

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Group: Financial Resources **Month/Year of Report:** March 2011

Group Leader: Callie Catcher **Phone:** 207-3902 **E-mail:** callie-catcher@cherokee.org

I. Budget Highlights – through February

- a.) Financial Resources – 35% spent
- b.) Treasurer – 54% spent
- c.) IIM – 43% spent
- d.) Acquisition Management – 34% spent
- e.) Records Management – 28% spent
- f.) Support Services – 42% spent
- g.) Office of Historical Records – 34% spent

II. Program Highlights

a.) Balanced Scorecard Measures

- 1. Complete FY10 Audit - 100% complete
- 2. Obtain Unqualified Audit Opinion – 100% complete
- 3. No Reportable Conditions on Single Audit –0% complete
- 4. Implementation of SAS 112 audit requirements – 0% complete
- 5. Obtain GFOA Award for FY09 CAFR – 100% complete
- 6. Reports Completed & Submitted by Due Dates – 100% Complete for reports due by 02/28/11.

b.) Accomplishments

- 1. March – Continue Lawson Budgeting & Planning Implementation process
- 2. March – Continue FY10 Audit process – to be completed March 31, 2011
- 3. March – Continue Lawson Mobile Supply Chain Implementation process
- 4. March – Finalizing negotiation for FY11 Indirect Cost Rate

c.) Future Plans/New Initiatives

- 1. April – Continue Lawson Budgeting & Planning Implementation process
- 2. April – Continue FY10 Single Audit process – to be completed June 30, 2011
- 3. April – Continue Lawson Mobile Supply Chain Implementation process

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Cherokee Nation Acquisition Management Year-To-Date Report Over \$5,000 Transactions October 1, 2010 through February 28, 2011		% of sub-total - TERO vendor submitted Bid
Award to TERO Vendor	\$ 20,308,753.48	82.31%
Award to non-TERO Vendor	\$ 4,365,941.67	17.69%
Sub-total bids with a TERO vendor participating	\$ 24,674,695.15	100.0%
Bid - no bids submitted by TERO Vendors	\$ 4,162,865.37	

I. Budget Highlights

- a. February consolidated monthly net income was \$7.4 million compared to budget of \$11.5 million.
- i. A negative variance of \$4.0 million compared to budget was primarily driven by CNE which was \$3.8 million below budget for February. CNE operations at all properties were negatively impacted by the February snow storm as well as the related roof collapse at Catoosa. March results rebounded in line with expectations. Below are the variances to budget for each entity:
1. CNB: -\$468,000
 2. CNE: -\$3.8 million
 3. CNI: +\$181,000
 4. Technology: +\$9,000
 5. Others: +\$72,000
- b. FY11 Year-to-date Consolidated Cap ex (actual expenditures) is \$15.5 million for all entities.
- i. CNE: \$14.3 million
 - ii. CNB: \$713,000
 - iii. CNI: \$375,000
 - iv. CPM: \$98,000

II. Operating Highlights

- a. The draws on the BoA credit facility totaled \$16.0 million as of February 28, 2011. This includes \$2.5 million outstanding at CNI for working capital, \$250,000 was outstanding to CNTS for working capital and \$125,000 was outstanding to MOB for working capital. The remaining \$13.1 million has been used for the purchase of real estate, Mobility Plus, ITX, and ETI Professionals.

I. Budget Highlights

- a. Total CNE revenue of \$37.8 million in February declined 5.6%, compared to prior year and was 13.4% below budget.
 - i. Most CNE properties attributed to the revenue decline in February 2011 compared to February 2010:
 - 1. West Siloam Springs: +0.9%
 - 2. Tahlequah/Fort Gibson: -4.7%
 - 3. Roland/Sallisaw: -5.6%
 - 4. Catoosa: -17.1%
 - 5. Will Rogers Downs: -13.5%
 - 6. Ramona (Not open until May 2010)
- b. Operating expense for the month was \$27.4 million, which was favorable to budget by \$1.8 million. CNE continues to focus on reducing operating costs throughout the company in order to improve profitability.
- c. CNE February net income totaled \$7.6 million, compared to \$11.1 million in February 2010. Net income was 33.5% below CNE's budget of \$11.4 million

