



CHEROKEE NATION™
Businesses

Executive and Finance Report
Consolidated Financial Information
November 2015

Cherokee Nation Businesses

Executive and Finance Report

November 2015

Budget Highlights

- November 2015 CNB consolidated net income of \$8.6 million was favorable to a budget of \$7.1 million and \$120,000 higher than prior year. Consolidated revenue was \$75.6 million, \$1.9 million favorable to budget and exceeded the previous year by \$8.0 million.
- CNE EBITDA of \$15.9 million was favorable to budget by \$1.1 million. The favorable variance was primarily due to lower than anticipated general and administrative operating expenses. Total revenue for November 2015 was \$49.1 million and was \$633,000 unfavorable to budget and \$1.5 million ahead of last year.
- Technology Sector EBITDA was \$332,000 favorable to budget primarily due to higher than anticipated revenue. Total revenue of \$4.6 million was \$581,000 favorable to budget and \$741,000 higher than previous year.
- Consulting Sector EBITDA of \$624,000 was \$208,000 above budget. November revenue was \$7.7 million compared to a budget of \$7.5 million. The favorable variance in EBITDA was primarily due to higher than anticipated revenue.
- The CNB Parent Company EBITDA loss was \$137,000 favorable to budget, primarily due to lower than anticipated employee costs and general and administrative expenses.
- Combined, EBITDA at all other entities were \$152,000 below budget.

Capital Expenditures

November YTD capital expenditures were \$16.5 million for all entities.

- CNE: \$12.3 million
 - Expansion: \$9.8 million – Catoosa Hotel Lobby and Front Desk Renovation, Roland property improvements, Cherokee Springs Business Park, WRD renovation, Grove Property & Tahlequah OP1 Rebuild
 - Strategic: \$488,000 – Cisco switches, Surveillance Infrastructure Upgrade, Egame Equipment Purchases, Cherokee Tower Renovation
 - Maintenance - \$1.3 million – Casino 2 Improvements, Fleet Vehicles, Passenger Shuttle, IT Equipment, Signage, Bases and Drop Carts, Bollards, Art Procurement, Poker Tables and Fork Lift
- CPM: \$2.7 million – Health clinic construction & 4th Street Property
- CNCR: \$1.4 million – New Home Construction Program
- CNB: \$650,000 – IT Maintenance & Upgrades, Smithsonian Institution – 5 Year Capital Grant, CN Veteran's Memorial

Financing

- CNB has no outstanding borrowings as of November 30, 2015.

Cherokee Nation Entertainment

Executive and Finance Report

November 2015

Budget Highlights

CNE

<i>thousands (000's)</i>	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$49,110	\$49,742	(\$633)	-1%
• Operating Expenses	Month -	\$33,206	\$34,936	\$1,730	5%
• EBITDA	Month -	\$15,904	\$14,807	\$1,098	7%

Operating Highlights

- CNE EBITDA of \$15.9 million in November was \$1.1 million favorable to budget.
- Total revenue of \$49.1 million was \$633,000 unfavorable to budget. This was driven primarily by the Roland property. An unfavorable variance in gaming revenue of \$270,000 was the result of a negative variance at the Roland facility which was partially offset by favorable variances at the West Siloam Springs, Ft. Gibson, and WRD properties.
- Total operating expense of \$33.2 million was \$1.7 million favorable to budget. The favorable variance primarily resulted from lower than anticipated employee costs. Gaming and retail related costs were \$447,000 favorable to budget as a result of lower fuel prices and fewer shows at The Joint than anticipated. General and administrative costs were favorable to budget due to lower marketing costs.
- 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." The Outlets, along with a new Entertainment area, called "The District," is expected to be completed in 2016.
- 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.
- Groundbreaking for the Roland property took place on April 29th, 2014 for a new casino and hotel. The Roland casino opened on May 19th, 2015, with the hotel opened November 15, 2015.
- 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 2016.

