and security enhancements while informing workforce training development; and (2) the transition from traditional to Emergency Support Function (ESF) annexes aligned the Emergency Management Plan (EMP) with the Operations Coordination Section structure of the Emergency Coordination Center (ECC), thereby strengthening overall coordination and response capabilities.

In 2025, YDSP conducted a series of trainings and exercises to strengthen emergency preparedness and response capabilities. Key activities included

the Regional Pandemic Functional Exercise in March, the FEMA Border Quake Tabletop Exercise in April, and multiple ECC activation drills—both virtual and in-person—to test remote operations, updated procedures, and staff coordination. Additional efforts included an IPP Workshop in October to update the multi-year training and exercise plan, as well as a December virtual drill

focused on managing incidents within WebEOC. These activities collectively identified areas for improvement and enhanced overall readiness.

EMD closed multiple Tribal Homeland Security Grant Programs in 2025. These grants support communications equipment and infrastructure for YDSP first responders.

also processed over 17,000 TCIC/NCIC transactions in 2025, including queries related to wanted persons, guns, protection orders, and vehicles. These transactions verify for wanted or missing persons, among other criminal checks. In 2024, 11,095 transactions were reported, representing a 53.5% increase over the same period in 2025.

Tribal Communications continues to support Tigua Inc. by providing animal control dispatching and call center ticketing for the Port of Entry. Calls for service decreased from 1,882 in 2024 to 1,646 in 2025, a 13% reduction, primarily due to the absence of an animal control contract with Tigua Inc. Despite the decline in call volume, revenue from these services remained stable.

The division also delivered 50 training courses to 118 students in 2025, compared to 6 courses to 14 students in 2024—representing a 733% increase in the number of training sessions.

EMERGENCY MANAGEMENT PERFORMANCE MEASURES

ACTIVITIES	QUANTITY
Grants Administered	2
Hours of training delivered	127
Number of (unique) participants trained	107
Number of emergency plans and assessments updated	8
Number of preplanned events and incidents coordinated through IAPs	11
EMD Community Outreach Events	3
Approximate EMD Community Outreach Attendance	686

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.

Police and Tribal Fire on separate radio talk groups, allowing each division to have a dedicated dispatcher. As a result, both divisions can operate independently during high-volume periods.

Additionally, all staff completed hands-on CPR and Telecommunicator CPR training. These trainings are required by the State of Texas to maintain each Telecommunicator's state license. Emergency Medical Dispatch (EMD) training is ongoing, with all staff expected to complete the certification by the first quarter of 2026.

For 2025, Tribal Communications recorded 19,644 emergency and non-emergency calls for service, compared to 12,813 calls in 2024, representing an increase of 53.3%. This trend indicates a continued year-over-year rise in calls for service. The division

TOMÁS GRANILLO

CACIQUE 1957-1960



Cacique Tomás Granillo was the son of Tomás Granillo, Sr., who served as a scout for the Tenth Cavalry under Benjamin Greirson. He attended the 1936 Texas Centennial celebration, was an active member of the Tribal Council, and served as Governor and War Captain for the Pueblo before being elected Cacique (or Chief) in 1957. He was a prominent traditional leader of the Pueblo who helped protect its traditions and sovereignty.

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.



ARCTIC IT Onsite Visit Team Members—Left to right: Frank Brunke, Blake Miller, Brandi Ross

Court Appointments

Tribal Court Judges Enrique Granillo, Isaac Roldan, and Tony Valdez II presided over Traffic Code, Peace Code, and Civil cases, respectively. Judge Valdez completed his first three-year term and will seek reelection in 2026. After serving the tribe for over 30 years, Prosecutor Ron Jackson retired. The Tribe extends its appreciation for Mr. Jackson’s many years of commitment and wishes him the very best in his next phase of life. Tribal Council appointed Senior Judge Granillo as the prosecutor, and through this appointment, a third judicial position will be vacant.

Court Assessment

DTCR was awarded a BIA Office of Justice Services grant to conduct a court assessment, led by the American Indian Development Associates (AIDA). The assessment included an on-site visit comprising a review and analysis of policies, judicial codes, case management processes, individual interviews, and court proceedings. In June 2025, AIDA completed the tribal court assessment and presented findings to YDSP court staff and Tribal Council members. The findings reveal that the Tribal Court could benefit from implementing best-practice recommendations and targeted staff training.

