



CHEROKEE NATION™
Businesses

Executive and Finance Report
Consolidated Financial Information
April 2016

Cherokee Nation Businesses

Executive and Finance Report

April 2016

Budget Highlights

- April 2016 CNB consolidated net income of \$14.4 million was \$2.0 million favorable to a budget of \$12.4 million and \$3.9 million higher than prior year. Consolidated revenue was \$86.7 million, \$1.8 million favorable to budget and exceeded the previous year by \$9.3 million.
- CNE EBITDA of \$21.7 million was favorable to budget by \$2.5 million. The favorable variance was mainly associated with higher gaming revenue and lower employee costs. Total revenue for April 2016 was \$56.2 million and was \$1.6 million favorable to budget and \$4.4 million ahead of last year.
- Consulting Sector EBITDA was \$167,000 favorable to budget. The favorable variance was due to higher than expected gross margins realized on CNTS's DHA and GEITA projects.
- Health Sciences Sector EBITDA of \$266,000 was \$142,000 favorable to budget. The favorable variance was due to higher than expected profitability on CNHS's Army SAMMC and USAF Ft. Carson projects.
- Engineering & Manufacturing Sector EBITDA was \$426,000 below budget due to lower than projected revenue.
- CNB Parent EBITDA was \$81,000 unfavorable to budget. The unfavorable variance was due to lower than budgeted revenue and was partially offset by lower than budgeted operating expense.
- Combined, EBITDA at all other entities were \$56,000 below budget.

Capital Expenditures

April YTD capital expenditures were \$45.8 million for all entities.

- CNE: \$32.4 million
 - Expansion: \$23.9 million – Catoosa Hotel Lobby and Front Desk Renovation, Roland property improvements, Cherokee Springs Business Park, WRD renovation, Grove Casino, Tahlequah OP1 Rebuild, Tahlequah Casino
 - Strategic: \$4.6 million – IGT Advantage NexGen Kits, Surveillance Infrastructure Upgrade, Cisco switches, Cherokee Tower Renovation, Cenium Property Management System, WSS Pylon Sign, Drop/Count Intelligent Cash Box, Egame Equipment Purchases, WRD Waste Water System
 - Maintenance - \$3.9 million – Casino 2 Improvements, Fleet Vehicles, Passenger Shuttle, IT Equipment, Poker Tables and Chips, Signage, Buffet repairs, Art Procurement and Fork Lift, Fairway Mowers, Chemical spray unit, Document shredder, Guest room phones, Transformer
- CPM: \$6.5 million – Health clinic construction & 4th Street Property
- CNCR: \$3.4 million – New Home Construction Program
- CNB: \$3.1 million – IT Maintenance & Upgrades, Smithsonian Institution – 5 Year Capital Grant, CN Veteran's Memorial, Deltek ERP System, PeopleSoft HCM Bundle

Financing

- CNB had no outstanding borrowings as of April 30, 2016.

Cherokee Nation Entertainment

Executive and Finance Report

April 2016

Budget Highlights

CNE

thousands (000's)

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$56,205	\$54,635	\$1,570	3%
• Operating Expenses	Month -	\$34,536	\$35,491	\$955	3%
• EBITDA	Month -	\$21,669	\$19,145	\$2,525	13%

Operating Highlights

- CNE EBITDA of \$21.7 million in April was \$2.5 million favorable to budget.
- Total revenue of \$56.2 million was \$1.6 million favorable to budget. This was the result of a \$1.3 million favorable variance in gaming revenue. The favorable variance was mainly due to positive variances in gaming revenue at the Hard Rock, West Siloam Springs, Ft. Gibson and South Coffeyville properties.
- Total operating expense of \$34.5 million was \$955,000 favorable to budget. The favorable variance was due to lower than anticipated fuel costs of \$398,000, lower gaming related costs of \$340,000 and lower event center ticket costs of \$100,000. Lower fuel costs were due to the discontinuation of fuel sales, which were budgeted for in the previous quarter. Lower event center ticket costs were due to fewer shows at the Joint. Employee costs were \$300,000 favorable to budget.
- The South Coffeyville Casino opened February 16th, 2015. The 17,000 square foot facility offers 300 games. The South Coffeyville casino opened ahead of the budgeted opening date of April 1st.
- CNB has agreed to lease property adjacent to the Hard Rock Casino to Woodmont Outlets, which plans to invest \$80 million into premium outlet shops to be called, "The Cherokee Outlets."
- CNB also announced plans for the Cherokee Springs Plaza, which will include retail, restaurants, auto sales lots, office space, convention space, two hotels, and a casino adjacent to the Cherokee Springs golf course in Tahlequah.
- The Roland casino opened May 19, 2015. As of December 15, 2015 all six floors of the hotel were open.
- The Creek Casino in Tulsa is planning a \$335 million expansion including a 500 room hotel tower, new casino and restaurant, pool bar, theater and event center, with an expected completion date of late 2016.