II. Operating Highlights – As of March 21, 2011

- a. Properties – All properties were negatively impacted by inclement weather during February
 - i. Catoosa –The Joint held performances by Pat Benetar & Neil Giraldo as well as Randy Travis during the first two weeks of March. The indoor air quality project continues and is expected to be complete by mid-April. The Casino III roof collapse in early February negatively impacted financial performance for the month. However, the poker room and several electronic gaming machines were moved to the Salons. The transition of games to these areas is to provide our guests with a comparable selection games as well as an effort to maximize revenue for the property.
 - ii. West Siloam Springs – The hotel has been full on recent weekends and drove an overall occupancy of 75.5% during February and trending at 72.8% for March. West Siloam Springs continues to perform above budget on a year to date basis.
 - iii. Roland – Construction on I-40 from Roland to the Arkansas state line began in late November and is anticipated to be complete at the end of 2011.
 - iv. Ramona – The property continues to outperform initial forecasts.
- b. Future Plans/New Initiatives
 - i. Continue to manage expansion progress.
Continue to enforce tighter hiring controls and expense reduction measures to gain efficiencies

Month/Year of Report: February 2011

Group: CNI

Group Leader: David Stewart

Phone: 575-4400

I. Budget Highlights

- a. Net Income - Net income for February 2011 was \$427,000, which is \$181,000 favorable to budget. The favorable budget variance is mainly due to a positive variance in Corporate Overhead of \$336,000. A positive variance in Military Logistics of \$61,000 is mainly due to a true-up of 1st trimester actual vs. projected rates of \$82,000, which is offset by an unfavorable variances in Manufacturing of \$100,000, Distribution Services of \$96,000, and Professional Services of \$20,000. February's net income was favorable to prior year by \$409,000 mainly due to the previously discussed expense reduction in Corporate Overhead and a profit increase in Professional Services of \$107,000, Military Logistics of \$107,000, and Manufacturing of \$44,000.
- b. Revenue - CNI's revenue totaled \$7.0 million in February 2011, which was \$4.4 million below budget. The variance is primarily due to decreased revenue of \$2.1 million in Distribution Services associated with not receiving the Verizon contract for \$1.3 million and lower AT&T demand compared to budget of \$800,000. A \$1.2 million unfavorable variance in Manufacturing revenue is mostly due to decreased demand, while the unfavorable variance in Professional Services revenue of \$740,000 is primarily due to projected new contracts not yet being secured. A decrease in Military Logistics revenue of \$337,000 is primarily due to timing which accounts for \$224,000 of the shortfall in revenue. The unfavorable variance of \$1.8 million compared to prior year is due to a reduction in Professional Services of \$483,000 due to the expiration of some contracts and lower than projected sales. A decrease in Construction of \$479,000 as this business segment is no longer consolidated as part of CNI. Declines in Distribution Services revenue of \$287,000, as well as a decrease in manufacturing of \$780,000 due to demand were partially offset by an increase of \$215,000 in Military Logistics.
- c. Operating Expenses - Total operating expenses for February 2011 were \$6.5 million compared to a budget of \$11.0 million. The favorable variance in expense is mainly due to decreased COGS associated with lower revenues. In addition, February 2011 expenses compared to budget were also favorably impacted by the incentive compensation adjustment of \$208,000 and a workers' compensation profit share adjustment of \$113,000. Operating expenses compared to prior year were lower by \$2.2 million due to reduced revenues, increased COGS efficiencies and a decrease in Corporate Overhead expense as discussed above.

II. Operating Highlights

- a. Accomplishments
 - i. Distributions Services anticipates continued growth with AT&T in 2011

I. Budget Highlights

- a. February revenue of \$4.8 million was consistent with January and 67.7% ahead of budget
 - i. ETI Professionals was acquired on January 31st and contributed \$1.8 million in revenue in February and \$62,000 in EBITDA
 - ii. Other Technology Portfolio business units had similar contract work to prior months, but experienced a decline in overall revenue due to fewer billable work days in February than a typical month.
- b. February net income totaled \$181,000, compared to \$183,000 in the prior month and ahead of a budgeted \$172,000. The favorable budget variance is driven by the recent ETI acquisition and ongoing growth in federal contracts revenue. The decline in net income compared to prior month is a result of reduced revenue related to having fewer billable days in February than January and a correction for over accrued revenue in January.
- c. YTD net income for the IT portfolios of \$1.0 million is 29.0% ahead of budget and 94.6% ahead of last year.