Court Management Software

In 2025, ARCTIC IT, the court’s primary case management software provider, conducted one-on-one sessions and strategic planning meetings with YDSP staff. These sessions included software demonstrations for the housing and education modules, which were also presented to Tribal Housing and Tribal Empowerment staff.

Enhanced Tribal Identification Card (ETC) Program

The Western Hemisphere Travel Initiative (WHTI) was established to strengthen U.S. border security while facilitating entry for U.S. citizens through standardized travel documentation that enables the

Department of Homeland Security to quickly and reliably verify a traveler’s identity and citizenship. One form of acceptable documentation is the Enhanced Tribal Card (ETC), which serves as proof of a tribal member’s identity, U.S. citizenship, and state residency and is recognized for land and sea border crossings. The Pueblo, in collaboration with the Pascua Yaqui Tribe, will initiate this program in the coming year. The Pueblo hosted Marisela Nunez, Director of Sacred Path for the Pascua Yaqui Tribe, to provide an on-site presentation on WHTI implementation and tribal ETC programs. The presentation outlined best practices for establishing a partnership with the Department of Homeland Security and discussed the potential for Ysleta del Sur Pueblo to outsource card production through the Pascua Yaqui Tribe’s Sacred Path program.

Professional Development

Professional development remains a priority for the department. Staff members participated in quarterly virtual training through YDSP BizLibrary. Other training initiatives included the Director’s attendance at emergency management courses and the Tribal Clerk’s annual recertification.

TRIBAL RECORDS

The Tribal Records Division processed 261 new enrollments, bringing the total year-end enrolled population to 5,709. Overall, more than half (57%) of the enrolled population resides out of town, while 43% reside in the El Paso and Hudspeth, Texas 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 (51%) of the enrolled population, 32% are under 18, and the median age is 32.

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 3,000 tribal members.

2025 TRIBAL COURT HEARINGS BY CODE TYPE

CODE TYPE	COUNT	PERCENT
Peace Code	86	50%
Traffic Code	46	27%
Civil Code	37	21%
Juvenile Code	3	2%
Domestic Violence Code	1	<1%
Total	173	100%

2025 OUTSTANDING CITATIONS BY CODE TYPE

CODE TYPE	COUNT	PERCENT
Peace Code	47	4%
Traffic Code	1,076	96%
Civil Code	0	0%
Juvenile Code	0	0%
Domestic Violence Code	0	0%
Total	1,123	100%

TRIBAL RECORDS

COUNT OF NEWLY ENROLLED YDSP MEMBERS



The table highlights the Enrolled Population profile.

2025 ENROLLED POPULATION PROFILE

	COUNT	PERCENT
POPULATION BY GENDER		
Males	2,770	49%
Females	2,939	51%
POPULATION BY AGE GROUP		
Minors 0 to 17	1,837	32%
Adults 18 to 64	3,500	61%
Elders 65 and up	372	7%
Births	34	1%
Deaths	21	0.3%
POPULATION BY SERVICE AREA		
Reside Inside of Service Area	2,453	43%
Reside Outside of Service Area	3,256	57%
Total	5,709	100%

ANICETO GRANILLO

CACIQUE 1941-1957



Cacique Aniceto Granillo was a significant spiritual and political leader of the Pueblo. He attended the 1936 Texas Centennial celebration and worked diligently with Cleofas Calleros, a local historian, to produce pamphlets and manuscripts on the tribe's history. He was instrumental in protecting cultural traditions and upholding tribal customs. He lived in the Barrio de los Indios, and his home was the site of many tribal celebrations and ceremonies.

QUALITY OF LIFE

CHILCOTE 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.

In 2025, Chilicote focused on strengthening its ranching operations and land management efforts. Key activities included two major roundups, one in April and another in November. During these roundups, 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 undertaken, including the installation of two miles of fencing and the clearing of 20 twenty miles of road to enhance accessibility across the ranch. Additionally, Property Management electricians installed new control boxes at five wells to maintain reliable water availability for livestock.

To further support operations, Chilicote expanded its workforce in 2025 by hiring two additional ranch hands. Both bring significant experience in roping, cattle handling, and general ranch operations, strengthening the team's overall capacity and expertise.