Capital Expenditure Highlights – Year to Date

- Expansion related costs for Roland, Cherokee Springs Business Park, OP1 Rebuild, Grove and Tahlequah, Catoosa Hotel Lobby and Front Desk Renovations – \$23.8 million
- IGT Advantage NexGen Kits - \$1.4 million
- Cisco switches - \$208,000
- Surveillance Infrastructure Upgrade - \$676,000
- Casino 2 Renovations - \$274,000
- WSS Pylon Sign Upgrade - \$247,000

Diversified Businesses

Executive and Finance Report

April 2016

EBITDA Budget Highlights

Diversified Businesses EBITDA

<i>thousands (000's)</i>	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Engineering & Manufacturing	Month -	(\$821)	(\$395)	(\$426)	-108%
• Logistics & Distribution	Month -	\$187	\$137	\$50	37%
• Technology	Month -	\$358	\$386	(\$28)	-7%
• Consulting	Month -	\$1,022	\$855	\$167	20%
• Construction	Month -	\$165	\$215	(\$50)	-23%
• Health Sciences	Month -	\$266	\$124	\$142	115%
• Aerospace Products S.E.*	Month -	(\$16)	\$49	(\$65)	-133%
• CCRC*	Month -	\$155	\$85	\$70	82%

*APSE and CCRC are reported on net income instead of EBITDA as they are partially owned subsidiaries

Operating Highlights

- Beginning in FY16, the former portfolios were re-organized into the following six sectors.
- Engineering & Manufacturing** Sector EBITDA loss was \$821,000 and \$426,000 unfavorable to budget. The gross profit margin was 6.9%, which was 10.6 percentage points lower than budget and slightly lower than the prior year. The margin decrease from budget was due to lower revenues on fixed labor costs, an obsolete inventory reserve adjustment and a change in project mix.
- Logistics & Distribution** Sector EBITDA of \$187,000 was \$50,000 favorable to budget. The favorable EBITDA variance was primarily due to increased deliveries on the Telecom SE Project and lower operating expenses. The gross profit margin of 4.2% was 2.0 percentage points lower than budget and 1.3 percentage points lower than the prior year due to a change in product mix.
- Technology** Sector EBITDA was \$358,000 compared to a budget of \$386,000, resulting in an unfavorable variance of \$28,000. The favorable EBITDA for the month of April was primarily attributable to CNT's EPA, Ft. Collins Science Center and NOAA projects.
- Consulting** Sector EBITDA was \$1.0 million compared to a budget of \$855,000, resulting in a favorable variance of \$167,000. The 13.2% EBITDA margin was favorable to a budgeted EBITDA margin of 9.5%. The EBITDA margin was favorable compared to budget primarily due to higher than expected gross margins realized on CNTS's DHA and GEITA projects.
- Construction** Sector EBITDA was \$165,000 compared to a budget of \$215,000, resulting in an unfavorable variance of \$50,000. The unfavorable EBITDA variance was primarily due to lower profit margins for Renovate Building 206, Bury Overhead to Underground and Ft. Polk projects.

Diversified Businesses (con't)

Executive and Finance Report

April 2016

- **Health Sciences** Sector EBITDA of \$266,000 was \$142,000 favorable compared to a budget of \$124,000. The favorable variance was due to higher than expected profitability on CNHS's Army SAMMC and USAF Ft. Carson projects.
- **APSE** net loss was \$16,000 in April 2016 resulting in an unfavorable variance to budget of \$65,000. Revenue was \$433,000 unfavorable to budget due to the Cecil Field program being delayed on the Boeing contract.
- **CCRC** net income of \$155,000 was \$70,000 favorable to a budget of \$85,000. The favorable net income variance was primarily due to the IRS Data Center project.

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Group: Financial Resources **Month/Year of Report:** May 2016

Treasurer: Lacey Horn **Phone:** 207-3902 **E-mail:** lacey-horn@cherokee.org

- I. Budget Highlights – through April
 - a.) Financial Resources – 58% spent
 - b.) Treasurer – 39% spent
 - c.) IIM – 60% spent
 - d.) Acquisition Management – 58% spent
 - e.) Records Management – 55% spent
 - f.) Support Services – 65% spent
 - g.) Grants Management - 48% spent
 - h.) Grant Development – 60%
 - i.) Fleet Management – 40%
 - j.) Employee Performance Incentive – 32% spent
- II. Program Highlights
 - a.) Balance Scorecard Measures
 - 1. Complete FY15 Audit – 100% Complete
 - 2. Obtain Unmodified Audit Opinion – 100% complete
 - 3. No Material Weaknesses on Single Audit – 100% complete
 - 4. Obtain GFOA Award for FY14 CAFR – 100% complete
 - 5. Reports completed & submitted by due dates – 100% complete for reports due 05/31/2016
 - b.) Accomplishments
 - 1. Annual Financial Resources Training held May 19th
 - 2. Staff attended GAA Conference
 - 3. Staff attended ICDBG Applicant Training
 - c.) Upcoming Events
 - 1. Building and Strengthening Budgets for Federal Grant Applications webinar June 14
 - 2. What to Watch For – Key Risk Areas and Pitfalls for Federal Grantees webinar June 21