II. Operating Highlights

- a. CNB completed the acquisition of ETI Professionals in Lakewood, Colorado on January 31st.
- b. Current Month
 - i. Completed first month of work on a new U.S. Army Corps of Engineers contract
 - ii. Continued work on all other existing contracts
 - iii. Current contract backlog approximately \$80.0 million
 - iv. Focused on maintaining a high contract renewal percentage
- c. Future Plans/New Initiatives
 - i. Continue to strategically grow revenue by leveraging:
 1. Several new partner relationships developed in the DC area
 2. Advantages of the SBA 8(a) programs
 3. Cherokee Nation's reputation, network/affiliates, financial strength and current IT infrastructure
 4. Aggressive marketing of Federal 4th Qtr opportunities
 5. Expanded sales and proposal writing core
 6. Strategic acquisition opportunities

I. Budget Highlights

- a. CNSS had revenue of \$85,000 due to the shared service agreement with CNE. Operating expenses exceeded budget primarily due to employee costs.
- b. APSE's February 2011 net income was \$27,000. This was \$72,000 lower than budget. Lower than expected parts sales to the Boeing facility in San Antonio has negatively impacted revenue for APSE resulting in lower than expected net income.
- c. CCRC net income was \$29,000 in February 2011. This was \$89,000 less than a budget of \$118,000. Lower than budgeted revenue in the environmental and aviation areas resulted in a negative budget variance to net income.
- d. MOB net income was \$71,000 compared to a budget of \$51,000.
- e. CNCS had net income of \$1,000 in February compared to a net loss of \$18,000 in January. A contract with the Dover AFB as well as a project at the Tahlequah City Hospital, initiated by CNI, resulted in higher revenue compared to the previous month.

II. Operating Highlights

- a. CNSS is currently exhausting many avenues for growth. Three separate companies are currently being evaluated for acquisition, and a teaming agreement is being pursued with a fourth company that will be formed into a mentor protégé. CNSS is also working on winning a three year, \$500 million revenue, governmental contract.
- b. Lower revenue for APSE was due to slower part sales to the Boeing plant under the San Antonio contract.
- c. CCRC is currently marketing environmental and professional services capabilities in an effort to make up for the loss of the Gulf work which was included in this year's budget. These efforts combined with the expected economic recovery will help close the gap to budget during the remainder of the year. In addition, construction work for the remainder of the year is expected to exceed budget.
- d. CNCS currently has 9 task orders issued under the Dover AFB contract with an additional 4 task orders waiting for government funding to become available. CNCS is currently marketing our construction capabilities to numerous armed services bases. Dover AFB work is expected to increase going forward with better weather conditions.
- e. While the current results of Mobility Plus are below budget, the remainder of the fiscal year should recover the reported deficit. This will occur due to installation of the new billing and inventory software (allowing for better reporting of true costs and billed revenues) as well as a more focused sales and marketing effort on those products that provide the greatest amount of margin. Process improvements will also assist in reducing the total days outstanding of receivables associated with equipment in the field.

Group: Career Services-
Employment Month/Year of Report: March, 2011

Group Leader: Diane Kelley Phone: 453-5628 Email: dkelley@cherokee.org

I. Budget Highlights – Please refer to Monthly Financial Report

None

II. Program Highlights

a. Balanced Scorecard Measures

Activity	February	YTD	Goal	% of Goal
GED Completions	22	140	250	56%
Training Completions	30	174	450	39%
Employment Completions	2	42	300	14%
Unsubsidized Placement	63	393	500	79%
Retention	17	133	200	67%
Job Readiness Training	5	58	500	12%
WorkKey Credentialing	25	186	500	37%
Job Bank	13	468	1,000	47%
Indian Owned Businesses	10	119	100	119%
Major Cherokee Employers	0	0	50	0%
Job Fairs	1	3	15	20%
Community Service	16	45	50	90%

Balanced Scorecard measures for the previous month will be available the 15th of each month.

b. Accomplishments

1. Eleven Tribal Day Training participants attained employment, nine with the Cherokee Nation.
2. Nine NAHASDA Day Training participants entered unsubsidized employment, seven of these within Cherokee Nation.