2025 ANIMAL INVENTORY

ANIMAL TYPE	NUMBER
Cows	500
Bulls	40
Geldings	20
Mares	6
Donkey	1
Stud	1
Buffalo	1

In 2025, the Wildlife Committee continued coordinating hunts for pronghorn, javelina, aoudad (Barbary sheep), and whitetail/mule deer for tribal members. The committee also organized 10 guided hunts for paying guests, which included lodging and professional hunting assistance. The Wildlife Committee remained actively engaged in land management initiatives, supporting conservation efforts and promoting sustainable wildlife practices. The committee participated in training opportunities with the Texas Department of State Health Services and maintains involvement with the Mule Deer Foundation.

Beyond hunting operations, the Wildlife Committee joined the local Sun City Chapter (TX 0212) of the Mule Deer Foundation (MDF), a national nonprofit organization dedicated to the conservation of mule deer, black-tailed deer, and their habitats across North America. maintains a strong presence in El Paso, Texas. The Sun City Chapter is dedicated to habitat conservation, fundraising, and community outreach to support mule deer populations in West Texas. The Wildlife Committee continues to work with the Texas Parks and Wildlife Department on wildlife management and remains in compliance with habitat, harvest, and management practices.

Chilicote also welcomed the tribal community to enjoy outdoor recreational activities. In 2025, 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 15 renters, offering them a unique opportunity to connect with nature and enjoy the tranquility of the ranch.



Chilicote Ranch is supported by a dedicated team who are on-site to maintain the property, care for the land and livestock, and assist with day-to-day ranch operations. From left: Ranch Hand Ignacio Santillan, Foreman Phillip Ramirez, Ranch Hand Gary Fodge, and Ranch Hand Jerry Ramirez.

REVOLT FITNESS (FORMERLY RECREATION AND WELLNESS)

The Recreation and Wellness Center (RWC) serves as the Pueblo's hub for health, fitness, and community engagement. Through recreational programming, wellness initiatives, and organized activities, the center provides opportunities for Pueblo members of all ages to stay active, improve their well-being, and connect with the community. In 2025, the RWC completed a year of strategic branding, community engagement, and operational

improvements, marking a significant step forward in its evolution into Revolt Fitness. The new brand identity reflects the Pueblo's cultural heritage while reinforcing the facility's mission to promote inclusive, community-centered fitness and overall well-being. To guide the rebranding effort, the department conducted a community-led naming process that invited Tribal members to participate in selecting the facility's new identity. A Tribal community survey presented several naming options, including culturally inspired choices, with voting limited to community members. The name Revolt

Fitness received the highest number of votes and demonstrated strong support across the community. Members identified the name as empowering, energetic, and representative of resilience, transformation, and strength. A new logo and visual identity will be finalized in early 2026, accompanied by upgraded digital and exterior facility signage.

social engagement, specifically designed for senior participants. Classes were led by instructor Marylou Urrieta and focused on safe exercise modifications to support healthy aging. Revolt Fitness also supported the YDSP Diabetes Prevention Program's community event by offering free membership sign-ups and promoting wellness resources. Additionally, the facility hosted fitness training led by Health Fitness Specialist Emilio Gijon to support tribal diabetes prevention and management initiatives.

Operations and Program Development

Operational improvements were implemented throughout the year to enhance member experience and facility management. The department standardized front desk operations, introduced improved member onboarding procedures, and streamlined class scheduling workflows. Daily sanitation and equipment maintenance protocols were also implemented, resulting in improved equipment availability and strengthened safety compliance.

Attendance and Community Engagement

Attendance remained steady throughout 2025. Tribal members and spouses maintained consistent participation levels, demonstrating continued engagement with the facility's programs and services. Ysleta del Sur Pueblo employees and Speaking Rock employees also showed stable participation rates. The general public accounted for the largest share of visits, reflecting the facility's strong appeal across the broader Socorro and El Paso communities and reinforcing its role as a regional wellness destination.

