







**YSLETA DEL
SUR PUEBLO**

YEAR-END
REPORT

2023





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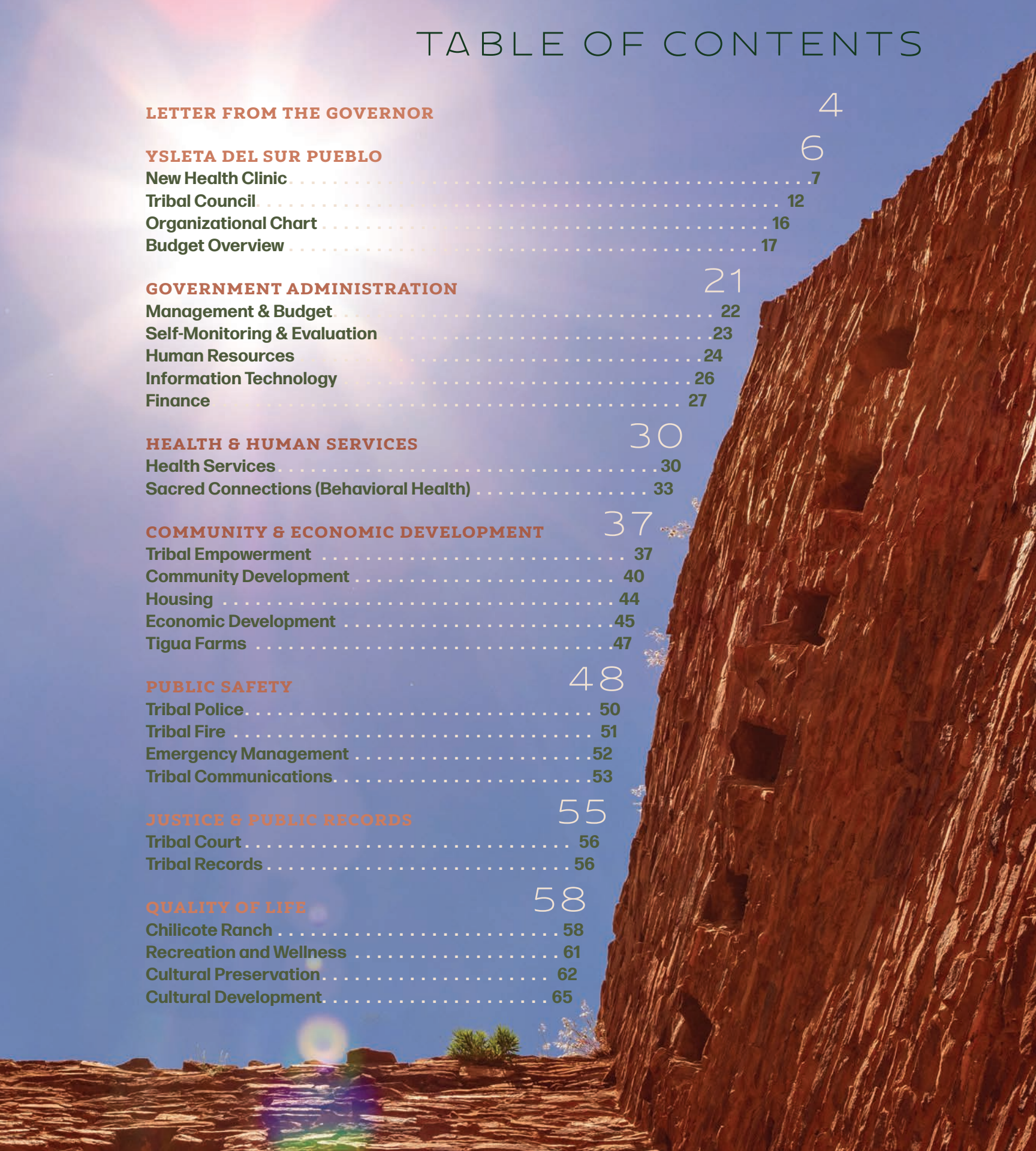
The Year-End Report is assembled under the direction of Tribal Operations. Electronic copies of the report are available on the Ysleta del Sur Pueblo website (<http://www.ysletadelsurpueblo.org/>) under the Tribal Council section.

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LETTER FROM THE GOVERNOR

As I look back on my fifth year of service, I remain grateful for the opportunity I've had to lead and contribute to our Pueblo's growth. Through our nation's perseverance, self-determination, self-governance, and an empirical approach to building in a manner aligning with our cultural, traditional, and contemporary values, we continue to improve and shape the Pueblo's changing landscape. At the center of all the progress this Pueblo enjoys today is Community. And Community is the perpetual compass for its direction tomorrow.

Because of our new clinic, the year 2023 will be remembered for the transformation of health and wellness. Additionally, as partners and neighbors in the Paso del Norte region, the gains we have made as a Pueblo are shared with the El Paso and Socorro communities. This clinic symbolizes a new era of tribally managed health care, as we are now equipped to serve patients' needs today and for future generations. When we improve the health outcomes of our community, we see the results of our intended mission.

The Pueblo opened its new 78,000-square-foot state-of-the-art health clinic in May 2023. Feats like this occur only when a foundation is set, and paths converge. Our new clinic is the result of a 30-year endeavor that brought together local and national partners such as Indian Health Service Director Roselyn Tso, Area Director of the Albuquerque Area Indian Health Service Dr. Leonard Thomas, Russel Pederson, and countless others. This achievement was also possible due

to the unwavering efforts and headway made by our former Governors, Tribal Councils, and community members.

The clinic symbolizes YDSP's ability and position to better support its people and surrounding communities. Economically, last year's benchmarks reflect the strong foothold that the Pueblo has regained following a period of external threats. In conjunction with our sovereignty and self-determination, our economic freedom creates a more stable environment to plan and implement strategies for continued growth, prosperity, and independence. Even as revenues have increased, Tribal Leadership continues to maintain financial stewardship, ensuring long-term growth through the diversification of its portfolio.

Our tribal programs today are also on an upward trajectory intended to inspire members toward self-sufficiency and elevate their quality of life. The Department of Economic Development, for example, prioritizes YDSP Entrepreneurs by providing relevant skills and knowledge training customized to meet individual needs while incentivizing professional certifications, all to elevate tribal member marketability. The Department of Cultural Preservation has led the way in protecting sacred sites and the Tigua language by securing significant financial support from federal and private organizations. The Department of Empowerment is also leading the charge in education. More tribal members than ever are benefiting from higher education and securing post-secondary degrees, while tribal youth are

benefiting from an immersive Montessori educational program. The promise of a new Early Learning Center will create more comprehensive and wraparound opportunities for YDSP students.

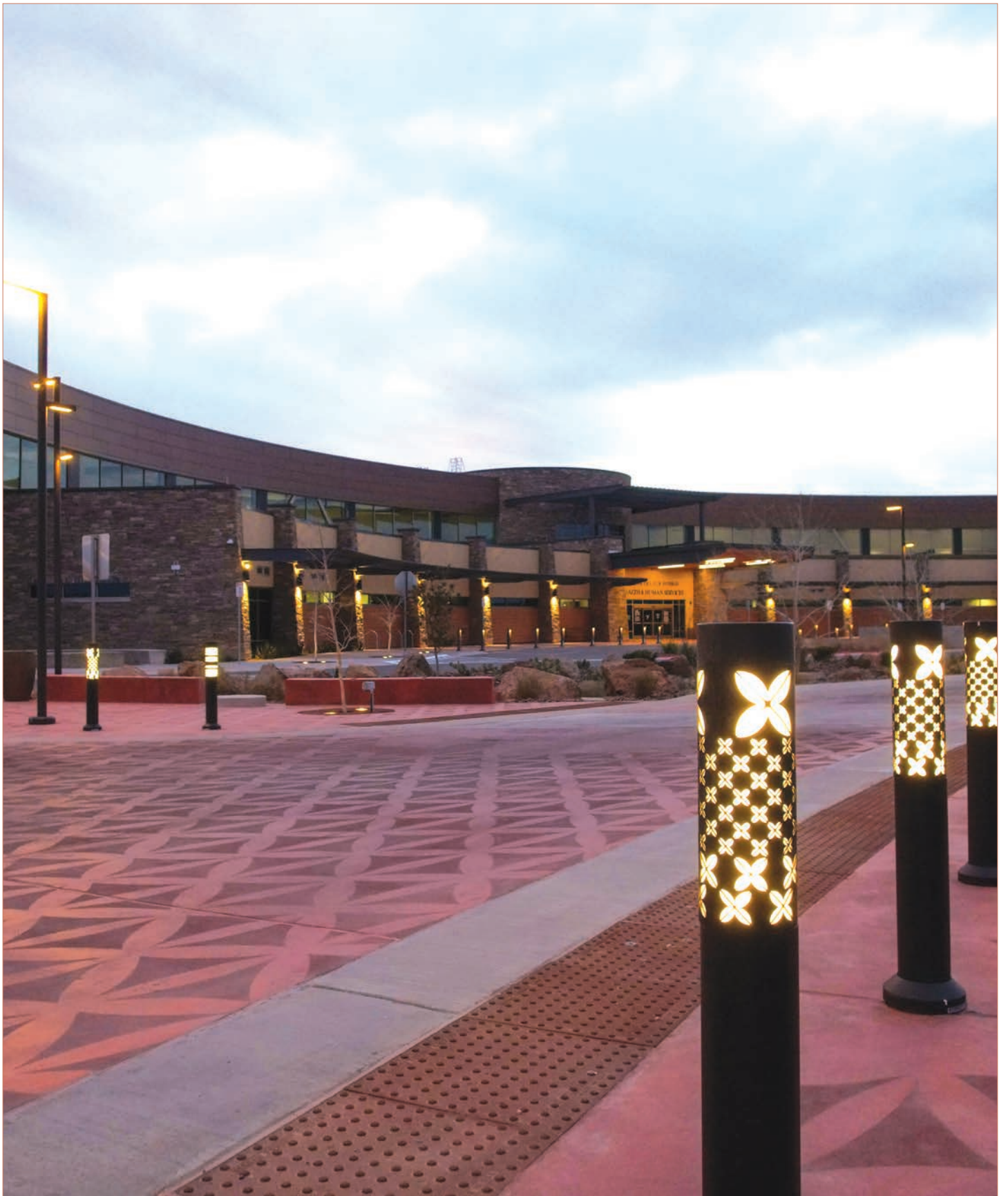
Other organizational changes, such as establishing the Department of Housing, enabled more targeted and enhanced management, fostering responsible spans of control to ensure quality service provision to our citizens. Public safety is a fundamental government responsibility, and YDSP uniformed staff answered the call for enhanced border protection operations related to unprecedented migrant crossings at the U.S.-Mexico border. Tribal Police and Fire personnel provided protection and partnered with local law enforcement to address concerns and assist migrants. In addition, YDSP Tribal Fire personnel responded to a 14-day deployment at the Chilicote Ranch to fight wildfires damaging over 1,000 acres of tribal land.



As 2023 fades, I cannot help but reflect on our humble beginnings. I am deeply moved by our history and have great reverence for our ancestors who forged the most difficult path to this land we now call home. Their sacrifices and the hardships they endured will never be forgotten or minimized. However, today's accomplishments are a testament to native peoples' resiliency and tenacity to forge ahead for our community, now and in the future. God Bless the Ysleta del Sur Pueblo.



GOVERNOR E. MICHAEL SILVAS





NEW HEALTH CLINIC

On July 15, 2023, the Ysleta del Sur Pueblo held a grand opening for its new health clinic located within the Iye Kitu Village (District I) at 9473 Socorro Rd, El Paso, TX 79907. Home to YDSP's Department of Health and Human Services, the new clinic is by far one of the most meaningful achievements the Pueblo has undertaken. The caliber of partners and professionals who united

to make this vision a reality is extraordinary and reflective of the magic that has transpired over the years with this nation.

While this endeavor is the most significant in scope, size, and dollars the Pueblo has executed, the diligence exhibited throughout this long journey paid off handsomely. This

ELDERS



YOUTHS



EXIT





quest began in 1989 when the Pueblo first received federal funds for health services after gaining federal recognition. Federally recognized tribes have a unique status in this country. The federal government has a trust responsibility to tribes for various services and benefits to Indian people, including health care. This relationship is rooted in statute. The federal Indian trust responsibility is a legally enforceable fiduciary obligation on the part of this country to protect tribal treaty rights, lands, assets, and resources; the federal government has a duty to execute the mandates of federal law with respect to American Indian tribes.

The Pueblo and the Indian Health Service—specifically the Albuquerque Area Office and, more recently, the Office of Tribal Self Governance—collaborate in true partnership. Evidence of this can be found within the walls of the new health clinic, where many I.H.S. officials have assisted the Pueblo in its healthcare delivery mission over the years, including Moses Jojola, Anthony Yepa, Tony Danielson, Mark Nassi, Russel Pederson, Dr. Leonard Thomas, Roselyn Tso, Jennifer Cooper, Chris Buchanan, and many more. Some are no longer with us, some have retired, and others are newer associates who rallied behind the Pueblo to

ensure its vision came to fruition. The Pueblo is grateful for their countless contributions and lasting support. Although the Pueblo may not have realized it in 1989, negotiating its first federal health contract set the stage for a phenomenal evolution in healthcare and self-governance. In the span of 34 years, the Pueblo has managed to secure increasingly more extensive resources from the Indian Health Service. Since the Pueblo's first award in 1989, the healthcare budget has increased by over 3,000%. Today, that initial allocation would not be enough to pay the new clinic's monthly electric bill.

Over the years, the Pueblo matured in its contracting status. It negotiated contracts under Title I of the Indian Self Determination and Education Assistance Act, negotiated its tribal shares from the I.H.S, applied for the Joint Venture Program, and in 2022, applied for self-governance, so that YDSP now compacts with the U.S. Department of Health and Human Services on a government-to-government status. These actions are foundations of the Pueblo's self-governance etiquette and promise. The premise behind self-governance lies in the capacity and authority within tribes to drive their own governments and administer their own programs and services.

The Pueblo has been at the forefront of its self-determination, especially regarding health care. The clearest evidence of this stands mighty as the foundation of its new health clinic. The Pueblo's long-term healthcare design has been in play since 2012, when the tribe secured its right to self-determine its own citizenship criteria, and through a series of calculated decisions, primed itself for application to the Indian Health Service Joint Venture Program that opened the course for the new clinic pursuit.

The Joint Venture Program is a mutually beneficial solution for the federal government and tribes to meet their healthcare needs. Under this program, federal law authorizes tribes to construct new healthcare facilities with tribal revenue while the I.H.S. funds the staffing costs for the program's life. The efforts to sustain the joint venture investment and the Pueblo's transition to a self-governance compact have yielded great dividends. The Pueblo's current annual contract is valued at \$14 million, improving healthcare in the YDSP community and providing numerous economic development opportunities. For example, new contracts have been inked with tribal entrepreneurs, and new employment opportunities with competitive wages have become available.

The clinic itself is a vision of wonder. Standing bold and occupying 78,000 square feet, the clinic overshadows its former home. To construct the award-winning facility, the Pueblo partnered with local construction contractors, architects, engineers, and others, such as Carl Daniel Architects, Jordan Foster Construction, CEA Group, Tigua Inc., Roman Construction, West Star Bank, and several community development entities. The entire design-build period spanned nearly five years, with the initial groundbreaking occurring in December 2018 through to occupancy in May 2023. The new clinic offers 17 new patient exam rooms, a brand-new Pharmacy, behavioral health and therapeutic offices, a child therapy room, eight dental operatories, and administrative spaces. Many of these services will be offered to the public in the coming years, improving our neighbors' overall health and well-being.

This clinic symbolizes the excellence Ysleta del Sur Pueblo is staging and the level of their investment in the YDSP tribal community. Quality healthcare is critical for communities to thrive and become sustainable and the Pueblo is leading us there.