3. West Siloam Jobs/ Resource Fair- 200 persons and 25 exhibitors were in attendance.

Initiatives

1. Work Keys testing and Life Skills class are being planned for next month for all Day Training participants.
2. The SYEP application process will continue through the end of April.

Group: Certified Indian Owned Businesses (Career and Commerce Services)

Month/Year of Report: April 2011

Program Highlights

a. Balanced Scorecard Measures

Objective	Metric	2010 Goal	Year to Date Achievement Notes/Comments
Effective Business Workshop Training	# Certified Indian-Owned Business Attendees and % indicating usefulness	500/100%	129/100%
Increase Certified Indian-Owned Business Procurement Awards	% Certified Indian-Owned Business Procurement Awards	75%	81.41% Business Entities eligible procurement \$'s awarded to Certified Indian Owned vendors <ul style="list-style-type: none"> • CNE - Unavailable (no reporting for fiscal year 2011) • CN Government 82.31% • Health Entities 93.46% • CNI 66.36%
Increase Cherokee Citizens employed	% Cherokee Citizens (verified)	Entity CNE – CNB - CN – 82.9% Health - CNI – CRC – Aerospace -	Business Entities <ul style="list-style-type: none"> • CNE (CNE, CHL, WRD, CNSS) 47.37% • CNB (CNB, CNT, CSG) 29.85% • CN Government 72.36% (does not include IPA/MOA) • Health Entities 48.58% • CNI 68.47% (does not include service contract employees) • CRC (not wholly owned by CN) 18.92% • Aerospace 0% • Waste Management 100%
Increase Indian-Owned Business Certifications	# Newly Certified Indian-Owned Businesses	80	53
Effective One on One Training for Certified Indian Owned-Businesses	# of businesses receiving assistance/% finding useful	300/95%	92/100%
Certified Indian-Owned Business Receiving Financial Assistance	% Certified Indian-Owned Business Loans Approved	75%	40.87%
Effective Usage of Fees Collected	# Trained	100	21
Effective Monitor of Work Sites – Construction and Housing	# Monitoring Visits	90%	100% - 767 sites monitored
Effective Monitor of Bid Openings	# and % Bid Openings Attended	100%	100% - 21 bid openings attended
Effective Resolution of Complaints – TERO and EEOC	% Complaints Resolved	100%	TERO: 7 complaints filed; 6 resolved EEOC: 3 complaint filed; 3 resolved

b. Notable accomplishments:

1. **SBA Oklahoma Innovator of the Year was a TERO Certified Indian-owned Business!**
Congratulations to Mark Masters, Choeta Fire, in Jay Oklahoma. Choeta Fire provides emergency management services for natural resource protection.
2. **Success stories from Certified Indian-owned Business Vendor Fair**, held November 9, 2010, include TGI obtaining a contract with DFW Airport and an invitation to bid for Gallant Background Checks for a DFW contract. TGI is a promotional and advertising specialist company

in Tulsa and Gallant Background Checks is located in Owasso and provides online background checks.

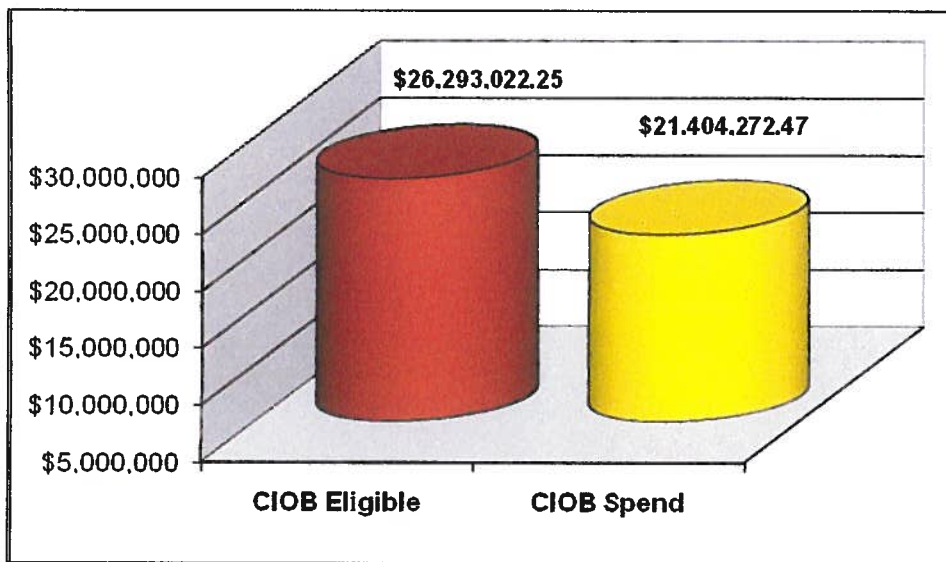
3. **Record number of TERO Certified Indian-owned Businesses – 656**, as compared to 251 in 2005. Additionally, 561 are wholly or partially owned by Cherokee Nation citizens.