Programming continued to support diverse community needs. The Elders Fitness Program offered weekly sessions in mobility, balance, and

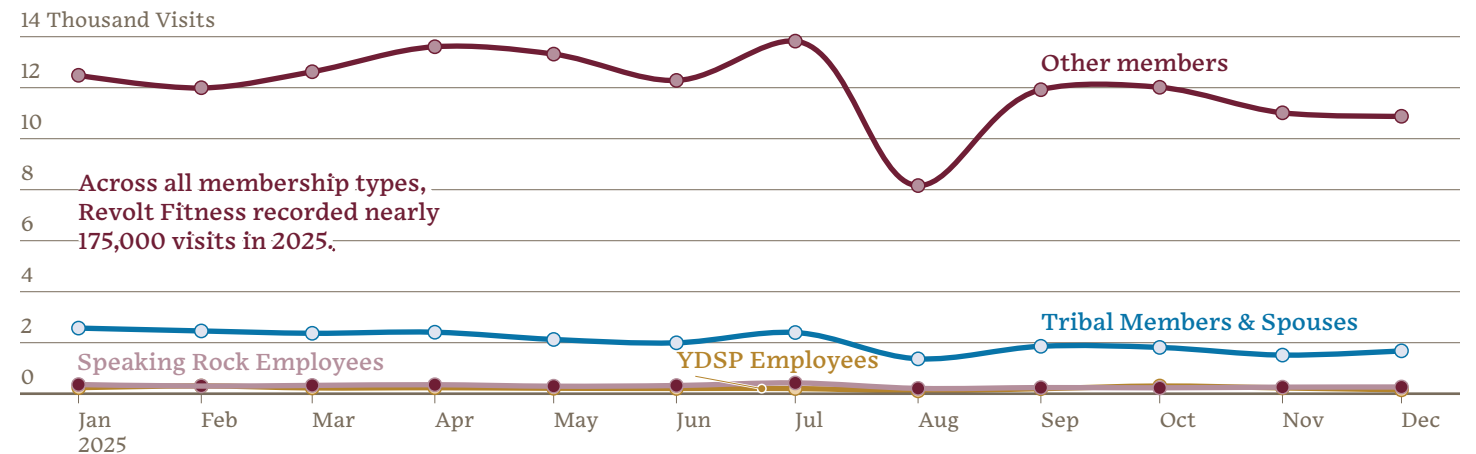
Strong form, steady reps on the smith machine



Member pushing through legs and gains on the leg press



REVOLT FITNESS VISITS BY MEMBER TYPE



Marketing, Communications, and Brand Development

Throughout 2025, the center implemented a series of strategic marketing and communication initiatives to modernize the facility's public presence, strengthen member engagement, and improve digital infrastructure.

To improve on-site communication and brand consistency, the facility upgraded its internal television display system. These redesigned displays now provide members with clear, professional messaging related to membership pricing, holiday

schedules, group fitness classes, upcoming events, and merchandise availability. The updated displays significantly improved the clarity and professionalism of information shared throughout the facility.

The center also completed a full redesign of its website, replacing an outdated platform with a modern visual design, improved navigation, and more engaging promotional messaging. To support the website modernization, hosting services were upgraded to a high-security platform designed to reduce vulnerability to hacking attempts, prevent malware infections, and improve

long-term reliability. These improvements strengthened data protection and reinforced user trust in the facility's digital systems.

Additional marketing initiatives included the launch of a promotional campaign highlighting a \$35 monthly recurring membership special. This effort emphasized affordability and accessibility while encouraging long-term membership participation. The center also implemented social media campaigns to promote events and drive community engagement. One notable campaign supported the facility's basketball tournament, increasing awareness and participation across digital platforms.

To strengthen communication between members and management, feedback notices were placed throughout the facility encouraging members to share suggestions and experiences. This initiative created an open communication channel that supports continuous improvement and member involvement in decision-making.

Looking Ahead to 2026

The marketing and operational improvements implemented in 2025 established a strong foundation for the full transition to the Revolt Fitness brand. In 2026, the department will complete a comprehensive rebrand that includes updated signage, marketing materials, digital platforms, merchandise, and in-facility visuals. These efforts will create a unified and recognizable identity that strengthens community pride and increases visibility across the region.

The transition to Revolt Fitness represents more than a name change. It reflects a renewed vision for health, wellness, and community connection—one that positions the facility for long-term growth, expanded engagement, and continued service to both the tribal and surrounding communities.