TRIBAL COUNCIL

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

YSLETA DEL SUR PUEBLO ELECTS NEW WAR CAPTAIN

On December 31, 2022, the Ysleta del Sur Pueblo elected Rene Lopez as its new Wislawede (War Captain) following the loss of its esteemed War Captain Javier Loera, who served for 13 years, fulfilling his lifelong commitment. Prior to becoming Wislawede, Lopez served as a “Capitan” on the Traditional Council for 14 years, serving under three Caciques (Santiago Bustamante, Francisco Holguin, and Jose Sierra). As the Wislawede, he is fully knowledgeable of the Pueblo’s culture, ceremonies, agriculture, customs, and traditional governance. Pueblo values are the foundation of his upbringing. War Captain Lopez descends from prominent Tigua ancestors such as Nestora Piarote and Tomas Granillo, who are his great-



■ 2023 TRIBAL COUNCIL OFFICIALS FROM LEFT TO RIGHT: Councilman Fabian Gomez, Councilman Andrew Torrez, Councilman Rafael Gomez, Jr., War Captain Rene Lopez, Cacique Jose G. Sierra, Governor E. Michael Silvas, Lieutenant Governor Adam Torres, Alguacil Bernardo Gonzales, and Councilman Raul Candelaria, Jr.

great-great grandparents. Nestora and Tomas are credited (along with other ancestors) with engaging in an impressive struggle to preserve the culture, traditions, and land. Their teachings are part of War Captain Rene's cultural upbringing.

CASTNER RANGE BILL

A 6,670-acre piece of the Chihuahuan Desert in Northeast El Paso, Castner Range is an important archaeological site, with a long history of military operations, and a longer history of indigenous occupation. On March 23, 2023, President Biden signed a proclamation establishing the Castner Range National Monument at the Franklin Mountains. Supporters' efforts included hosting a visit from Secretary of the Interior Deb Haaland. Councilman Rafael Gomez made a dedication to the land, as it is home to the Tigua people, advocating and raising awareness of sacred places and natural spaces. These sacred resources must be protected in an effort to continue the Pueblo's traditions.

YSLETA DEL SUR PUEBLO WOMEN CREATE AWARENESS ABOUT THE MISSING AND MURDERED INDIGENOUS WOMEN

On May 5, 2023, a group of Tigua Women wore the Missing and Murdered Indigenous Women (MMIW) symbol, a red hand over the mouth, to raise awareness about the travesties against tribal women. MMIW is an international cause to bring awareness about high and disproportional rates of violence against Indigenous women and girls. Too often, native women have gone missing without clear answers, leaving families asking unanswered

questions. For example, the National Crime Information Center in 2016 reported that over 5,700 American Indian and Alaska Native women and girls had gone missing, yet the federal government has reported very few cases, just over 100. As a result, native women have taken it upon themselves to raise awareness.

YSLETA DEL SUR PUEBLO HOSTS ALL PUEBLO COUNCIL OF GOVERNORS

The All Pueblo Council of Governors (APCG), officially incorporated in 1970, unites Pueblo nations to organize and instill core values and advocate for common concerns. The APCG meets throughout the year. However, for several years, COVID restrictions prevented the Pueblos from meeting in person. This changed when the Ysleta del Sur Pueblo welcomed its brothers and sisters from up north by hosting them on August 24, 2023. The day was full of warm greetings with our Tribal Elders who prepared a meal for the APCG Leadership and concluded the gathering with song and dance from our youth.

INDIGENOUS PEOPLES DAY RECOGNIZED

In October 2023, the City of El Paso recognized the second Monday in October as Indigenous Peoples Day in lieu of Columbus Day, similar to YDSP's observance. The holiday commemorates Native American history and culture. To observe IPD, the City of El Paso and YDSP Offices were closed on October 9, 2023. The Ysleta del Sur Pueblo Traditional Council attended the El Paso City Council Meeting to accept the proclamation.

2023 TRIBAL RESOLUTIONS

Resolution Number	Description
TC-001-22	PERTAINING TO THE 2023 YSLETA DEL SUR PUEBLO TRIBAL COUNCIL OFFICIALS
TC-002-22	PERTAINING TO PROPERTY ACQUISITION*
TC-003-22	PERTAINING TO YDSP NEW ENROLLEES**
TC-005-22	PERTAINING TO YDSP REVISED PROCUREMENT POLICY
TC-006-22	PERTAINING TO TRIBAL HISTORIC PRESERVATION OFFICER NAME CHANGE
TC-007-22	PERTAINING TO CERTIFICATE OF LIMITED OWNERSHIP***
TC-009-22	PERTAINING TO INDIAN HOUSING BLOCK GRANT - ELDER UNITS
TC-010-22	PERTAINING TO 401(K) PROFIT SHARING PLAN
TC-011-22	PERTAINING TO EMERGENCY MANAGEMENT
TC-016-22	PERTAINING TO SECTION 184 RESIDENTIAL LEASE AGREEMENT
TC-019-22	PERTAINING TO SECTION 184 RESIDENTIAL LEASE AGREEMENT
TC-021-22	PERTAINING TO MANDATORY PROVISIONS COMMERCIAL LEASES
TC-022-23	PERTAINING TO MIGRANT INFLUX
TC-024-22	PERTAINING TO SECTION 184 RESIDENTIAL LEASE AGREEMENT RESCISSION
TC-025-22	PERTAINING TO 2022 HOMELAND SECURITY OPERATION STONE GARDEN
TC-028-22	PERTAINING TO BANNING ORDER
TC-034-22	PERTAINING TO FEDERAL LAND HIGHWAY TRANSPORTATION
TC-035-22	PERTAINING TO REALTY CIRCLE
TC-040-22	PERTAINING TO YDSP WAREHOUSE POLICIES AND PROCEDURES
TC-046-22	PERTAINING TO ROADS
TC-050-22	PERTAINING TO YDSP FINANCE POLICY UPDATES

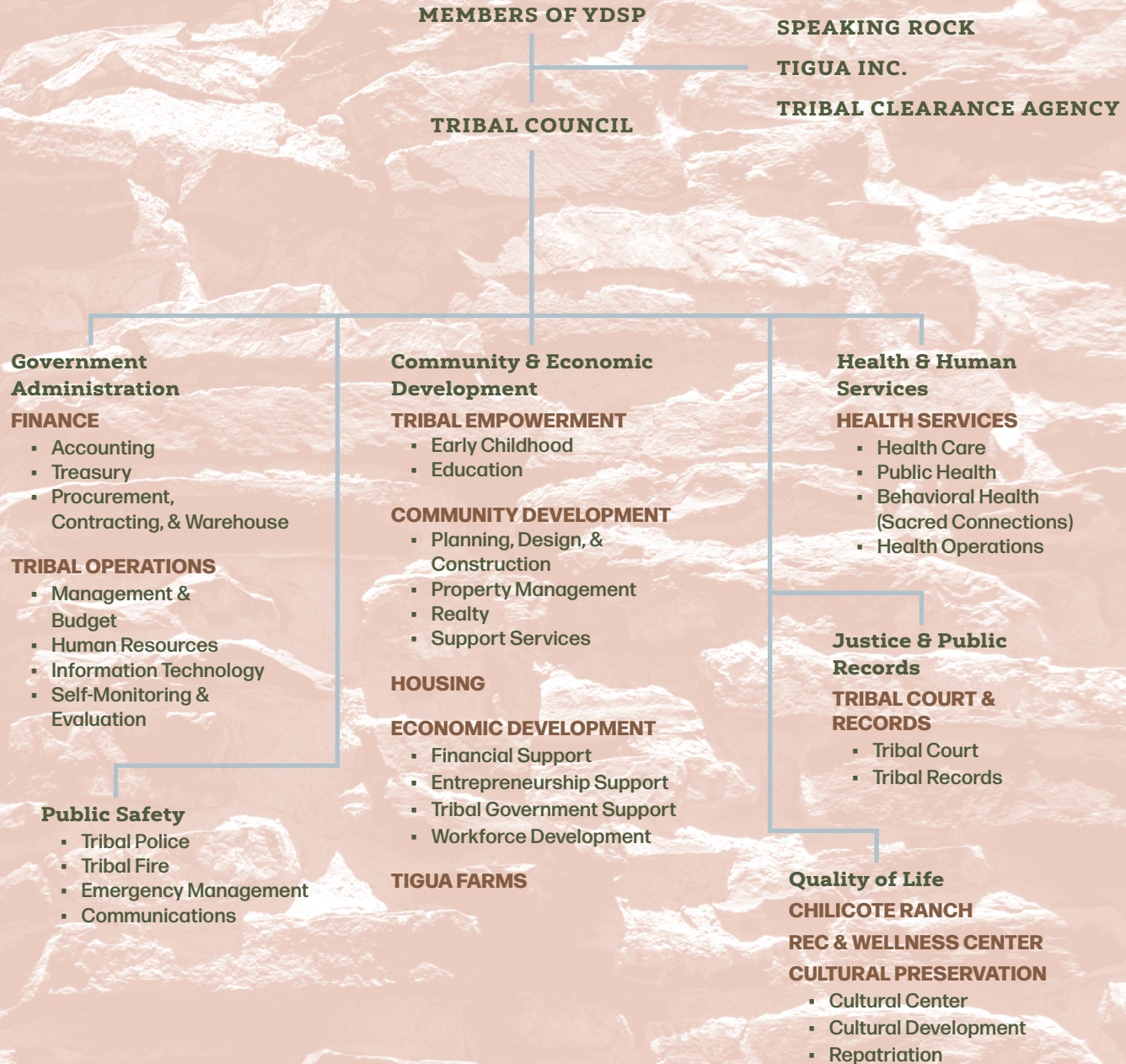
Notes:

* Subsequent property acquisition resolutions were removed for brevity.

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

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

2023 YDSP ORGANIZATIONAL CHART



2023 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 the Tribal Council. The Pueblo's operating budget incorporates all federal, state, private, and tribal funds available for the

reportable year. The operating budget is used to execute the day-to-day operations of the tribal government and includes all core programs and services available to the YDSP membership. The 2023 YDSP Operating Budget at year-end totaled \$173.7 million, where COVID-19 emergency funding accounted for 32% of the budget, followed by capital outlays (21%) and direct

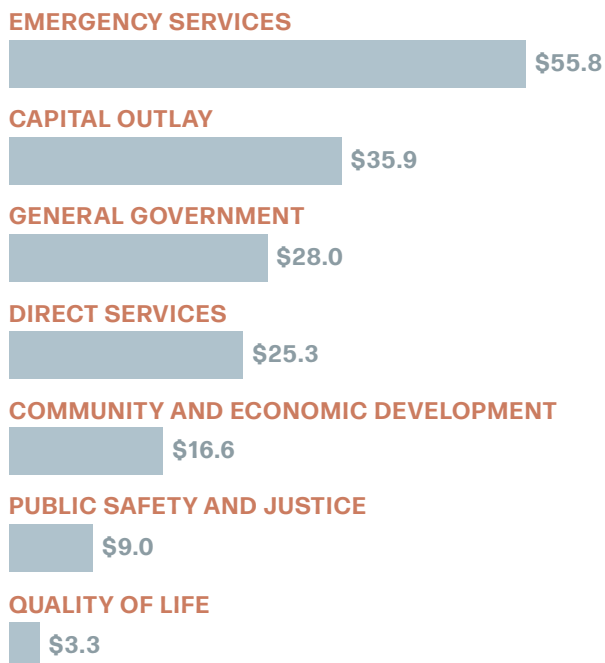
services (15%). The budget increased by 32% compared to 2022 due to increased grant funds from the Indian Health Service Joint Venture Program staffing award, and an increase to the General Fund earmarked for community distributions. From the pandemic's start in 2020 through the end of 2022, the Pueblo received over \$93 million in emergency relief funding, primarily from the U.S. Department of Treasury. Of the \$55.8 million available in 2023 Covid funding, \$30.2 million remains and will be utilized in 2024. These remaining funds are earmarked for capital projects such as the Early Learning Center construction.

The budget is supported by various revenue sources such as federal awards in contracts and grants, state awards, and tribal revenue generated by the Pueblo's economic and enterprise activity. Grant revenue accounted for 57% of the operating budget, while tribal revenue accounted for the remaining 43%, which continues to deviate from the norm due to COVID-19 support. Approximately \$9 million in grants were closed for

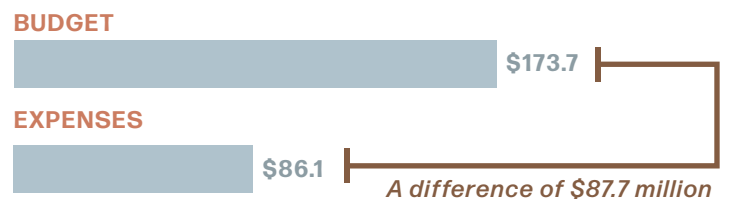
various activities and services such as COVID-19 management, housing, workforce development, cultural preservation, education support, child nutrition, health services, and public safety. It is important to note that most of the grants that close out in a year will be awarded under new funding authorities in the subsequent year. Eighty-three percent (83%) of all grant revenue was from the Department of Treasury, Department of Health and Human Services, and Department of Housing and Urban Development. Key budget impacts in 2023 include a significant increase in grant revenue from the Indian Health Service due to the Joint Venture Agreement execution and related funding increase, which will provide a little over \$14 million a year in recurring funds for healthcare programs and services. A total of 71 new positions were added to the budget. However, 55 represent new health positions funded through federal funds and several position transfers from previous COVID emergency funding sources. The 2023 budget also includes capital investments. The capital outlays totaled \$35.9 million and include the cost of the Administration building, Chilicote guest quarters remodel, new museum, upgrades for the Recreation & Wellness Center, and planning and design for commercial spaces. Lastly, the Pueblo continued with its land acquisitions.

Other impacts include organizational changes such as fully incorporating planned expenses like the community distributions, allocating increased benefit costs, incorporating inflation and pay cost increases along with costs associated with new facilities such as the Warehouse and new health clinic. The Pueblo can now plan more effectively, given the economic stability realized through the bingo decision from the U.S. Supreme Court.

