# TABLE OF CONTENTS

## YSLETA DEL SUR PUEBLO
- Letter from the Governor: 4
- Tribal Council: 7
- Organizational Chart: 10
- Budget Overview: 11

## GOVERNMENT ADMINISTRATION
- Tribal Operations: 15
- Management & Budget Division: 15
- Self-Monitoring & Evaluation Division: 17
- Human Resources: 18
- Information Technology: 20
- Finance: 22

## HEALTH & HUMAN SERVICES
- Health Services: 25
- Sacred Connections (Behavioral Health): 27

## COMMUNITY & ECONOMIC DEVELOPMENT
- Tribal Empowerment: 31
- Community Development: 36
- Economic Development: 40

## PUBLIC SAFETY
- Tribal Police Division: 45
- Fire Division: 46
- Emergency Management Division: 46
- Communications Division: 47

## JUSTICE & PUBLIC RECORDS
- Tribal Court: 49
- Tribal Records: 49

## QUALITY OF LIFE
- Recreation and Wellness Center: 53
- Cultural Preservation: 55
- Chilicote Ranch: 57

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2018 YEAR- END REPORT
Published by
Ysleta del Sur Pueblo
119 S. Old Pueblo Rd.
Ysleta del Sur Pueblo, TX 79907
915.859.7915
www.ysletaladelsurpueblo.org

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

Printed and assembled in El Paso, Texas by Tovar Printing
May 2019
TABLE OF CONTENTS

YSELETA DEL SUR PUEBLO
Letter from the Governor  4
Tribal Council  7
Organizational Chart  10
Budget Overview  11

GOVERNMENT ADMINISTRATION
Tribal Operations  15
Management & Budget Division  15
Self-Monitoring & Evaluation Division  17
Human Resources  18
Information Technology  20
Finance  22

HEALTH & HUMAN SERVICES
Health Services  25
Sacred Connections (Behavioral Health)  27

COMMUNITY & ECONOMIC DEVELOPMENT
Tribal Empowerment  31
Community Development  36
Economic Development  40

PUBLIC SAFETY
Tribal Police Division  45
Fire Division  45
Emergency Management Division  46
Communications Division  47

JUSTICE & PUBLIC RECORDS
Tribal Court  49
Tribal Records  49

QUALITY OF LIFE
Recreation and Wellness Center  53
Cultural Preservation  55
Chilicote Ranch  57
LETTER FROM THE GOVERNOR

This letter is the capstone of my 11-year tenure on Tribal Council and an opportunity to reflect on the Pueblo's recent accomplishments and current standing from the creation of Tigua Inc. in 2008 to the passage of federal law eliminating blood quantum requirements for citizenship in 2013 to the future expansion of our health clinic slated for opening in 2023, our social-economic foundation has been set. Under my tenure, for example, the percent of YDSP members with bachelor's degrees or higher dramatically improved. In 2016, those entering the same educational attainment notably increased over the years—15% of YDSP members 25 years and older in 2016 earned bachelor's degrees or higher compared to approximately 7% in 2008. While the improvement is encouraging, these percentages remain half of state and national counterparts, prompting us to continue exploring creative and new interventions. Further, we increased our housing inventory by nearly 60% since 2008, while expanding direct services across each department.

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

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

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

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

GOVERNOR CARLOS HISA
The Ya'ata del Sur Pueblo Tribal Council is the duty-constituted traditional governing body of the Pueblo exercising all inherent governmental power, tribal authority, and tribal sovereignty as recognized in sections 101 and 104 of the Act of August 18, 1987, the Ya'ata del Sur Pueblo Restoration Acts, 101 Star, 6466, Public Law No. 100-89. Elected tribal officials—such as the Governor, Lieutenant Governor, Alguacil (Traditional Chief), and four Council members—serve annual terms. The Council directs and approves the strategic and legislative efforts for the Pueblo.

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

2018 Tribal Council

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

OPERATING BUDGET

The Tribal Operations Department facilitates the annual budget formulation and tracks its performance throughout the year by managing budget revisions, monitoring for compliance with funding agency cost principles and reporting budget activity to Tribal Council. The Pueblo’s operating budget incorporates all core programs and services available to the YDSP membership. The 2018 Operating Budget at year-end totaled $445.5 million, where capital outlays accounted for 52% of the budget followed by direct services (27%) and general government and community development (both at 16%). The budget increased by approximately 24% compared to 2017 due primarily to considerable community development projects including construction of a new health center and remodel of a public safety facility. Other community development investments included the elder care remodel, improvements to a drainage system in the Pa’iku Village, and acquisition of new properties. In addition, the Tigua Government’s Information Technology continued upgrading the network in its efforts to elevate its platform to an enterprise capacity, while additional funding was allocated for direct services such as the elder’s utility program. Grant education and human services, and public safety. In short, community growth due to the reviewed enrollment ordinance continued to be visible in the budget.