Capital Expenditure Highlights – Year to Date

- Expansion related costs for Roland, Cherokee Springs Business Park, and OP1 rebuild – \$9.5 million
- Cisco switches - \$208,000
- Hotel Lobby and Front Desk Renovation - \$190,000
- Egame purchases - \$131,000
- Surveillance Infrastructure Upgrade - \$57,000

Diversified Businesses

Executive and Finance Report

November 2015

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 -	(\$625)	(\$700)	\$75	11%
• Logistics & Distribution	Month -	\$74	(\$77)	\$150	196%
• Technology	Month -	\$576	\$244	\$332	136%
• Consulting	Month -	\$624	\$416	\$208	50%
• Construction	Month -	(\$44)	\$272	(\$316)	-116%
• Health Sciences	Month -	\$93	\$100	(\$7)	-7%
• Aerospace Products S.E.*	Month -	\$30	\$11	\$19	166%
• CCRC*	Month -	\$97	\$136	(\$39)	-29%

*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 \$625,000 and \$75,000 favorable to budget. Higher EBITDA for the month of November was primarily due to lower than anticipated direct costs and operating expenses. Gross profit margins were unfavorable to budget by 1.8 points due to prior period adjustments associated with a labor re-class and incentive compensation.
- Logistics & Distribution** Sector EBITDA was \$74,000 compared to a budgeted EBITDA loss of \$77,000. The favorable EBITDA variance was primarily due to increased deliveries on the Telecom SE Project and lower operating expenses.
- Technology** Sector EBITDA was \$576,000 compared to a budget of \$244,000, resulting in a favorable variance of \$332,000. The favorable EBITDA for the month of November was primarily attributable to CNT's USDA Forest Service and APHIS task orders and ramp up of the NOAA contract in CSG.
- Consulting** Sector EBITDA was \$624,000 compared to a budget of \$416,000, resulting in a favorable variance of \$208,000. The favorable EBITDA for the month of November was primarily due to timing of revenue recognition of CNTS's DEA project.
- Construction** Sector EBITDA loss was \$44,000 compared to a budget of \$272,000, resulting in an unfavorable variance of \$316,000. The unfavorable EBITDA for the month of November was primarily attributable to schedule overruns on two CNCS projects. A true up on a CN3S staffing project partially offset the impact of the aforementioned project overruns.

Diversified Businesses (con't)

Executive and Finance Report

November 2015

- **Health Sciences** Sector EBITDA was \$93,000 compared to a budget of \$100,000, resulting in an unfavorable variance of \$7,000. The unfavorable variance was primarily driven by an unfavorable variance of \$68,000 in overhead expenses.
- **APSE** net income was \$30,000 in November 2015 resulting in a favorable variance to budget of \$19,000. Revenue was \$99,000 favorable to budget due to a recently won kit order.
- **CCRC** net income of \$97,000 was \$39,000 unfavorable to a budget of \$136,000. The unfavorable net income variance was primarily due schedule overruns on the Sequoyah High School Stadium Phase I project.

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Group: Financial Resources

Month/Year of Report: December 2015

Treasurer: Lacey Horn

Phone: 207-3902

E-mail: lacey-horn@cherokee.org

- I. Budget Highlights – through November
 - a.) Financial Resources – 17% spent
 - b.) Treasurer – 11% spent
 - c.) IIM – 23% spent
 - d.) Acquisition Management – 21% spent
 - e.) Records Management – 18% spent
 - f.) Support Services – 22% spent
 - g.) Grants Management - 16% spent
 - h.) Grant Development – 13%
 - i.) Fleet Management – 6%
 - j.) Employee Performance Incentive – 29% spent
- II. Program Highlights
 - a.) Balance Scorecard Measures
 - 1. Complete FY15 Audit –0% Complete
 - 2. Obtain Unmodified Audit Opinion – 0% complete
 - 3. No Material Weaknesses on Single Audit – 0% complete
 - 4. Obtain GFOA Award for FY14 CAFR – 100% complete
 - 5. Reports completed & submitted by due dates – 100% complete for reports due for period ended 12/31/2015
 - b.) Accomplishments
 - 1. Staff attended Indirect Cost Basics training
 - 2. Staff participated in Pass-Through Entities Under the Uniform Grant Guidance: New Responsibilities in Every Direction webinar
 - 3. Staff participated in Grant Audit Vulnerabilities: 10 Common Single Audit Findings and How to Avoid Them webinar
 - 4. Staff participated in Leading for Success: How Vision, Communication, and Culture Help You Win More Grants webinar