2023 OPERATION BUDGET BY CATEGORY (IN MILLIONS OF DOLLARS)

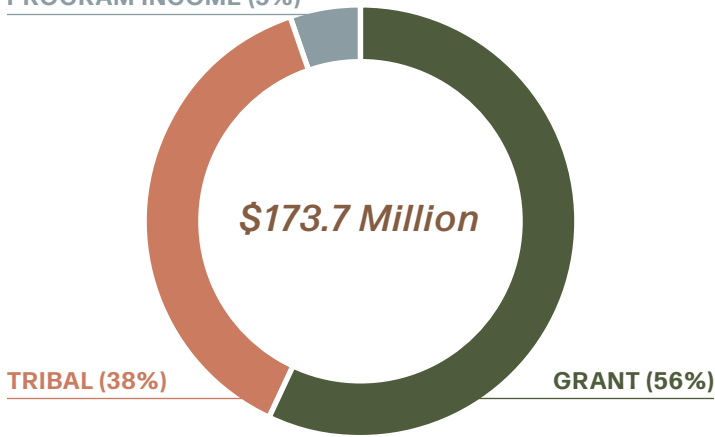


2023 BUDGET VS. ACTUAL EXPENSES

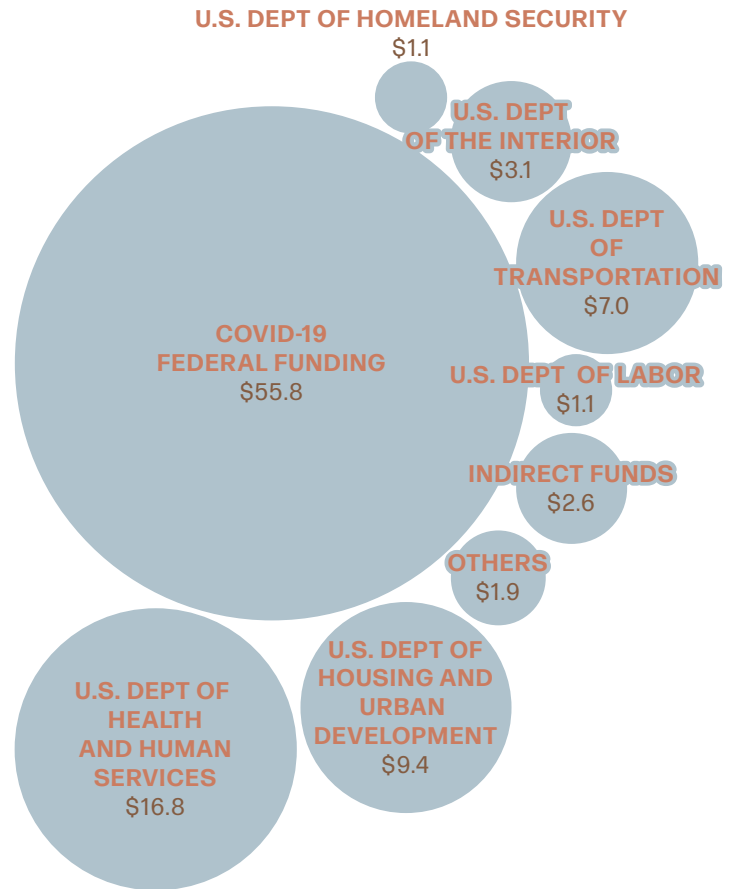


2023 OPERATION BUDGET SOURCES OF REVENUE

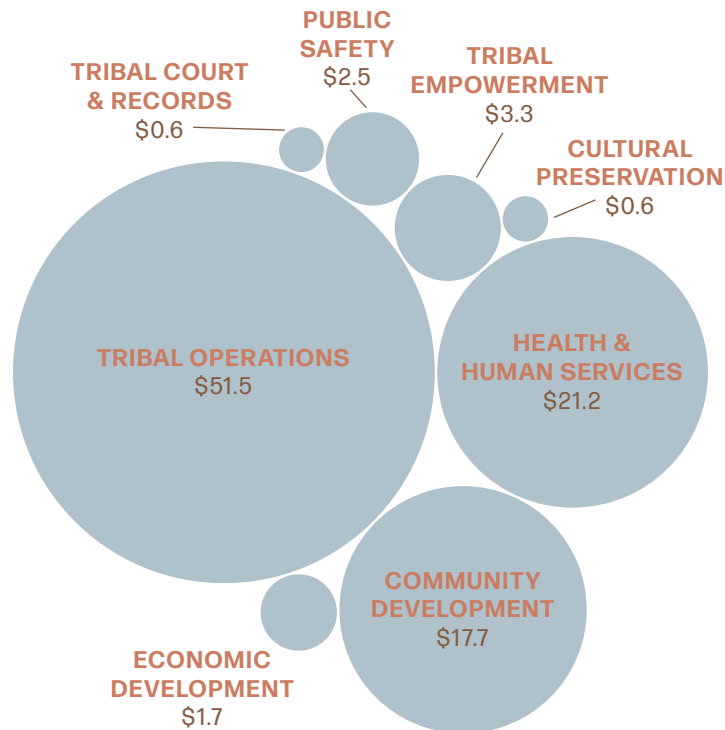
PROGRAM INCOME (5%)



GRANT REVENUE BY FUNDING AGENCY (IN MILLIONS OF DOLLARS)

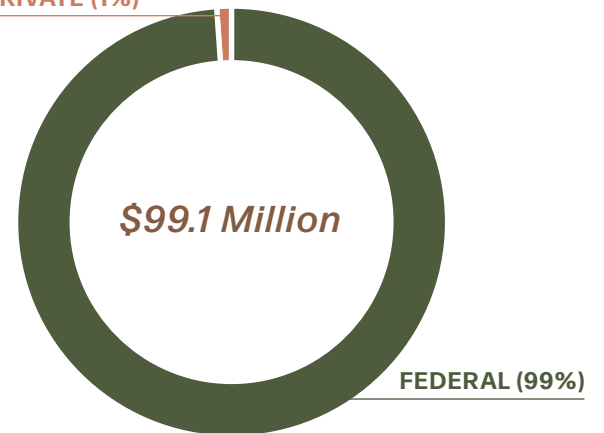


GRANT REVENUE ADMINISTERED BY DEPARTMENT (IN MILLIONS OF DOLLARS)



GRANT REVENUE BY SOURCE

STATE & PRIVATE (1%)





GOVERNMENT ADMINISTRATION

The Department of Tribal Operations (DTOPs) executes administrative functions for the Pueblo government to safeguard Pueblo assets through the deployment and enforcement of internal controls. The department is comprised of the following divisions: Management & Budget, Human Resources, Information Technology, and Self-Monitoring &

Evaluation. Tribal Operations spearheads Pueblo-wide activities such as developing the annual operating budget and year-end report, facilitating strategic planning, executing and monitoring management policies, and supporting an inter-departmental network through information exchange outlets such as director meeting facilitation and trainings.

MANAGEMENT & BUDGET DIVISION (MBD)

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

SOCIOECONOMIC PROFILE

YDSP completed the 2022 Socioeconomic Profile (SEP), which provides an overview of the YDSP tribal member population's demographic and economic characteristics. The current report serves as an update to the 2016 Profile. The Socioeconomic Profile aims to provide tribal leadership with information about the latest YDSP population trends and make informed strategic decisions. The findings presented in this profile document the characteristics of the Pueblo's population and aim to assist decision-making about the delivery of programs and services.

Perhaps the most notable finding of the current assessment is the growth observed among the YDSP population. The number of tribal members in 2022 represented nearly a 30% increase over 2016. Over the last six years, many new members enrolled in the tribe for the first time, causing the YDSP population to shift dramatically. Considering the large influx of new members into the YDSP community, the 2022 assessment is, in essence, a current view of a growing population.

COVID-19 MANAGEMENT

The Pueblo continued managing COVID-19 emergency funds in 2023. Capital projects, such as the construction of a warehouse, the new Early Learning Center, renovations to the YDSP Fire Station, and relocation of tribal dispatch services, remained a priority for remaining funds.

SELF-GOVERNANCE

Through the Indian Self-Determination and Education Assistance Act (ISDEAA), the federal government recognized the importance of tribal decision-making in tribal affairs and the significance of the relationships between the United States government and federally recognized tribes. Known as "self-governance compacts," the law includes federal policies to support tribal self-determination and self-governance, giving tribes more autonomy in managing their government programs and services. To date, over 370 tribes have exercised their option to enter into these self-governance compacts across various federal agencies.



YDSP Administration Building

The Pueblo negotiated its first self-governance compact with the U.S. Department of Interior (DOI) on January 1, 2013, under Title IV of ISDEAA for Bureau of Indian Affairs (BIA) funded programs and services, including law enforcement, social services, education, and general government activities. In 2023, the Pueblo entered a new self-governance compact with the Indian Health Service (IHS). Coupled with the new YDSP health clinic (part of the Joint Venture Agreement with IHS), the Pueblo secured IHS funding to support clinic staff into perpetuity.

The Governor and Chief Operations Officer continue to serve on national Self Governance Advisory Committees (SGAC) as Southwest Regional representatives. The SGAC leads various U.S. Department of Interior national initiatives such as promoting self-governance among other federal agencies, increasing tribal budget allocations, strategic planning, securing contract support,

and safeguarding the federal trust responsibility. The Pueblo intends to expand its representation and serve on the Tribal Self-Governance Advisory Committee, focusing on I.H.S. concerns.

ORGANIZATIONAL MANAGEMENT

The goal of Organizational Management is to maintain an integrated system of government administration. The system standardizes nomenclature for the various levels of the Pueblo Government, including outlining its strategic functions, setting formal department and division titles, and identifying related services and programs while streamlining accounting and budget activities. DTOPs assembles an annual profile, known as the Ysleta del Sur Pueblo Service Map, to document the Pueblo's official organizational structure. The Service Map assists administrators in planning, assessing, and evaluating programs and services. The Pueblo's 2023 organizational management profile outlined a total of 6 strategic functions, 12 departments, 33 divisions, 118 services, and 46 programs.

PLANNING

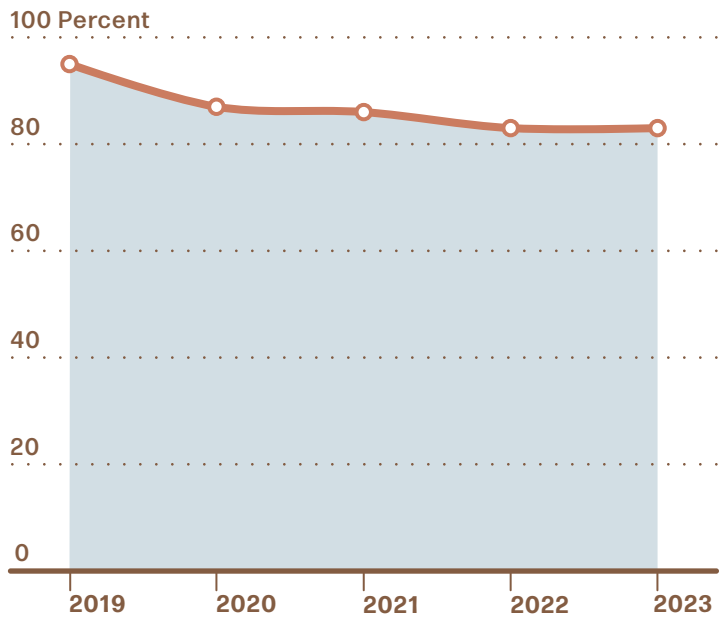
Development of the Pueblo's Socio-Economic Profile, YDSP Service Map, and the Active Grants Database all contribute to identifying opportunities for service enhancement. These efforts will ultimately provide a systematic approach to identifying service gaps.

GRANTS MANAGEMENT

The grants management sector tracked 66 grants and contracts, totaling \$99.1¹ million, from 23 federal, state, and local agencies. In 2023, there were 424 reporting requirements with an 83% timely submission rate. Approximately 98.5% of all active grants and contracts were federal, and 1.5% were state and local sources. The Pueblo's top three funding agencies include the U.S. Department of Treasury, U.S. Department of Health and Human Services (DHHS), and the U.S. Department of Housing and Urban Development (HUD). The division processed 108 grant and contract award notices, 25 award modifications, 22 carryover revisions, 22 closed grants, 7 grant extensions, and 5 new grants.

¹ These funds include multiple funding cycles from prime awardees.

GRANT REPORT TIMELY SUBMISSION RATES



BUDGET MANAGEMENT

A total of 128 internal budgets were formulated and tracked. The division facilitated 101 original budgets, 188 revised budgets, and 31 closed budgets.

SELF-MONITORING & EVALUATION DIVISION (SME)

The Self-Monitoring and Evaluation (SME) Division conducts evaluation activities on the Pueblo's programs and services. The division conducts assessments, reviews, and evaluations that aid in planning and decision-making. In 2023, the SME division activities transitioned from annual to real-time performance auditing. This change allowed the division to perform more efficiently. Enhancements to the evaluation tools included monthly dissemination of budget analysis reports, updates to organizational charts, review of data congruency among performance measures, and update of the SME scorecard. As a result, any discrepancies are addressed within a month.

SELF-MONITORING

Core self-monitoring duties include creating an annual plan, generating monitoring reports, analyzing reports for risk

activities, and coordinating efforts with third-party reviewers and audits. SME evaluates four areas of performance: Financial, Output Requirements, Programmatic, and Data Management. In 2023, the SME division produced two reports evaluating 10 departments. Monthly, quarterly, and bi-annual tools gather information on administrative activities. These tools include budget variance analysis, posted transaction analysis, output requirements tracker, goal progress tables, and data congruency reports. A Self-Monitoring committee reviews performance results and generates evaluation scores. Each performance evaluation uses a single objective scoring model.

EVALUATION

The evaluation activities included compiling and updating the organizational structure by maintaining service maps, organizational charts, and quarterly statistical reports. These management tools illustrate the Pueblo's resources and outputs. In 2023, the division implemented a new software application to color code personnel with their budget fund. Further, the quarterly statistical reports were updated to link performance measures directly with the data congruency scoring reports. This change improved data congruency scores and communication across departments. For example, the semi-annual data congruencies improved from 87% in 2022 to 93% in 2023, while year-end data congruencies also increased from 69% (2022) to 85% (2023).

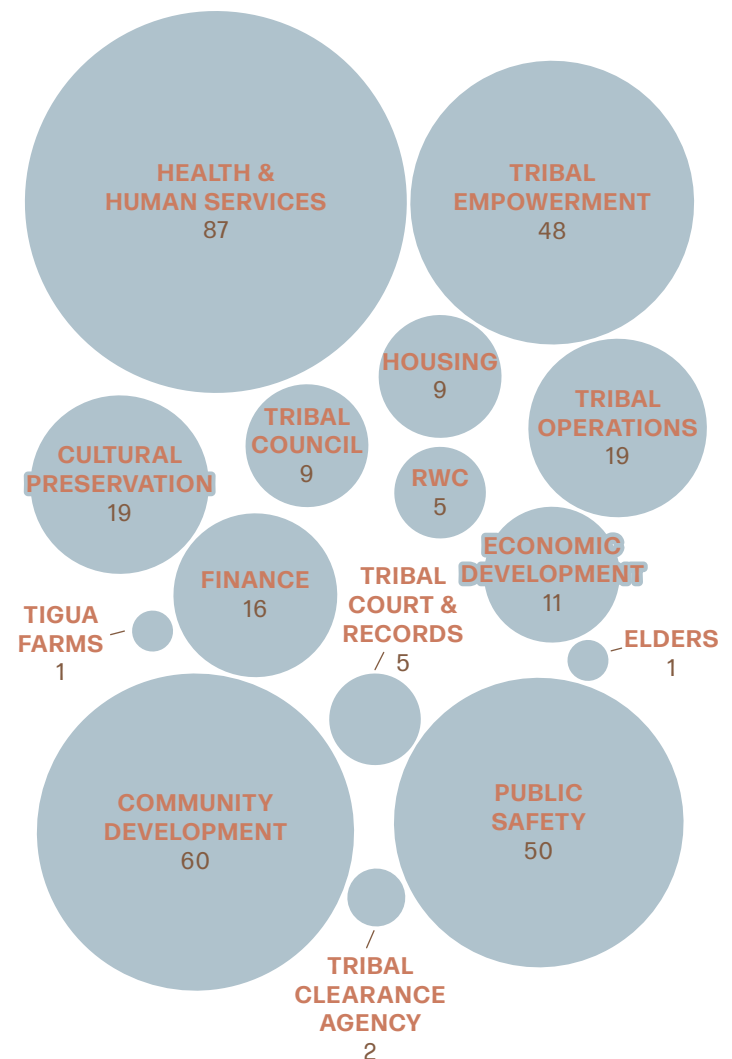
HUMAN RESOURCES

Human Resources (HR) facilitates the recruitment, selection, training, retention, and advancement of employees. HR administers the YDSP workforce compensation and benefits program, performance management system, and employee communications, and promotes "Indian Preference."