The budget is supported by various revenue sources such as federal awards in the forms of contracts and grants, state awards, and tribal revenue generated by the Pueblo’s economic and enterprise activity. Grant revenue accounted for 37% of the operating budget while tribal revenue accounted for the remaining 63%. It is important to note that the higher budget increases were on programs and services supported exclusively from tribal revenue. Approximately $13.3 million in grants were closed for various services such as workforce development, education support, child nutrition, and public safety. A majority of the grants that close out in a year will be awarded new funding documents in subsequent years. Over half of all grant revenue is from the Department of Housing and Urban Development, Department of Transportation, and Department of Interior.

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

BUDGET SURPLUS

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

HEALTH SERVICES

DEPARTMENT OVERVIEW
The Department of Health Services (DHS) provides quality healthcare services that empower and address the Tigua community and Native American health priorities while promoting traditional values and culture. DHS is comprised of 33 employees within the following divisions: 1) Health Care, 2) Health Education & Outreach, and 3) Operations. Through comprehensive wrap-around services, DHS aims to improve the Tigua community’s health status.

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

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

Family Practice Clinic
A physician, a registered nurse, two medical assistants, and one phlebotomist staff the family practice clinic. The family practice clinic served 595 patients through 2,067 visits.

FAMILY PRACTICE TOP 5 REASONS FOR VISIT
1. Type 2 Diabetes
2. High Blood Pressure
3. Upper Respiratory Infections
4. High Cholesterol
5. Low Thyroid

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

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

DENTAL TOP 5 REASONS FOR VISIT
1. Tooth Sensitivity
2. Oral Cleaning
3. Follow Up Exam
4. Emergency Exam
5. Tooth Restoration

The clinic hired a substitute in 2018 while the dentist was on temporary leave. This past year, the
DEPARTMENT OVERVIEW
The Department of Tribal Court and Records (TCR) is comprised of the Tribal Court and Tribal Records Divisions. TCR staff includes a director, administrative assistant, court bailiff, court clerk, records clerk, and court judges. The Tribal Court Division provides a venue for petitioners to request legal remedy or redress of grievances for adjudication, and to dispense justice in accordance with the Pueblo's code of laws. It further serves to protect the interests of justice and order 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, maintaining enrollment of tribal citizens, and managing demographic data requests.

TRIBAL COURT
The Tribal Court experienced significant increases in the number of court hearings in 2018—hearings nearly doubled from 723 in 2017 to 1,458 in 2018. Consequently, staff conducted a complete review of the Judicial Code and subsequently implemented significant revisions. Major revisions included updates to judge-juror descriptions, the addition of two judges, and modifications to the court of appeals process. Moreover, the department continued to offer professional development opportunities for staff. The court, for example, completed courtroom safety training where they obtained a Taser gun certification. Other staff training included drug identification and recognition, and database software management.

TRIBAL RECORDS
The Tribal Records Division enrolled 167 members, bringing the total enrolled census to 4,356. Overall, the majority (53%) of the population resides in the service area (Los Pinos and Hudspeth Counties).
HUMAN RESOURCES

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

PROJECT SUMMARY

Workforce Profile
The workforce in 2018 consisted of 253 employees—224 full-time and 29 part-time positions. The average age of the workforce was 40 with an average annual salary of $37,500 and 10 years of service. Females represented 62% of the workforce with an average annual salary of $35,100 and occupy 42% of supervisory positions. Males, in contrast, represented 38% of the workforce with an average annual salary of $41,500 and occupy 58% of management positions. Tribal members comprised 65% of the total workforce where the average age was 37 with an average annual salary of $32,600. Fifty percent (50%) of the supervisory level positions are filled by tribal members. In addition, there were 29 non-conventional employees that included contractors, interns, AmeriCorps service members, and WA participants.

RECRUITMENT AND Turnover
HR facilitated 105 hires with 67 being tribal members, to fill 24 new and 36 existing positions. Additionally, 44 separations were facilitated where 31 were voluntarily and 13 involuntary. Sixty-eight percent (68%) of the separations were tribal members. The two largest departments (Community Development and Tribal Empowerment) represent the majority of the hires and separations.

BENEFITS
The Pueblo’s health plan covers a total of 428 individuals representing employees, spouses, and children.