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

5. Staff participated in Duncan Hunter Act and FAPIIS: Staying Qualified in This New Era of Integrity webinar
6. Staff submitted the FY 2016 budget document to GFOA for award consideration

c.) Upcoming Events

1. FY 2015 year end close continues
2. Calendar end processing begins

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	\$ 8,831,427.91	99.41%
Award to non-TERO Vendor	\$ 52,397.27	0.59%
Sub-total bids with a TERO vendor participating	\$ 8,883,825.18	100.0%
Bid - no bids submitted by TERO Vendors	\$ 1,577,420.80	
October 1, 2015 through November 30, 2015		

Group: Career Services-Executive and Finance Month/Year of Report: December, 2015

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>November</i>	<i>YTD</i>	<i>Goal</i>	<i>% of Goal</i>
<i>HSE Completions</i> – includes individuals completing and receiving a GED or High School Diploma from Talking Leaves Job Corps and Career Literacy.	17	32	17	18.3%
<i>Training Completions</i> – includes individuals receiving a nationally-recognized certification, credential, or degree while enrolled in one of 11 different vocational training programs.	73	136	550	24.7%
<i>Employment Completions</i> – includes individuals who completed a Work Experience or TERO OJT assignment.	17	29	500	5.8%
<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.	95	185	750	24.7%
<i>Retention</i> – includes individuals who were retained in their unsubsidized employment through assistance from a Career Services Program.	30	54	300	18.0%
<i>Career Skills Training</i> – includes individuals who completed the Life/Employment Skills Training.	21	62	400	15.5%
<i>WorkKey Credentialing</i> – includes individuals who received a bronze, silver, gold, or platinum WorkKeys credential.	6	15	250	6.0%
<i>Job Bank</i> – includes the number of new individuals entering the TERO Job Bank.	25	68	400	17.0%
<i>Indian Owned Businesses</i> – includes the number of	11	29	200	14.5%

businesses newly certified as an Indian Owned Business.				
<i>Job Fairs</i> – includes the number of Job Fairs held by Career Services.	2	3	25	12.0%
<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.	5	8	50	16.0%

b. Accomplishments

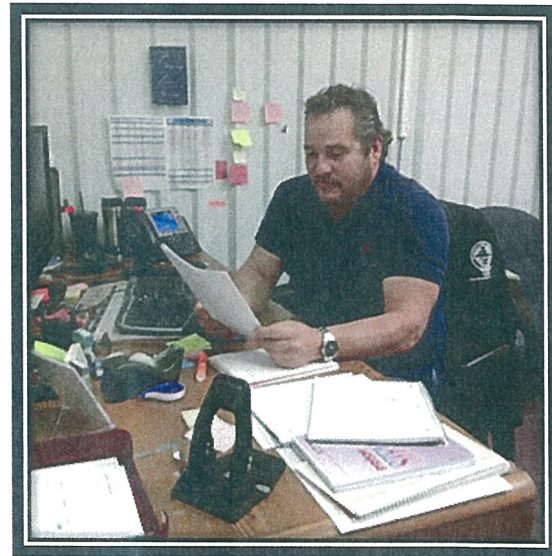
1. Ten Day Training participants entered unsubsidized employment. Seven with Cherokee Nation and three with CNB/CNI.
2. Held two Job Fairs during November.