WORKFORCE PROFILE

The 2023 workforce is comprised of 342 employees, consisting of 317 full-time and 25 part-time positions. The average age of the workforce was 42, with an average annual salary of \$49,343 and seven years of service. Females represented 61% of the workforce, with an average annual salary of \$44,057, and occupy

TOTAL WORKFORCE BY DEPARTMENT

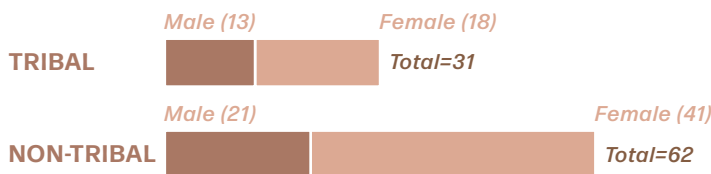


47% of supervisory positions. In contrast, males represented 39% of the workforce, with an average annual salary of \$57,448, and 53% of supervisory positions. Tribal members comprised 52% of the total workforce with an average age of 39 and an average annual salary of \$42,800. In addition, tribal members held 55% of supervisory-level positions. Furthermore, the Pueblo hosted 10 AmeriCorps service members who volunteered throughout various departments.

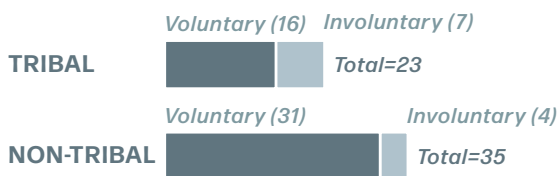
2023 YDSP WORKFORCE HIRES AND SEPARATIONS

HR facilitated 93 hires and 58 separations in 2023.

A. Hires



B. Separations



RECRUITMENT AND TURNOVER

HR facilitated 93 hires, addressing the staffing needs of 26 new, 66 replacements, and 2 seasonal positions. Notably, 33% of these hires were tribal members, emphasizing our commitment to Indian Preference. DHHS had the most significant recruitment requirements, accounting for 17 new and 15 replacement positions, making up 34% of total hires. Additionally, HR facilitated a total of 58 separations, with the highest concentrations occurring in DHHS, DCD, and DTE, collectively making 64% of separations. The majority, 79%, were voluntary separations, while 21% were involuntary. Tribal members represented 40% of these separations.

BENEFITS

The Pueblo provides comprehensive group health benefits for full-time employees, covering medical, dental, vision, life, employee assistance, and flexible spending options. Additionally, retirement benefits are offered via a 401k plan

2023 YDSP WORKFORCE POSITIONS BY CATEGORY

OFFICE & ADMINISTRATIVE SUPPORT



HEALTHCARE & SOCIAL ASSISTANCE



CONSTRUCTION, MAINTENANCE, & CUSTODIAL



EDUCATION & TRAINING



PUBLIC SAFETY & JUSTICE



ARTS, ENTERTAINMENT, & RECREATION



FINANCE & REVENUE



MANAGEMENT



COMPUTER & TECHNOLOGY



HEALTHCARE PRACTITIONER



EXECUTIVE OFFICER



OTHER



which includes a 5% employer match. At year-end, eligible employees enrolled in the health plan comprised 83% in medical, 85% in dental, and 84% in vision. Furthermore, 74% of eligible employees actively contributed to their 401k accounts. The Pueblo underwent significant changes in its benefits and retirement plans. The health plan transitioned from a reference-based pricing reimbursement methodology to contract rates and terms negotiated by AETNA and participating providers in the AETNA Signature Administrators® program. Moreover, hospital claims for tribal members now follow the Medicare fee schedule. Concurrently, adjustments were made to the 401k plan, restricting a number of loans and shortening the enrollment eligibility to 30 days from the hire date.

TRAINING AND DEVELOPMENT

The Pueblo's Learning Management System, YDSP BizLibrary, documented 7,327 training video launches by 335 unique users. The following training courses were completed: 34% in HR compliance, 31% in business skills, 17% in workplace safety, 8% in software, 8% in leadership and management, and 4% in information technology. The top two courses were "Cultivating a Respectful Workplace" and "Becoming a Leader without Being a Manager." Quarterly HR recognitions for the most video completions by division were DPS-TPD, DCD-PM, DPS-TFD, and DTE-ELC. Furthermore, HR delivered and/or facilitated 13 Paycom training workshops, 1 tribal employee leadership development workshop, 5 new manager orientations, a policy workshop for DCP, assisted with the Kabede Group workshops, and coordinated with DHHS to contract with Morris Interactive to present the "5 Behaviors Personal Development Workshop".

INFORMATION TECHNOLOGY

Information Technology (IT) manages, maintains, and safeguards the Pueblo's computer, radio, video surveillance, intrusion alarm, and data information systems. IT supports all aspects of software, hardware, and network design, implementation, and analysis while implementing crucial cybersecurity measures.

RADIO COMMUNICATIONS SYSTEM

Throughout 2023, IT advanced the capabilities and reliability of the Radio Communication System, a critical infrastructure component ensuring seamless, real-time communications for the Pueblo's Department of Public Safety and ancillary agencies. A quarterly security maintenance schedule was instituted to enhance cyber protection, significantly boosting the system's integrity, resilience, and performance. Additionally, we completed the installation of a generator backup at the District II Tower, ensuring uninterrupted communication during power outages and reinforcing operational continuity for public safety services. Funding was secured for Property Management and Tribal Fire radios, guaranteeing these critical units are equipped with the latest communication

technologies. Furthermore, IT provided extensive logistical support for various Speaking Rock concerts and radio technical assistance for DPS. These efforts underscore the IT Division's versatility and ongoing commitment to enhancing regional security and promoting effective inter-agency interoperability.

RADIO COMMUNICATION SYSTEM STATISTICS

The following radio transmissions were logged during 2023.

RADIO COMMUNICATION CALLS BY TYPE

Group	Calls
PUBLIC SAFETY	156,820
EVENTS	20,821
OTHER	2,101
TOTAL	179,742

CYBERSECURITY

Recognizing the sophisticated nature of cyber threats, IT deployed applications for multi-factor authentication, secure internet gateway and proxy, password policy auditing, and a self-service password portal. The Pueblo has taken a significant step forward in securing user access through multi-factor authentication (MFA). This solution has notably improved security against unauthorized access, fostering a more robust culture of security awareness. The IT division adopted the secure internet gateway proxy to counteract internet-based threats proactively. This sophisticated, cloud-based security platform has effectively neutralized phishing attempts, malware, and other cyber risks before any compromises reach the Pueblo's network or endpoints. Implementing the secure internet gateway represents a significant stride in our commitment to creating a secure, impenetrable digital infrastructure, delivering comprehensive protection across all internet traffic, and ensuring the safety of our data and communications. Introducing password policy auditing and a self-service password reset portal has revolutionized our approach to password security. With enhanced password policies and a self-service password reset tool, we've significantly mitigated the risk of credential-based attacks while simplifying user password management.

IT HELP DESK

The IT Help Desk has been the cornerstone of the Information Technology Division, providing critical support to ensure the seamless operation of the Pueblo's IT infrastructure. In 2023, the Help Desk team demonstrated exceptional dedication and resilience, adapting to the evolving needs of YDSP users and enhancing quality-of-service delivery. The IT Help Desk handled a significant volume of support requests, showcasing its commitment to resolving issues promptly and efficiently. A notable highlight of 2023 was the IT Help Desk staff's completion of comprehensive multi-factor authentication training (MFA). This strategic educational initiative aimed to bolster our cybersecurity defenses by equipping our support team with in-depth knowledge and practical skills in MFA technologies.

The Customer Satisfaction Happiness Factor, or overall score, is 99.6% based on the data to the right.

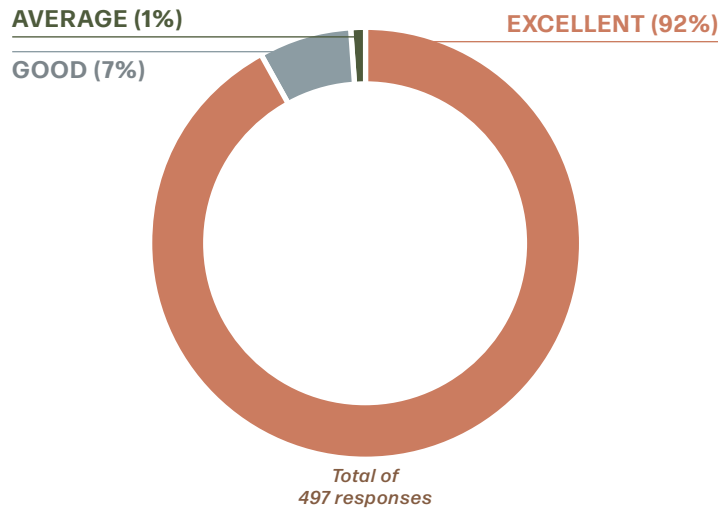
IT HELP DESK TICKET STATISTICS

Over 7,000 tickets, including network monitoring alerts, were submitted to the IT Help Desk in 2023.

TICKETS SUBMITTED TO THE IT HELP DESK BY DEPARTMENT

Department	Tickets
IT DIVISION MONITORING ALERTS	3,860
HEALTH SERVICES	1,036
TRIBAL OPERATIONS	532
PUBLIC SAFETY	425
COMMUNITY DEVELOPMENT	293
FINANCE	275
ECONOMIC DEVELOPMENT	235
TRIBAL EMPOWERMENT	149
RECREATION & WELLNESS CENTER	78
TRIBAL COURT & RECORDS	73
TRIBAL CLEARANCE AGENCY	53
CULTURAL PRESERVATION	51
TRIBAL COUNCIL	18
TIGUA FARMS	12
TOTAL	7,090

IT HELP DESK CUSTOMER SATISFACTION SCORE



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.

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 manages the procurement and inventory of supplies, materials, and equipment for the Pueblo. The division ensures that contracts meet federal and state laws and standards, and 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 new warehouse

was inaugurated in August 2023 and serves as the centralized receiving and delivery unit, improving inventory management.

FINANCIAL HIGHLIGHTS

The Pueblo's leadership team continued improving its financial position. Government services and tribal reserves were increased. The tribe continues to evaluate investments and business opportunities, enhancing cash flow for the continuation and expansion of tribal services. Total assets increased by 6% over 2022. This increase was attributed to a rise in current and capital assets. The total net position also increased by 12% from 2022, while government revenues and transfers increased by 3%. Finally, overall expenses remained the same compared to the previous year. The Pueblo paid off a sizable loan in 2023 creating a substantial drop in Long-Term Liabilities.

INVESTMENTS HIGHLIGHTS

The Pueblo's investment portfolio increased by 4% compared to 2022. While geopolitical uncertainty, inflation and other market conditions around the world continued, the portfolio performed at a steady pace throughout the year, ending 2023 in a strong position.

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 globally. The Pueblo continues to focus on a long-term strategy based on consultant recommendations and the Pueblo's values.

TAX DIVISION HIGHLIGHTS

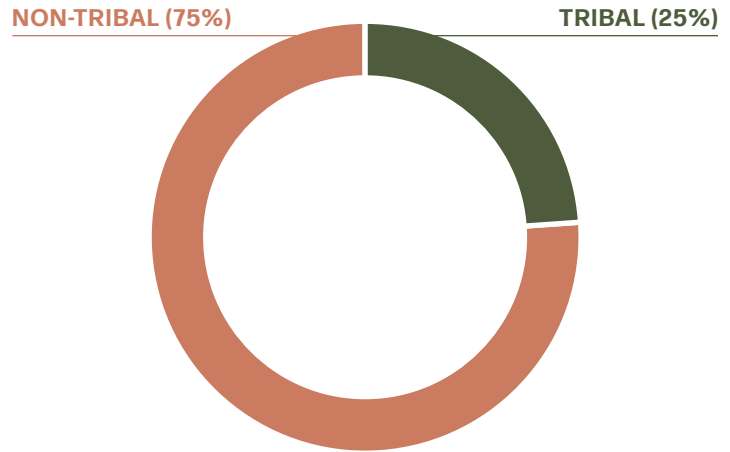
Tax revenue increased by 15% over 2022. Liquor tax was the largest contributor, accounting for 42% of total revenue.

DOF expects 2024 tax revenue to be in line with 2023.

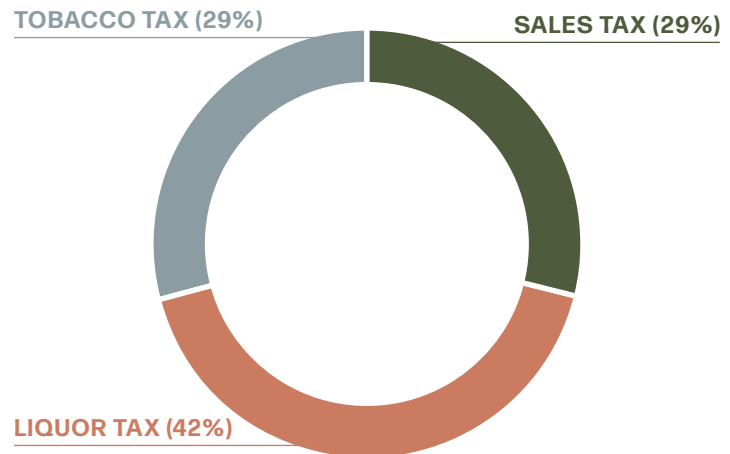
PROCUREMENT/CONTRACTING/WAREHOUSE HIGHLIGHTS

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, 2023, 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.

TRIBAL STATUS OF YDSP VENDORS



2023 TAX REVENUE BY SOURCE



HEALTH & HUMAN SERVICES

HEALTH SERVICES

The Department of Health & Human Services (DHHS) provides quality healthcare services that empower and address the Tigua community and Native American health priorities while promoting traditional values and culture. DHHS is comprised of 85 employees within the following divisions: 1) Health Care, 2) Operations, 3) Behavioral Health, 4) Public Health. Through comprehensive wraparound services, DHHS aims to improve the Tigua community's health status.

In May 2023, the Pueblo unveiled its new 78,000-square-foot health clinic, relocating services from the previous site. The Traditional

Council blessed the building, and the community received a private tour. Our El Paso partners were given a tour at a second event with guest speakers such as Roselyn Tso, Indian Health Service Director, and Dr. Leonard D. Thomas, I.H.S. Albuquerque Area Director. The Pueblo solidified its government-to-government relationship with the Indian Health Service by transitioning into a Self-Governance Compact in January, following successful negotiations under Title V of the Indian Self Determination and Education Assistance Act.

HEALTH CARE DIVISION

The Health Care Division, incorporating family practice, dental, optometry, laboratory, and pharmacy, provided services to 1,090



patients, a decrease of 9% from 1,193 in 2022. Please note that there is a discrepancy in the number of patients reported in 2022 due to a policy change in how patient visits are counted.

NUMBER OF PATIENTS AND VISITS BY CLINIC

Clinic	Unique Patients	Visits
FAMILY PRACTICE	885	2,539
DENTAL	587	2,991
OPTOMETRY	530	604
LABORATORY	419	910

FAMILY PRACTICE CLINIC

The Family Practice Clinic is staffed by Dr. Lorena Silvestre-Tobias and Dr. Michael Janes, family practice board-certified physicians. Other staff include two registered nurses, four medical assistants, and two lab technicians. Last year, the clinic served 885 patients, reflecting a 10% increase from the previous year, with a total of 2,539 visits, marking a 15% increase. The top five reasons for visits were related to diabetes, high blood pressure, general adult exams, respiratory infections, and high cholesterol.

DENTAL CLINIC

The Dental Clinic, led by Dr. Ankita Vishwamitra, Dental Director, Dr. Patrick Jaeckle, DDS, and dental hygienist Edgar Zamora, also includes four dental assistants. In 2023, the clinic delivered preventive, diagnostic, hygienic, and restorative dental services to 587 patients, marking a 22% increase, totaling 2,991 visits, marking a 30% increase due to having an additional full-time dentist throughout the year. The top five visit reasons include exams, cleaning, fillings, sealants, scaling, and root planing.

