PASCUA YAQUI TRIBE

TRIBAL COUNCIL



STATE OF THE TRIBE

Mid-Term Report

October 2026



OUR MISSION, VISION, & VALUES

Sustaining Our Ability to Thrive

The accomplishments highlighted throughout this report are guided by the Pascua Yaqui Tribe's Mission, Vision, and Values. Together, they reflect our commitment to serving Tribal members, preserving our culture, strengthening our sovereignty, and building a prosperous future for generations to come.

VISION

The Pascua Yaqui Tribe is rooted in our Culture, Language, and traditions. We are committed to service, sovereignty, and empowering our Nation towards social well-being and self-sufficiency.

MISSION

The Pascua Yaqui Tribe serves our people by honoring and preserving our sacred Culture, Language, and Traditions. We strive to strengthen our Nation through responsible governance, sustainable development, enhanced health and wellness, and programs that foster self-sufficiency, education, and community resilience for current and future generations.

OUR VALUES

Respect
Honoring one another, our elders, our culture, and our community.

Integrity
Acting with honesty, transparency, and accountability in all we do.

Communication
Fostering collaboration through open, respectful, and meaningful dialogue.

Spirituality
Recognizing the importance of faith, cultural teachings, and traditional values in guiding our actions.

Accountability
Taking responsibility for our actions and commitments to Tribal Citizens.

Sustainability
Making thoughtful decisions that support the long-term well-being of our people, resources, and future generations.

Progress
Pursuing innovation and continuous improvement while honoring our traditions and identity.

Culture
Preserving and promoting the traditions, customs, and heritage that define us as Yoeme people.

Tradition
Honoring the teachings and practices passed down through generations.

Community
Working together to strengthen relationships, support one another, and build a thriving Nation.

Connecting Vision to Action

The stories, accomplishments, and milestones presented throughout this State of the Tribe Report demonstrate how Tribal Council, departments, enterprises, and community partners are working together to advance these shared principles. Through collaboration, service, and stewardship, we continue building a stronger future for the Pascua Yaqui Tribe.

MESSAGE FROM THE CHAIRMAN

Chairman, Julian Hernandez



> *As we reach the midpoint of our term, I am proud to share the progress we have made during the first two years of this administration. This report reflects the dedication of our Tribal Council, staff, and community members who have worked tirelessly to advance the well-being of the Pascua Yaqui Tribe.*

Lios Enchim Aniavu,

Together, we have worked collaboratively to strengthen our government operations, expand services for our people, and protect our cultural heritage. From infrastructure improvements to health and education initiatives, every effort has been guided by our shared commitment to building a stronger, more resilient Tribe.

This mid-term report highlights key accomplishments across departments and programs, demonstrating our dedication to transparency, accountability, and stewardship of tribal resources.

We remain committed to continuing this important work over the next two years, and I am confident that with the continued support of our community, we will achieve even greater milestones together.

Lios enchim hiokoe utte'esiavu.

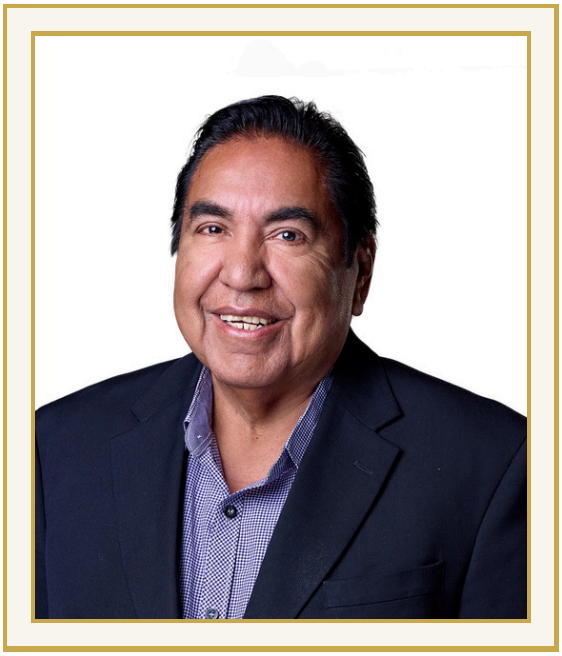
Our Focus:

- Strengthening governance
- Investing in our Tribal Members
- Growing Infrastructure
- Preserving Culture
- Building Future Opportunities

OFFICE OF THE VICE CHAIRMAN

Peter Yucupicio, Vice Chairman

Leadership Through Service, Advocacy, and Community Commitment



A Legacy of Leadership

Throughout his years of service, Vice Chairman Peter Yucupicio has remained committed to advancing the interests of the Pascua Yaqui Tribe while helping guide initiatives that strengthen governance, build partnerships, and invest in future generations. His leadership reflects a continued dedication to the well-being, prosperity, and cultural vitality of the Yaqui people.

LEADERSHIP HIGHLIGHTS

Sovereignty & Advocacy

Supporting initiatives that strengthen tribal self-governance and protect the rights of Tribal Members.

Community Partnerships

Building collaborative relationships with local, state, federal, and tribal partners.

Cultural Preservation

Advancing efforts that honor and preserve Yaqui traditions, language, and identity.

Service to the Community

Supporting initiatives that improve opportunities and quality of life for Tribal Members.

2026 Lifetime Leadership Award

On June 3, 2026, Vice Chairman Peter Yucupicio was honored with the 2026 Lifetime Leadership Award by the Tribal Leadership Council in recognition of his years of dedicated service and leadership on behalf of Tribal communities. The award reflects his commitment to strengthening tribal sovereignty, fostering meaningful partnerships, and preserving Yaqui culture for future generations.

OFFICE OF THE SECRETARY

Rosa S. Alvarez, Tribal Council Secretary

Strengthening Tribal Governance Through Legislative Action





GOVERNANCE BY THE NUMBERS

898	3	51	192
Resolutions Adopted	Proclamations Issued	Tribal Council Meetings Conducted	Ordinances Approved

Supporting Effective Tribal Governance

It is an honor and a privilege to continue serving the Pascua Yaqui Tribe and our communities. My work as Tribal Secretary is centered on keeping Tribal Council business organized, accessible, and responsive while ensuring our people remain connected to their government.

Council Operations & Community Access

The Office of the Tribal Secretary supports Tribal Council resolutions and official business, coordinates the Council master calendar, and assists with meetings involving departments, attorneys, elected officials, and government partners. Traveling Tribal Council meetings also help bring Council business directly to Arizona Yaqui communities.

Constitutional Reform

Through the Constitution Advisory Committee, work continues on constitutional reform and community education. Discussions have included membership, direct election of executive officers, term limits, staggered terms, legal review, and opportunities for community participation.

Advocacy & Government Relations

Continued participation in Tribal consultations and meetings with Tribal, state, and federal leaders helps ensure the Pascua Yaqui voice is represented on issues affecting our people. Key areas of advocacy include ICWA, MMIP, Every Child Matters, gaming, water, border crossing accessibility, public safety, and health.

Strengthening Tribal Relationships

Building relationships with Tribal Nations throughout Arizona remains an important part of this work. Participation in cultural gatherings, regional leadership, and the Inter Tribal Council of Arizona (ITCA) supports collaboration, cultural exchange, and shared advocacy among Tribal Nations.

LOOKING FORWARD

The work of the Tribal Secretary remains centered on service, accessibility, and accountability. I remain committed to supporting effective governance, strengthening relationships, and being present and available to the communities we serve.

“May God continue to bless our Pascua Yaqui people, our elders, our children, and all our families.”

OFFICE OF THE TREASURER

Thomas Cupis, Tribal Council Treasurer

Responsible Stewardship of Tribal Resources



Maintaining Financial Strength for Future Generations

The Office of the Treasurer provides financial oversight and accountability to ensure tribal resources are managed responsibly and strategically. Through budget management, grant administration, financial planning, and reporting, the office supports the continued growth and sustainability of programs and services that benefit the Pascua Yaqui Tribe.

FISCAL YEAR 2026 SUPPORT HIGHLIGHTS

$88,817	$36,160	$30,987	$67,265	$104,299
Funeral & Burial Assistance	General Assistance	Extracurricular/ Sports	Community Activities	Cultural Activities

* Excluding support provided to each church for the Lenten Ceremonies and Fiestas, also excludes support provided for Recognition activities.

TRIBAL COUNCIL EMERGENCY ASSISTANCE PROGRAM

$178,638	$128,348	$368,070
Government Employees 142 Assisted	Casino Employees 112 Assisted	Tribal Members 157 Assisted

Financial Stewardship

Supports responsible management of tribal finances and resources.

Grant & Funding Oversight

Oversees funding opportunities and financial reporting requirements supporting Tribal programs.

Strategic Investments

Supports investments that enhance community services, infrastructure, and economic development.

Investing in Our Community

The Pascua Yaqui Tribe is committed to transparency, cultural preservation, and community support through a variety of financial assistance programs and donations. These resources include employee PTO requests, 12% Gaming Revenue Sharing Funds Program, and Tribal Council Assistance Programs. The Treasurer's Office will continue to strengthen our policies and procedures to help community members understand the support available to them, ensuring equitable distribution of resources and funding for all Tribal Members and Yoeme communities.

COUNCILMAN ROLANDO FLORES



Pascua Yaqui Tribal Council

OVERSIGHT COMMITTEE ASSIGNMENTS

CO-CHAIR
Development Services

COMMITTEE MEMBER

- Education
- Fire
- Police
- Senior Services
- Social Services

Serving our community is a deep privilege. Every day, I am inspired by our resilience, our shared traditions, and the strong bonds that unite us. As we look ahead, I am excited for everything we are building together to ensure our children and future generations thrive.

COUNCILWOMAN HERMINIA FRIAS



Pascua Yaqui Tribal Council

OVERSIGHT COMMITTEE ASSIGNMENTS

CO-CHAIR
Health Services Division

Housing

Facilities Management

Economic Development Services

COMMITTEE MEMBER

- Social Services
- Education

I am grateful to continue serving on Tribal Council and to have a seat at the table as your advocate and leader. I am especially honored to represent the Pascua Yaqui Tribe on key national and local advisory committees, including the HHS Secretary's Tribal Advisory Committee, IHS Budget Formulation Committee, NIH Tribal Advisory Committee, CDC Tribal Advisory Committee, and Partnership for Native American Cancer Prevention. Every day brings an opportunity to learn something new and inspires me to serve our community even better.



COUNCILWOMAN GLORIA ALVAREZ GOMEZ

Pascua Yaqui Tribal Council

OVERSIGHT COMMITTEE ASSIGNMENTS

- CO-CHAIR Language and Culture
- Facilities Management
- Social Services
- Housing

COMMITTEE MEMBER

- Development Services
- Police
- Fire
- Health Services Division

True Leadership is measured by the lives we touch, not the titles we hold. Our strength comes from our ancestors, our faith, and the people who stand beside us. We honor those who came before us by serving our communities and creating a stronger future for generations to come.



COUNCILWOMAN ANDREA GONZALES

Pascua Yaqui Tribal Council

OVERSIGHT COMMITTEE ASSIGNMENTS

- CO-CHAIR Education
- Police
- Fire

COMMITTEE MEMBER

- Development Services
- Senior Services
- Facilities Management
- Social Services
- Health Services Division
- Housing
- Language and Culture

I am grateful to continue serving our communities in my capacity as a Tribal Council Member. As a teacher, mother, and former Tribal employee, I have been able to draw upon my lived experiences, as well as the experiences shared with me by community members, to advocate for our students, families, and communities across the many departments and programs the Tribe offers.

I remain committed to listening to our community, strengthening collaboration across our programs and services, and helping ensure that the voices, needs, and experiences of our Tribal members remain at the center of our work. It is an honor to serve our people, and I look forward to continuing to work together to support the well-being and future of our community.



COUNCILMAN FRANCISCO MUNOZ

Pascua Yaqui Tribal Council

OVERSIGHT COMMITTEE ASSIGNMENTS

CO-CHAIR
Social Services

Police

Fire

COMMITTEE MEMBER

Facilities Management

Senior Services

Health Services Division

Housing

Language and Culture



COUNCILWOMAN IRENE SANCHEZ

Pascua Yaqui Tribal Council

OVERSIGHT COMMITTEE ASSIGNMENTS

CO-CHAIR
Senior Services

Health Services Division

COMMITTEE MEMBER

Education

Language and Culture



COUNCILMAN
JOSE-ENRIQUE SALDANA

Pascua Yaqui Tribal Council

OVERSIGHT COMMITTEE ASSIGNMENTS

CO-CHAIR
Education

Senior Services

COMMITTEE MEMBER

- Facilities Management
- Language and Culture
- Fire
- Police
- Housing

As we reflect on the state of our tribe, I want to express my deepest gratitude to our dedicated team members who serve our people every day. Tribal leadership establishes priorities and direction, but it is our employees across government and enterprise operations who carry out the work that sustains our community and moves our Nation forward. Our employees are the foundation of the services we provide to our Tribal members. Through their hard work, professionalism, and commitment, they provide programs, resources, and opportunities that strengthen our families, elders, youth, and future generations.