**Native American Career Technology and Education Program (NACTEP)
Participant Success:**

After 30+ years of hard labor in construction as a Journeyman Carpenter, and with the decline of construction projects, Steven Russell found himself in need of a more stable, reliable income. When he entered NACTEP he had no preconceived expectations of what direction he was headed, but he was determined to change his career.

Steven met the eligibility requirements to be a participant in Business Technology, a component of the federally funded NACTEP. The Business Technology component provides the opportunity to learn various office skills and take exams to acquire nationally-recognized Certifications for Microsoft Office Specialist.

When he entered the classroom, Steven didn't have a high school diploma or GED; he had minimal office skills and his typing was at best on the "hunt and peck" level. Because of his personal expectations and determination, he knew he had to focus on his typing and learn more about the office environment and procedures.



While working on his lessons, he volunteered to provide clerical support in other departments, answering phones or assisting with other tasks as needed; all in order to gain experience in an office environment. He attended Adult Education classes one day a week in order to earn his GED and worked diligently in the Business Tech class on the computer lessons in order to become proficient in various Microsoft programs and earn 2010 MOS Certifications.

The Tribal Employee Rights Office (TERO) of Career Services found themselves in need of fulltime clerical support while their Clerk was on a leave of absence. Steven was perfect for this assignment because a great deal of the department's responsibility pertains to construction, construction projects, compliance of the worksite for TERO and other various duties related to construction. With his familiarity of construction, Steven found his niche, so to speak. Steven is currently assigned to TERO as a Clerk I under the Business Tech program on practicum.

He improved his typing skills to meet the Clerk I status, earned his GED, became proficient in MOS 2010 Outlook, Publisher and Excel and obtained MOS 2010 Certifications in Word and PowerPoint. Over and above mastering office procedures and a multi-line phone system, Steven assists with finding fulltime and temporary construction jobs for citizens, prepares TERO Intake Applications and billing invoices, creates and builds Construction Agreements as well as Projects files.

Upon completion of his Practicum, he will be employed as a fulltime staff member at TERO. Steven is devoted to his job and committed to continue learning all he can in order to move up the ladder when the opportunity avails itself. His goal is to be promoted to a Compliance Officer of TERO.

PL 102-477 Work Experience Participant Success:

Bradley Fluegel is a 37 year old Cherokee male residing in Washington County. Brad had dropped out of school in the 9th grade, but received his GED in 2014. Brad has a criminal background and was released from the Department of Corrections in April 2015. He had searched for employment everywhere and was being turned away because of his past. He contacted our office on August 8, 2015 in hopes of being placed on the day training program and seeking help with going back to school. Because of his past we were unable to place him on day training, however Brad was able to help self-promote and together we were able to partner with AC & E Services in Bartlesville and place him on the PL 102-477 Work Experience program.

Brad went to work as a technician with them on September 9, 2015. Brad just finished the 12 week work experience and has been hired as technician with AC & E Services. Now that Brad has secured a job and his own home, he is looking into going back to school to receive a degree in IT.

EMPLOYER HIGHLIGHT: RAILROAD SIGNAL INTERNATIONAL (RSI)

Cherokee Nation's Job Driven-National Dislocated Worker Grant Program partnered with one of Oklahoma's small business enterprises and an international business force known as Railroad Signal International (RSI) formed in 2002 and located in Sapulpa, OK.

RSI designs, manufactures, installs, maintains, repairs and inspects railroad crossing signals nationwide and internationally. Their mission is to provide quality safety solutions to Class I, II, III railroads, transit authorities, private industrial plants and state agencies. RSI works hands-on with State DOT's, Railroads and General Contractors.

Partnering with RSI has enabled the Cherokee Nation to serve the hard to serve justice involved and those with the dislocation/displacement barrier through the JD-NDWG.