c. Future plans/new initiatives:

1. Cherokee **citizen employment goals** set by business entities.
2. **Electronic notification to TERO certified Indian-owned businesses** when a procurement opportunity they qualify for posts on www.cherokeebids.org. Notification will be through email and text messaging. The first step in coding vendors has been complete and Information Systems is working on the notification. Training for departments and testing should be completed this summer with full implementation before the end of the fiscal year.
3. **Certification program workshop** in May, date to be determined, with presentations from the Small Business Administration and the Minority Development Advisory Council. This workshop will form the basis for our certification assistance program, whereby SBAC staff will assist businesses to identify certification opportunities and help complete certification applications.

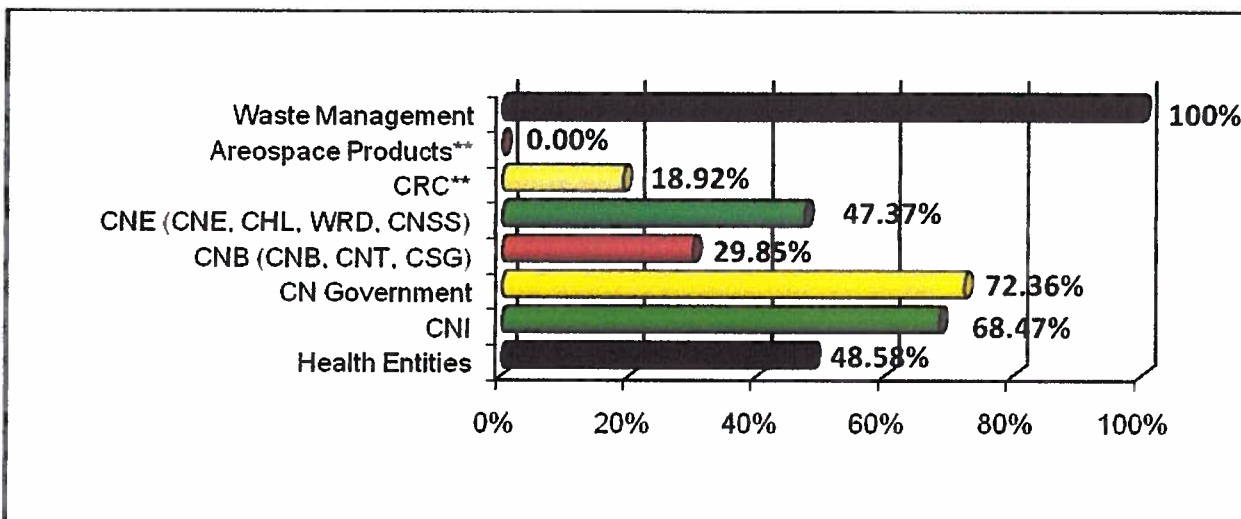
Business/Entrepreneur Workshops			
Date	Location	Time	Workshop
April 4 & 11	Tahlequah EMS Building	6pm	Indianpreneurship Class
April 7 & 14	Sallisaw Housing Services	6pm	Indianpreneurship Class
10-Apr	Indian Capital Vo-Tech Muskogee	8:30am - Noon	Get Your Business Found On the Web
May	TBD	6pm	Indianpreneurship Class