Just as importantly, our employees help preserve and protect who we are as Hiaki people. Cultural preservation is not limited to one department or program. It is woven throughout the work of our Tribe. Whether serving community members, supporting education, protecting our resources, organizing cultural events, or preserving and promoting our language, their work helps keep our traditions, teachings, and identity strong. Preserving our culture and way of life is one of our greatest responsibilities. Through their service, our employees honor those who came before us while helping ensure our children and grandchildren remain connected to their heritage.

I am proud to serve alongside such dedicated individuals. To every employee who strengthens our government, supports our enterprises, preserves our culture, and serves our people, thank you for your dedication and commitment to our community.

Lios enchi hiokoe uttesia. Thank you

Tribal Council-Wide Oversight

- Athletic Commission
- Audit Services
- Enrollment Department
- Information Technology
- Legal Services
- Office of Emergency Management
- Prosecutor's Office
- Public Defender
- Tribal Courts
- Tribal Gaming Office

Through individual committee assignments and collective oversight responsibilities, Tribal Council supports governance and coordination across Tribal departments, programs, and essential services.

TRIBAL COUNCIL IN ACTION























Tribal Council remained engaged with the Tribal community members, departments, community partners, and stakeholders to address community priorities and guide decision-making throughout the first two years of the current Administration.

THE PASCUA YAQUI TRIBE

SERVING TRIBAL MEMBERS ACROSS ARIZONA AND THE UNITED STATES

OUR PEOPLE | OUR COMMUNITIES | OUR FUTURE

TOTAL MEMBERSHIP
21,878

ARIZONA MEMBERS
19,246
88% Live in Arizona

OUTSIDE ARIZONA
2,632
12% Live outside Arizona

ARIZONA COMMUNITIES



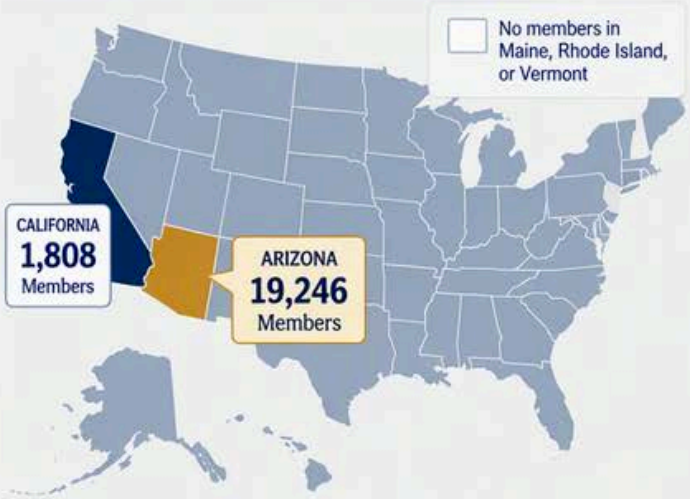
#	COMMUNITY	MEMBERS
1	Pascua Pueblo	5,194
2	Guadalupe	3,536
3	Old Pascua	744
4	Coolidge	246
5	Barrio Libre	694
6	Penjamo (Scottsdale)	227
7	Hightown (Chandler)	124
8	Eloy	88
9	Yoem Pueblo (Marana)	132

WHERE OUR MEMBERS LIVE



Arizona Members **19,246** (88%)
Outside Arizona **2,632** (12%)

OUR REACH NATIONWIDE



MEMBERS OUTSIDE ARIZONA

1. California — 1,808 Members
2. Other states within USA — 820 Members
3. Outside USA — 4 Members

Tribal members live across **47** states and outside the United States.

Tribal members reside in **47 states** across the United States, reflecting the broad reach and enduring connections of the Pascua Yaqui Tribe.

A STRONGER TOMORROW TOGETHER

The Pascua Yaqui Tribe serves Tribal members throughout Arizona and across the United States. While many members reside within our traditional Arizona communities, Tribal members also live in communities nationwide. Through Tribal programs, services, outreach, and community engagement, the Tribe remains committed to serving and supporting members wherever they call home.

Our people. Our land. Our nation. Always connected.

Membership figures reflect Enrollment records through June 2026.

TRIBAL ADMINISTRATION OFFICE

STRENGTHENING TRIBAL GOVERNMENT THROUGH COORDINATION AND ACCOUNTABILITY

Annette Leyva, Tribal Administrator

The strength of Tribal Administration is measured by how effectively Tribal Council's direction becomes coordinated action, stronger services, and meaningful results for our Pascua Yaqui people. Over the past two years, Tribal Administration has strengthened alignment among departments, elevated executive leadership expectations, improved communication and accountability, and expanded the internal capacity needed to advance Tribal priorities. This work supports a government that listens, follows through, learns from challenges, and remains prepared to serve the changing needs of the community.

STRENGTHENING ORGANIZATIONAL GOVERNANCE

Directors' Meetings have evolved into executive working sessions where leaders plan collaboratively, address organizational barriers, strengthen accountability, and align departmental work with the priorities of Tribal Council and the community.

01 Advanced the Tribe's first government- and community-led strategic framework centered on a shared mission, vision, values, and priorities.

02 Connected departmental goals with Tribal Council priorities to strengthen alignment and shared responsibility.

03 Elevated executive leadership expectations for communication, planning, reporting, employee development, decision-making, and follow-through.

04 Used Tribal expertise and Solution Meetings to address cross-departmental needs and improve organizational processes.

05 Shifted leadership reporting from activities to outcomes, emphasizing what changed, who benefited, and how the community was better served.

GOVERNANCE IN ACTION

This work also identified and advanced needed Tribal Code revisions to help ensure governance structures remain current, stable, and responsive to the continued growth of Tribal departments, programs, and community services.



Turning Tribal Council's direction into coordinated action, accountable leadership, and stronger service to the community.

SOVEREIGNTY AND CAPACITY IN ACTION

STRENGTHENING FAMILIES THROUGH SELF-DETERMINATION

TIWAHE: STRENGTHENING PASCUA YAQUI FAMILIES

Leadership for Tiwahe and Public Law 102-477 was brought together within Tribal Administration to improve executive coordination, accountability, and alignment with broader Tribal priorities.

As one of six original national Tiwahe pilot tribes selected in 2015, the Pascua Yaqui Tribe has continued advancing a coordinated approach to serving children, youth, and families. Tiwahe brings departmental programs together around families' needs rather than requiring families to navigate disconnected systems. The approach reflects a fundamental Tribal value: lasting community strength begins with strong families, coordinated support, and solutions shaped by our own people.

PUBLIC LAW 102-477: SELF-DETERMINATION IN ACTION

Public Law 102-477 provides the Tribe with greater authority to align education, employment, workforce development, and family-support resources. Through 477, the Tribe can reduce barriers, coordinate resources around shared outcomes, strengthen economic independence, and design programs that respond to the needs of Pascua Yaqui families.

Together, Tiwahe and 477 demonstrate Tribal sovereignty in practice: making our own decisions, aligning our resources, and building solutions for our people.

BUILDING CAPACITY WITHIN TRIBAL ADMINISTRATION

Strategic positions were established to advance Tribal initiatives, strengthen public communication, develop future leaders, improve access to resources, and increase the reach of Tribal government.

STRATEGIC INITIATIVES TEAM

Amanda Smith, Tribal Governance Initiatives Administrator
Mellissa Lopez, Public Relations and Strategic Communications Coordinator
Sara L. Rodriguez, Leadership Program Coordinator
Guadalupe Valencia, Richey Resource Center Coordinator

EXECUTIVE ADMINISTRATIVE TEAM

Sandra Rivera, Executive Assistant to the Tribal Treasurer
Anissa Alvarado, Executive Assistant to the Tribal Secretary
Tinamarie Martinez, Executive Assistant, Legislative Branch

The Executive Administrative Team supports continuity and communication among Tribal Council, Tribal Administration, departments, employees, community members, and government partners.

A strong Tribal government requires clear direction, capable people, responsible stewardship, reliable communication, and consistent follow-through.

Pascua Yaqui people are shaping Pascua Yaqui priorities, strengthening Pascua Yaqui institutions, and building a future grounded in our values, identity, and responsibility to our people.

OFFICE OF THE ATTORNEY GENERAL (OAG)

ADVANCING JUSTICE AND PROTECTING TRIBAL INTERESTS

Oscar “OJ” Flores, Attorney General

OFFICE OVERVIEW

The Office of the Attorney General serves as general legal counsel for the Pascua Yaqui Tribe. The Office provides nonpartisan legal advice and representation to the Tribal Council, officials, departments, agencies, enterprises, and other authorized Tribal entities.

Through legal counsel, advocacy, contract support, and representation, the Office helps protect Tribal interests, strengthen sovereignty, reduce legal risks, and support informed decision-making across Tribal government.

SUPPORTING TRIBAL GOVERNMENT

Accomplishments that protect Tribal interests and advance Pascua Yaqui sovereignty.

HEALTH & COMMUNITY DEVELOPMENT

Provided legal guidance and support for construction, contracts, grants, and financing connected to the Guadalupe Health Center, Pascua Yaqui Pharmacy in Guadalupe, and Micro Market project.

ENROLLMENT & ENTERPRISE SUPPORT

Successfully represented the Tribe in Enrollment denial challenges and supported Enrollment’s first international agreement with a First Nation in Canada and its first PIV-I agreement with another Tribe. The Office also expanded legal support for Gaming Enterprise Division operations.

ICWA REPRESENTATION & DATA

The ICWA Unit attended 100% of prehearing conferences, mediations, court hearings, and trials; represented the Tribe in 98% of ancillary meetings; and developed a case-tracking system with more than 200 data points per case.

SOVEREIGNTY & LEGAL ADVOCACY

Provides representation, legal review, and guidance that help Tribal leadership address complex legal matters, implement Tribal laws and policies, protect sovereignty, and advance the Tribe’s long-term priorities.

TRIBAL ADVOCACY IN ACTION

The Tribe helped lead opposition to state legislation that would have negatively affected Arizona’s American Indian Health Program. The advocacy effort contributed to stopping the proposed legislation.

FEATURED HIGHLIGHT

ADVANCING THE INDIAN CHILD WELFARE ACT

Annual ICWA Conference

The Office of the Attorney General hosts the Tribe’s Annual Indian Child Welfare Act (ICWA) Conference, highlighting issues affecting Native children and families and supporting ongoing education on ICWA.

100%
REQUIRED PROCEEDINGS ATTENDED

200+
DATA POINTS TRACKED PER CASE

98%
ANCILLARY MEETINGS REPRESENTED







CASINO DEL SOL ENTERPRISE

DRIVING ECONOMIC GROWTH, OPPORTUNITY, AND COMMUNITY IMPACT

Amanda Lomayesva, Chief Executive Officer
Miguel Escamilla, General Manager Casino Del Sol
Lesah Sesma, General Manager of Casino Del Sol, Vahi Ta'am

Casino Del Sol is more than a premier entertainment and hospitality destination. Owned and operated by the Pascua Yaqui Tribe, it serves as a major economic engine supporting Tribal programs, infrastructure, public safety, healthcare, and community services. The enterprise continues to create employment opportunities, career advancement pathways, and economic investment that benefits Tribal Members and the Southern Arizona region.

500
New jobs anticipated through Vahi Taa'am opening

27
Tribal team members completed upward mobility programs

20-Year
University of Arizona sponsorship partnership

Third
Casino Del Sol gaming property under development

KEY ACCOMPLISHMENTS | 2024–2026

Vahi Taa'am: The Tribe's Third Gaming Property

One of the most significant milestones during this reporting period is the development of Vahi Taa'am ("Three Suns"), Casino Del Sol's third gaming property located in Old Pascua. The project represents a major investment in economic self-determination, job creation, and community development.



Investing in Tribal Talent

The Upward Mobility Program expanded opportunities for Tribal employees through leadership development and professional training. Between 2024 and 2026, 27 Tribal team members completed upward mobility programs, supporting workforce development and future leadership growth.