Former participant, Paula Spring, entered the JD-NDWG Program on June 30 of this year and successfully completed her On-the-Job Training (OJT) program through RSI this past fall. Paula was a part of the justice involved community with a conviction of murder. Through our program

and partnership with RSI she found employment as a Wiring Shop Assembler. Since, she has worked herself into a promotion receiving a dollar raise within her first six months. Now earning \$13 an hour, she works as a front desk receptionist and does special projects as an administrative assistant for RSI's President and CEO, Eddie Burns.

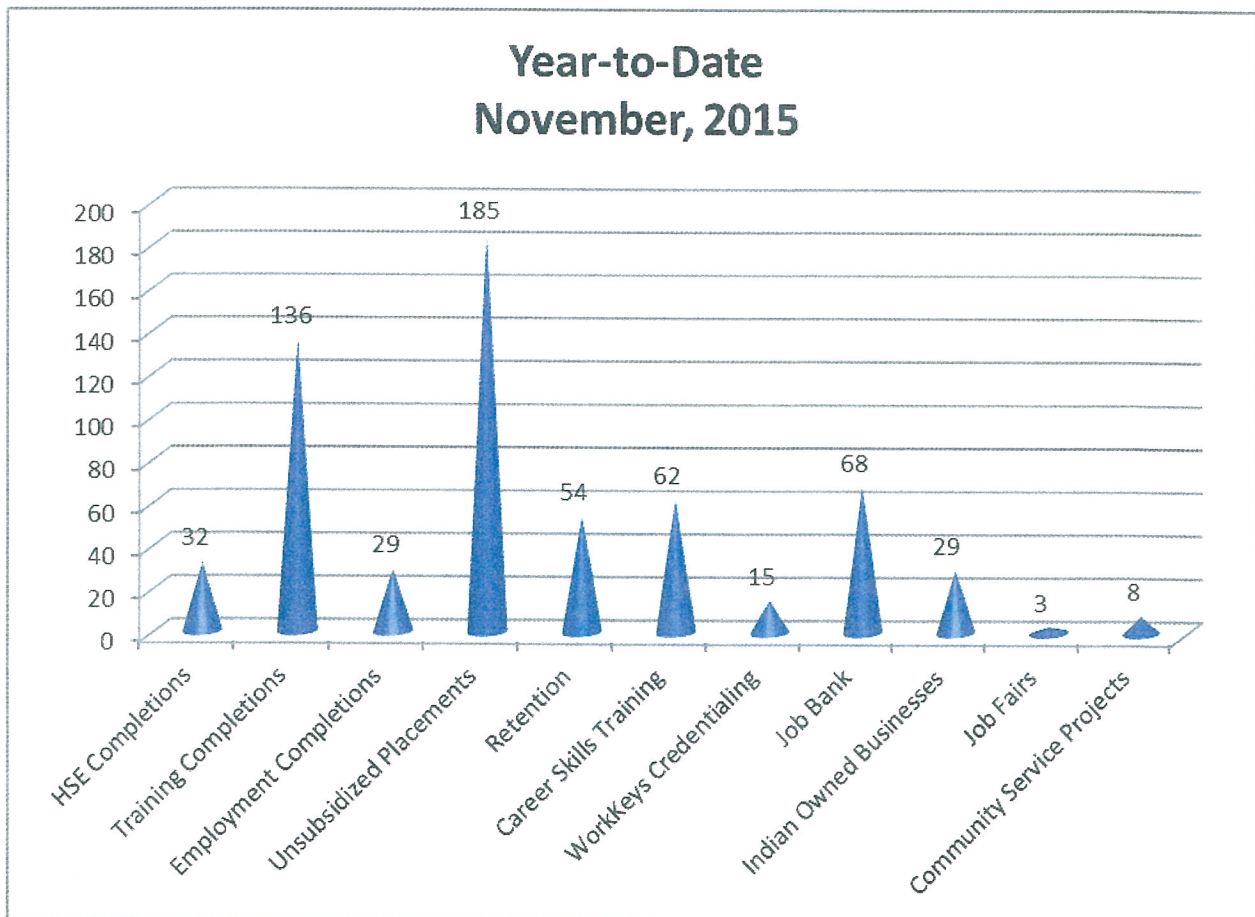
Current participant, Brian Pitts, entered our JD-NDWG Program in September of this year. Brian previously wanted to get his PHR and eventually his MHR so he could pursue an upper level management position and earn a sustainable wage in Human Resources. However, on the brink of losing his home, Career Navigator, Linda Sacks, aware of RSI's personnel needs referred Brian to an opening for a Human Resource Director.