Reaching for strong lats on the lat pulldown



Post-workout glow—earned not given



CULTURAL PRESERVATION

The Department of Cultural Preservation (DCP) comprises 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 2025, 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 jacket from the turn of the century. Chief Colmenero served as a Tigua Scout for the U.S. Cavalry and the Texas Rangers. Other museum artifacts include five



Garden Harvesting at Cultural Center and District II

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. The total number of objects in the database was 281 by the end of 2025.

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 made from both industrial and traditional clay. Tribal members make pottery for the center, teach pottery making, and paint native designs on the pots. The center welcomed 1,417 visitors and hosted 133 performances, including external events. Additionally, it conducted 25 museum presentations attended by 216 participants and delivered 70 employee awareness presentations with a total audience of 270.

DCP CULTURAL PERFORMANCE MEASURES

DESCRIPTION	UNITS
YDSP Cultural Center Events	365
Museum Visitors	1,417
Center Performances	133
Performances at Outside Locations	12
Cultural Center Activities	205
Number of Activity Participants	171

The center oversees and seeks grant funding to support its initiatives. In December, the division successfully closed its 2025 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.

In 2025, the Pueblo successfully petitioned for seven properties to be listed in the National Register of Historic Places and was subsequently notified that the following sites were officially registered:

- **TUHLA**, the epicenter of all YDSP traditional activities
- **HOME OF DAMACIO COLMENERO**, a Veteran of the 10th Cavalry and the Texas Rangers, and the Cacique representing the tribe during the 1936 Centennial Celebration in Dallas, Texas
- **HUECO TANKS**, a traditional cultural property where Tigua ancestors gathered medicinal and edible plants, and maintained an important hunting ground
- **DISTRICT I**, located within the boundaries of the 1751 Spanish Land Grant and the former site of the traditional fields for growing corn
- **SALIDA DE LOS SANTOS**, the original Pueblo camp in 1682; each year on June 4th, the Pueblo honors its ancestors at this site
- **HOME OF TRINIDAD GRANILLO**, the last residence to function as an official religious tuhla
- **HOME OF MARRUJO (GRANILLO FAMILY HOME)**, residence of a former Tigua Scout

This designation will help the Pueblo recognize, celebrate, and remember important aspects of its history and heritage for generations to come. Building on this progress, the Tribal Council passed resolution TC-002-25 designating the new War Captain Omar Villanueva as the Tribal Historic Preservation Officer.

Following this action, on November 10, 2025, the Pueblo was awarded funding to support the Tribal Historic Preservation Office. The amount approved was \$92,534.00. This amount will be used to cover salaries and contractual work.



Previous Spread: Spring Market YDSP Social Dancers Performance at the Cultural Center.



Drum Making Workshop at the Cultural Center.



Cultural Preservation Director Rick Quezada demonstrates to youth participants in the Drum Making Workshop how to measure and cut buffalo hide for a traditional tribal drum.

The Mellon Foundation awarded the Pueblo a grant in June 2023 as part of a three-year funding cycle, which concluded in October 2025. During the final year, the Mellon Grant Manager and Digital Learning Space Manager collaborated with 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 advance language revitalization efforts. This work resulted in the development of 23 Tigua language lesson plans, each centered on a verb and supported by four simple and two complex sentences.

As part of the grant, the team hosted a Mukurtu community sign-up and training session on June 27, 2025. Mukurtu is a digital content management system designed for Indigenous communities to manage, preserve, and share cultural heritage. The hybrid session (virtual and in-person) introduced participants to the platform's features, supporting the preservation of family histories and artifacts while strengthening language and cultural resources for tribal members of all ages.

In support of these efforts, the Tribal Council passed Resolution TC-022-25, authorizing designated staff

to provide tribal members with secure access to the Tribal digital archive. Access is granted upon verification of tribal enrollment and agreement to the Tribal Digital Archive User Agreement.

Cultural Programs

The Center hosted a traditional drum-making workshop for the YDSP Cultural Center youth dance group. Participants learned the names and proper uses of the tools involved in drum making, observed the process of hollowing out a tree trunk, and received hands-on instruction in stitching and installing rawhide drumheads.

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 serve as Tiwa language consultants. As fluent Tiwa speakers, they provided weekly online instruction throughout the year. Complementing these efforts, in-person language classes were held at the Cultural Center on Saturdays from January through December 2025, where participants learned greetings, prayers, nouns, and basic sentence structures.