OPTOMETRY CLINIC

The Optometry Clinic, led by Dr. Syndy Maynard, and with two opticians available five days a week, has seen a 13% increase in patients served (530) and a 7% increase in visits (604) compared to the previous year. The clinic provides optometric services and retail, repair, and adjustment services for eyeglasses. The top five vision concerns include near-sightedness, far-sightedness, astigmatism, cataracts, and pre-glaucoma.

LABORATORY SERVICES

The YDSP Laboratory is a Clinical Laboratory Improvement Amendments (CLIA) certified clinic that offers diagnostic testing. In addition to supporting in-house physician orders, the lab conducts tests for various medical conditions, such as COVID-19, influenza, and respiratory viruses. The lab results are crucial in disease diagnosis, prognosis, treatment, health monitoring, and population screening. A 34% decrease in patients served (419) and a 26% decrease in visits (910), reflect workflow changes implemented to enhance patient experience. Patients now proceed directly to the lab after their visit, eliminating the need to visit the registration desk for same-day lab appointments, creating for each patient an individual encounter.

PHARMACY SERVICES

On June 6, DHHS opened a pharmacy, creating a new clinic service and eliminating previously contracted services. Reasol Chino, PharmD, manages the new pharmacy along with Amanda Flores, PharmD, and two pharmacy technicians. Since its opening, the pharmacy has filled 7,312 prescriptions for the Pueblo community and workforce. In July, Dr. Chino presented and received approval for 41 new policies addressing patient safety and pharmacy management.

BUSINESS OPERATIONS DIVISION

The Operations Division establishes specialized health contracts and invoices for services and manages access to care. Specifically, these services include patient registration and scheduling, annual registration updates, payment of medical claims, billing, contracting with providers, and credentialing.

BILLING AND CODING

Billing and Coding experienced a 200% revenue increase, processing 4,694 claims in 2023. They billed for services provided in Dental, Behavioral Health, Family Practice, Immunization, Alcohol and Substance, and Optometry. The increase was due to efficient workflow changes. Some key accomplishments included billing external insurances for Optometry services, hiring an additional coder, and receiving the Medicaid All-Inclusive Rate.

PURCHASED AND REFERRED CARE (PRC) PROGRAM

The Purchased and Referred Care (PRC) program paid 1,636 claims, processed 2,422 billing claims, and handled 1,366 referral requests. The PRC Guidelines were revised, and a Case Management Committee was formed to enhance medical necessities and payment structures. The Medicare Sponsorship Program was launched to support elders with healthcare benefit costs. An on-site Affordable Care Act (ACA) representative is now available to assist with healthcare coverage planning.

CLINICAL OPERATIONS

Clinical Operations is responsible for setting all appointments and in 2023 began conducting insurance verifications. Operations also supported PRC with annual updates and expanded its workforce with six Patient Registration Specialists, supporting 7,329 appointments.

The Clinical Informaticist developed a series of privacy policies and participated in audits, ensuring HIPAA compliance. Additionally, an agreement was established with El Paso Del Norte Health Exchange to receive health information for hospitalized patients, ensuring a secure continuum of care post-discharge.

FACILITY MAINTENANCE

Facility Maintenance is a newly established service intended to maintain the newly constructed health clinic while ensuring that the facility complies with regulations and safety standards. In addition, staff manages and schedules events in the community meeting room. Last year, a total of 14 events were held, including the clinic grand opening with tribal members, tribal leaders from partner tribal nations, United States Congress members, and other elected officials.

SACRED CONNECTIONS (BEHAVIORAL HEALTH DIVISION)

Sacred Connections is dedicated to addressing the biopsychosocial needs of the YDSP community through integrated trauma-informed approaches, collaborations,

services, and advocacy. Sacred Connections focuses on enhancing the emotional and physical well-being of YDSP Tribal members and their families while encouraging cultural connections and self-determination. The division utilizes federal, state, and local grants and contracts to support programming. Sacred Connections delivers these services through three programs that include Circle of Harmony (Social Services), Circle of Hope (Mental Health), and Circle of Healing (Alcohol & Substance Abuse Program).

CIRCLE OF HARMONY (SOCIAL SERVICES PROGRAM)

Circle of Harmony focuses on empowering and enriching YDSP community members by providing services to address child welfare needs, prevention services, medical social work services, general assistance, and elder support services.

The program hosted the annual Child Abuse Awareness and Blanket of Hope event. This event aims to raise awareness about child abuse, provide education and resources for families and children, and offer a safe space for families to enjoy recreational activities.

Medical social work services addressed tribal members' medical needs through assessment, intervention, prevention, education, and advocacy, ensuring access to essential resources. Collaborating with the local Social Security Administration, a clinic was established to assist with Social Security needs. Partnerships with hospice and palliative care providers facilitated smooth transitions for tribal members needing higher levels of care, with a focus on the elderly and those facing medical challenges. The program established partnerships with providers to aid clients by providing medical equipment while minimizing costs.

Social Services organized a State Tribal agreement training session with local attorney John Williams, Texas Child Protective Services, and the Department of Family Protective Services. The goal was to enhance understanding and knowledge of roles and responsibilities under the Indian Child Welfare Act (ICWA).

CIRCLE OF HARMONY (SOCIAL SERVICES PROGRAM) PERFORMANCE MEASURES

GENERAL ASSISTANCE REQUESTS



GENERAL ASSISTANCE APPROVED



ELDER UTILITY PARTICIPANTS



CHILDREN SERVED UNDER CHILD WELFARE



CASE MANAGEMENT



CRISIS INTERVENTION CALLS



ADULT WELFARE CASES MANAGED



CIRCLE OF HOPE (MENTAL HEALTH PROGRAM)

Circle of Hope offers services to improve and enhance the mental health and emotional well-being of Tribal members and their families. Services include individual, family, and couples therapy by Licensed Professional Counselors (LPCs).

Circle of Hope joined the Veterans Suicide Prevention Coalition. The coalition actively engages tribal veterans in suicide prevention services and education. Quarterly forums were hosted to offer continuous support and education and gather feedback to enhance wellness outcomes for Tribal Veterans and their families. The Circle of Hope team organized the First Annual Suicide Prevention Awareness event in September 2023, focusing on eliminating stigma, providing education, and offering resources. Cultural and Western interventions were presented, such as healing drum therapy and sage cleansing. Circle of Hope also provides crisis intervention, debriefing sessions, and mental health education to the community and YDSP department staff, enhancing mental health knowledge and well-being for tribal members. They also collaborated with Emergence Health Network, which led to the development of a crisis protocol for mental health emergencies.

CIRCLE OF HOPE (MENTAL HEALTH PROGRAM) PERFORMANCE MEASURES

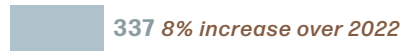
THERAPY VISITS



THERAPY CASES MANAGED



PSYCHIATRIST VISITS



PSYCHIATRIST CASES MANAGED*



* Cumulative numbers are no longer being tracked as of 2023. The only number tracked for 2023 is active cases at the end of the period.

CIRCLE OF HEALING (ALCOHOL & SUBSTANCE ABUSE PROGRAM)

Circle of Healing provides prevention, screening and evaluations, outpatient adult and youth treatment services, and case management services for persons with co-occurring psychiatric substance abuse disorders.

Circle of Healing has been delivering culturally sensitive substance abuse treatment to the Ysleta Del Sur Community for over 30 years, aiming to enhance the lives of individuals and families. Integrating evidence-based practices, Native American healing, and alternative therapies, the program fosters holistic healing for mind, body, and spirit. Services include outpatient treatment for spouses and family members. The program is licensed by the Texas Department of State Health Services. Staff offers Healing Drum Sessions for community members and YDSP employees. The Circle of Healing Division placed 70 individuals in residential or halfway homes, showcasing improved abstinence and leading to remarkable success stories. Nearly 1,260 (1,258) days of residential care were provided.

PUBLIC HEALTH DIVISION

The newly established Public Health division offers medical transportation, surveillance/assessment, and health promotion and disease prevention services. The team includes a director, a public health nurse, a public health outreach worker, three

transporters, a fitness trainer, a health education manager, and two community health educators.

MEDICAL TRANSPORTATION conducted 866 transports to medical appointments and 552 prescription deliveries to Tribal member homes.

CIRCLE OF HEALING PERFORMANCE MEASURES

INDIVIDUAL COUNSELING SESSIONS (ADULT & YOUTH)
 426 *28% decrease over 2022*

GROUP COUNSELING SESSIONS (ADULT & YOUTH)
 101 *40% decrease over 2022*

OUTPATIENT CLIENTS MANAGED UNDER TRA ADULT (TREATMENT PROGRAM)
 52 *44% increase over 2022*

CRISIS INTERVENTION SERVICES
 38 *31% decrease over 2022*

CLIENTS WITH CO-OCCURRING DISORDERS
 16 *20% decrease over 2022*

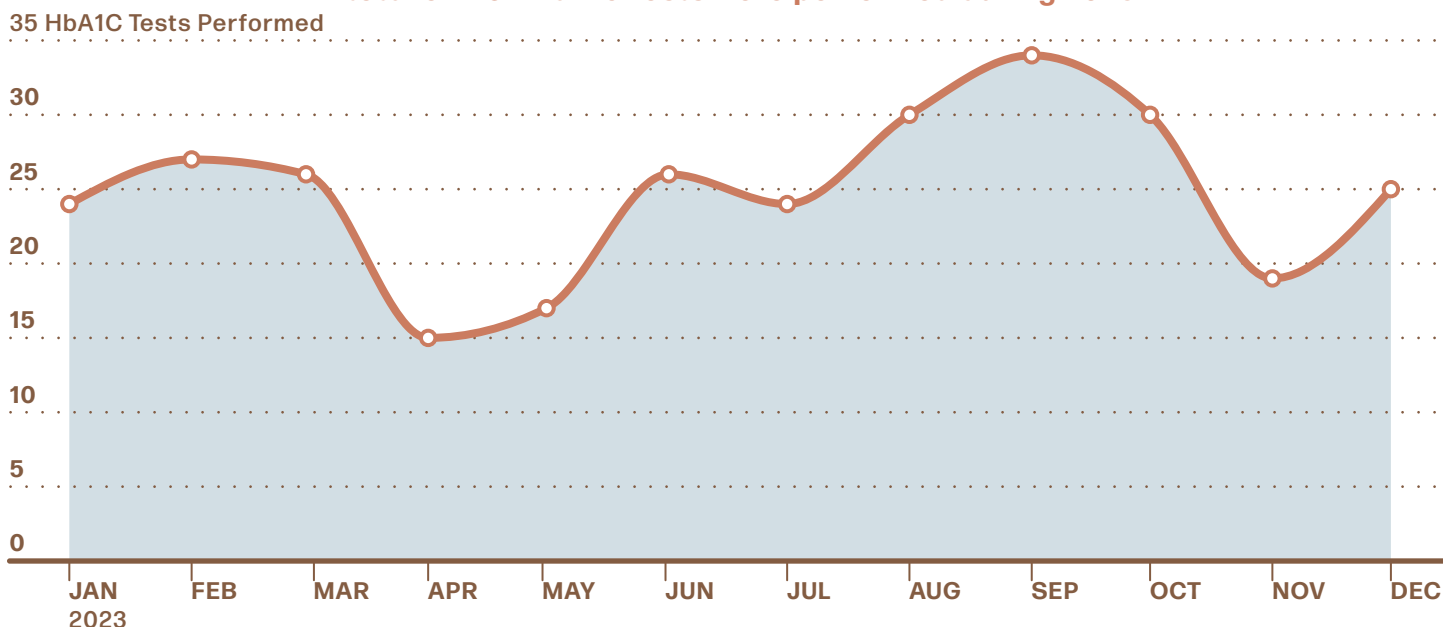
OUTPATIENT CLIENTS MANAGED UNDER TRY YOUTH (TREATMENT PROGRAM)
 3 *No change over 2022*

SURVEILLANCE/ASSESSMENT (PUBLIC HEALTH NURSING) collected health data and facilitated collaborative COVID-19 and flu vaccine efforts, administering 102 COVID-19 and 278 flu vaccines. There were 104 COVID-19 cases and 20 flu cases reported last year. Diabetes management has transitioned from health education services to public health nursing to align clinical components. The Diabetes program served 147 participants, diagnosing six new patients and conducting 297 HbA1c tests. The multi-disciplinary Colorectal Cancer Screening Project helped increase preventive screening, including two types of screening tests, FIT (a stool-based test) and the Colonoscopy Screening project, which led to 22 screenings.

HEALTH PROMOTION AND DISEASE PREVENTION EDUCATION SERVICES are offered individually or in groups. In 2023, the program implemented the CDC National Diabetes Prevention Program and Exercise is Medicine, two evidence-based interventions. The program also offered the general nutrition, cooking, and Sabrosa Vida sessions and delivered 30 group sessions to 36 participants. Eight individuals attended one-on-one education, while 97 tribal members participated in 14 exercise sessions.

NUMBER OF HBA1C PERFORMED BY MONTH

A total of 297 HbA1c Tests were performed during 2023.





COMMUNITY & ECONOMIC DEVELOPMENT

TRIBAL EMPOWERMENT

The Department of Tribal Empowerment (DTE) provides educational enrichment to a wide range of Tigua members through a host of programs that aim to improve both cultural and educational outcomes across three divisions: Support Services, Early Childhood, and Education. In 2023, the Department provided services to 2,230 community members.

EARLY CHILDHOOD DIVISION

TUY PATHU EARLY LEARNING CENTER

The Early Childhood Division operates the Tuy Pathu Early Learning Center and Tuy Pathu Tigua Indian Pre-K. In August 2023, the Tuy Pathu Early Learning Center (ELC) transitioned to an academic school year consisting of 10 months of Montessori education instruction and two months of Summer Camp.

The table below represents the number of participants at the Tuy Pathu Early Learning Center in December 2023.

NUMBER OF TUY PATHU EARLY LEARNING CENTER PARTICIPANTS BY TYPE

Category	Frequency
INFANTS	3
PRE-TODDLERS	8
TODDLERS	11
PRESCHOOL	8
TOTAL	30

TUY PATHU TIGUA INDIAN PRE-K PROGRAM

Throughout the 2022-2023 academic school year, the Tuy Pathu Tigua Indian Pre-K Program continued to provide services using traditional education and the Montessori method. Thirty-nine students participated in the Pre-K program, representing an 18% increase from the previous year. In addition, 17 graduates earned their Pre-K diplomas. The Pre-K Program continued to utilize the CIRCLE Progress Monitoring System to evaluate academic achievement. The tables below reflect the average score for the 3- and 4-year-old participants.

3-YEAR-OLD CIRCLE PROGRESS MONITORING SCORES

Area / Concept	BOY	MOY	EOY
PHONOLOGICAL AWARENESS	14.6	16.9	20.2
RAPID LETTER NAMING	3.3	5.8	8.4
RAPID VOCABULARY NAMING	10.6	16.5	15.8
MATH	11.3	14.3	17.2



Toddler at the Tuy Pathu Early Learning Center working with the Montessori material, Color Box II, to develop hand-eye coordination and visual discrimination.

4-YEAR-OLD CIRCLE PROGRESS MONITORING SCORES

Area / Concept	BOY	MOY	EOY
PHONOLOGICAL AWARENESS	24.2	26.0	31.5
RAPID LETTER NAMING	9.5	18.6	20.3
RAPID VOCABULARY NAMING	15.0	22.4	23.7
MATH	18.4	19.7	24.1



War Captain Rene Lopez congratulating a graduate during the 2022-2023 Graduation Ceremony.



BRAVE Program participants performing the Pueblo Social Dances during the NAMI Mental Health Presentation.

language and culture. As a result, Tigua youth greet people and speak simple sentences in Tiwa. In addition, the youth can recite the morning prayer and are able to perform four social dances. The youth performed social dances for several community events, including the Castner Range dedication, the All Pueblo Council of Governors Meeting, and the El Paso Veterans Association Health Care.