Brian started in his desired position as a Human Resource Director making approximately \$60k gross annually through the JD-NDWG OJT experience and was able to save his home from foreclosure, and as a single father, help his daughter financially finish her college education.

Today, both Paula and Brian have sustainable careers with RSI, who considered no employment barrier too difficult to overcome, understanding the mission of the JD-NDWG and the Cherokee Nation to make a sustainable environment and workforce for everyone.

c. Initiatives

1. Job Fair for PAM Transport.
2. Diversified Job Fair in February.



Commerce Group

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

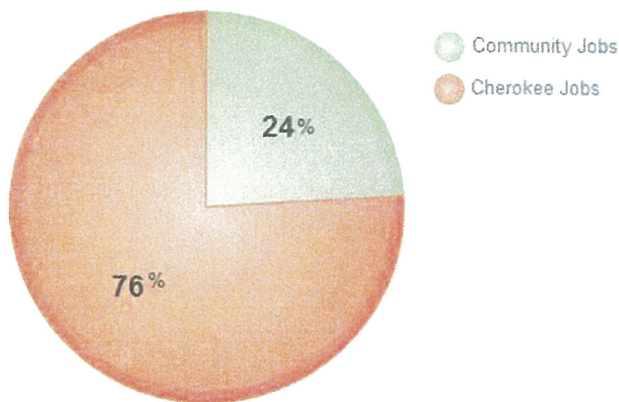
Anna Knight, Executive Director
 918-453-5532
 anna-knight@cherokee.org

Economic Impact

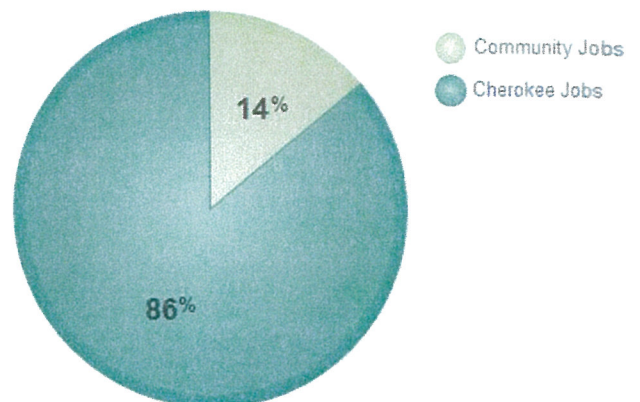
Jobs Created or Retained in Local Communities

Private sector jobs created or retained through small business lending

Community Jobs Created or Retained
 Seven Year Fiscal Period 2010-2016 - 849 Total Jobs