81.41% of CIOB Eligible Procurement Opportunities were awarded to CIOBs



**Includes CN Government, CNE, CNI, and Health Entities

57.90% of Employees are registered Cherokee Nation Citizens



**Companies majority, not wholly, owned

Group: Commerce

Month/Year of Report: April 2011

Group Leader: Anna Knight

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Email: aknight@cherokee.org

Budget Highlights

None

Program Highlights

a. Balanced Scorecard Measures

Objective	Metric	2011 Goal	Year to Date Achievement Notes/Comments
Investment in Economy	Loan Dollars	\$1,000,000	Commercial: \$354,339.90 <i>Approved Loans Pending Closing</i> <ul style="list-style-type: none"> • Restaurant – Tahlequah \$25,000 • Scrap Metal – Muskogee \$25,000 • Heavy Equipment – Ft. Gibson \$51,020 <i>Pending approval</i> <ul style="list-style-type: none"> • None Pending
Investment in Economy	Tourism Dollars		Consumer: \$215,600.93
	a) Community Tourism	\$50,000	a) \$6,500 (income to artists/communities through tourism activities)
	b) Tourism Business Development	\$100,000	b) \$19,9840 (financing tourism related businesses)
Job Creation	# Small Business Jobs Created/Maintained	100	60
	Percentage Cherokee (or Cherokee Family) Employed	90%	83%
Effective Business Training	# Attendees and % Indicating usefulness	500/95%	503/100%
CN Holiday	% Increase Sponsorships	5%	a) TBD
	% Increase in Community Games Participation/Holiday Cultural Events	5%	b) TBD

b. Notable accomplishments

1. **Commercial Loans Closed –YTD – Tahlequah - Restaurant (2 jobs), Construction (4 jobs), Construction (15 jobs); Vian – Construction (1 job); Kansas – Construction (2 jobs); Sallisaw - Salon (10 jobs); Peggs - Construction (4 jobs); Collinsville – Service (2 jobs); Jay – Beauty Salon (3 jobs); Stilwell – Logging (13 jobs); Okay – Retail (2 jobs); Oolagah – Retail (2 jobs);**

2. **Commercial Loans Closed**

Community	Loan Purpose	Project Costs	Loan Amount	Collateral Discounted Value	Owners Equity	Jobs
Oolagah	Retail Expansion	\$20,000	\$16,848	Real Estate \$2,200 Inventory & Equipment \$18,223	17.58%	2
Collinsville	Service Expansion	\$45,581	\$25,581	Real Estate 2 nd \$40,000 Inventory & Equipment \$10,575	43.88%	2
Jay	Service Refinance	\$16,223	\$16,223	Inventory & Equipment \$16,223	0%	3
Tahlequah	Startup Construction	\$60,000	\$45,000	Vehicles \$25,550; Cattle \$3,500 Equipment \$15,920	25%	15
Okay	Startup Retail	\$6,660	\$6,660	Vehicles \$8,570 Inventory & Equipment \$7,049	0%	2
Stilwell	Logging Expansion	\$75,000	\$60,000	Large Equipment \$60,000 Vehicles \$16,774; Equipment \$241,000	20%	13

3. **Charged Off Loans** – Commercial: Monthly Total – 0/\$0.00, Year to Date Total – 0/\$0.00 Consumer: Monthly Total – 0/\$0.00, Year to Date Total –0/\$0.00
4. **ODOC Work Ready Community certification** process for CN rural counties – to be completed summer 2011.
5. **Bridge to Success Business Mentorship Program** 4 initial mentors have been selected and trained. Initial mentees will be selected from new or struggling SBAC loan clients.
6. The Small Business Assistance Center has hosted or co-hosted events with **889 people** in attendance.
7. Received **grant funding for Cherokee Creativity Center** – anticipated grand opening August 2011.
8. **Silversmith class graduated** four day training participants and created 24 southeast design pieces of copper and silver jewelry for resale in Cherokee Nation Gift Shops.

c. Future plans/new initiatives

1. **Market Place Entrepreneur Program** to increase competitiveness of Cherokee owned market place businesses and create strategy to increase market place opportunities (including e-commerce)
2. **Silversmith classes**, one day training class and one community class, will begin in mid-April.
3. **Arts on the Avenue** planning is underway. Highlights regional visual and performing artists. The festival is a perfect example of the “City of Firsts” community partnerships between the Cherokee Nation, Tahlequah, NSU, Tahlequah Main Street Association, Chamber of Commerce and downtown merchants.

Lending \$’s Available (pending and approved/pending applications not considered)*

▪ IRP:	\$251,368.31	▪ ICDBG Adult:	\$351,742.83
▪ Commercial:	\$200,633.48	▪ ICDBG Youth:	\$151,905.36
▪ CDFI:	\$676,333.92	▪ Consumer Lending:	\$296,159.03

* Bank statements for March are not yet available.