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Cherokee Nation Acquisition Management Year-To-Date Report Over \$5,000 Transactions October 1, 2015 through September 30, 2016		% of sub-total - TERO vendor submitted Bid
Award to TERO Vendor	\$ 13,278,381.10	96.70%
Award to non-TERO Vendor	\$ 453,699.99	3.30%
Sub-total bids with a TERO vendor participating	\$ 13,732,081.09	100.0%
Bid - no bids submitted by TERO Vendors	\$ 3,548,257.45	
October 1, 2015 through April 30, 2016		

Group: Career Services-Executive and Finance Month/Year of Report: May, 2016

Executive Director: Diane Kelley Phone: 453-5628 Email: Diane-kelley@cherokee.org

I. Budget Highlights – Please refer to Monthly Financial Report

None

II. Program Highlights

a. Balanced Scorecard Measures

<i>Activity</i>	<i>April</i>	<i>YTD</i>	<i>Goal</i>	<i>% of Goal</i>
<i>HSE Completions</i> – includes individuals completing and receiving a High School Equivalency or High School Diploma from Talking Leaves Job Corps and Career Literacy.	27	111	175	63.4%
<i>Training Completions</i> – includes individuals receiving a nationally-recognized certification, credential, or degree while enrolled in one of 11 different vocational training programs.	71	394	550	71.6%
<i>Employment Completions</i> – includes individuals who completed a Work Experience or TERO OJT assignment.	19	166	500	33.2%
<i>Unsubsidized Placement</i> – includes all individuals who entered unsubsidized employment (they got a job!) while enrolled in one of 15 different programs, both employment and vocational.	124	729	750	97.2%
<i>Retention</i> – includes individuals who were retained in their unsubsidized employment through assistance from a Career Services Program.	47	231	300	77.0%
<i>Career Skills Training</i> – includes individuals who completed the Life/Employment Skills Training.	13	148	400	37.0%
<i>WorkKey Credentialing</i> – includes individuals who received a bronze, silver, gold, or platinum WorkKeys credential.	5	36	250	14.4%
<i>Job Bank</i> – includes the number of new individuals entering the TERO Job Bank.	55	273	400	68.3%

<i>Indian Owned Businesses</i> – includes the number of businesses newly certified as an Indian Owned Business.	13	81	200	40.5%
<i>Job Fairs</i> – includes the number of Job Fairs held by Career Services.	1	6	25	24.0%
<i>Community Service Projects</i> – this is the number of Community Service Projects completed by youth, both through the Summer Youth Employment Program and Talking Leaves Job Corps.	2	16	50	32.0%

b. Accomplishments

1. A Job Fair was held at the Hard Rock Hotel and Casino Tulsa.
2. Seven Day Training participants entered unsubsidized employment; four with Cherokee Nation, two with CNB/CNI, and one with an outside employer.
3. To date, 548 youth have been approved for the 2016 Summer Youth Employment Program.
4. Sector Partnership – National Dislocated Worker Grant staff held three very successful Advisory Council meetings in the month of May.
5. Kim Carroll, Director Grants & Compliance, was reappointed to the National Indian and Native American Employment and Training Advisory Council by the Secretary of Labor.

Dislocated Worker Grant Participant Success:

When Clint Wolfe was laid off from Dover Artificial Lift, a company that produced products for the oil and gas industry, it came as no surprise. “It wasn’t too many years ago the oil business in Oklahoma was booming,” said Wolfe. “But recently it’s tanked, which means the jobs go with it. What can you do? You just suck it up and go find another job.” Wolfe had worked for Dover for more than four years. Before that he had worked for two other companies that also closed due to what Wolfe described as an industry melt down. “The layoffs were not a surprise,” Wolfe said. “We saw oil prices falling, gas prices falling, so we knew it was coming. We also saw that other companies like ours were cutting back. We started to have our hours cut dramatically and then we had a large group of people that were laid off just before Christmas. They were just under me in the seniority list so I knew I would be next.” Although they knew their jobs were at risk Wolfe and his coworkers had hoped to be given at least a few weeks’ notice. “They didn’t give us any notice about the layoff,” Wolfe said. “We just showed up for work one day and they started pulling us in one by one and gave us our walking papers.”





Wolfe was on unemployment for three months before he was hired at The Ardagh Group based in Sapulpa, OK. Ardagh produces glass bottles for companies that sell soft drinks and beer and has been in the same location for 107 years. “We melt close to 700 tons of glass, using three furnaces and six lines,” said Human Resources Director, Katie Brown. “We can produce more than four million bottles every day, seven days a week.” “This program has been a great help for Ardagh,” said Brown. We have been able to, not only take advantage of the wage reimbursement for training new employees, but we are able to help individuals who have been laid off from their jobs.”