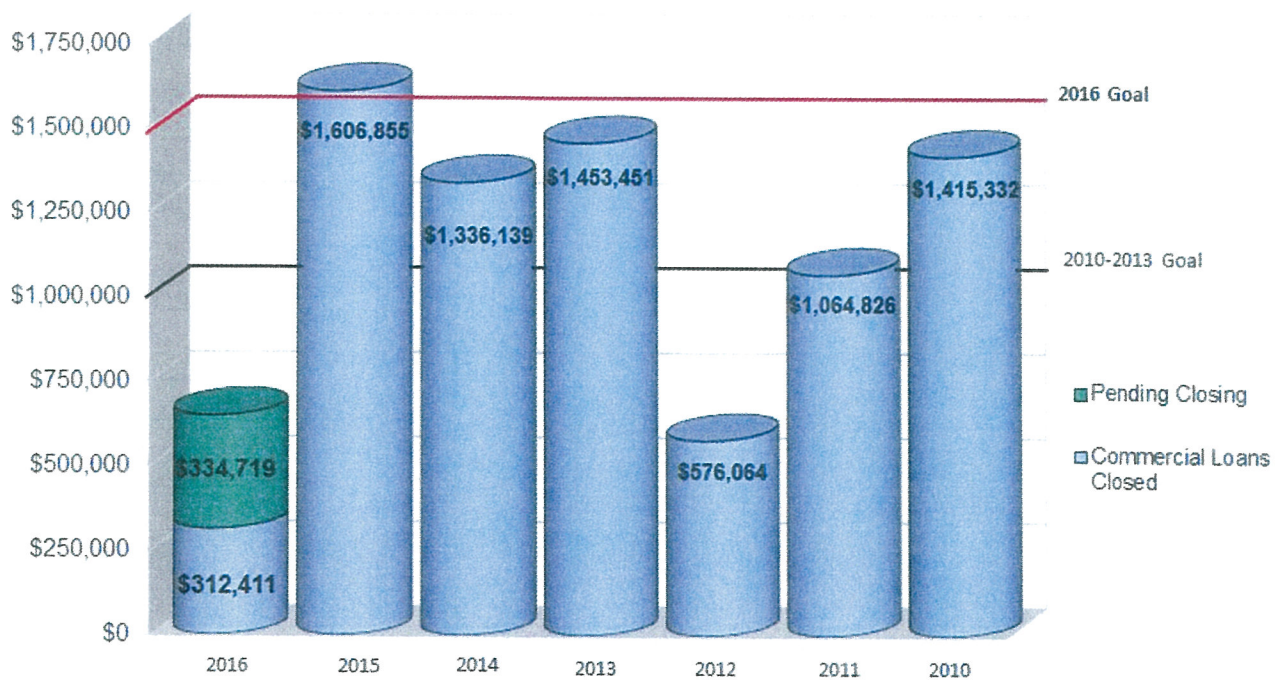


Community Jobs Created or Retained
 Current Year to Date - 21 Total Jobs

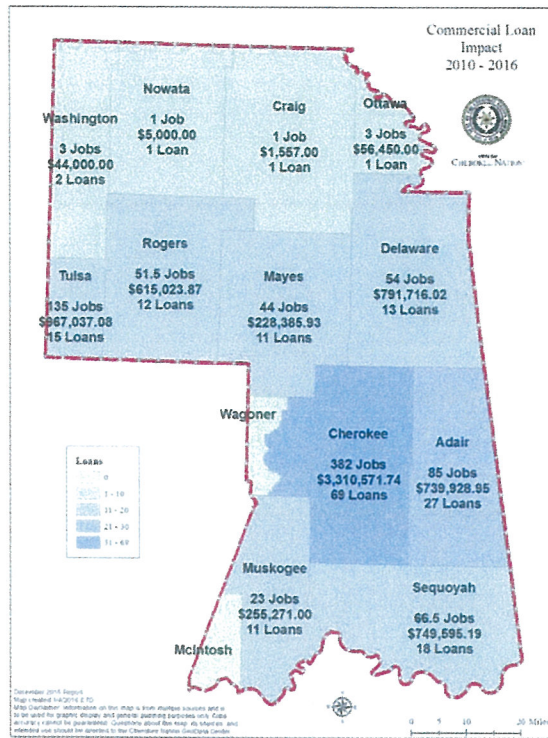


Economic Investment in Local Communities

Business loans made for startup or expanding businesses



Commercial Lending Impact, by County, 2010 through December 2015



Commercial Loans Closed November 2015

Community	Loan Purpose	Project Costs	Loan Amount	Collateral Discounted Value	Owner Equity	Jobs
Nowata	Purchase Inventory and Repair Equipment	\$11,080	\$5,000	Lien on Vehicle, UCC on business equipment and inventory=\$6,080	55%	1
Gore	Purchase Vehicle	\$4,900	\$3,300	1 st Mortgage Mobile Home and Vehicle=\$4,900	32%	1
Owasso	Purchase Equipment and Inventory	\$116,000	\$50,000	1 st Mortgage on Land, UCC on Equipment/Inventory=\$71,750	57%	6