Leadership Development

The enterprise strengthened leadership capacity through the appointment of Tribal member Lesah Sesma as General Manager of Casino Del Sol Vahi Taa'am. Sesma brings more than 15 years of leadership experience within Casino Del Sol and will oversee the property's operational launch.



Youth Career Initiative

The Tribal Youth Career Initiative introduced Tribal youth to career pathways within Tribal government and enterprise operations through career exploration, professional development, and workforce readiness activities.



CASINO DEL SOL ENTERPRISE

DRIVING ECONOMIC GROWTH, OPPORTUNITY, AND COMMUNITY IMPACT

Amanda Lomayesva, Chief Executive Officer
Miguel Escamilla, General Manager Casino Del Sol
Lesah Sesma, General Manager of Casino Del Sol, Vahi Ta'am

VAHI TAA'AM OPENING 11.15.26

Strengthening Communities Through Partnerships and Service

Casino Del Sol's impact extends far beyond gaming and hospitality. Through sponsorships, charitable giving, volunteer efforts, and strategic partnerships, the enterprise continues investing in the well-being of Tribal Members and Southern Arizona communities.

Giving Back

Throughout the year, Casino Del Sol supports:
Funeral and Cuaresma assistance for Tribal families
Monthly egg donations to the Dialysis Clinic
Thanksgiving donations to the Senior Center
Veteran organizations and charitable initiatives
Community support through the Everi Cares Giving Module



Community Partnerships

University of Arizona Partnership

Casino Del Sol entered into a landmark 20-year partnership with the University of Arizona. The agreement supports educational opportunities, scholarship access, community engagement, youth camps, and long-term economic development while increasing visibility for the Pascua Yaqui Tribe on a regional and national stage.

Employees Giving Back

Casino Del Sol team members continue to make a difference through volunteer service across Southern Arizona. Examples include: Habitat for Humanity volunteer projects; food distribution events through Interfaith Community Services; El Tour bicycle build and donation initiatives; community outreach and nonprofit support activities.



LOOKING FORWARD

The opening of Vahi Taa'am on November 15, 2026, represents the next chapter in Casino Del Sol's growth. The project will strengthen the regional economy, create employment opportunities, support local businesses, and generate resources that can be reinvested into Tribal programs and services for generations to come.

CLOSING STATEMENT

Through economic development, workforce investment, community partnerships, and charitable giving, Casino Del Sol Enterprise continues to create opportunities that strengthen Tribal sovereignty, support Tribal Members, and help build a sustainable future for the Pascua Yaqui Tribe.

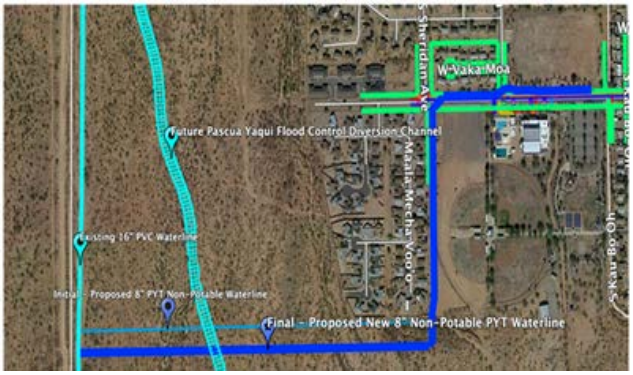
ECONOMIC & COMMUNITY DEVELOPMENT
CAP WATER LINE PROJECT

INVESTING IN SUSTAINABLE TRIBAL INFRASTRUCTURE

Erin Pazos, Executive Director

INTRODUCTION

The CAP Water Line Project will connect the Tribe's existing Central Arizona Project water infrastructure to the Wellness Center and associated ballfields. The project includes an eight-inch non-potable waterline that will provide a more sustainable source of irrigation and reduce reliance on drinking water supplied by Tucson Water.



BY THE NUMBERS

$2.86M
Known Project Investment

$2.50M
Construction Contract

$1.46M
Army Corps Award Revenue

1.36M
Gallons of Potable Water Conserved Annually

FROM PLANNING TO CONSTRUCTION

The project advanced from design and engineering into construction implementation. Work included environmental and cultural compliance, hydraulic and irrigation analysis, utility coordination, procurement, construction administration, and coordination with the U.S. Army Corps of Engineers.

LEVERAGING FEDERAL PARTNERSHIPS

The project uses a 75% federal cost-share structure through the U.S. Army Corps of Engineers. The report identifies $1,461,998 in reimbursement revenue per award.

RESPONSIBLE WATER STEWARDSHIP

Using non-potable CAP water for irrigation will help protect drinking water resources, reduce Tucson Water usage, and strengthen the Tribe's drought resilience. The improved infrastructure will support the Wellness Center, athletic fields, community programs, and future development areas.

BUILDING FOR FUTURE GENERATIONS

The project represents an investment in sustainable infrastructure, community wellness, water conservation, and long-term economic development readiness. Following completion, the Tribe can monitor water savings and evaluate future opportunities to expand non-potable water infrastructure.







ECONOMIC & COMMUNITY DEVELOPMENT VOLUNTEER INCOME TAX ASSISTANCE (VITA)

FINANCIAL EMPOWERMENT THROUGH FREE TAX SERVICES

Erin Pazos, Executive Director | Julie Casillas, Community Services Manager

INTRODUCTION

The Volunteer Income Tax Assistance Program provides free and reliable income tax preparation and IRS-related support to eligible taxpayers. Through trained volunteers and expanded community services, the program helps individuals understand their tax obligations, access eligible refunds, and avoid commercial preparation fees.



BY THE NUMBERS

1,271
Taxpayers Served

$2.35M
Refunds for Tax Year 2025

$381,300
Estimated Filing Fees Saved

30
IRS-Certified Volunteers

EXPANDING ACCESS TO SERVICES

Growing the Volunteer Team

The program increased its volunteer base from 21 to 30 IRS-certified preparers, adding nine volunteers during the tax season. Ten volunteers who were not Tribal employees also contributed their time to training and tax preparation services.

Serving Tribal Communities

Tax preparation services were offered in Tucson and Guadalupe, along with community visits to Coolidge and Marana. An Advanced-certified preparer provided dedicated weekday service in Guadalupe, increasing access for community members.

FINANCIAL SUPPORT FOR FAMILIES

The program helps taxpayers avoid commercial preparation fees while working to ensure that clients receive legally allowable refunds. On average, the program estimates that taxpayers save approximately $300 per return.

SERVICE BUILT ON TRUST

Confidentiality, respectful customer service, and dependable assistance remain central to the program. Clients also receive help interpreting IRS notices, creating IRS ID.me accounts, accessing previous returns, and resolving other tax-related concerns.





ECONOMIC & COMMUNITY DEVELOPMENT
TRIBAL EMPLOYMENT RIGHTS OFFICE (TERO)

ADVANCING TRIBAL EMPLOYMENT & BUSINESS OPPORTUNITIES

Erin Pazos, Executive Director | Julio Jimenez, TERO Compliance Manager

INTRODUCTION

The Tribal Employment Rights Office promotes employment and contracting opportunities for Tribal members on Tribal lands and projects. Through employment referrals, contractor compliance, business licensing, training partnerships, and vendor support, TERO works to reduce barriers and strengthen economic self-sufficiency.



CREATING EMPLOYMENT PATHWAYS

Connecting Tribal Members to Work

TERO referrals have helped Tribal members secure employment with contractors including AROK, McCarthy Building Companies, Servpro, and KappKon. Some workers have also received additional training and opportunities to work outside Arizona.

Supporting Tribal Businesses

TERO works to increase consideration of Tribally owned contractors during procurement and subcontracting. The program also supports business licensing, LLC development orientations, vendor opportunities, and networking between Tribal and non-Tribal contractors.

Developing the Workforce

Nearly a dozen Tribal members enrolled in the Arizona Contractors Rural Pathway Program, expanding access to hands-on construction training and career pathways.

BY THE NUMBERS

361
FY2025 Employment Referrals

174
Referrals January–June 2026

222
Business Licenses Issued Through July 7, 2026

36%
Peak Tribal Employment on Del Sol II Vahi Taam

TERO also recorded 125 new client registrations and issued 107 new business licenses in 2025, including 34 Tribal business licenses.

STRENGTHENING CONTRACTOR PARTNERSHIPS

By fostering productive relationships with contractors, TERO helps promote Tribal employment preference and supports compliance throughout hiring, project implementation, and payroll reporting.

MOVING FORWARD

TERO plans to increase outreach to younger Tribal members, expand skilled-trades training, strengthen partnerships with training agencies, and continue advocating for greater participation by Tribal contractors on Tribal projects.







ENROLLMENT DEPARTMENT

CONNECTING TRIBAL MEMBERSHIP, IDENTITY & ACCESS

Marisela Nuñez, Enrollment & Sacred Path Program Director | Vivian Orantez, Assistant Director of Enrollment

The Enrollment Department protects the integrity of the Pascua Yaqui Tribal Roll while providing secure, accessible services to current and future Tribal members. From membership applications and records to identification credentials and online services, Enrollment continues to modernize how members connect with the Tribe.

BY THE NUMBERS

14,340
Tucson & Guadalupe walk-ins FY2026 through July 6, 2026

7,545
Tribal IDs issued FY2026 through July 6, 2026

3,700
Member Portal accounts created

1,314
Enhanced Tribal Cards Issued

MEMBERSHIP SERVICES

Strengthening the Tribal Roll & Preparing for the Future

Over the past two years, Enrollment completed comprehensive demographic and economic feasibility studies examining the long-term implications of potential changes to Tribal membership criteria. Together, the studies provide Tribal leadership and membership with demographic projections and fiscal analysis to support informed discussion about potential constitutional amendments.

Modernizing Member Services

Enrollment also streamlined the new member experience by processing complete applications within a two-month period and introducing a redesigned enrollment packet. New members receive their credentials and important information together, along with cultural resources such as a Yaqui language-learning Lotería game for minors and an embroidered Yaqui handkerchief for adult new members.

Strengthening Tribal Identification

The Tribal Membership Identification Card was redesigned with advanced security features, including laser engraving, to improve durability, protect member identity, and help prevent fraud.



$1.1 MILLION FEMA TRIBAL HOMELAND SECURITY GRANT

A three-year FEMA grant is supporting secure card production, technology, equipment, and continued operation of the ETC program.

ENHANCED TRIBAL CARD

Secure Identification. Greater Access.

The Enhanced Tribal Card (ETC) provides eligible Tribal members with a federally recognized identification and travel document supporting land and sea border crossings under the Western Hemisphere Travel Initiative and domestic air travel.

Two Full-Service Locations

In June 2026, the Guadalupe Enrollment Annex became a full-service ETC site, giving members complete ETC services at both Tucson and Guadalupe.

A Digital Connection to Members

The new Tribal Member Portal allows members to apply and renew online, upload documents, track requests, and schedule appointments. More than 3,700 member accounts have been created.

Modernized Security

The ETC was redesigned using polycarbonate construction, laser engraving, and enhanced security features approved by DHS/CBP.



COMMUNITY IMPACT

Enrollment continues to make membership services more secure, efficient, and accessible, while using technology and data to strengthen the Tribe's ability to serve its citizens today and plan for generations to come.

CULTURAL PARTICIPANT PROGRAM

KEEPING OUR PEOPLE CONNECTED TO CULTURE, CEREMONY & COMMUNITY

Marisela Nuñez, Enrollment & Sacred Path Program Director | Lucinda Bule-Gastelum, Enrollment Services Manager

The Cultural Participant Program supports Yaqui relatives from the Río Yaqui region of Mexico in participating in cultural, ceremonial, governmental, and language preservation activities within the Pascua Yaqui Tribe. Through coordination with federal agencies and the Mexican Consulate, the program helps eligible Cultural Participants navigate lawful travel and visitor visa processes so cultural traditions can continue across borders.

BY THE NUMBERS

2,075	50	302	100%
Cultural Participants	B1/B2 Visa Applications Obtained	Humanitarian Parole Requests Issued	Visa US Consulate Compliance Rate

STRENGTHENING CULTURAL PARTICIPANT SERVICES

Supporting Cultural Participants

The program implemented a General Welfare per diem for Cultural Participants during the Cuaresma ceremonial season and developed multilingual resources in Yaqui, English, and Spanish to improve understanding of program requirements and responsibilities.