TOTAL WORKFORCE BY DEPARTMENT

<table>
<thead>
<tr>
<th>Department</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development</td>
<td>54</td>
</tr>
<tr>
<td>Tribal Empowerment</td>
<td>49</td>
</tr>
<tr>
<td>Health Services</td>
<td>25</td>
</tr>
<tr>
<td>Public Safety</td>
<td>16</td>
</tr>
<tr>
<td>Sacred Connections (Behavioral Health)</td>
<td>12</td>
</tr>
<tr>
<td>Cultural Preservation</td>
<td>19</td>
</tr>
<tr>
<td>Economic Development</td>
<td>14</td>
</tr>
<tr>
<td>Tribal Operations</td>
<td>15</td>
</tr>
<tr>
<td>Finance</td>
<td>10</td>
</tr>
<tr>
<td>Tribal Council</td>
<td>11</td>
</tr>
<tr>
<td>Recreation and Wellness Center</td>
<td>12</td>
</tr>
<tr>
<td>Tribal Court and Records</td>
<td>5</td>
</tr>
<tr>
<td>Cotton Ranch</td>
<td>2</td>
</tr>
<tr>
<td>DFCA</td>
<td>2</td>
</tr>
</tbody>
</table>

2018 Hires by Tribal Status

- Non-Tribal: 47%
- Tribal: 53%

2018 Separations by Tribal Status

- Non-Tribal: 30%
- Tribal: 70%

 Rico Ranch is not included in the Self-Monitoring activities.
PUBLIC SAFETY

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

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

TRIBAL POLICE PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th>Description</th>
<th>UNITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of calls to dispatch</td>
<td>4,600</td>
</tr>
<tr>
<td>Number of traffic citations</td>
<td>2,377</td>
</tr>
<tr>
<td>Amount of drugs seized (grams)</td>
<td>1,424</td>
</tr>
<tr>
<td>Other Citations issued</td>
<td>1,351</td>
</tr>
<tr>
<td>Number of Assault Citations</td>
<td>24</td>
</tr>
<tr>
<td>Number of Disorderly Citations</td>
<td>16</td>
</tr>
<tr>
<td>Number of Theft Citations</td>
<td>22</td>
</tr>
<tr>
<td>Number of Domestic Violence Citations</td>
<td>10</td>
</tr>
<tr>
<td>Number of Assault on Officers</td>
<td>5</td>
</tr>
</tbody>
</table>

FIRE SAFETY DIVISION
The Fire Safety Division (FSD) develops and maintains a fire prevention and emergency response program for the Pueblo and its immediate community. During 2018, the division expanded its capabilities through acquisition of fire apparatus, including a fire truck, a ladder, and other equipment. These investments...
The Incredible Years and Parent Cafés—programs designed to strengthen families, reduce children’s challenging behaviors, and improve social-emotional learning—offered 58 classes in 2018 to 2019. The department recognized that children benefit from consistent community-wide caregiving. To achieve expected outcomes, DTE staff completed 135 hours of professional development, a training centered on wraparound and consistent care principles for young children.

**PARENT AND FAMILY ENGAGEMENT SERVICES PERFORMANCE MEASURES**

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Number of Professional Development Hours Completed by Staff</th>
<th>Number of Completed ASG Assessments</th>
<th>Number of Parenting/Parent Café Sessions Completed</th>
<th>Number of Mental Health Referrals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>120 hours</td>
<td>90</td>
<td>60</td>
<td>10</td>
</tr>
</tbody>
</table>

**LIBRARY SERVICES**

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

**EARLY CHILDHOOD DIVISION**

**Early Learning Services**

The Toy Pathway Early Learning Center is a tuition-free child-care provider with an average annual enrollment of 47 children between six weeks and five years of age. The center aims to create a safe and supportive learning environment while incorporating cultural identity and promoting positive self-image. Further, the center remains committed to evolving from a traditional day care setting to one that builds school readiness. Staff, in turn, are required to become certified Child Development Associates (CDAs) to offer the community qualified and skilled staff. To encourage family engagement, the center has offered more family-based programs, activities, and events. Parents can also provide feedback and suggestions during Early Childhood Committee meetings and, thus, have a greater investment and contribution in their children’s social and academic development at the center.

**Pre-Kindergarten Services**

The Toy Pathway Pre-Kindergarten is a language learning program where participants typically learn about Tiguá culture and language. In 2018, approximately 52 participants participated in the “I am Tiguá: Stories and Lessons for Learning Time” program. Similar to other DTE programs, parents maintain active roles in their child’s learning. On June 1, 2018, nearly 20 Pre-Kindergarteners earned their graduation diplomas. The program also relies on the Developmental Indicators for the Assessment of Learning (DIAL 4) to measure motor, concepts, language, self-help, and social-emotional development constructs.