PARENT AND FAMILY ENGAGEMENT SERVICES

The Parent and Family Engagement Services hosted a program aimed at strengthening families called Incredible Years that offered 18 Parent training sessions for 25 parents last year. Services also included two Parent Cafés with 13 parents attending. DTE staff continue utilizing the Ages and Stages Questionnaire (ASQ) to understand young children's level of development. A total of 30 ASQs were administered. DTE also provides professional development for staff. Last year, the Early Learning Development Specialist provided 246 hours of professional training on topics such as Civil Rights, Building Relationships in Early Childhood Classroom, Medication Administration, Brain Development, Sudden Infant Death Syndrome, and Abusive Head Trauma: Shaken Baby Syndrome.

Through support from the Child Care Development Fund (CCDF) Grant, DTE provided services to 59 families and 78 children for youth up to 5 years of age.



Tribal Youth summer employment participants on their visit to Hueco Tanks State Park.

Finally, DTE hosted the Night of Art and Literacy. Children were able to develop their fine motor skills by creating two pieces of art using various materials. The event focused on culture and literacy and featured local children's author Phillip D. Cortez.

EDUCATION DIVISION

The Education Division implements youth and adult services such as the BRAVE and IMPACT programs and post-secondary scholarship assistance. Last year, DTE secured a grant from the Texas Parks and Wildlife to launch a technology project for 20 Tribal Youth, ages 14-18. During the seven-week program, youth learned how to operate a drone and GIS technology to map Cultural Sites, Pictographs, Plants, Animals, and Cultural resources at Hueco Tanks.

The Education Division also sponsors the Tigua Youth Council, made up of 14 YDSP youth who serve as decision makers for community initiatives and events. Last year, the Tigua Youth Council prepared traditional Indian bread for YDSP elders as gifts for Valentine's Day and participated in a Spring Break trip to the Chilicote Ranch to tour the Tigua Scouts monument and learn about YDSP history from the War Captain and Traditional Council.

BRAVE PROGRAM

The BRAVE Program focused on alcohol and substance abuse prevention last year. The program was instrumental in providing activities as alternatives to peer pressure and substance abuse. The Spring Break session grew from 37 students in 2022 to 84 students in 2023, representing an increase of 127%. Additionally, the Summer Session also grew by nearly 10% from 83 to 92. The BRAVE program was recognized at the Texas Health and Human Services Annual Provider's Meeting, where a presentation was given by Education Manager Christopher Gomez, acknowledging the positive impacts associated with collaborations. BRAVE highlighted relationships with Tribal Council, Traditional Council, Sacred Connections, Health Education, Target Tigua AmeriCorps, Tribal Police, and external universities.

Additionally, the Traditional Council provided cultural education for DTE staff. They helped organize the first cultural performance, which took place on May 31st. The event was attended by 26 students, 51 parents and other adults. During the performance, the students showcased tribal dances such as the Butterfly, Eagle, Basket, and Shawl Dances. Furthermore, the National Alliance of Mental Illness (NAMI) provided resource information to parents.

The BRAVE Program also coordinates the annual Red Ribbon Campaign. Festivities began with the Community Dinner on October 4, 2023, and concluded on November 2, 2023, with the Dia de Los Muertos celebration. Speakers from the Drug Enforcement Agency (DEA), YDSP Department of Public Safety, and YDSP Circle of Hope were featured. Other festivities included a basketball tournament, DPS Night Out, Block Party, Employee Luncheon, Trick or Treat Spectacular, and Dia de Los Muertos. The Red Ribbon Block Party had the highest participation among all the weeklong events. The block party generally includes internal and external partners, and YDSP residents sell a wide array of arts and crafts, food, and other goods.

IMPACT PROGRAM

The IMPACT Program supports YDSP members pursuing higher education opportunities with resources and financial support. YDSP members earned 67 diplomas and degrees: 35 high school diplomas, six associate degrees, 22 bachelor's degrees, and 4 master's degrees.

Furthermore, due to the program's growth and graduation rates, two Graduation Banquets were hosted to recognize the accomplishments of 134 people who were in attendance. DTE awarded over half a million dollars in scholarships to 107 students.

DEPARTMENT OF COMMUNITY DEVELOPMENT

The Department of Community Development (DCD) has four divisions: Planning, Design & Construction, Property



Tribal Council awarding Class of 2023 graduates at the Spring Graduation Banquet.

Management, Realty, and Support Services. DCD functions as a one-stop shop for project management duties regarding community planning, real estate, environmental, and property management. Some of the department's responsibilities include the acquisition and records management of real estate, representing Pueblo interests before federal, state, and regional organizations, and the overall construction management and maintenance of the Pueblo's real property assets. The department is staffed with over 60 employees.

DCD experienced an organizational realignment in which the Housing Division branched into its own department while programs such as Realty and Environmental assembled under a Support Services umbrella. The transformation was performed to maximize efficiency and resources.

PLANNING, DESIGN, & CONSTRUCTION (PDC)

PDC manages the Pueblo's capital improvements, including new construction and renovations. The Planning, Design & Construction Division focused on diverse projects throughout 2023. The table outlines year-end figures for design, capital improvement, infrastructure, residential, and other professional services projects. The construction and design projects are in various stages of development.

PLANNING, DESIGN, & CONSTRUCTION PERFORMANCE MEASURES

Category	Performance Measure	2023 (Year-End Value)
DESIGN PROJECTS	NUMBER OF CONTRACTS	9
CAPITAL IMPROVEMENT	NUMBER OF PROJECTS UNDER CONSTRUCTION	4
INFRASTRUCTURE PROJECTS	NUMBER OF PROJECTS UNDER CONSTRUCTION	2
RESIDENTIAL PROJECTS	NUMBER OF PROJECTS UNDER CONSTRUCTION	0
OTHER PROFESSIONAL	NUMBER OF CONTRACTS	24

The new health clinic “Sukin Ibi Teuym,” YDSP warehouse, 22 new residential homes, and the Santiago Bustamante Sanitary Sewer Rehabilitation projects were completed this past year. The division is currently managing a number of projects. For example, ongoing projects include the repurposing of two existing facilities: 1) to centralize the Property Management division and 2) to relocate the dispatch communication center. Other projects in progress are the construction of the Chilicote Bridge, the new Early Learning Center, the Fire Station improvement, and the Emergency Management Center rehabilitation. The division is coordinating with the El Paso Electric Company and Lower Valley Water District to ensure infrastructure alignment and service connections.

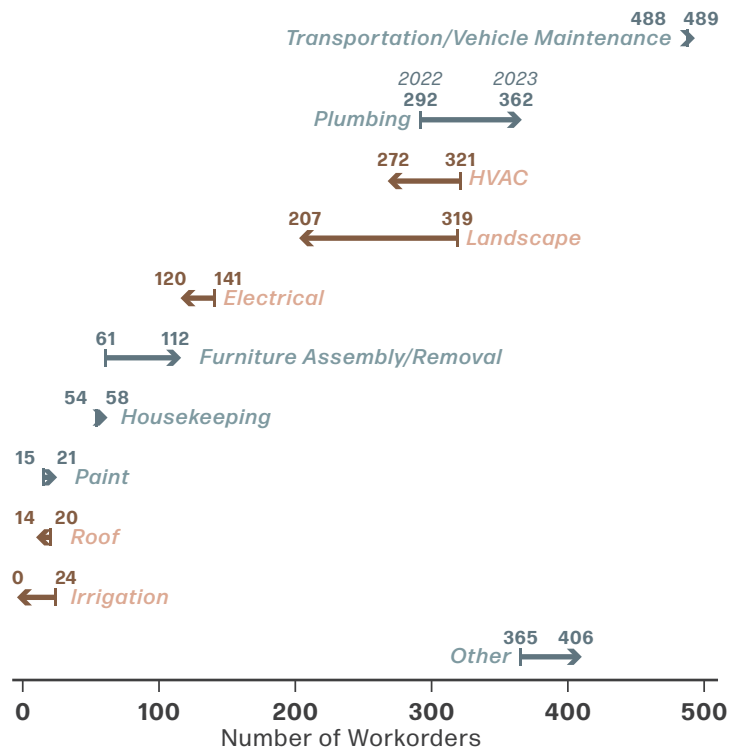
Additionally, concept planning and design are underway for the Chilicote guest house, Alameda bridge, Quarai Court, and YDSP Government Building 3D scanning project. The 3D project has completed its scanning phase, and the floor plan development is ongoing. PDC is conducting an analysis of the Sukin Ibi Teuym Village Town Center Market and is leading a master plan for a 25-acre development project in District II. Finally, the Alameda Five Point Traffic Impact Study is scheduled to start in January 2024, along with various federal highway projects proposed in the Tribal Transportation Improvement Plan.

PROPERTY MANAGEMENT (PM)

The Property Management (PM) Division oversees housing and maintenance operations. These service operations include the following: custodial, auto fleet and equipment

management, roads and grounds, facilities management, and housing. The PM team aims to provide the highest standard of service to YDSP. Despite issues in its work order system, maintenance fulfilled its service delivery responsibilities, as noted in the table below. The table provides the number of work orders completed in 2022 and 2023. The data reveals that the number of Furniture Assembly and Removal work orders increased by 84%. All work orders fell by two percent (2%) between 2022 and 2023. The division will begin implementing a new work order system in 2024, providing improved data collection tools and efficiency.

REQUESTED WORK ORDERS IN 2022 AND 2023



The list below outlines some of the projects completed in 2023:

- Quarai Court unit repairs & AC installations
- Residential home stucco repairs and AC installations
- Daycare AC installations
- Property demolitions
- Irrigation repairs
- Sidewalk repairs
- Elder Center repairs
- Elder assistance repairs
- RWC rehabilitation, repairs, and equipment installation
- Tigua Business Center rehabilitation and repairs
- Tusla exterior wall painting and repairs

REALTY

The Realty Division coordinates all land, real estate, and real property related matters on tribally owned properties. In 2023, the Realty Office gained access to the Trust Asset and Accounting Management System (TAAMS), the Bureau of Indian Affairs' electronic trust land management system. The division also is responsible for purchasing property, collecting rents, issuing special use permits, and paying taxes. In 2023, Realty executed eight permits and managed 20 leases. Last year, the United States Department of the Interior, Bureau of Trust Funds Administration conducted a Tribal Trust Evaluation on the Pueblo, resulting in satisfactory rating.

The table below provides details the Pueblo's ownership interests.

YDSP PROPERTY OWNERSHIP INTERESTS

Property Name	Acreage
IYE KITU	121
P'A KITU	329
OUTLIER PROPERTIES	4
HUECO TANKS	3,593
CHILICOTE	70,531
SUBTOTAL	74,577
TOTAL OWNERSHIP INTERESTS*	74,578

* Includes off-reservation properties not listed above

SUPPORT SERVICES

Support Services include the Environmental and Geographical Information Services (GIS) programs. Environmental services include environmental assessments and reviews. Last year, a number of environmental reviews at construction sites were conducted in an effort to mitigate stormwater pollution and encourage cleaner sites. In 2023, the Environmental Specialist conducted 8 reviews and 21 site visits.

The Specialist participated in the Border 2025 Environmental Program, which emphasizes regional approaches and collaborations for decision-making, priority setting, and project implementation to address environmental and public health concerns.

The YDSP Geographic Information Systems (GIS) program supports the YDSP Tribal Government to store, visualize, analyze, and interpret geographic data. GIS staff, for instance, regularly updates the Pueblo's land holdings including properties, facilities, housing, and roads. Other Tribal Government initiatives in 2023 included digitizing YDSP government building floorplans and directories and creating maps for various departments.



An example of a kitchen in one of the new homes in District II.



New home construction in District II.



NUMBER OF UNITS MANAGED AND RESIDENTS SERVED

Total Number of Units Managed was 400.

IYE KITU VILLAGE



P'A KITU VILLAGE



LIHTC



OFF RESERVATION



0 200

Total Number of Residents Served was 1,220.

IYE KITU VILLAGE



P'A KITU VILLAGE



LIHTC



OFF RESERVATION



0 800

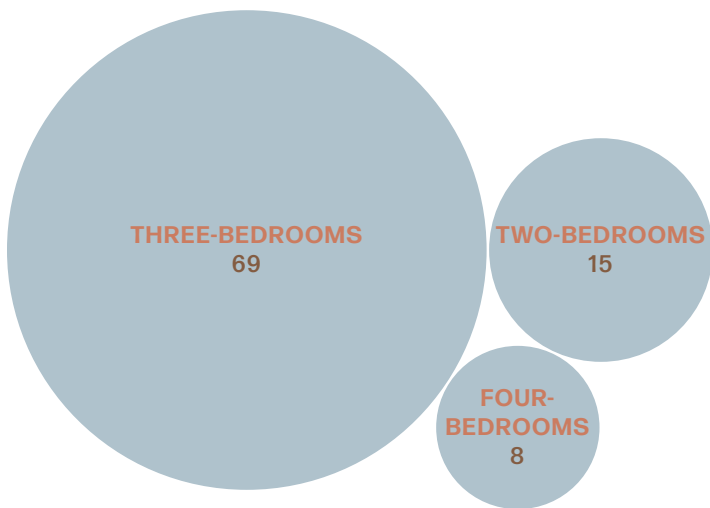
DEPARTMENT OF HOUSING

The Department of Housing (DOH) was created in November 2023 by reorganizing the Pueblo's Community and Economic Development government function. The new department manages the Pueblo's housing operations, including residential administration, tenant relations, leasing, rent collections, and policy enforcement. DOH is responsible for managing 400 units, serving over 1,200 residents. The department has 12 positions

that include management and support staff. For example, Housing Specialists are responsible for assisting tenants on issues related to renovations, emergency repairs, rental assistance, and housing insecurity advocacy and policy. Along with the new department formation, the Housing Compliance Officer position was created to focus on policy and compliance, while Housing Specialists assist families with general support. This framework stabilizes family units. For example, the department issued 172 termination notices, of which only two

HOUSING WAITING LISTING BY UNIT TYPE

Total Number of Families on Wait List was 92.



resulted in eviction. Overall, the department's goal is program compliance, not eviction.

In 2023, the Department of Housing hosted three community meetings to improve tenant communication and dialogue, addressing policy updates, program compliance, development projects, and community needs. The department also sponsors various incentive programs to reward program compliance and foster community engagement. Such activities included Halloween and Christmas decorating contests. In addition, the department administered its first community survey to collect stakeholder feedback on future housing development and received over 200 responses. Respondents supported the construction of new multifamily and single-family homes, with a mix of rental and homebuyer opportunities. Survey findings also revealed that tribal culture should be a strong consideration in the planning and development phases. One significant milestone met last year was the construction of 22 new homes in P'a kitu Village. This project constructed 18 3-bedroom (2,300 square feet) and four 4-bedroom (2,523 square feet) homes, housing 76 individuals.

ECONOMIC DEVELOPMENT

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

FINANCIAL SUPPORT DIVISION

TIGUA COMMUNITY

DEVELOPMENT CORPORATION

The Tigua Community Development Corporation (TCDC), a Community Development Financial Institution (CDFI), offers loan products to build tribal members' credit, consolidate their debt, and provide personal loans. In 2023, TCDC made its largest disbursement to Tribal Members since its inception in 2016 by disbursing \$317,133 through Individual Development (IDL) and Small Business Loans (SBL). The IDL program expanded to offer a home improvement option. IDLs assisted 60 tribal members in reducing debt and increasing credit scores, while SBL served one tribal member. All IDL program participants completed the mandatory *Financial Literacy* program, which teaches personal spending, budgeting, saving, and reducing debt. Since the program's inception, TCDC has assisted over 300 tribal members.