Strengthening Cross-Border Partnerships

Over the past two years, the program processed 50 visitor visa applications and coordinated participant mobility throughout the border-crossing process. These efforts help Cultural Participants safely and efficiently travel to support ceremonies, cultural exchange, language preservation, and government-to-government activities.

Modernizing Cultural Participant Identification

The Cultural Participant Identification Card was comprehensively redesigned with laser engraving and advanced security features to improve durability, security, and protection against fraud.

CULTURE IN ACTION

Cultural Participants have contributed to the Tribe's annual Recognition Event, the annual visit to Fresno, California, and the Enrollment/ETC Program Conference. Through traditional Yaqui folk songs and cultural presentations, participants provide Tribal community members, and guests with meaningful opportunities to experience, honor, and preserve Yaqui traditions.

A MODEL OF TRUST & ACCOUNTABILITY

The program's visitor visa process was validated through a study conducted by the U.S. Consulate General in Nogales. The study found 100% visa-use compliance among Pascua Yaqui Tribe Cultural Participant visa holders and recognized the Tribe's leadership in facilitating lawful travel while supporting cultural exchange.

PROTECTING ACCESS TO CULTURE

The Cultural Participant Program helps ensure that financial and administrative barriers do not prevent participation in ceremonies, language preservation, cultural exchange, and the continuation of the Yaqui way of life.



SACRED PATH

TRIBAL INNOVATION & ECONOMIC IMPACT

Marisela Nuñez, Enrollment & Sacred Path Program Director
Shanti Olivas, Program Manager
Rosemary Urquidez, Business Manager

Sacred Path is an authorized Enrollment Department program providing consulting, training, technical support, and secure identity solutions to Tribal Nations. Building on Pascua Yaqui's expertise in enrollment and identity credentials, Sacred Path has expanded into a tribally led service model that supports sovereignty, self-determination, economic growth, and workforce development.



BY THE NUMBERS

23
Tribal Nations Served

5
PYT Employment Opportunities

80+
Tribes at the 2025 Tribal Enrollment & ETC Conference

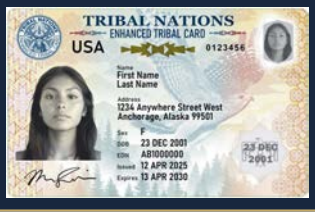
ADVANCING TRIBAL CREDENTIALING

After more than a year of research and development, Sacred Path introduced advanced polycarbonate identification cards using laser engraving technology. The solution strengthens card security, durability, and credential integrity while providing Tribal Nations with access to modern credentialing technology.

EXPANDING ACCESS TO TRIBAL NATIONS

What began as an innovation supporting Pascua Yaqui has grown into a service capability available to current and future Sacred Path clients. Sacred Path provides:

ETC Card Consulting Services • PIV-I Services • Audit & Evaluation • Tribal Enrollment Training • Secure Card Production



TRIBAL ECONOMIC IMPACT

Sacred Path's growth is creating value both within Pascua Yaqui and across Indian Country. Revenue generated through the program supports PYT priorities while creating employment and professional development opportunities for Tribal members.

SOVEREIGNTY IN ACTION

Sacred Path demonstrates what is possible when Tribal expertise becomes a tribally led solution. By developing specialized services, building workforce capacity, and partnering with other Tribal Nations, PYT is strengthening self-sufficiency while sharing innovative solutions across Indian Country.

MOVING FORWARD

Sacred Path is planning for continued growth through expanded technology, workforce development, and infrastructure. The program is working toward a dedicated Sacred Path Operations Center designed to support growth, strengthen security, improve efficiency, and protect the integrity of credential production services.











Education Division

Empowering Learners. Strengthening Culture. Building Our Future.

Augustine F. Romero Ph.D., Education Director
Sarah Pendergrass, Deputy Director of Education

The Education Division supports Tribal members from early childhood through adulthood. Its work connects academic achievement with Hiaki language, culture, self-sufficiency, and emotional well-being through equitable, culturally responsive educational services.



Educational Impact | 2024–2026

Higher Education Achievement

The Higher Education Achievement Program supported 170 graduates across two academic years, including 45 master's students and 20 doctoral students supported since Fall 2024. During the reporting period, the program invested $8,668,802.11 in student funding.

K-12 Student Success

Yaqui Education Services reported 421 K-12 graduates across Tucson and Guadalupe during the two academic years. Through advocacy, culturally responsive resources, and direct assistance, the program helps students and families address barriers to graduation and future educational opportunities.

Adult Education Pathways

Adult Education supported 41 graduates, including 21 from Tucson and 20 from Guadalupe. Of those graduates, 12 continued into postsecondary education or training, creating renewed pathways toward education, employment, and self-sufficiency.

Removing Barriers to Learning

The Tools for School Voucher Program distributed $266,250 to help eligible K-12 students obtain clothing and school-readiness necessities. This investment helped reduce practical barriers to school participation.

The Division also reported more than 50 events, programs, or activities annually.

Education by the Numbers

20,000+	421	170	41	$8.67 million
People served over the last two years	K-12 graduates	Higher education graduates	Adult education graduates	Invested in higher education students

EDUCATION DIVISION

INVESTING IN FUTURE GENERATIONS

Augustine F. Romero, Director | Sarah Pendergrass, Deputy Director of Education

A Lifelong Pathway to Learning

The Education Division serves students and families across the educational continuum, from early childhood and K-12 education to adult learning, career and technical pathways, college, graduate study, and doctoral programs. Its programs combine culture, language, advocacy, financial assistance, and academic opportunity to support a more connected educational pathway.

Supporting Learners at Every Stage



Early Childhood

Pascua Yaqui Preschool/Ili Uusim Mahtawapo and the Itom I'ili Tosapo Am Remtituane Early Learning Center (Ili Tosapo) provide early learning grounded in child development, culture, language, and family support.



K-12 and School Readiness

Yaqui Education Services provides advocacy and culturally responsive resources, while Tools-4-School supports eligible K-12 students with clothing vouchers that help promote school participation. The Yoeme Youth Council also creates opportunities for youth voice and leadership.



Language and Cultural Sustainability

The Teacher Language Institute prepares tribally affiliated and culturally certified Hiaki language instructors and culturally sustaining teachers. The Division also supports Hiaki language courses, early learning programs, and the Dr. Fernando Escalante Library to preserve and advance language, knowledge, identity, and culturally grounded instruction.



Adult, Career and Higher Education

Adult Education, NACTEP, and HEAP create pathways to GED completion, technical training, employability, postsecondary education, advanced degrees, and financial independence.

STUDENT LEADERSHIP SPOTLIGHT

Laylalanai "Layla" Gocobachi



Laylalanai "Layla" Gocobachi became the first Tribal member to serve as Miss Native American University of Arizona. She also serves as a UNITY Earth Ambassador and received the 25 Under 25 Leadership Award. Her accomplishments demonstrate how education can strengthen cultural identity while preparing emerging leaders to represent their communities in new spaces.

LOOKING FORWARD

The Education Division's next phase focuses on creating a more connected Tribal education system. Priorities include:

- Building a culturally grounded educational pathway connecting programs serving children ages 0-4 with a future K-8 system
- Strengthening transitions between early childhood, K-12, adult education, career pathways, and higher education
- Expanding Hiaki language educator development through the Teacher Language Institute
- Improving data, communication, and shared accountability to identify and address barriers earlier

Education strengthens the Tribe when learners can move from early childhood through adulthood without losing their connection to language, culture, family, or community.

FACILITIES MANAGEMENT

Safe Facilities • Reliable Services • Stronger Infrastructure

Steve Valenzuela, Director

DEPARTMENT OVERVIEW

Facilities Management maintains and supports Tribal buildings, facilities, and infrastructure. Through building maintenance, custodial services, construction oversight, inspections, and community support, the department helps keep Tribal facilities safe, functional, reliable, and prepared to serve the Pascua Yaqui community.



KEY ACCOMPLISHMENTS | 2024–2026

BUILDING SAFETY & INSPECTION OVERSIGHT

The department advanced standardized building inspection procedures, documentation, construction oversight, and project closeout requirements. These improvements support consistent code compliance and life-safety oversight across Tribal facilities. Courtesy building assessments were also provided to Tribal homeowners upon request.

IUM HEAD START TRIBAL ANNEX MOVE

Facilities Management provided start-to-finish support for the IUM Head Start move to the Tribal Annex. The department coordinated facility preparation, building maintenance, custodial services, and community support to help complete the transition.

MAJOR ROOF REPAIRS

Facilities Management coordinated a multi-building roof project using a new membrane system designed to prevent water intrusion and backed by a 10-year warranty. Work included the Wellness Center, Housing, TERO Modular, Office of the Attorney General, Justice Center, and Pascua Pueblo Fire Department.

FACILITIES AT A GLANCE

5,508	6	10-Year	4 Core Services
People served through the work-order system	Tribal Facilities included in the Multi-building roof project	Roofing system warranty	Building Maintenance, Custodial, Community Support, and Recreation

Service data covers October 1, 2024–October 1, 2026.

COMMUNITY IMPACT

Facilities Management supports Tribal members, employees, students, families, and community members who rely on Tribal buildings and services. The department's work protects Tribal assets, supports continuity of essential services, and helps provide safe, accessible, and dependable spaces.

MOVING FORWARD

Facilities Management is strengthening its inspection, project-management, and maintenance systems. Upcoming priorities include:

- Launching a phased Building Audit Program, beginning with fire and life safety
- Expanding standardized inspection procedures
- Strengthening project-management training and processes
- Developing a preventive-maintenance program
- Moving from primarily reactive repairs toward planned preventive maintenance

Building a stronger team and providing dependable service to the Pascua Yaqui community.

FINANCE & OPERATIONS

Responsible Stewardship of Tribal Resources

Jason P. Buckner, Executive Director | Tanya Sproule, Deputy Director

OVERVIEW

Over the past two years, Finance & Operations has evolved from traditional financial administration into a more integrated financial management and strategic operations organization focused on protecting Tribal resources, improving government services, supporting economic development, and advancing self-sufficiency.

TWO YEARS AT A GLANCE

9 of 9	9 Days	$1.1M	$167M
Carry over audit findings resolved	Average vendor payment time, down from approximately 90 days	Direct savings through improved purchasing	Tribal capital projects supported

Strengthening Financial Accountability

Independent auditors issued clean opinions on the Tribe's financial statements, all nine carryover audit findings were resolved, and the annual audit now concludes three months earlier than before. Finance & Operations also implemented an internal audit program to strengthen fiscal and legal accountability across departments and vendors.

Modernizing Financial Services

Reorganization of Accounts Payable, Accounts Receivable, and Payroll reduced the average vendor payment time from approximately 90 days to 9 days. Additional improvements included a Construction in Progress unit, updated General Welfare Exclusion procedures, receivables reconciliation, and stronger financial reporting.



Delivering Value Through Smarter Purchasing

The Procurement team helps the Tribe get the best value when buying goods and services.

- $1.1 million saved through competitive bidding and negotiations.
- $12 million in costs avoided by reviewing construction costs, preventing overruns, and negotiating better prices.

Since July 2024, the team has handled more than three times as many purchase requests and contracts each month. All buyers and contracting officers have earned federal procurement certification.



FINANCE & OPERATIONS

Investing in Our Future

Strengthening Resources, Infrastructure & Government Operations

Protecting Tribal Resources

Additional capital contributions increased the Tribe's Self-Sufficiency Fund by 10%. The transition from paper to electronic banking generates a 3% rebate, and Tribal Council approved private-credit and private-equity investment commitments to diversify Tribal investments.

10%	3%	2
Self-Sufficiency Fund increase	Electronic banking rebate	New investment types



Investing in Housing & Infrastructure

Finance & Operations supported approximately $167 million in Tribal capital projects, including financial management, accounting, procurement, and project coordination. Three housing developments account for 123 new homes, including 46 apartments for elders. The portfolio also includes Tribal facilities, information technology, and education infrastructure.



Expanding Grant Support

Grant submissions increased 15%, while the grants process was digitized through new grants management software. The Grants & Contracts Division also established regular department meetings, check-ins, and training to support grant development and administration.



Investing in Our Workforce

Finance & Operations helped carry out the Tribe-wide Market Wage and Salary Study, resulting in a $5.4 million investment in Tribal employees. The department also increased training opportunities, promoted employees into senior and management positions, earned federal certifications for buyers and contracting officers, and supported efforts to encourage future Tribal members to pursue careers in finance.



Community Impact Spotlight

During the federal government shutdown, employees from Procurement, Accounting, and the Warehouse worked with the Office of Emergency Management to organize food distribution for more than 200 families.