The figures on the following pages demonstrate that the program improves student development and suggest that participants are school-ready.

**EDUCATION DIVISION**

**At-Risk Youth Services**

The Bravery Respects and Values Everyone (BRAVE) Program creates a safe and healthy environment for participants to build upon critical thinking skills, ancestral knowledge, and identity and culture. The program offers year-round services during out-of-school time periods. Targeting youth 5 to 38 years, the BRAVE Program incorporates Snapchat for a STEM-based program, and the Ancillary Knowledge Series, a program to develop cultural knowledge.
EARLY CHILDHOOD PROGRAM ASSESSMENT MEAN SCORES

<table>
<thead>
<tr>
<th>Component</th>
<th>Three-year-olds</th>
<th>Four-year-olds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motor Concepts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Language</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Language Assessment Total Scores</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Language Assessment Mean Scores</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

![Image of children jumping]

AVERAGE NUMBER OF EDUCATION PROGRAM PARTICIPANTS

<table>
<thead>
<tr>
<th>Session</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring Break Session</td>
<td>103</td>
</tr>
<tr>
<td>Summer Session</td>
<td>99</td>
</tr>
<tr>
<td>BRAVE After-School Spring Session</td>
<td>94</td>
</tr>
<tr>
<td>BRAVE After-School Fall Session</td>
<td>94</td>
</tr>
<tr>
<td>MARKET After-School Fall Session</td>
<td>84</td>
</tr>
</tbody>
</table>

The Tigua Institute of Academic and Career Development Excellence P3 grant concluded on September 30, 2018. The program's evaluation findings demonstrated positive academic impact among high school aged participants. These impacts included lower truancy rates and higher credit hours earned by participants. Given these outcomes, program administrators adopted key program components and merged them into the existing Higher Education Program, forming the IMPACT Program.

Higher Education Services

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

The 2018 Yelta del Sur Pueblo Year-End Report features artwork created by artists from the Tigua Indian Cultural Center and the Eagle’s Path Cultural Gift Shop, both located at the 303 Tigua Lane, El Paso, Texas 79907. While these artists’ medium is typically pottery, they used watercolor paper for this project. The images of the artwork were carefully arranged in this report to highlight the artists’ skills and aesthetics. Drawing from Tigua history and culture, each artist balances negative space with bold Pueblo symbols and signs such as flowers, feathers, and bear claws. The design of the 2018 Year-End Report attempts to capture the essence of these works through its selection of colors and accents.

TIGUA INDIAN CULTURAL CENTER
Gloria Hogyquin, an enrolled tribal member of Yelta del Sur Pueblo (YDSP), whose pieces can be viewed and purchased at the Tigua Indian Cultural Center, a division of the YDSP Department of Cultural Preservation, is best known for her painting of pottery. Since starting in the 1970s through an apprenticeship program, she has been painting pottery for over 40 years. This journey as a pottery artist started when she enrolled in pottery courses at the cultural center—Gentlwal Puka of the Pueblo of Tigua facilitated these courses. Ms. Hogyquin is a staff member of the Department of Cultural Preservation where she also mentors future Tigua artists. To learn more about the Tigua Indian Cultural Center, please visit their website: https://www.yeltadelarspueblo.org/cultural-center/ or call (915) 859-7700.

EAGLE’S PATH CULTURAL GIFT SHOP
The Alvedrez family established the Eagle’s Path Cultural Gift Shop in 1990. The gift shop specializes in southwestern and Pueblo art, including jewelry, wood artifacts, and pottery. Former Governor Albert Alvedrez and his family have operated the cultural gift shop since its inception. The Alvedrez family has a deep history—three generations of pottery-making and painting. The family includes the former Governor’s father (Escarascio), mother (Hollister), sister (Pamela Herrera), and niece and nephew (Allie Herrera and Paul Herrera II). They have created pottery using a variety of traditional methods, including contemporary cast, wheel, and traditional coil. The Alvedrez pottery painting is not only inspired by traditional motifs and symbols, but also by their environment, heritage, and Pueblo influence.

The gift shop’s pieces have been exhibited at the Francisco E. Chavez Fine Arts, the Albuquerque International Balloon Festival, the Albuquerque American Indian Arts Festival, and the Alcubierre Indian Pueblo Cultural Center. To learn more about the Eagle’s Path Cultural Gift Shop, please visit their Facebook page: https://www.facebook.com/AEAPathGiftShop/ or call (505) 920-3746.