Wolfe was hired as a PH2-Team Assembler in April 2015. “My first job training was to work on the line and make sure there is no stoppage and that there is a smooth flow on the assembly line,” Wolfe said.

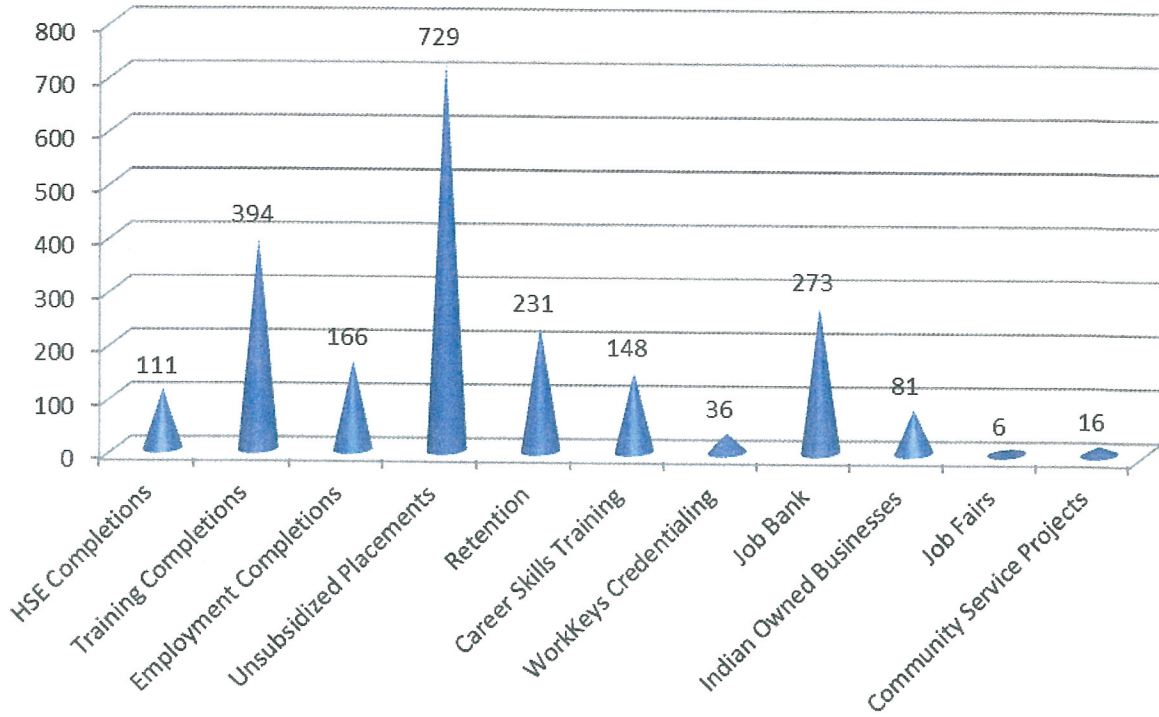
“Although everyone that is hired by Ardagh starts in the same position, we are trained to be a cross-functional team member. “There are seven different “pockets” within that job. We are all trained to be able to cover any position within that group so we are covered in case there is a staffing shortage.”

Cherokee Nation Career Services is happy to be able to work with Mr. Wolfe and The Ardagh Group to make sure another individual has been assisted with permanent employment through the National Dislocated Worker Grant program.

c. **Initiatives**

1. The Summer Youth Interns will be attending Elevate on June 16th.
2. Stronger Economies Together Crossing Borders (SET) meeting is in Sallisaw June 17th.
3. Staff Training for the Counseling Staff will be held in July.

Year-to-Date April, 2016



Commerce Group

Securing and enhancing the financial well-being of the Cherokee people, businesses and communities