Looking Ahead

Finance & Operations identifies three priorities:

- Improved financial management and communications systems
- A Project Management Office for major Tribal projects
- Two new divisions focused on account collections and enterprise accounting special projects

INVESTING IN OUR PEOPLE



















Empowering individuals. Strengthening families. Building future generations.

HEALTH SERVICES DIVISION

ADVANCING HEALTH, WELLNESS & COMMUNITY WELL-BEING

Dr. Tara Chico-Jarillo, PYTHSD Executive Director

PROGRAM OVERVIEW

The Pascua Yaqui Tribe Health Services Division provides comprehensive, culturally grounded health and wellness services to Tribal members and families across New Pascua, Guadalupe, and Tucson. The Division brings together medical, behavioral health, dental, pharmacy, nursing, traditional healing, prevention, emergency preparedness, and environmental health services to improve access to care and support the health and well-being of the community.

HEALTH SERVICES AT A GLANCE FY 2025

10,275	Patient transports
84,766	Prescriptions filled
8,101	Dental patients served
483 TONS	Waste removed through environmental programs

KEY ACCOMPLISHMENTS / HIGHLIGHTS

1. Expanded Access to Care

Opened the Walupe Pharmacy, advanced development of the Walupe Health Center and Dental Clinic, expanded specialty care, and strengthened transportation and clinical services across the community.

2. Strengthened Behavioral Health & Recovery Services

Expanded medication-assisted treatment, peer support, crisis coordination, domestic-violence services, supportive employment, and residential treatment opportunities.

3. Advanced Prevention, Wellness & Community Health

Expanded diabetes management, suicide and overdose prevention, youth leadership, nutrition and food-security initiatives, and culturally grounded community wellness programming.

4. Expanded Culturally Grounded Healing

Strengthened Traditional Medicine services, including the recruitment of three healers from Rio Yaqui and expansion of culturally rooted healing opportunities.

5. Modernized Health Services Operations

Advanced the Electronic Health Record migration, strengthened billing and compliance, expanded staffing, and maintained PHAB accreditation while supporting major capital projects.



IMPACT ON THE COMMUNITY

Health Services continues to expand access to comprehensive and culturally grounded care throughout the Pascua Yaqui community. Services range from primary and specialty care, pharmacy and dental services to behavioral health, traditional healing, chronic-disease management, prevention, transportation, and environmental health. Through expanded staffing, new facilities and services, stronger community partnerships, and continued investment in prevention and wellness, HSD is working to ensure Tribal members can access the care and support they need closer to home.

HEALTH SERVICES DIVISION

BY THE NUMBERS

HEALTH & WELLNESS

18,419	Pharmacy patients served in FY2025
84,766	Prescriptions filled
6,588	Integrative Medicine visits
5,085	Specialty Clinic patients

BEHAVIORAL HEALTH & COMMUNITY WELLNESS

2,514	Community members served through Guadalupe behavioral health
4,648	Community members served through Tucson Adult Services
3,761	Wellness Center individuals served
50	Youth participating in teen GONA

COMMUNITY SAFETY & PREVENTION

10,613	Public Health Emergency Preparedness Program (PHEP) community members served through FY2026
241	Car seats distributed in FY2025
199	Roll-offs provided
483 TONS	Waste removed

STRATEGIC ALIGNMENT

Health Services Division advances Tribal priorities by strengthening culturally grounded health care, expanding community access and organizational capacity, supporting economic and operational sustainability, and promoting the safety, health, and well-being of Pascua Yaqui families.

MOVEMENT FORWARD

Health Services Division will continue expanding access to care, completing major health facility and technology initiatives, strengthening behavioral health and prevention services, growing culturally grounded healing opportunities, and improving data, operational systems, and community-based services.

HOUSING DEPARTMENT

EXPANDING HOMEOWNERSHIP, HOUSING STABILITY & COMMUNITY

Ricardo Vital, Director | Housing Programs: Rosemary Arriaga & Pablo Rivera

PROGRAM OVERVIEW

The Pascua Yaqui Tribe Housing Department supports Tribal members in achieving safe, affordable, and sustainable housing. Through homeownership education and assistance, rental rehabilitation, and the development of family and elder housing, the Department works to expand housing opportunities, reduce barriers, and strengthen long-term housing stability for Tribal families.

HOUSING AT A GLANCE

60
Tribal members/families served through homeownership assistance

37
Rental units rehabilitated and reopened

95
Family & elder units brought into service through Pascua Yaqui Square 1 & 2

3
Major housing pathways
Homeownership • Rental Housing • Family & Elder Housing

KEY ACCOMPLISHMENTS

Expanded Homeownership Opportunities

Provided down-payment assistance, homebuyer education, counseling, foreclosure support, property tax relief, and individualized case management to help eligible Tribal members pursue homeownership.

Rehabilitated Rental Units

Through Tribal support, 37 previously boarded-up rental units were rehabilitated and reopened, allowing families and elders from the waitlist to move into available housing.

Added Family & Elder Housing Units

Pascua Yaqui Square 1 and 2 brought 95 units into service: 50 family units and 45 elder units, helping reduce the housing waitlist and expand affordable housing opportunities.

Strengthened Housing Partnerships

The Housing Department expanded partnerships with lenders, contractors, nonprofit organizations, government agencies, and organizations such as Habitat for Humanity to increase resources and support members through the housing process.





HOUSING DEPARTMENT

HOUSING STABILITY & COMMUNITY IMPACT

COMMUNITY IMPACT

Tribal Housing has increased opportunities for Tribal members to obtain and maintain affordable housing while expanding the Tribe's housing capacity. Homeownership assistance has helped families navigate the path to homeownership, while the rehabilitation and development of rental housing has allowed more elders and families to move from the waitlist into available homes.

FEATURE STORY

From Housing Assistance to Homeownership

Amanda Nunez, a single mother of two, participated in the Habitat for Humanity program and received down-payment assistance through Tribal Housing. Through these combined resources, Amanda was able to make her journey to homeownership a reality.



COMMUNITY DEVELOPMENT

Pascua Yaqui Square 1 and 2 expanded affordable housing opportunities for Tribal families and elders while creating spaces designed to support community connection. Square 1 includes a community room and fitness center, while Square 2 includes meeting and programming rooms and a community room. Future collaboration with Health and Senior Services will provide additional programming opportunities for residents.

MOVEMENT FORWARD

Tribal Housing will continue expanding homeownership education and outreach, strengthening partnerships and funding opportunities, pursuing additional rental rehabilitation, and exploring future affordable housing development through programs such as the Low-Income Housing Tax Credit (LIHTC). These efforts will help address the continued demand for affordable housing and expand opportunities for Tribal members.

HOUSING PATHWAYS

Homeownership • Rental Housing • Family & Elder Housing

Expanding stable, affordable housing opportunities for Tribal members and families.

HUMAN RESOURCES DEPARTMENT

SUPPORTING THE TRIBE'S WORKFORCE & ORGANIZATIONAL GROWTH

Daniel Morales, Executive Director of Human Resources

PROGRAM OVERVIEW

The Human Resources Department provides strategic workforce support through recruitment, employee relations, compensation, benefits, HRIS, organizational development, workforce development, leadership development, performance management, and policy administration. HR partners with Tribal leadership and departments to attract, develop, engage, and retain a qualified workforce while strengthening organizational effectiveness.



HR AT A GLANCE

1,150
Employees, applicants, departments & Tribal leadership served

95%
Organizational goal-setting completion

534
Employees supported through Open Enrollment

60 DAYS
Average target for filling vacant positions

KEY ACCOMPLISHMENTS

Modernized Compensation & Employment Practices

Phase I PayScale alignment included 981 employees receiving increases (85.90%), with an average raise of 9.81% for recipients and 8.43% across all employees. Total salary adjustments: $5,418,724.22.

Strengthened Performance & Workforce Development

Achieved approximately 95% organizational goal-setting completion through the Performance Evaluation Program while expanding mentor training, leadership development, succession planning, mentoring, professional development, and employee learning opportunities.





HUMAN RESOURCES DEPARTMENT

KEY ACCOMPLISHMENTS

Expanded Employee Support & Benefits

Expanded benefits programming, supported wellness resources, hosted the annual Wellness Fair, and coordinated the Jet Dental Clinic.

Strengthened Recruitment, Employee Relations & HR Technology

Improved recruitment and workforce planning, supported timely hiring, strengthened employee relations and supervisory consultation, and advanced HRIS, workforce reporting, and data analytics.



IMPACT ON THE TRIBE

Human Resources strengthens the Tribe's workforce by supporting employees and leadership throughout the organization. Through competitive compensation, modernized employment practices, professional development, employee benefits, wellness initiatives, improved HR technology, and workforce planning, HR helps Tribal departments build the capacity needed to deliver quality services to the Pascua Yaqui Tribe.

WORKFORCE SUPPORT

Recruitment & Talent Acquisition	Employee Relations	Compensation & Benefits	Workforce & Leadership Development
Performance Management	HRIS & Workforce Analytics	Employee Engagement & Wellness	Policy Administration

WORKFORCE INVESTMENT

Phase I — PayScale Compensation Alignment Project

Phase I of the Market Wage and Salary Study brought Human Resources, Tribal Administration, and Tribal Council together to improve employee pay. The study examined competitive wages, pay fairness, job duties, and how the Tribe can maintain fair and consistent pay over time.

As a result, 981 employees, or about 86% of the workforce, received a pay increase. This represents a $5.4 million investment back into the Tribe’s workforce.

STRATEGIC ALIGNMENT

Human Resources supports the Tribe's strategic priorities by strengthening organizational capacity, workforce development, employment practices, competitive compensation, leadership development, and technology. These efforts help build and retain a qualified workforce while strengthening the Tribe's ability to serve the community.



MOVEMENT FORWARD

Phase II Compensation Alignment • Succession Planning • Recruitment & Retention • Workforce & Leadership Wellness • HR Technology & Workforce Analytics

HR will continue to strengthen compensation and total rewards; expand workforce and leadership development, employee engagement, and wellness; modernize HR technology; and support organizational growth.

INFORMATION TECHNOLOGY

PYT Networks

CONNECTING COMMUNITIES THROUGH TRIBAL BROADBAND

Barbara Macias, IT Director | Yolanda Varelas, ISP Business Manager

PROGRAM OVERVIEW

PYT Networks is expanding tribally controlled broadband infrastructure to improve reliable, high-speed internet access for Tribal members, households, government facilities, businesses, and community institutions. The program supports digital equity, telehealth, education, remote work, public services, and long-term Tribal connectivity.

BY THE NUMBERS

1,172
Total Installations

1,081
Active Users

1,372
Underserved Households Targeted
(NTIA-supported project target)

100 Gbps
Dedicated Backbone Connection

KEY ACCOMPLISHMENTS

Expanded Broadband Access

Broadband services are now operational in Old Pascua, Guadalupe, Coolidge, and Marana, with Tortuga Ranch connected through temporary microwave backhaul while fiber work continues. Milagros tower construction is complete and awaiting final utility components.

Increased Community Adoption

PYT Networks has reached 1,172 installations and 1,081 active users, demonstrating continued expansion of Tribal broadband service.

Strengthened Network Infrastructure

The Tribe advanced a dedicated 100 Gbps backbone connection between the Guadalupe Health Building and Tucson ISP Core, supporting reliable connectivity and future digital growth.

COMMUNITY IMPACT

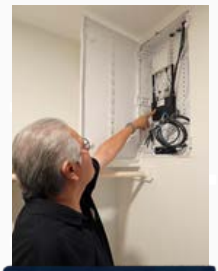
PYT Networks is helping Tribal members and community institutions access reliable internet for education, employment, telehealth, remote work, Tribal services, and public safety. The program also strengthens Tribal self-determination by building and operating telecommunications infrastructure owned and managed by the Tribe.

COMMUNITIES CONNECTED

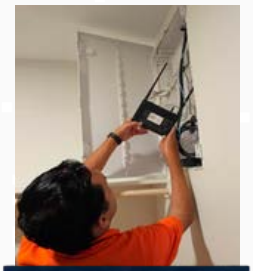
OLD PASCUA • GUADALUPE • COOLIDGE • MARANA • MILAGROS • TORTUGA RANCH

CONNECTIVITY IN ACTION

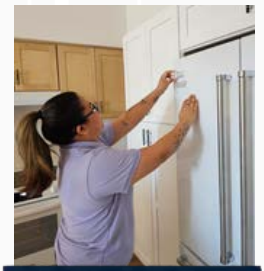
From infrastructure construction to one-on-one resident support, PYT Networks is turning broadband investment into practical community access. In PY10, IT and Housing staff assisted residents with connecting devices, verifying service, and understanding router information.