ENTREPRENEURSHIP SUPPORT DIVISION

T'ARATA TUI

The Entrepreneurship Support Division provides members with educational programs and technical support services. The educational programs are designed to improve members' skills and knowledge related to business operations. The Entrepreneurship division empowers

Tribal Entrepreneurs to achieve sustainable outcomes through innovative initiatives and collaborative events.

The Business & Marketing Essentials (BME) program aims to build tribal business capacity by improving owners' knowledge and skills. New Mexico Community Capital, a key BME program partner, provides essential business and marketing support to tribal entrepreneurs. For example, the program provides Chromebooks, seed money, square readers, logo assistance, website development, general assistance, and financial planning. As a result, tribal entrepreneurs have more financial assistance available, making the likelihood of long-term sustainability a reality. The program has engaged over 40 participants in Accounting 101, Strategic Business Planning, and Business Model presentations. BME also hosted a week-long QuickBooks Workshop to improve business owners' bookkeeping experience and provided a one-year subscription to QuickBooks at no cost. Further, the division financially supported tribal businesses to scale up operations and expand services. Since beginning the BME program, over 30 tribal entrepreneurs have graduated. These graduates foster an entrepreneurial spirit within the Pueblo, and they are an inspiration to others.

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 community safety and supports the cultural identity of the Pueblo. TTAC's five main activities include Nation Building, Language & Culture, Financial Literacy, Entrepreneurship, and Volunteer Income Tax Assistance (VITA).

NATION BUILDING

is the effort to improve tribal capacity for self-determination and community and economic sustainability. Nation Building served 170 participants. Program partners included Texas Tech University Psychiatric residents and fellows who will practice in our community. Nation Building sessions

also served YDSP newly hired employees, Tigua Next Generation participants, and tribal citizens. The sessions provided an opportunity to learn about Tigua history, culture, traditions, and YDSP tribal government operations.

CULTURE AND LANGUAGE

The Culture and Language (C&L) program introduces youth and community members to Pueblo culture, arts, and language. Serving over 30 youth last year, the program incorporated lessons on Pueblo history of pottery, hunting, landmarks, the 1680 Pueblo Revolt, and beading, among other topics. AmeriCorps coordinators also participate in the Tigua Language classes.

FINANCIAL LITERACY

Financial literacy can establish financial growth, which may improve both individual and tribal self-governance. A total of 120 participants received financial education. The curriculum focuses on building a healthy economy, developing a spending plan, working with bank accounts, understanding different types of credit, building a strong credit history, and education about consumer loans. Additionally, eleven participants successfully completed the Financial Literacy Savings Challenge.

ENTREPRENEURSHIP

Coordinators assisted the BME program in offering marketing and outreach services, business owners consultations, and community presentations.

VOLUNTEER INCOME TAX ASSISTANCE (VITA)

IRS-certified volunteers prepared 1,165 tax returns, generating over \$1.6 million in refunds and approximately \$500,000 in Earned Income Tax Credits. The VITA program has provided services for over 20 years and mitigates fees from predatory lenders.

WORKFORCE DIVISION

NATIVE PATHWAYS (NP)

Last year, NP accepted 109 eligible federally recognized tribal members across its service area. NP enrolled 35 participants in the work experience program, permanently placing 19 tribal members. Sixty-seven participants enrolled in various training programs, completing 130 training sessions. The program

aims to improve skills, confidence, and financial position for tribal members through continuing education courses. The program provided 174 scholarships, totaling over \$200,000 in tuition assistance, with 130 participants obtaining a certification. NP enabled tribal members to develop soft skills and earn accreditations that enhance their employability.

TIGUA NEXT GENERATION (TNG) PROGRAM

The TNG program provides professional work experience for tribal members between the ages of 15 and 17. In 2023, the program included 19 youth who engaged in a 180-hour summer work experience program. Youth were placed with organizations like the City of Socorro and the Department of Tribal Empowerment. At the City of Socorro, youth participants acquired their food handlers' cards, actively participated in Socorro City Council meetings, took charge of hosting community events, attended a financial literacy workshop, experienced *The Moment*—a motivational leadership conference, and had the chance to host a newscast. At the Department of Tribal Empowerment, youth visited historical sites and local museums, connected with YDSP heritage, and gained an understanding of their cultural roots. Youth were also introduced to drone deployments, mapping, and flight technologies.

In 2023, Native Pathways established the Academic Achievers Incentive Program. The program's goal is to motivate students to perform well and take pride in their educational achievements. This program rewards youth based on academic accomplishments. Eighteen youth participated and earned \$3,800 in incentives.

TIGUA FARMS, LLC

YDSP established Tigua Farms, LLC in September 2020 as a new tribal enterprise. The farm employs three crew members and currently harvests alfalfa with plans to expand into other crops. Tigua Farms is located at Chilicote Ranch in Valentine, Texas, occupying 500 acres. Tigua Farms customers are from Valentine, Marfa, Ft. Davis, Van Horn, Alpine, Stephenville, Bedia, Tornillo, Marathon, Socorro, San Elizario, and El Paso.

Tigua Farms implements efficient water and nutrient delivery systems, which mitigate water loss through evaporation. Tigua Farms directly irrigates root zones using drip lines, delivering



Alfalfa produced by Tigua Farms arrived at its destination in East Texas. the right amount of water. This practice creates higher yields

while saving time, water, and energy. Tigua Farms also institutes fertigation, a method to inject fertilizers into the irrigation system. The farm manages three wells to ensure long term sustainability and can produce between 1.5 and 2 tons of alfalfa per acre. The farm continues to invest in its operations to maximize yield and profitability. The product is tested to verify that Tigua Farm's alfalfa is premium and marketable in the equine and cattle trades.

In addition to the sophisticated irrigation system, Tigua Farms also installed a GPS on its equipment to improve planting and fuel consumption. The equipment will plant the same amount of seed per acre and achieve straight planting rows.

Tigua Farms will store future crops in its new warehouse. This will allow inventory to remain fresh and protected from the elements.

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 49 employees, the department 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. The department hosted its annual National Night Out in October, a community event that brought together over 200 participants. The community event is a national campaign to promote police-community partnerships. All DPS divisions (Police, Fire, Emergency Management, and Communications) collaborate to enhance positive relationships with residents in tribal neighborhoods.



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.

Embracing a problem-oriented policing approach, TPD identifies and addresses areas through rigorous data analysis to mitigate criminal activity. The division invests in officer scenario and crisis intervention training, ensuring the proper handling of diverse situations. Collaborating in the FBI Violent Crimes Task Force, TPD, along with regional and federal agencies, made 20 felony arrests, dismantled/disrupted 15 street-level drug dealers, and seized six firearms. From 2022 to 2023, TPD observed a decrease in overall criminal activity.

TRIBAL POLICE PERFORMANCE MEASURES

Indicators	Units
NUMBER OF INFRACTIONS	686
Number of Traffic Infractions	602
Number of Peace Code Infractions	84
TOP TRAFFIC INFRACTION	NO VALID OPERATOR'S LICENSE
TOP PEACE CODE INFRACTION	ILLEGAL DRUGS
DRUGS CONFISCATED (IN GRAMS)	4,126



DPS National Night Out event in District II.



DPS Director and Chief of Police at National Night Out community event.

TRIBAL FIRE DIVISION

The Tribal Fire Division (TFD) develops and maintains a fire prevention and emergency response program for the Pueblo and its surrounding non-tribal community. In addition to its fire prevention and emergency response activities, the division engages in various community initiatives, including career day presentations and collaborations with fire tech programs at local high schools. TFD continues to oversee training, including CPR/AED, Heart Saver CPR/AED, and first aid certifications, while providing essential medical assistance during tribal events such as Red Ribbon, Spooktacular, concerts, and all tribal dances. Moreover, the department participated in the El Paso Fire Department's Fire Fest, a community awareness and education event.

In 2023, Tribal Fire responded to two wildland fires on the Chillicote Ranch, both ignited by lightning strikes. Tribal Fire, consisting

of sixteen tribal wildland firefighters equipped with specialized gear, was deployed for approximately 14 days to combat these incidents. These experiences highlighted service gaps, prompting the division to acquire needed wildfire equipment. Tribal Fire also assumed management of the Community Emergency Response Team (CERT) program and hosted the CERT Basic Certification course for the El Paso Region. The division also initiated a training program to prepare volunteers for Firefighter and EMT positions.

The responsibilities of the Fire Marshal continue to evolve, including initiating and managing the Plan Review and Permitting office. Noteworthy plan review and permitting projects for 2023 included fire extinguisher installations at the new YDSP Health Clinic, tenant improvements for the new communications and property management facilities, and inspection of Bright Stars Day Care Speaking Rock's Sprung tent facility.



Members of the Tribal Fire responding to the Chillicote Ranch fire.

Firefighters at the Chillicote Ranch during the 2023 wildfire.

TRIBAL FIRE PERFORMANCE MEASURES

Indicators	Units
RESPONSE CALLS	830
COMMUNITY OUTREACH/EDUCATION ACTIVITIES	26
NUMBER OF COMMERCIAL/GOVT FIRE INSPECTIONS	19
BUILDING PLANS REVIEWED	26
ALARM SYSTEM SIGNALS AND TROUBLES	10
COMMERCIAL/GOVT ALARM ACTIVATED INCIDENTS	0

EMERGENCY MANAGEMENT DIVISION

The Emergency Management Division (EMD) maintained a focus on preparedness, emphasizing planning, organization, equipment, training, and exercise activities. Key planning initiatives involved the successful update and FEMA approval of the YDSP Tribal Hazard Mitigation Plan on February 23, 2023. A significant Emergency Management Plan change in 2023 involved the transition from traditional annexes to Emergency Support Functions (ESF). A total of eight annexes were consolidated into four ESFs.

Three active grants supported equipment acquisitions and upgrades. For example, one grant acquired a Public

Safety Answering Point (PSAP) Recorder, two Public Safety Communications System consolettes, and three generators for the Communications Center and District II Communications Tower Site. Another grant facilitated the acquisition and deployment of Tribal Police's mobile surveillance equipment. Lastly, a third grant funded additional first responder communications equipment and infrastructure.

Throughout the year, the Pueblo facilitated numerous training activities, including the National Incident Management System (NIMS) Training Policy, now in its second year, achieving an 80% compliance rate among incident personnel. To enhance NIMS Training compliance, EMD, alongside regional instructors, organized the following five ICS courses: one G-402 NIMS Overview for Executive Senior Officials course, two G-0191 ICS/EOC Interface courses, one G-300 Intermediate Incident Command System course, and one G-400 Advanced ICS course.

Additionally, the Pueblo hosted and participated in various exercises, including seven WebEOC Drills, three ECC Activation Drills, a Regional Tabletop Exercise for the Paso del Norte Regional Supply Chain Resilience Plan validation, and the El Paso Regional Functional Exercise to validate the Regional Mass Shelter and Mass Evacuation Plans. In

Construction of new Tribal Dispatch



September, with the support of the DHS National Exercise Program, a tabletop exercise was conducted to assess the establishment of incident command capabilities.

EMERGENCY MANAGEMENT PERFORMANCE MEASURES

Indicators	Units
GRANTS ADMINISTERED	4
HOURS OF TRAINING DELIVERED	106
NUMBER OF PARTICIPANTS TRAINED	76
NUMBER OF EMERGENCY PLANS AND ASSESSMENTS UPDATED	8
NUMBER OF PREPLANNED EVENTS AND INCIDENTS COORDINATED THROUGH IAPS	48
EMD COMMUNITY OUTREACH EVENTS	4
APPROXIMATE EMD COMMUNITY OUTREACH ATTENDANCE	640

TRIBAL COMMUNICATIONS

A significant undertaking in 2023 was the construction of the new Tribal Communications Center, slated for completion in early 2024. The new center was supported by federal grants. Tribal Communications also initiated the Emergency Medical Dispatch (EMD) training project to enhance call-taking capabilities for

medical emergencies. Tribal Communications experienced a 24% rise in calls for service compared to 2022, reaching a total of 9,978 calls, up from 8,071. There was an overall increase in alarm, animal control, fire/medical, and violent offense calls. Furthermore, the new Health and Human Services Clinic was integrated with DPS for the purpose of providing emergency dispatch if needed.

TRIBAL COMMUNICATION PERFORMANCE MEASURES

Spillman CAD Calls	Total Received
EMERGENCY & NON-EMERGENCY	9,978
Tigua Inc. Calls	Total Received
PORT OF ENTRY	1,230
TRIBAL ANIMAL CONTROL	667
TOTAL	1,897

The Tribal Department of Public Safety remains committed to safeguarding the YDSP community. Each division demonstrates a steadfast dedication to maintaining the highest standards of public safety. DPS is resolute in its mission to foster community trust, enhance emergency response capabilities, and contribute to the overall well-being of the tribal members.

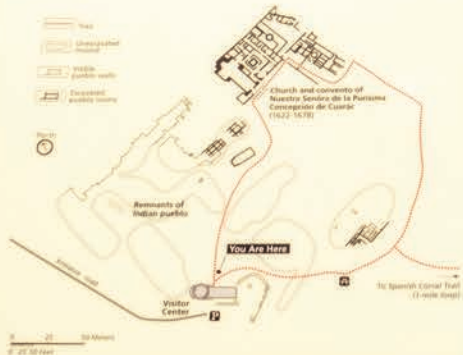
DPS new Tribal Communications Center



Exploring Quarai

Today, only brooding church walls and buried ruins remain of the busy Quarai pueblo and Franciscan mission—also called Quarai—that once prospered here.

The trail, marked in red below, is an easy 1/2-mile round trip. Exhibits along the way tell the story of the Tiwas and Spanish priests who lived in Quarai more than 400 years ago.



Explorando Quarai

Hoy en día, sólo quedan paredes tristes y silbando de una iglesia franciscana y vestigios enterrados de un pueblo vibrante—en aquel entonces llamado Quarai—que en su tiempo prosperó aquí.

El sendero indicado en línea roja es una caminata fácil de 800 metros de ida y vuelta. Exhibiciones a lo largo del sendero cuentan la historia de los tiwas y los curas españoles que vivieron en Quarai hace más de 400 años.



Photos:
1. View on the trail.
2. Actual ruins under red exhibit.
3. Ruined Spanish corral.
4. Cross any artifacts where you find them.

Photos:
1. Vista desde el sendero.
2. Ruinas reales bajo el exhibitor.
3. Corral español en ruinas.
4. Cruce cualquier artefactos donde los encuentres.

JUSTICE & PUBLIC RECORDS

The Department of Tribal Court and Records (DTCR) is comprised of the Tribal Court and Tribal Records Divisions. DTCR staff includes a director, administrative assistant, court bailiff, court clerk, records clerk, and court judges. The Tribal Court Division provides a venue for petitioners to request legal remedy for redress of grievances for adjudication and to dispense justice in accordance with the Pueblo's code of laws. It further serves to protect the interests of justice and equity for the Pueblo.

The division promotes the welfare of the tribal citizens while safeguarding individual rights and community standards. The Tribal Records Division is the official data collection and demographic clearinghouse for the Pueblo, maintaining the official tribal census. The division is responsible for the enrollment of tribal citizens, the maintenance of tribal citizen records, and the management of demographic data requests.

TRIBAL COURT

Tribal Court heard a total of 247 cases in 2023. The majority of hearings were Peace Code (58%) followed by Traffic Code (27%) and Civil Code (15%) cases. Most cases heard in Tribal Court were generated by people visiting the Pueblo. DTCR began tracking respondents or defendants who failed to appear in court. These outstanding citations leave cases unresolved; however, they require significant administrative resources. The total 2023 outstanding citations were 9 Peace Code and 387 Traffic Code.

Tribal Court also administers the Youth Drug Court Program, an intervention for at-risk youth. In 2023, seven Youth Court cases were heard; however, the court did not refer any cases to the Youth Drug Court Program.