Anna Knight, Executive Director
 918-453-5532
 anna-knight@cherokee.org

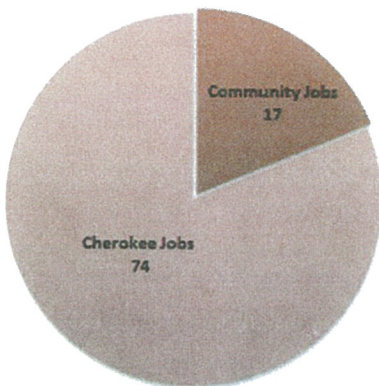
Economic Impact

**Invested \$8,492,585 in 197 Small Businesses
 Since 2010**

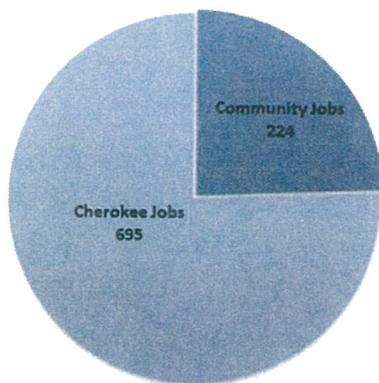
Community Jobs Impacted

*Private sector jobs created or retained by
 small business lending*

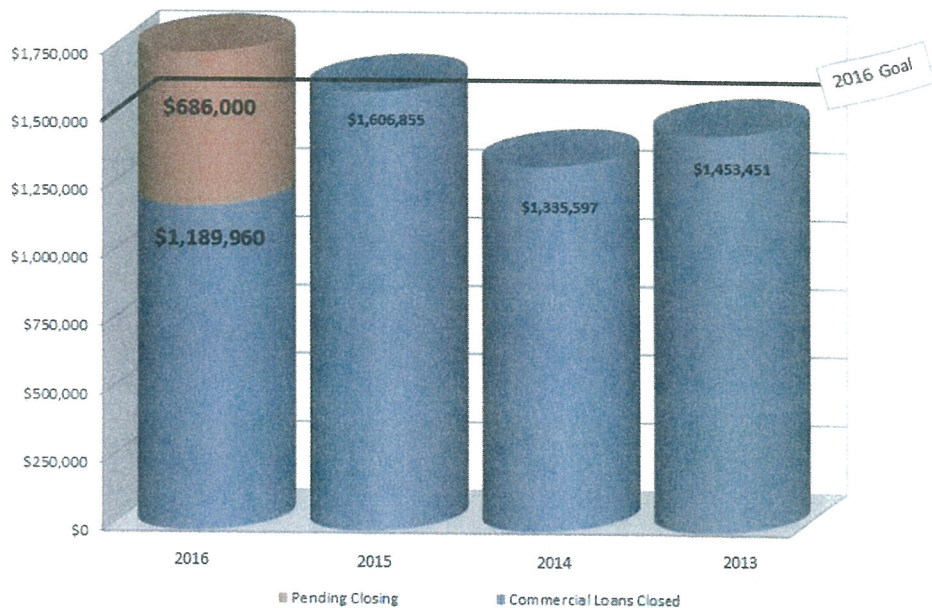
Jobs Created FY 2016



Jobs Created FY10-16



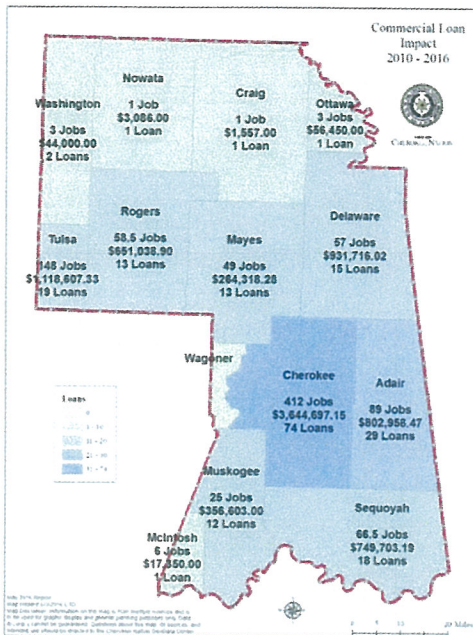
Dollars Invested in the Local Economy Through Small Business Lending



Lending Assets

Available Commercial Capital	\$1,527,547
Available Consumer Capital	\$1,155,112
Total Available Capital	\$2,682,659
Outstanding Commercial Loans	\$5,910,725
Outstanding Consumer Loans	\$1,312,953
Total Outstanding Loans	\$7,223,678

County Commercial Lending Impact 2010 through 2016



Small Business Loans Closed May 2016

Community	Loan Purpose	Project Costs	Owner Equity	Jobs
Jay	Purchase Cattle	\$26,600	7%	1
Grove	Purchase & Remodel	\$165,244	30%	2
Owasso	Equipment	\$14,700	36%	1

Seeking Cherokee business owners interested in one-on-one coaching in the areas of inventory management, executive coaching, marketing and human resources. Please refer anyone interested to Stephen Highers at 918-207-3955 or stephen-highers@cherokee.org.

Commercial Lending Pipeline

(Commercial requests submitted; varying stages completion and/or processing)

Community	County	Business Type	Startup or Expansion
Salina	Mayes	Construction	Expansion
Tahlequah	Cherokee	Restaurant – Service	New Business Start-up
Gore	Sequoyah	Service – Retail	New Business Start-up
Tulsa	Tulsa	Service – Beauty Salon	Expansion
Westville	Adair	Agriculture – Farms	New Business Start-up
Muskogee	Muskogee	Manufacturing	New Business Start-up
Oaks	Adair	Agriculture – Farms	Expansion

USDA Strengthening Economies Together regional planning meetings have been held in Stilwell, Tahlequah and Jay. Two additional planning meetings will be held to develop the Adair, Cherokee, Delaware and Sequoyah Counties Regional Plan. The planning group believes Cherokee Nation is its strongest regional asset and early focus is on the abundant water resources and education. Please contact Anna Knight to register for any of the following sessions.