Gary Alvarez identifying router information


Milagros


Ignacio Borquez installing a router


New Pascua Tower


Benita Garcia posting installing a router


Old Pascua Tower

MOMENTUM FORWARD

PYT Networks will continue addressing permitting, utility, tower, fiber-route, and resident-access challenges while completing remaining infrastructure and developing a sustainable long-term ISP operating model. Tortuga Ranch is also transitioning toward underground fiber coordination with Pima County to support long-term reliability.

ITOM HIAPSI - GUADALUPE

STRENGTHENING COMMUNITY CONNECTIONS

Vanessa Mori, Itom Hiapsi Tribal Administrator | Marissa Dominguez, Itom Hiapsi Assistant Administrator

Connecting Community, Culture & Tribal Services

PROGRAM OVERVIEW

The Guadalupe Administration supports Tribal operations and helps connect the Guadalupe, Penjamo, Hightown, Coolidge, and local communities to Tribal programs, services, leadership, and resources. We coordinate community initiatives, support the Tribal Council's vision, strengthen communication, and create opportunities for collaboration throughout the community.



COMMUNITY ENGAGEMENT & CULTURAL CONNECTION

Over the past two years, Guadalupe Administration has coordinated and supported cultural, recognition, awareness, employee, and community activities that bring together Tribal members, elders, youth, leadership, employees, departments, and community partners.

Tribal Recognition

The 48th Annual Tribal Recognition brought together more than 2,000 community members, with participation from 30 Tribal departments and 16 vendors. Coordination included transportation, elder accommodations, youth activities, parking, safety, communications, 1,000 meal boxes, and 2,000 community shirts.

Culture & Awareness

Administration supported events including Cultural Day, Red Shirt Day, and Orange Shirt Day, providing opportunities for cultural connection, remembrance, awareness, education, and community participation.

Community Voice & Collaboration

Community listening sessions provide residents with opportunities to share needs, concerns, and priorities, while leadership and department meetings strengthen coordination and communication around services for Guadalupe.

COMMUNITY IMPACT BY THE NUMBERS

2,000+	60+	70+	100+	90+
Tribal Recognition participants	Cultural Day participants	Elders participating in Senior Services events	Employees participating in training and employee activities	Combined Red Shirt Day & Orange Shirt Day participants







LOOKING FORWARD

Guadalupe Administration will continue strengthening interdepartmental collaboration, staff development, operations, proactive facility upkeep, and alignment with the Tribe's long-term strategic goals. The department's focus remains on improving service delivery while ensuring programs reflect Tribal cultural values and community priorities.

A LEGACY OF SERVICE

The work of Guadalupe Administration continues to honor the example of the late Catalina Alvarez, whose more than 25 years of service reflected a commitment to the Tribe, cultural preservation, accessible healthcare, equity, and community service.

JUDICIAL BRANCH

STRENGTHENING TRIBAL JUSTICE, PUBLIC SAFETY & SOVEREIGNTY

Ben Casey, Director of Judicial Branch Operations - PYT Tribal Court

PROGRAM OVERVIEW

The Pascua Yaqui Tribal Court participates in the U.S. Department of Justice's Tribal Access Program (TAP), providing direct access to national criminal justice information systems, including the National Crime Information Center (NCIC). Through TAP, the Court enters and shares Tribal Orders of Protection, criminal dispositions, and other justice information with federal, state, local, and Tribal law enforcement agencies, strengthening information sharing and recognition of Tribal Court actions nationwide.

KEY ACCOMPLISHMENTS

Expanded National Justice Information Sharing

Expanded participation in the Department of Justice Tribal Access Program, strengthening information sharing between the Pascua Yaqui Tribe and federal, state, local, and Tribal criminal justice agencies.

Strengthened Protection Order Enforcement

Entered Tribal Orders of Protection into NCIC, allowing participating law enforcement agencies nationwide to verify and enforce Pascua Yaqui Tribal Court protection orders.

Achieved National Leadership in Criminal Disposition Reporting

Through the work of Judicial Branch Data Entry Clerk Celina Romero, the Pascua Yaqui Tribal Court is reported as the national leader in criminal disposition reporting through TAP, consistently ranking first among participating Tribal governments and federal agencies.

NATIONAL LEADERSHIP

Pascua Yaqui Tribal Court

#1 in Criminal Disposition Reporting through TAP

Judicial Branch Data Entry Clerk Celina Romero

COMMUNITY IMPACT

TAP has strengthened the connection between the Pascua Yaqui Tribal Court and the broader criminal justice system by making Tribal Court orders and criminal dispositions accessible through national criminal justice databases. This supports enforcement of protection orders, improves access to accurate criminal history information, strengthens investigations, and enhances collaboration among Tribal, federal, state, and local justice partners.



SERVICES

- Orders of Protection
- Biometric & Identity Verification
- Criminal Justice Information Sharing
- Criminal Disposition Reporting
- Criminal History Reporting

STRATEGIC ALIGNMENT

The Tribal Access Program advances Pascua Yaqui Tribal sovereignty by strengthening recognition and enforcement of Tribal Court orders and improving the Tribe's participation in national criminal justice information systems. The program supports public safety, victim protection, accountability, and collaboration with Tribal, federal, state, and local justice partners.

MOVEMENT FORWARD

The Judicial Branch will continue strengthening TAP operations through ongoing staff development, cross-training, technology improvements, and attention to data quality. Future efforts will focus on maintaining accurate and timely reporting while expanding opportunities to use TAP technologies to strengthen partnerships, improve services for victims, and support Tribal sovereignty and public safety.

LAND DEPARTMENT

ECONOMIC AND COMMUNITY DEVELOPMENT

Richard M. Valenzuela, Director

PROGRAM OVERVIEW

The Land Department supports all landholders within Pascua Pueblo by facilitating land assignments, transfers, and successor forms. It maintains records and spatial data for Tribal assets, including leased and owned lands and buildings.

588
landholders within Pascua Pueblo

179%
increase in completed land succession documentation

209
tax liens

KEY ACCOMPLISHMENTS / HIGHLIGHTS

1. Increased documented successor forms from 43 (July 2024–June 2025) to 120 (July 2025–June 2026), representing a 179% increase in completed land succession documentation.
2. Successfully acquired tax liens within key Tribal service areas to support land protection efforts. Acquired 68 tax liens within the Guadalupe community boundary in February 2025 and 52 in February 2026. In Pima County areas near Pascua Pueblo, Old Pascua, and Barrio Libre, acquired 43 tax liens in February 2025 and 46 in February 2026, totaling 209.
3. Successfully completed 49 land assignments and land assignment transfers, and 15 service line agreements, supporting timely land administration and Tribal governance.

IMPACT ON THE COMMUNITY

- Facilitates successor form updates during land transfers following a landholder's death.
- Coordinates updated ALTA surveys and environmental assessments for the fee-to-trust process.
- Processes land assignments and transfers, service line agreements, and successor form updates.



49 land assignments and land assignment transfers

15 service line agreements

799 *Arizona 811 services tickets

**Arizona 811 service tickets are used to notify utility owners before excavation, ensuring underground lines are marked to prevent damage and comply with state law.*

STRATEGIC ALIGNMENT

The Land Department supports government operations and recordkeeping to advance sovereignty, resilience, and self-sufficiency while strengthening the community, culture, language, public safety, and economic development.

MOVEMENT FORWARD

Enhance communication by providing estimated timelines and periodic progress updates throughout the review and approval process.

LANGUAGE & CULTURE

PRESERVING LANGUAGE, CULTURE & YAQUI IDENTITY

Francisco Valencia, Director

DEPARTMENT OVERVIEW

The Department of Language & Culture serves as a supportive resource to the Pascua Yaqui Tribe, its members, and community partners. Grounded in respect for ancestral knowledge, families, cultural societies, and community members, the Department supports the continued transmission of Itom Hiak Lutu'uria – Our Yaqui Truth through language, traditional arts, history and culture, and the Miss Pascua Yaqui Program.



FOUR AREAS OF CULTURAL PRESERVATION

ITOM HIAK NOKI
Our Yaqui Language

In-person and online Yaqui language instruction using traditional and immersive approaches, including conversational classes and a Marana pilot. Classes serve approximately 15–45 students per class.

ITOM SAUWA'A
Traditional Arts

Traditional Yaqui Matachini and Pahko'ola music instruction is offered in Pascua Yaqui service areas, with continued collaboration with community members who create traditional instruments and regalia. Classes follow an accessible school-year schedule and serve approximately 5–15 students per class.

ITOM ETEHORI
Our Culture

Provides culturally appropriate ceremonial and programmatic support to Tribal Administration, the community, and community partners, while strengthening relationships with Rio Yaqui and inter-Tribal communities.

ITOM HIAK LUTU'URIA
Our Yaqui Truth- History & Heritage

Through the History Program and Tribal Historic Preservation Office, DLC protects cultural resources and historical heritage, provides educational programming, supports consultation and preservation efforts, and works toward preserving cultural heritage, sacred sites, artifacts, and archival records.

KEY ACCOMPLISHMENTS

01 Expanded Yaqui Language Access

Reintroduced language classes, expanded online instruction, implemented immersive learning approaches, and launched a targeted conversational language pilot in Marana.

02 Continued Traditional Arts & Music Instruction

Maintained traditional music classes across Pascua Yaqui service areas while supporting the use of traditional instruments, regalia, and ceremonial teachings.

03 Strengthened Cultural & Ceremonial Support

Continued providing culturally appropriate ceremonial blessings and support for Tribal Recognition celebrations, Tribal departments, community events, and community partners.

04 Increased Heritage Protection & Regional Representation

Strengthened relationships with county, state, and federal agencies and increased Tribal consultation and oversight related to ancestral rights and heritage resources throughout Arizona and the Southwest.

05 Strengthened Youth Representation & Leadership

Expanded the educational, leadership, cultural knowledge, and language development opportunities within the Miss Pascua Yaqui Program, including participation in public, inter-Tribal, and community events.



LANGUAGE & CULTURE

COMMUNITY & CULTURAL IMPACT

CULTURAL IMPACT

The Department of Language & Culture helps ensure that Yaqui language, traditions, history, arts, and cultural knowledge continue to be shared across generations. Through instruction, ceremonial support, heritage preservation, community partnerships, and youth representation, DLC creates opportunities for Tribal members to strengthen their connection to Itom Hiak Lutu'uria – Our Yaqui Truth and Itom Yoyowam Lutu'uria – Our Elders' Truth.





BY THE NUMBERS

15–45
Students per Yaqui Language class

5–15
Students per Traditional Music class

4
Core areas of service

3
Primary community/service areas for traditional music instruction

Pascua Yaqui Pueblo • Tucson • Guadalupe

CULTURAL PRESERVATION & COMMUNITY CONNECTION

LANGUAGE

- In-person and online classes
- Immersive instruction
- Conversational language
- Community and elder teachings
- Increased use of Yaqui greetings and terminology

TRADITIONS

- Traditional music
- Ceremonial participation
- Cultural blessings
- Traditional instruments and regalia
- Rio Yaqui relationships
- Inter-Tribal partnerships

HERITAGE

- History education
- Cultural resource protection
- THPO consultation
- NAGPRA-related responsibilities
- Archival and artifact preservation
- Protection of ancestral rights

MISS PASCUA YAQUI

The Miss Pascua Yaqui Program promotes Pascua Yaqui cultural awareness through ceremonial, public, inter-Tribal, and community representation. The program has strengthened leadership, cultural knowledge, and language learning while encouraging title holders to serve as representatives of Tribal youth and membership.

Former Miss Pascua Yaqui Laylalanai Gocobachi became the first Pascua Yaqui Tribal member to hold the title of Miss Native American at the University of Arizona and was selected as a National UNITY Earth Ambassador.





MOVEMENT FORWARD

Language & Culture will continue expanding language instruction and immersive learning, strengthening traditional arts and music offerings, supporting cultural and ceremonial activities, preserving Tribal history and heritage resources, and strengthening relationships with Rio Yaqui and inter-Tribal partners. Future efforts also include exploring digital language resources and expanding opportunities for fluent speakers and community knowledge holders to contribute to language instruction.

For the History/THPO side, the department also identifies the need for a proper physical repository for repatriated cultural artifacts and historical documents and a designated final resting place for repatriated ancestors.