Spring and Winter Market Vendors at the Cultural Center



Scenes from the Winter Market at the Cultural Center



To further expand access to instruction, the department also offered a virtual Tiwa language class led by Richard Hernandez, focusing on proper pronunciation and foundational sentence construction. Collectively, these efforts resulted in 1,139 language classes hosted over the course of the year.

In addition to language revitalization, the Cultural Center continued to promote community engagement and cultural expression through seasonal events. On April 26, 2025, the YDSP Cultural Center hosted its Spring Market, featuring Native artists, food vendors, raffles, and performances by the YDSP Social Dance Group. The event served as a platform to showcase the Pueblo's living culture and foster community pride.

Building on this momentum, the Winter Market was held on December 5–6, 2025, and featured performances by the Cibecue Crown Dancers from Arizona and the Pueblo Enchantment Dance Group from the Pueblo of Acoma, further strengthening cultural exchange and community participation.

Opposite: Winter Market Guest Performance at the Cultural Center

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 10 repatriation notices, including two notices specific to YDSP, but did not close any cases.

Winter Market Eagle Dance



TAIKABEDE, OR THE LEADER OF THE PEOPLE

The Chief of the Pueblo is known by three familiar names: **Cacique**, a Spanish loan word; **Chief**, the English term for the leader of a community; and **Taikabede**, a Tiwa word meaning “leader of the People.” Regardless of the title used, the position carries profound spiritual, cultural, and community responsibility. The selection of a Taikabede is therefore one of the Pueblo’s most important decisions, entrusted only to individuals who embody leadership, wisdom, humility, and a deep commitment to the Pueblo’s traditions and people.

A Taikabede must be capable of guiding the Pueblo through both opportunity and hardship while remaining grounded in tribal customs, ceremonies, and cultural teachings. Equally important, he must lead with compassion and integrity. The Caciques featured in this Year-End Report exemplified these qualities and served during some of the Pueblo’s most defining moments in history.

Among these moments was the 1936 Texas Centennial Exposition in Dallas, Texas, commemorating the 100th anniversary of Texas independence from Mexico. During the exposition, Pueblo tribal members performed traditional dances and honored President Franklin D. Roosevelt as an honorary Cacique. Several Caciques also served during World War II, earning distinguished recognition for their military service and sacrifice.

During the 1960s, as the Pueblo pursued state recognition, many Caciques stood alongside tribal leadership in support of these efforts. Their presence and advocacy contributed to the successful endorsement of the Pueblo’s recognition during a National Congress of American Indians (NCAI) meeting held in El Paso, Texas.

The Caciques listed in the accompanying table, spanning from 1904 to 2026, were born in El Barrio de Los Indios, a small hamlet located just north of the Ysleta Mission. This historic community served as the cultural heart of the Pueblo, where traditions, ceremonies, language, and customs were preserved and protected through generations. Sacred spaces such as the Tuhla, located at the home of Trinidad Granillo, served as gathering places for ceremonies and traditional feast day celebrations.

The 2025 Year-End Report is dedicated to the Pueblo’s Caciques, whose leadership and stewardship have ensured the continuity of the Ysleta del Sur Pueblo across generations. Through their unwavering dedication, they have preserved and passed forward the Pueblo’s customs, traditions, and history, ensuring that the identity and spirit of the Tigua people remain strong for future generations.

CACIQUES OF YSLETA DEL SUR PUEBLO 1904 TO 2026

CACIQUE NAME & TERM	PHOTO	CACIQUE NAME & TERM	PHOTO
JOHNNY HISA 2025–PRESENT		JOSÉ GRANILLO 1960–1980	
JOSÉ SIERRA SR. 2017–2025		TOMÁS GRANILLO 1957–1960	
FRANCISCO HOLGUIN 2011–2017		ANICETO GRANILLO 1941–1957	
SANTIAGO BUSTAMANTE 2001–2010		DAMACIO COLMENERO 1931–1941	
SANTOS SANCHEZ 1994–2000		MANUEL ORTEGA 1926–1931	
ENRIQUE PAIZ 1989–1994		MARIANO COLMENERO 1904–1926	
JOSÉ TRINIDAD GRANILLO 1981–1988			