USDA SET Planning Meetings

Community	Location	Date
Sequoyah County	Carl Albert State College	June 17
Stilwell	TBD	July 15

NORA Regional Summit is set for October 25, 2016. The theme this year is Leadership and the Summit will kick off NORA's new Regional Leadership Academy. The regional collaboration awards will be replaced with scholarship awards for current NSU and RSU students with the most innovative approaches for engaging the business community into public education. Please contact Anna Knight if you wish to register for the summit. Regional attendance at this event averages 300.

The **Cherokee Nation Youth Entrepreneur Competition** was held in Tahlequah and in Claremore. In total 138 students presented 86 business plans. Of note this year was that most plans were for businesses students were already operating and were for handmade products and services. Congratulations to all our category winners! CN TERO sponsored the prize money.

2016 Youth Entrepreneur Winners

Standingwater's PC Arcade - David Standingwater and Jae Chastain	Pryor Public Schools/NTC	Grand Prize \$900
Lab Grade Salsa - Kalen Griffin	Roland High School	Grand Prize \$900
The Nu-Na - Cambria Bird	Sequoyah High School	First Place \$400
Zoe and Rylee's Helping Hands - Zoe Treat and Rylee Rosamond	Chouteau Middle School	First Place \$400
Sleepy Pawz - Winter Guinn	Bartlesville High School	First Place \$400
Up Takers - MacKenzie O'Kelley and McKenzie Gladney	Roland High School	Second Place \$300
J&K Goat Services and More - Kody Carlton and James Bane	Vian Middle School	Second Place \$300
Refinishing Girl - Bethannie Ragains	Pryor High School/NTC	Second Place \$300
Wake and Bake Cheesecake - Brooklynn Bruner	Sequoyah High School	Third Place \$200
Tennie Buddies - Katie Hallum and Sinihele Rhoades	Cherokee Immersion School	Third Place \$200
Elementa - Lucia Montiel	Bartlesville High School	Third Place \$200
Blue Daydream - Aspen Ford and Indy Hicks	Sequoyah High School	Fourth Place \$100
A&C Super Soda Pop Art - Autumn Standingwater and Cay-Lynn Williams	Cherokee Immersion School	Fourth Place \$100
Cute as a Button - Shaley Scallorn	Kansas High School/NTC	Fourth Place \$100
The Lounge - Starr Beaver and Peyton Soap	Stilwell High School	Fifth Place \$50
Cruz's Cane Poles - William Cruz Partain	Vian Middle School	Fifth Place \$50
Eternity Styles: Custom Hair Bows & Accessories - Megan McAlister	Kansas High School/NTC	Fifth Place \$50

"I started the program to get more experience in the food industry. I am hoping to benefit from the program and maybe even open a restaurant of my own in the future. The cafe is a great place to learn and as a participant learning different techniques or sharing ideas with fellow employees is what I am enjoying each day I attend."

**Robin Phelps - Kawi Café Participant
Tahlequah, OK**

Kawi Café Entrepreneur Program

Total Participants	48
Food Industry Careers	11
Business Start Up	4
Regular Employment	10
Recent Graduates, not yet tracked	9

Commerce Business Coach Brian Wagnon makes **field visits to meet with clients and entrepreneurs**. He can travel to entrepreneurs and farmers; he can be reached at brian-wagnon@cherokee.org or 918-506-9168. He also holds regular community field days, see schedule below:

Entrepreneur Community Field Days		
Community	Address	Dates
Pryor	One American Way Building 2945 Hwy 69A	1st Tuesday Each Month
Bartlesville	Rogers State University 401 S Dewey - Room 808	2nd Thursday Each Month
Sallisaw	Cherokee Nation 100 East Choctaw	3rd Tuesday Each Month
Tulsa	Cherokee Nation Career Services 10837 E Marshall St., Ste. 101	3rd Thursday Each Month
Claremore	HACN 23205 S Hwy 66	4th Thursday Each Month

The Small Business Assistance Center partners with several groups in our region to provide entrepreneurial training opportunities, which leverages everyone’s resources and targets a larger market. Year to date, **entrepreneurial development and business workshops have been attended by 4,513 people**, 100 percent of whom found the training useful to building the capacity of their businesses. SBAC will begin offering additional classes using the Growth Wheel model, which focuses on business specific segments to target strategic growth.

Business/Entrepreneur Workshops			
Date	Location	Time	Workshop
June 14	Tulsa	TBD	Managing Operations
June 14-15	Durant	TBD	Choctaw Nation Small Bus Development Services
June 21	Sallisaw	10:00 am	GrowthWheel Business Training
June 21	Muskogee	8:30 am	REI, Food Truck Summit
June 21	Webinar	2:00 pm	SCORE, Don’t Let Events Send Business into a Tailspin
June 22	Bartlesville	9:00 am	REI, Customer Service
June 23	Claremore	10:00 am	GrowthWheel Business Training
June 30	Claremore	10:00 am	Business Planning
June 30	Claremore	10:00 am	Business Planning
July 7	Tulsa	Noon	GrowthWheel Business Training
July 19	Sallisaw	2:00 pm	GrowthWheel Business Training
July 21	Claremore	2:00 pm	GrowthWheel Business Training

Artists and Community Tourism – Economic Development

Increasing the business capacity of our Artists and tourism capacity of our communities

The Cherokee Arts Center provides teaching space and specialized equipment for artists to increase their revenues. Year to date, **1,165 people have attended 221 artist taught classes** and the equipment has been used 758 times by 698 artists.