LEGAL SERVICES

PROTECTING TRIBAL INTERESTS AND SUPPORTING SOVEREIGNTY

Larry Ward, Director

Pascua Yaqui Legal Services provides free non-criminal legal assistance to Tribal members in Arizona. The department assists people in numerous legal fields, including family law, probate and estate planning, bankruptcy, and Social Security benefits.



IMPACT HIGHLIGHTS

831
Yaqui Clients Served in 2025 and 2026

2,000+
People Helped When Families Are Included

$2,244,398
Saved in Bankruptcy Discharges and Other Judgments

$282,464
Secured in Social Security Benefits and Backpay Awards

PROGRAM IMPACT

During that time, we saved our clients over $2,244,398 in bankruptcy discharges and other judgments, and assisted others in securing over $282,464 in Social Security benefits and payback awards. Probate and estate planning have helped elders and families to pass along millions of dollars in real property to heirs, allowing families to retain generational wealth. Assisting families in establishing guardianships, spousal and child support, parenting time plans, powers of attorney, and many other services has promoted the safety, self-sufficiency, and familial resilience for current and future generations.

Educating and Empowering Tribal Members

Legal Services is privileged to collaborate with other departments to educate Tribal members. We have teamed up with Housing and other departments to provide seminars on legal topics, including landlord-tenant issues, rights restoration, and estate planning. Understanding their legal rights about Lemon Laws, identity theft, and other topics gives Tribal members the knowledge needed to protect themselves, their families, and their assets.

Expanding Access Across Arizona

As the Tribe grows, our office is looking forward to bringing our resources to the many Yaqui communities throughout Arizona.

LEGAL SUPPORT AREAS

- Family Law
- Probate & Estate Planning
- Bankruptcy
- Social Security Benefits
- Guardianships
- Spousal & Child Support
- Parenting Time Plans
- Powers of Attorney

LIOGUE SENIOR SERVICES

HONORING OUR ELDERS • STRENGTHENING WELL-BEING • SUPPORTING INDEPENDENCE

Rosanna Dominguez, Director

ABOUT SENIOR SERVICES

Liogue Senior Services honors Yoyo'oam Lutu'uria (Elders' Truth) by promoting elder well-being, quality services, and an enhanced quality of life grounded in the ancestral values of respect, humility, balance, and harmony. The department provides culturally grounded services that help Tribal elders remain connected, supported, independent, and valued members of the Tribe.

SENIOR SERVICES AT A GLANCE

520
Tribal elders served

41
Passenger senior transportation bus

30
Events & activities

55+
Eligible Tribal elders & spouses

KEY ACCOMPLISHMENTS

Modernized the Senior Center

Improved key areas of the Senior Center through new flooring, roofing improvements, restroom upgrades, and construction of a permanent protective vehicle structure.

Expanded Transportation

Acquired a new 41-passenger bus, increasing transportation capacity for community outings, special events, and program participation.

Strengthened Food Security

Expanded access to nutritious food through congregate meals, home-delivered meals, and supplemental food programs, supported through federal, Tribal, and community resources.

SERVICES THAT SUPPORT OUR ELDERS

- Congregate Meals
- Home-Delivered Meals
- Transportation
- Case Management
- Information & Referral
- Socialization
- Enhanced Fitness
- Ombudsman Services



COMMUNITY IMPACT

Senior Services has expanded access to nutritious meals, transportation, wellness opportunities, and supportive services while addressing food insecurity and preparing for future growth. These efforts help elders remain connected to their community while supporting their health, independence, and overall quality of life.

Elder Support in Action

Helping Elders Achieve Housing Stability

Three unsheltered Tribal elders received housing assistance through Senior Services. Social Workers helped complete housing applications, obtain required documentation, and coordinate services with the Housing Department. All three elders were successfully placed into housing, supporting greater stability, safety, independence, and well-being.



MOVEMENT FORWARD

Senior Services will continue expanding essential services, strengthening food security, improving facilities and transportation, and creating additional opportunities for elder engagement, wellness, and social connection. Priorities include extending services within Pascua and strengthening programs and support systems that promote elder health, independence, and well-being.

OFFICE OF EMERGENCY MANAGEMENT

PREPAREDNESS • RESPONSE • RECOVERY • RESILIENCE

Andre Matus Sr., Director | Paul Mesa, Deputy Director

The Office of Emergency Management coordinates preparedness, response, recovery, and mitigation efforts to protect life, property, and the continuity of Tribal government services. OEM brings Tribal departments and regional partners together to strengthen responder readiness, address community needs during emergencies, and build more resilient operations.

KEY ACCOMPLISHMENTS | 2024-2026

Strengthened Responder Readiness

Through the FY2022 Tribal Homeland Security Grant Program, OEM supported Police and Fire readiness with trauma care and protective equipment, including individual first aid kits, tourniquets, hemostatic bandages, ballistic helmets, and tactical plate carriers. These resources support responder protection and immediate trauma care during high-risk incidents.

Tested Joint Emergency Response

OEM coordinated a March 2024 functional exercise and an April 17, 2025 full-scale active-threat exercise involving Police, Fire, and emergency management functions. A May 6, 2025 after-action review helped identify operational gaps and prioritize improvements in joint response readiness.

Coordinated Emergency Food Access

During the 2025 federal shutdown and SNAP disruption, OEM helped coordinate registration, public information, warehouse and cold-storage logistics, staffing, traffic flow, donation tracking, and distribution operations, including support for Guadalupe.

READINESS BY THE NUMBERS

45 Police and Fire individual first aid kits

40 Tourniquets

16 Hemostatic bandages

12 Ballistic helmets and tactical plate carriers

2 Emergency response exercises conducted

Equipment quantities reflect the grant reporting identified in the OEM submission.

COMMUNITY IMPACT SPOTLIGHT

Responding to an Immediate Community Need

When disruptions to food assistance affected Tribal households, OEM helped coordinate public information, registration, logistics, staffing, and distribution planning into a coordinated multi-department response. Distribution operations began on November 1, 2025, with support planning extending to Guadalupe. The response demonstrates OEM's role in bringing Tribal resources together in response to an urgent community need.

MOVING FORWARD

OEM will continue strengthening staffing continuity, tracking improvements identified through exercises, advancing community preparedness and CERT development, improving mass-care and food-distribution procedures, and pursuing planning and funding for Emergency Operations Center development.

MOMENTS OF PROGRESS









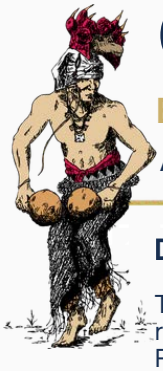








The accomplishments highlighted throughout this report reflect a shared commitment to investing in our communities, strengthening Tribal services, and building opportunities for future generations.



OFFICE OF THE PUBLIC DEFENDER

EXPANDING ACCESS TO JUSTICE & LEGAL PROTECTION

Annamarie Valdiva, Chief Public Defender | Mark Willimann, Deputy Public Defender

DEPARTMENT OVERVIEW

The Public Defender's Office works to expand access to legal representation, provide Tribal members with information and resources that help reduce barriers created by prior convictions, and support clarity in the Tribal Criminal Code. Recent efforts have focused on record relief education, expanded eligibility for public defender services, and clearer justification-defense provisions.

KEY ACCOMPLISHMENTS

Expanded Access to Public Defender Services

Resolution No. CO3-58-26, passed March 12, 2026, increased the financial eligibility threshold for Public Defender services from 125% to 200% of the Federal Poverty Limit. At least three Tribal members in 2026 have qualified for representation who would not have qualified under the previous threshold.

Provided Record-Relief Education

The Public Defender's Office conducted three workshops in 2025-2026 providing Tribal members with information and resources regarding options to potentially set aside, seal, or expunge eligible convictions. Attendance increased as awareness of the workshops grew.

Strengthened Criminal Code Clarity

The Office advocated for Resolution No. CO8-256-25, clarifying Criminal Code provisions concerning justification defenses and special relationships, including parents, teachers, and police officers. The changes provide greater clarity regarding available legal protections.

BY THE NUMBERS

3
Record-relief workshops 2025-2026

23
Workshop participants 14 in 2025 + 9 in 2026

200%
Federal Poverty Limit eligibility threshold

3+
Tribal members who qualified for Public Defender services in 2026 who would not have qualified previously

COMMUNITY IMPACT

The Public Defender's Office has expanded access to legal services and information for Tribal members while working to reduce barriers to justice. Increased eligibility for Public Defender representation allows additional Tribal members to access counsel, while record-relief workshops provide information that may help eligible individuals address barriers associated with prior convictions. Criminal Code revisions further clarify legal protections for Tribal community members.

MOVEMENT FORWARD

The Public Defender's Office will continue expanding access to legal representation, offering educational workshops, and working collaboratively with the AG's Office, prosecutors, judges, and court administration to improve the Tribal justice system. Continued outreach and education will help ensure Tribal members understand available legal resources and protections.

PASCUA YAQUI POLICE DEPARTMENT

STRENGTHENING SECURITY ACROSS TRIBAL FACILITIES

Police Chief Michael Valenzuela | Hector Olivo, Assistant Police Chief



PROGRAM OVERVIEW

The Pascua Yaqui Police Department mission is to deliver high quality and accountable professional service in a manner consistent with the principles of Respect, Safety, and Community Trust.

PYPD is advancing the Tribe's building security through the Tribal Gallagher Access Control Program, transitioning from proximity-based access cards to a more secure certificate-based system. The upgraded technology strengthens identity verification and helps ensure that authorized individuals have appropriate access to Tribal facilities.

KEY ACCOMPLISHMENTS | 2024-2026

1 SUCCESSFUL PILOT AT TRIBAL COURT

The Gallagher Access Control System was successfully piloted at the Pascua Yaqui Tribal Court, replacing an outdated access control system and adding monitoring capabilities through Police Dispatch.

2 HOMELAND SECURITY FUNDING

The department received a Tribal Homeland Security Grant Program award to support access control upgrades at additional Tribal government buildings.

3 EXPANDING TRIBE-WIDE

A program manager has been assigned, and four Tribal facilities have been identified for the next phase of implementation.

SECURITY AT A GLANCE

4
Buildings identified for initial implementation

1
Successful Tribal Court pilot

Centralized Monitoring
Cameras, doors and alarms

Certificate-Based Security
Compatible with Tribal PIV-I credentials

INITIAL FACILITIES

Administration | Information Technology | New Health Facility | Senior Center

The Micro Market on Torim is also implementing the Gallagher System.

COMMUNITY & GOVERNMENT IMPACT

Implementation of the Gallagher system strengthens security and monitoring at Tribal government facilities while improving control over who can access secured areas. The transition supports a more centralized approach to monitoring buildings, cameras, doors, and alarms.

MOVING FORWARD

The Police Department will continue seeking funding to expand the Gallagher Security System to additional Tribal buildings. A key implementation challenge will be ensuring employees obtain their PIV-I credentials and maintain access to their required PIN information.

SOCIAL SERVICES DIVISION

SUPPORTING CHILDREN, FAMILIES & COMMUNITY SELF-SUFFICIENCY

Michael Pries, Director | Irma Valencia, Deputy Director

Department Overview

The Social Services Division provides culturally responsive services that support Tribal members and families across the lifespan. Programs address self-sufficiency, employment and workforce development, food and economic assistance, child welfare, family preservation, adult protection, and prevention, with services aligned with Tribal Council priorities and initiatives.



Key Accomplishments

Strengthened Self-Sufficiency & Workforce Development

YOEME Services/CET expanded workforce development efforts, including an 18-acre Agriculture and Natural Resources Management pilot project, a motivational interviewing assessment to measure individual progress, and expanded Work Experience opportunities.

Built a Division-Wide System of Care

The Division developed a System of Care framework connecting strategic goals, inputs, outputs, and outcomes across services for infants, children, adults, elders, and families.

Strengthened Prevention & Child Welfare

The number of children in foster care decreased from 56 to 40 during the current fiscal year and from 112 three years ago, supported by increased prevention services and more children entering guardianship, primarily with relatives.

Expanded Youth Development

The Anselmo Valencia Tori Summer Youth Leadership Institute served 33 students and incorporated academic support, cultural education, and exposure to the Agriculture and Natural Resources Management pilot project.