Tribal Court Judges Enrique Granillo and Isaac Roldan continue to preside over the Peace Code and Traffic Code cases, respectively. Judge Roldan will complete his first three-year term and will be up for reelection in 2024. A third judicial position remains vacant, and the court posted a solicitation for the position in December of 2023.

The court continues to use the “Pay Now” online portal for tribal court payments. The online portal has proven successful and facilitated payment processing. The online payment portal has also reduced physical currency transactions, streamlining processes for office staff.

In the spring of 2023, the Tribal Court and Records Department launched a new software application with ARCTIC IT. The department migrated its existing data, and the platform went live in December 2023. The software centralizes a new data management system, storing vital demographic information, and serves as a foundation for the enterprise system. It will also provide connectivity between the Enrollment, Tribal Court, Sacred Connections, Finance, and the tribal community.

Professional development continues to be a priority for the department. Staff members participated in virtual training through YDSP BizLibrary–Training Timeout Learning Initiative, Planting the Seeds of Knowledge and Dive Into Learning. Other training initiatives included emergency management courses.

TRIBAL RECORDS

The Tribal Records Division processed 173 new enrollments, bringing the total enrolled population to 5,321¹. Overall, more than half (56%) of the enrolled population resides out of town, while 44% reside in El Paso and Hudspeth counties. It should be noted that the percentage of the population that resides out of town continues to grow. Overall, females represent more than half (51%) of the enrolled population, 33% are under 18, and the median age is 32.

Finally, Tribal Court and Records is the Pueblo government’s primary communication arm. It maintains membership contact information and routinely disseminates the Pueblo’s newsletters and current events to over 2,900 tribal members.

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

PROGRAM STATISTICS BY DIVISION TRIBAL COURT

2023 TRIBAL COURT HEARINGS BY CODE TYPE

	Count	Percent
PEACE CODE	143	58%
TRAFFIC CODE	66	27%
CIVIL CODE	38	15%
TOTAL	247	100%

2023 OUTSTANDING CITATIONS BY CODE TYPE

	Count	Percent
PEACE CODE	9	2%
TRAFFIC CODE	387	98%
CIVIL CODE	0	0%
TOTAL	396	100%

TRIBAL RECORDS

2023 NEW ENROLLEES

Population Enrolled	Count
TOTAL	173

Population by Gender

	Count	Percent
MALES	2,583	49%
FEMALES	2,738	51%
TOTAL	5,321	100%

Population by Age Group

	Count	Percent
MINORS 0 TO 17	1,751	33%
ADULTS 18 TO 64	3,245	61%
ELDERS 65 AND UP	325	6%
TOTAL	5,321	100%

Population Trends

BIRTHS	68	1%
DEATHS	22	0.3%

Population by Service Area

	Count	Percent
RESIDE INSIDE OF SERVICE AREA	2,327	44%
RESIDE OUTSIDE OF SERVICE AREA	2,994	56%
TOTAL	5,321	100%

QUALITY OF LIFE

CHILICOTE RANCH

Chilicote is a sprawling ranch of over 70,000 acres in Presidio and Jeff Davis counties. The ranch is home to grasslands, brush, shrubs, and mountainous terrain. The ranch is part of the Pueblo's aboriginal lands where Tigua ancestors lived, hunted, and held religious ceremonies. Today, YDSP utilizes the ranch for its cattle operations, recreation, and agriculture endeavors. Chilicote is also home to a range of wildlife, including mule deer, whitetail deer, aoudad sheep, javelina, quail, and other predatory animals such as mountain lions. The Pueblo acquired Chilicote ranch in 1999

and has implemented policies to establish harvesting standards for hunting and habitat conservation.

In 2023, Chilicote focused on ranching operations and management. For example, Chilicote ranching operations conducted roundups in June and November that consisted of gathering, castrating, vaccinating, and branding animals. Cowboys and Pueblo members were contracted to assist with the roundups. The ranch also completed the installation of 11 miles of fencing and 40 miles of road were cleared. The ranch



has scheduled a bridge improvement project for 2025. Other improvements included the installation of a new water trough and the renovation of two solar wells. Finally, the ranch hired an additional ranch hand in 2023.

The Wildlife Committee coordinated pronghorn and white-tail deer hunts for tribal members last year. The committee also hosted 19 hunts for paying guests, which included guides and lodging. The Wildlife Committee also continued participating in land management programs.

2023 ANIMAL INVENTORY

Animal Type	Number
COWS	425
BULLS	27
GELDINGS	12
MARES	6
DONKEY	1
STUD	1
MINIATURE HORSE	1
THOROUGHBRED HORSE	1

Finally, Chilicote invited the tribal community to enjoy outdoor recreational activities. In 2023, the ranch reopened overnight accommodations at the Chilicote, offering a warm home-away-from-home setting that includes neutral interiors, comfortable sleeping quarters, and space for guests to gather, play board games, share meals, and enjoy a nice getaway. The ranch welcomed 21 paying overnight guests from April to August.



Chilicote Ranch fire



Cross Fit Equipment



Matrix Functional Trainer

RECREATION AND WELLNESS

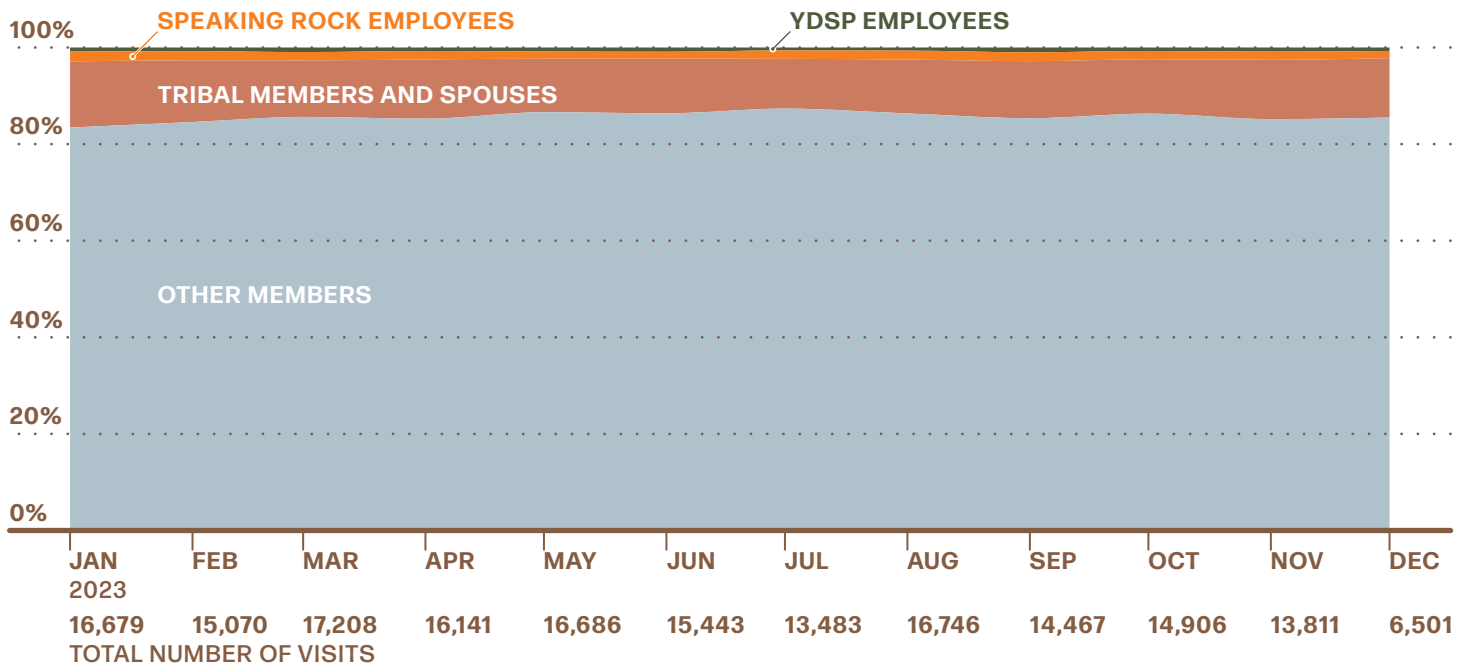
The Department of Recreation and Wellness (RWC Fitness) focuses on health promotion, wellness, and physical fitness. RWC’s goals emphasize quality of life, health, and well-being of the tribe and its surrounding community by helping its members achieve their personal fitness goals in a safe, healthy, and nurturing environment. In 2023, member visits increased by nearly 13%, from 156,692 in 2022 to 176,691. Members enjoyed facility enhancements including a new CrossFit workout area containing new equipment with six rigs, gymnastics rings, storage racks, and turf. Large video monitors display workout routines, advertisements, and regular television programming with improved audio across all indoor and outdoor facilities. The

facility also purchased popular cardio and strength-building equipment to mitigate wait times and hired three new trainers. RWC also offers strength, conditioning, and Zumba classes.

ADVERTISING

In 2023, RWC Fitness implemented a comprehensive marketing strategy to enhance its brand presence and attract new members. The media campaign utilized targeted digital strategies to feature the latest equipment, availability, membership specials, and an updated equipment list. Using social media platforms like Facebook and Instagram, the campaign aimed at building RWC’s brand awareness, while emphasizing relevance and content to expand reach. This multifaceted approach was aimed to engage the target audience and promote the unique offerings of RWC Fitness throughout the year.

RWC VISITS BY PERCENTAGE OF MEMBER TYPE



CULTURAL PRESERVATION

The Department of Cultural Preservation (DCP) encompasses three divisions—Cultural Center, Cultural Development, and Repatriation. The Cultural Center exhibits the tribe's heritage through youth dance performances, educational programs, and other artisan activities such as bread baking, storytelling, pottery making, pottery painting, and gardening. The center also provides retail space for tribal members to sell authentic native textiles and crafts. The Cultural Center's Museum exhibits artifacts, artwork, photographs, films, and interactive works representing over 300 years of Tigua history. Center visitors represent people 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 2023, the museum staff coordinated and provided tours to visitors from around the country. The tours address cultural, traditional, and historical topics. Tour guides introduce visitors to specific Tigua traditions and history, such as bread



Horno building project at the Cultural Center.

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 early 20th century. Chief Colmenero served as a Tigua Scout for the U.S. Cavalry and the Texas Rangers. Other museum artifacts include five 250-year-old clay pots used as storage vessels. The department utilizes PastPerfect, a museum collection and contact management software, which stores information on all artifacts. Staff entered 27 items into the database in 2023 for a total of 254 records.

CENTER OPERATIONS

The Ysleta del Sur Pueblo (YDSP) Cultural Center is open seven days a week from 10 am to 4 pm. The center's gift shop sells pottery, moccasins, jewelry, and clothing. Pottery is the gift shop's most popular selling item. Tigua pottery is created from both industrial and traditional clay types. Tribal members make pottery for the center, teach pottery making, and paint native designs on the pots. The table below shows that the center had nearly 2,300 visitors and hosted over 170 performances in 2023. The center also held 38 museum presentations with 570 participants and 112 employee awareness presentations with 400 attendees.

DCP CULTURAL PERFORMANCE MEASURES

Description	Units
YDSP CULTURAL CENTER EVENTS	34
MUSEUM VISITORS	2,292
CENTER PERFORMANCES	172
PERFORMANCES AT OUTSIDE LOCATIONS	39
CULTURAL CENTER ACTIVITIES	11
NUMBER OF ACTIVITY PARTICIPANTS	270

The center manages and solicits grant support. The division closed its National Trust for Historic Preservation grant on May 15, 2023. The grant supported the nomination and approval by the National Park Service of the old village Na hlu hli tui as a YDSP Traditional Cultural Property. Home of the Tigua ancestors, the property is now listed on the National Register of Historic Places. The Andrew Mellon Foundation also provided the division with

a three-year grant on June 23, 2023. The project will support language preservation and cultural programs.

On July 22, 2023, the Bullock Texas State Museum toured the Pueblo and filmed a six-minute video that featured the Pueblo's three-hundred-year history in the region. The video covered the Pueblo's beginning with the 1680 Pueblo Revolt and ended in its present state.

Finally, Tribal Council designated Rene Lopez, YDSP War Captain, as the Tribal Historic Preservation Officer (THPO) through Tribal Council Resolution TC-006-23. The THPO is responsible for protecting all cultural and archeological sites on Pueblo Lands. The department was awarded the National Park Service's Tribal Historic Preservation Office grant in August. This grant provides administrative support to THPO Rene Lopez. DCP collaborates with THPO Lopez to survey, inventory, and document historic and significant YDSP properties.



Chief Sierra at the Tawin (Spring) Market.



Johnny Lopez making adobes at the adobe workshop hosted by the Department of Cultural Preservation.



Director Quezada teaching Johnny Lopez and Hector Muñoz the depth at which corn seeds need to be planted (2 inches deep) and the space between each corn plant (18 inches).

CULTURAL PROGRAMS

The center hosted an adobe-making workshop to teach the tribal youth traditional methods of adobe-making. Workshop participants included staff and YDSP AmeriCorps members. The center follows the Tigua traditional planting cycles, providing healthy food to the community. Staff also prepared gardens at the Cultural Center and P'akitu Village in April and May.

CULTURAL DEVELOPMENT DIVISION

TIGUA EDUCATION

DCP contracted Michael Abeita from the Pueblo of Isleta, New Mexico, as a Tigua language consultant. Mr. Abeita is fluent in Tigua and facilitated online language instruction classes every Tuesday, Wednesday, and Thursday. Tigua language classes were also held at the Cultural Center on Saturdays. The participants were introduced to greetings, prayers, nouns, and simple sentence structures in Tigua. The classes started on January 12, 2023, and ran through December 9, 2023. The center hosted 85 classes with 758 participants (including returning people).

The center held a number of cultural workshops and community events throughout 2023. For example, former YDSP Governor Albert Alvidrez led a pottery painting workshop in March 2023 at the Cultural Center. The workshop addressed the history and cultural importance of YDSP pottery, and included a hands-on demonstration of pottery making and painting. The Cultural Center also hosted the Tawin (Spring Market) in April and a Winter Market in December, featuring dance performances, traditional arts and crafts (including jewelry, pottery, and leatherwork) and food vendors. The Winter Market featured guest dance performances by The Cloud Eagle (Pueblo of Jemez) and Kallestewa (Pueblo of Zuni). During the Saint Ann traditional feast day in July, the center's dance group participated in the feast and a total of 50 dancers attended. Additionally, in collaboration with YDSP AmeriCorps members, the department led the first-ever walking tour of traditional properties located within the old Village. The properties included the homes of Trinidad Granillo, Ramona Paiz, and Damacio Colmenero, and the Tuhla. In preparing for the tour, AmeriCorps members created historical snapshots of the

properties, which participants could access via a QR code. The DCP director also provided a historical overview.

REPATRIATION DIVISION

The Repatriation Division, with the authority of the Native American Graves Protection and Repatriation Act (NAGPRA), advocates and facilitates the return of Native American cultural items to their respective peoples. The department received eight repatriation notices, three of which were specific to YDSP, and closed two cases.



Participants at the pottery workshop given at the Cultural Center by Albert Alvidrez.

Opposite: Traditional pottery fire pit.



Jemez Buffalo dancers performing at the Winter Market.



The YDSP 2023 Year-End Report is a tribute to Quarai Pueblo, located in the Salinas Valley (Torrance County, New Mexico). The YDSP ancestors lived at Quarai for centuries before their resettlement in the El Paso area. Quarai is a significantly important and cultural place for Tigua members. In May 2023, tribal leadership, members, and employees visited the site to honor, respect, and pay reverence to the ancestral grandfathers and grandmothers. Quarai is a sacred space with the power of Tigua spirituality and devotion.