Cherokee Arts Center		
Registration is necessary and all classes are fee based, paid directly to artists		
Date	Time	Class
Every Tuesday & Thursday	6:30 pm	Silversmithing Class
Every Wednesday	6:00 pm	Loom Weaving
Every Saturday	1:00 pm	Loom Weaving
Every Saturday	10:00-1:00 pm	Watercolor Workshop
Every Friday	7:00-9:00 pm	Life Drawing
Every Monday & Wednesday	6:30-8:30 pm	Shell Carving
June - July 27	3 pm – 5 pm	Youth Art Workshops

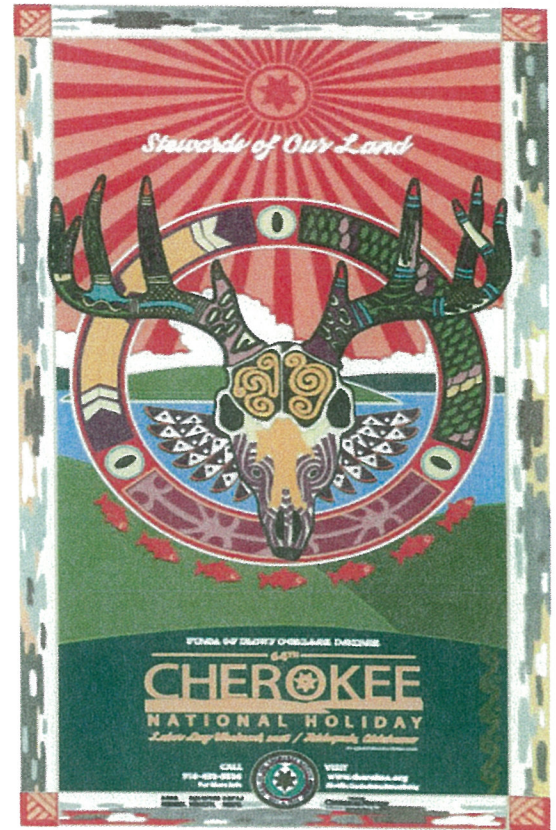
Year to date, **4,265 people** have taken advantage of the **Cherokee Arts Center** this includes **2,469 visitors to the Spider Gallery**.

The **Spider Gallery** currently represents **110 artists**. Year to date sales for the Spider Gallery are \$30,014.90. **Artists have earned \$80,933.96** through Cherokee Arts Center and Spider Gallery activities.

**Cherokee National Holiday Community
Traditional Games 2016**

Marble City School	June 25
Whittaker Park, Pryor	July 23
WEB Community Building, Briggs	August 20

*Community Traditional Game winners will
compete in the championship games at the
Cherokee National Holiday Labor Day Weekend.*



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

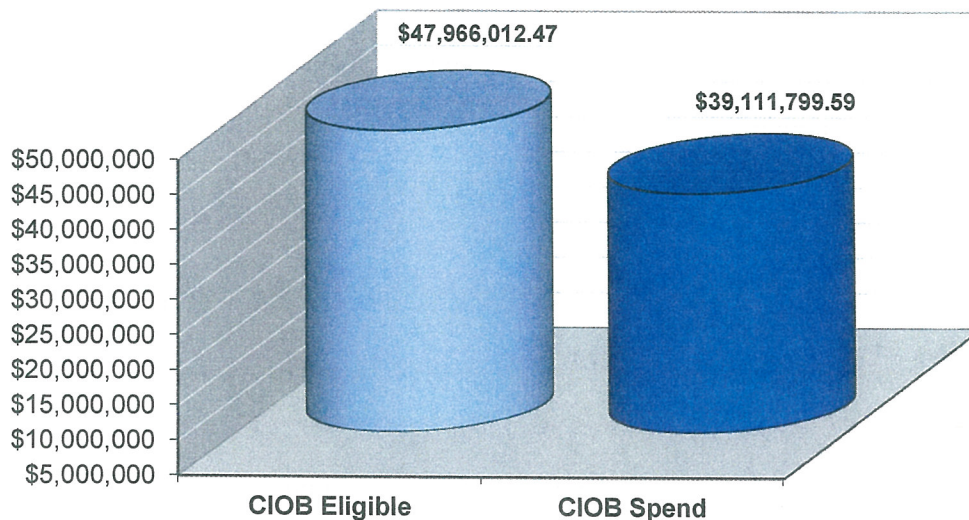
Month/Year of Report: June 2016 (Month Ending April – FY 2016)