Social Services at a Glance

Data snapshots from FY2024/2025 and FY2025–2026

1,474 Adult Services total caseload	**618** Families receiving prevention services
856 Families receiving intervention services	**132** Child welfare investigations

Community Impact

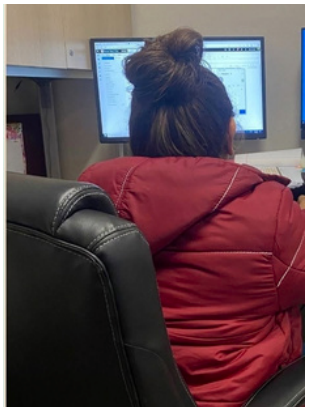
Supporting Families Toward Self-Sufficiency

During FY2024/2025, 618 families were involved in prevention services and 856 families in intervention services. The Division tracks progress toward self-reliance through employment and training, food distribution, economic assistance, housing and utility support, and workforce development programs.

Workforce Development

The Center for Employment Training reported more than 50 employment placements over two fiscal years, including 12 Tribal members hired by the Pascua Yaqui Tribe and six participants who transitioned from Work Experience placements into permanent Tribal employment.

50+ Employment placements	**12** Tribal members hired by PYT	**6** WEX participants transitioned to permanent Tribal employment





SOCIAL SERVICES - CHILDREN, FAMILIES, & PROTECTIVE SERVICES

CHILD & FAMILY WELL-BEING

Children's Services works across investigation, family preservation, foster care, guardianship, adoption, prevention, and youth services. During the reporting period, 13 children were reunified with parents and 14 entered guardianship.



Adult Protective Services

Adult Protective Services provides investigation, intervention, case management, safe housing support, and referrals for vulnerable adults experiencing or at risk of abuse, neglect, or exploitation.



Child Welfare Snapshot

FY2025–2026 data snapshot

132
Cases investigated

356
Children involved in investigations

30
Children removed from parents/guardians

38
Children reaching permanency

105
Families receiving prevention & preservation services

A System of Care

Looking Ahead

The Social Services Division is continuing to develop an integrated System of Care that strengthens coordination between Adult and Children's Services and connects prevention and intervention services.

Upcoming initiatives

Intensive In-Home Services - A voluntary prevention-focused program for high-risk families.

Family Treatment Court - A collaborative effort with the Tribal Courts, Centered Spirit, and Sewa U'usim for families affected by substance use and child removal.

Family First Prevention Plan - Continued development and submission for approval by the end of 2026.

Foster Care Recruitment - Continued recruitment, training, and support of licensed foster and kinship homes.

FEATURE STORY

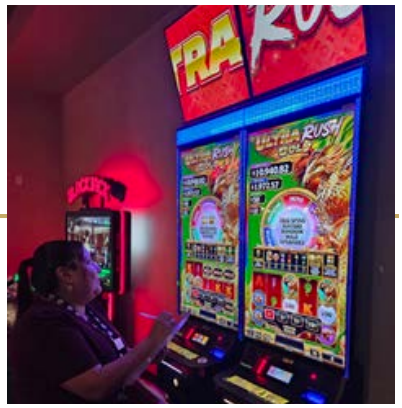
From Foster Care to Family

A child who entered CPS custody after experiencing significant challenges and numerous foster placements was eventually reunited with family after relatives were identified and a support plan was developed. With wraparound services and natural supports, the child returned to family and is now reported to be safe, stable, and doing well.

TRIBAL GAMING OFFICE

PROTECTING GAMING INTEGRITY, STRENGTHENING ACCOUNTABILITY, SUPPORTING TRIBAL SOVEREIGNTY

Maria Lopez, Executive Director



About Tribal Gaming

The Tribal Gaming Office serves as the Tribe's independent regulatory authority, ensuring gaming activities are conducted with integrity, fairness, and in compliance with Tribal, federal, and state requirements and the Tribal-State Gaming Compact. Through licensing, compliance monitoring, audits, inspections, investigations, and gaming systems oversight, the Office protects gaming operations, patrons, employees, and Tribal assets.

1,250	162	1,299	4
Active Gaming Licenses	Active Vendor Licenses	Total Gaming Machines	Gaming Properties / Operations

Casino of the Sun • Casino Del Sol • Del Sol Marketplace • Estrella

Key Accomplishments

Strengthened Regulatory Oversight
Enhanced inspections, audits, licensing, and investigations to support continued compliance with Tribal, federal, state, and Tribal-State Gaming Compact requirements.

Advanced Gaming Technology Oversight
Expanded testing, certification, and monitoring of electronic gaming machines, kiosks, ATMs, and gaming systems to promote operational integrity, security, and compliance.

Invested in Workforce & Future Readiness
Expanded professional development, leadership training, and succession planning while preparing staffing, infrastructure, and regulatory resources for future gaming growth.

Gaming Operations

23 Blackjack Tables • 300 Bingo Seats • 10 Poker Tables • 2 Craps Tables • 2 Roulette Wheels • 15 Event Wagering Kiosks • 23 Class II Machines

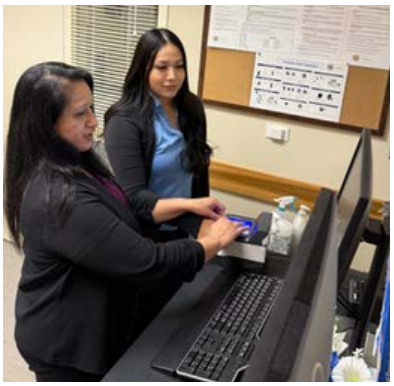
Tribal gaming operations provide an important economic resource for the Pascua Yaqui Tribe.

Protecting the Integrity of Tribal Gaming

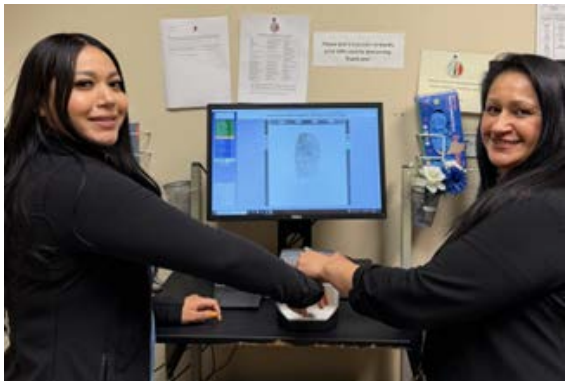
The Tribal Gaming Office serves Tribal government, casino patrons and employees, gaming operations, regulatory partners, and the broader Pascua Yaqui community. Its independent oversight helps safeguard gaming operations and the revenues that support essential Tribal government services, cultural preservation, education, healthcare, public safety, and community development.

Movement Forward

The Tribal Gaming Office will continue modernizing regulatory policies and procedures, strengthening cybersecurity and gaming systems oversight, expanding technology-enabled regulatory tools, and investing in employee training and leadership development. Future efforts will also emphasize data-driven decision-making and continued collaboration with Tribal departments and regulatory partners.



Professional staff support licensing, compliance, investigations, and ongoing regulatory oversight.





Regulatory oversight helps ensure gaming activities operate with integrity, fairness, and accountability.

PASCUA PUEBLO FIRE DEPARTMENT

FIRE PREVENTION & COMMUNITY RISK REDUCTION PROGRAM

Carlos Flores, Fire Chief | Rene Saucedo, Fire Prevention Captain

Building a Safer Pascua Yaqui Community Through Prevention, Education, & Preparedness

PROGRAM OVERVIEW

The Fire Prevention and Community Risk Reduction Program works to improve community safety through fire inspections, code compliance, public education, fire investigations, and strategic partnerships. Over the past three years, the program has focused on building a proactive foundation for fire prevention, life-safety education, and risk reduction efforts throughout the Pascua Yaqui community.

KEY ACCOMPLISHMENTS

- **IFC Fire Code Standards Adopted**
- **Fire Investigation Program Established**
- **Arizona Fire Investigator Technician II Certification**
- **Tribal & Agency Partnerships Developed**

Supported by updated fire prevention standards, formalized investigation procedures, and strengthened collaboration with Tribal departments and external partners.

STRENGTHENING FIRE SAFETY SERVICES

Improving Fire Inspections & Compliance

The program strengthened inspection and compliance efforts through collaboration with Tribal Facilities Management, Risk Management, the Office of Emergency Management, and the Tribe's official inspector. Enhanced Fire Code provisions based on IFC 2024 were adopted, and a fire code violation reporting process was established to improve accountability and safety oversight.

Expanding Community Education

Fire prevention staff expanded fire and life-safety education through partnerships with Tribal departments and community programs. Services included car seat installation assistance, public safety outreach, and enhanced First Aid, CPR, and Basic Life Support training supported by newly recruited instructors.

Building Fire Investigation Capabilities

A major milestone was the development of Fire Investigation Standard Operating Guidelines and standardized field investigation documentation. The program also achieved Arizona Fire Investigator Technician II certification and established partnerships with federal law enforcement agencies to strengthen investigative capabilities.

COMMUNITY IMPACT

The program serves Tribal departments, community members participating in safety education, families receiving car seat installation services, and facilities requiring inspections and compliance support. Through increased collaboration and public outreach, the program has improved fire prevention awareness, strengthened safety accountability, and established a foundation for long-term risk reduction throughout the community.

PLANNING FOR THE FUTURE

Fire Prevention continues to focus on expanding preparedness efforts through enhanced pre-planning programs, joint training opportunities, community outreach, and stronger partnerships with public safety agencies. Future efforts will build upon the program's foundation to further protect Tribal members, facilities, and community resources.

SUCCESS IN ACTION

During the development of the Fire Prevention Program, staff established partnerships with Tribal departments, safety stakeholders, and external agencies while implementing new fire investigation procedures and expanding public education efforts. These initiatives created a strong foundation for a comprehensive fire prevention strategy focused on protecting Tribal members, facilities, and community resources.







OFFICE OF THE PROSECUTOR

Protecting Victims, Strengthening Justice

Malena Acosta, Chief Prosecutor







OVERVIEW

The Office of the Prosecutor works to protect the community, hold offenders accountable, advocate for victims, and ensure justice is carried out ethically and respectfully. The Office also supports prevention, diversion, youth outreach, and culturally grounded programs that promote safety and well-being throughout Pascua Yaqui communities.

KEY ACCOMPLISHMENTS

Strengthening Tribal Prosecution

The Office coordinates the Arizona Tribal Prosecutors Association and organized a two-day spring training conference providing up to 14 hours of continuing legal education.

Investing in Tribal Youth

The Youth Justice Academy introduces teens to career opportunities, Tribal resources, and Yaqui culture. The program began in the Tucson area and expanded to Guadalupe.

Advocating Across Jurisdictions

Tribal prosecutors serve as Special Assistant U.S. Attorneys and Special Deputy Pima County Attorneys, advocating for victims and prosecuting offenses on and off the reservation.

COMMUNITY IMPACT

The Office regularly participates in Recognition Day, Trunk or Treat, the Community Christmas Party, and the Pascua is Family initiative. It also organizes the Awareness to Action Domestic Violence Conference for professionals in domestic violence prosecution and victim advocacy.

BY THE NUMBERS

CRIMINAL & CHILD WELFARE CASES

FY 2024

285 Tribal criminal cases · 12 Child Welfare cases

FY 2025

278 Tribal criminal cases · 16 Child Welfare cases

DIVERSION & TRUANCY PROGRAMS

FY 2024

32 adults in Diversion · 6 youth in Attendance Achievement

FY 2025

35 adults in Diversion · 20 youth in Attendance Achievement

VICTIM CONTACTS

FY 2024
2,098

FY 2025
2,043

Through June 2026
1,318

CHILD WELFARE PROGRESS

April 2024
81 children in foster care

May 2026
41 children in foster care

LOOKING AHEAD

The Office plans to expand access to services in Old Pascua, including the possible assignment of a prosecutor and an office within the community. Grant-funded kiosks are also planned to help victims access Tribal resources and complete and file protection-order forms closer to home.

Protecting Victims · Strengthening Justice

OUR PEOPLE, OUR FUTURE











Rooted in culture. Strengthened by community. Moving forward together.

Together, We Move Forward

For generations, the Pascua Yaqui people have demonstrated resilience, strength, and an unwavering commitment to preserving our culture, language, and traditions.

The accomplishments highlighted throughout this report represent more than projects, programs, and milestones. They reflect the collective efforts of Tribal Council, departments, enterprises, employees, community partners, and Tribal Members working together to strengthen our Nation.

As we look to the future, we remain committed to serving our people, advancing Tribal sovereignty, preserving our cultural heritage, and creating opportunities for generations to come.

Together, we honor our past, celebrate our progress, and continue building a stronger future for the Pascua Yaqui Tribe.

PASCUA YAQUI TRIBE

State of the Tribe
Mid-Term Report | 2024-2026

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