Business/Entrepreneur Workshops			
Date	Location	Time	Workshop
April 4 & 11	Tahlequah EMS Building	6pm	Indianpreneurship Class
April 7 & 14	Sallisaw Housing Services	6pm	Indianpreneurship Class
10-Apr	Indian Capital Vo-Tech Muskogee	8:30am - Noon	Get Your Business Found On the Web
May	TBD	6pm	Indianpreneurship Class
June 11	Downtown Tahlequah	All Day	Arts on the Avenue

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Group: Cherokee National
Historical Society

Month/Year of Report: January - March / 2011

**Executive
Director:**

Carey Tilley

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Cherokee National Historical Society
Written Report to the Executive Finance Committee of the CN Council
Thru March 31, 2011

Mission: To preserve, promote, and teach Cherokee History and Culture.

At the end of our first quarter in the CNHS fiscal year we are already seeing progress in the number of people we have been able to serve. We were closed the month of January as we are every year. The heavy snows and icy conditions of the grounds caused us to be closed an additional five days in February. Despite the weather, we had served a total of 3,943 people in February and March. Although this is by far our slowest quarter of the year, this number represents a 7% increase in people served through March of 2010. On-site visitation is actually up 23%. We are encouraged by the early indications of a continuation of a trend that has seen 72% growth in total people served over the number served in 2006.

Income during the early part of the year is historically slow as we rely heavily on the previous year's reserves to carry us to our busy season. Through February our net income, although negative, is slightly ahead of the budgeted pace as well as the 2010 numbers. Early indications are that there will be a significant positive net by the end of April.

In February we received notification that Charity Navigator – “America’s largest charity evaluator” – had given the Cherokee National Historical its highest rating of four stars. This rating is based on key performance indicators as shown on the most recent IRS Form 990 (2009) including primary revenue growth and program expenses versus administrative and fundraising costs. Only 25 to 30 percent of the over 5,500 Charities reviewed received the 4-star rating. In our category of Arts, Culture, and Humanities less than 15% received the top rating. Although our primary growth rate of 7% as calculated by Charity Navigator might seem modest. It was higher than 73% of the 111 history museums, historical societies, and related organizations in the Charity Navigator database. More than one-half of these organizations showed negative income growth during the period reviewed.

In early March, we received a commitment of \$250,000 from the Tom and Edna Mae Carson Foundation for the Ancient Village project. Combined with the earlier commitments and contributions from the Chapman Foundation, Cherokee Nation Entertainment, and others we have now raised over \$640,000 for the project and will be able to move forward with the first two phases of the project as soon as the lease for the land from the Cherokee Nation is renewed.

Other major events during the first quarter include the unveiling of the new statue by Cherokee Artist Daniel Horsechief entitled “Resurgence”. This realistic depiction of a stickball player in action was made possible through funding from Cherokee Nation Entertainment and is an incredible punctuation mark to the earlier renovation of the Atrium. Already it is having a noticeable impact on our visitors. We also hosted over 600 students and their chaperones during Indian Territory Days – a two-day event held every spring featuring activities common in the Cherokee Nation in the days before statehood. In March we hosted a reception for the

COUNCIL OF THE CHEROKEE NATION
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Cherokee National Treasures as further tribute to their lifelong commitment to continuing the artistic culture of the Cherokee people. The reception accompanied the Treasures exhibition which closed earlier this month. Currently we are featuring the *Trail of Tears Art Show* which opened on April 8th. The opening reception and awards ceremony was well-attended as Native Artists from across the United States were honored. This year's Grand Prize winner was "Putting the Pieces Together", an incredible sculpture by Cherokee artist Troy Jackson.

Once again, I would like to thank the council for your continued support of the Cherokee Heritage Center. I am excited about the successes of the past five years and look forward to the future. I remain committed to our mission of preserving, promoting, and teaching Cherokee History and culture as well as maintaining positive stewardship of the resources with which we have been entrusted. I encourage you to contact me if you have any questions or comments. I also encourage you to come and see the *Trail of Tears Art Show* as well as our *Cherokee National Female Seminary Exhibition* opening May 16.

Sincerely,

(submitted electronically)

Carey L. Tilley
Executive Director
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