Program Highlights

a. Balanced Scorecard Measures

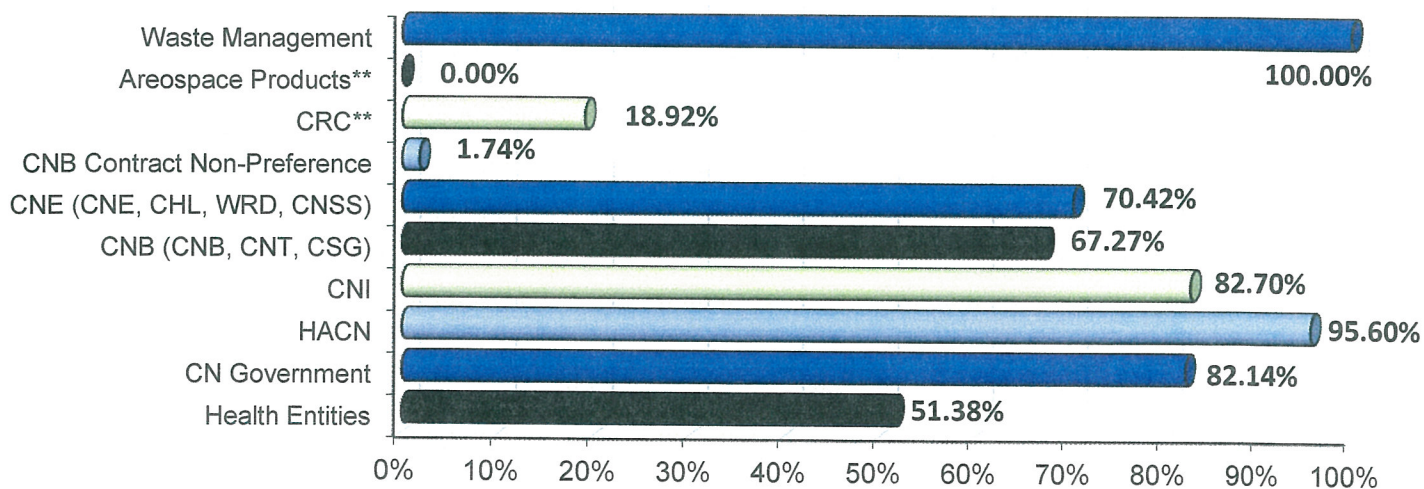
Objective	Metric	2016 Goal	Year to Date Achievement Notes/Comments
Effective Business Workshop Training	# Certified Indian-Owned Business Attendees and % indicating usefulness	300/100%	8 /100% 2,227 attending events – TERO Vendor Fair 350 and Entrepreneurship Days 165
Increase Certified Indian-Owned Business Procurement Awards	% Certified Indian-Owned Business Procurement Awards	80%	81.54% Business Entities eligible procurement \$'s awarded to Certified Indian Owned vendors <ul style="list-style-type: none"> • CNE – 76.25% • CN Government - 96.70 % • Health Entities – 100% • CNI – 56.77% • Waste Management - 0%
Increase Cherokee Citizens employed	% Cherokee Citizens (verified)	Entity CNE – CNB - CN – 82.9% Health - CNI – CRC – Aerospace -	Business Entities - 62.91% <ul style="list-style-type: none"> • CNE (CNE, CHL, WRD, CNSS) 70.42% • CNB (CNB, CNT, CSG) 67.27% (does not include service contract employees) • CNI 82.70% (does not include service contract employees) • Service Contract Employees (NP) 1.74% (CNB entities) • HACN 95.60% • CN Government 82.14% (does not include IPA/MOA) • Health Entities 51.38% • CRC 18.92% (not wholly owned by CN) • Aerospace 0% (not wholly owned by CN) • Waste Management 100%
Increase Indian-Owned Business Certifications	# Newly Certified Indian-Owned Businesses	150	81
Effective One on One Training for Certified Indian Owned-Businesses	# of businesses receiving assistance/% finding useful	200/95%	2 /100%
Certified Indian-Owned Business Receiving Financial Assistance	% Certified Indian-Owned Business Loans in Portfolio	85%	28.71% - based on \$'s loaned 18.52%- based on number of loans made
Effective Usage of Fees Collected	# Trained	100	Information not available
Effective Monitor of Work Sites – Construction and Housing	# Monitoring Visits	90%	100% - 1,073 sites monitored
Effective Monitor of Bid Openings	# and % Bid Openings Attended	100%	100% - 57 out of 57
Effective Resolution of Complaints – TERO and EEOC	% Complaints Resolved	100%	TERO: 1 complaints filed; 1 resolved, 2 pending EEOC: 3 complaints filed; 0 resolved, 3 pending

81.54% of CIOB Eligible Procurement Opportunities were awarded to CIOBs



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

62.91% of Employees are registered Cherokee Nation Citizens



**Companies majority, not wholly, owned