Commercial Lending Pipeline

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

Community	County	Business Type	Startup or Expansion
Claremore	Rogers	Service - Heating & Air	Purchase New Equipment
Tahlequah	Cherokee	Transportation - Body Shop Repair	Consolidate
Adair	Mayes	Service - Cleaning	Expansion
Pryor	Mayes	Transportation - Trucking	Expansion
Broken Arrow	Wagoner	Retail - Book store	New Start-Up

Available Lending Capital

▪ IRP:	\$416,631.40	▪ CDFI:	\$421,312.24
▪ Commercial:	\$623,395.53	▪ ICDBG:	\$383,100.78
▪ Consumer:	\$985,090.36		

*Based on Cash Flow Statements ending December 31, 2015

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
Collinsville	Cherokee Nation - 109 E Main Street	3rd Thursday Each Month
Claremore	HACN - 23205 S Hwy 66	4th Thursday Each Month

**Brian Wagon is the Business Coach for field visits. He may be reached at Brian-Wagon@Cherokee.org or 918-506-9168.

NOTEWORTHY

Year to date, **entrepreneurial development and business workshops** have been attended by **1,537 people**, 100 percent of whom found the training useful to building the capacity of their businesses.

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 Laura Doss at 918-453-5000, extension 5994, or laura-doss@cherokee.org.

USDA Strengthening Economies Together regional planning meeting will be held at ICTC's campus in Stilwell on February 4 from 10 am to 3 pm. The counties involved in this regional planning effort are **Adair, Cherokee, Delaware and Sequoyah**.

Working with NORA regarding a **14 county regional plan**, focusing on the healthcare, hospitality and manufacturing industries; estimated completion date June 2017.

"Osiyo I'm employed through the Cherokee Nation modern native entrepreneur business studies program located at the Kawi Café Cherokee coffee café, thank you for the educational opportunity to participate with the home team. I plan on starting a modern native jeweler entrepreneur business locally with in the Cherokee Nation area to protect and help preserve our people's culture, Wado. I love helping our people through volunteering to hands on field research to help all of our people. I feel the Cherokee Nation Modern Entrepreneurs program is extremely important to our people's education in a hand on productive positive motivational education technique, thank you once again for helping all of our people, Wado."

Stephen Conpean
Tahlequah, OK
Kawi Café Participant

Artists and Community Tourism – Economic Development

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

Cherokee Arts Center		
Registration is necessary and all classes are fee based, paid directly to artists		
Date	Time	Class
Every Thursday	6:30 pm	Silversmithing Class
Every Wednesday	6:00 pm	Loom Weaving
Every Saturday	1:00 pm	Loom Weaving
Every Saturday	10:00 am to 1:00 pm	Watercolor Workshop
Every Friday	6:30 pm	Life Drawing
Saturday – January 16	2:00 pm	Writer Group Meeting

NOTEWORTHY

The Cherokee Arts Center provides teaching space and specialized equipment for artists to increase their revenues. Year to date, **193 people have attended 42 artist taught classes** and the equipment has been used 196 times by 107 artists.

Year to date, **1,452 people** have taken advantage of the **Cherokee Arts Center** this includes **796 visitors to the Spider Gallery**.

The **Spider Gallery** currently represents **103 artists**. Year to date sales for the Spider Gallery are \$14,090.36.

Artists have earned \$29,063 through Cherokee Arts Center and Spider Gallery activities. Tourism related small business and artist loans total \$49,500 year to date.

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

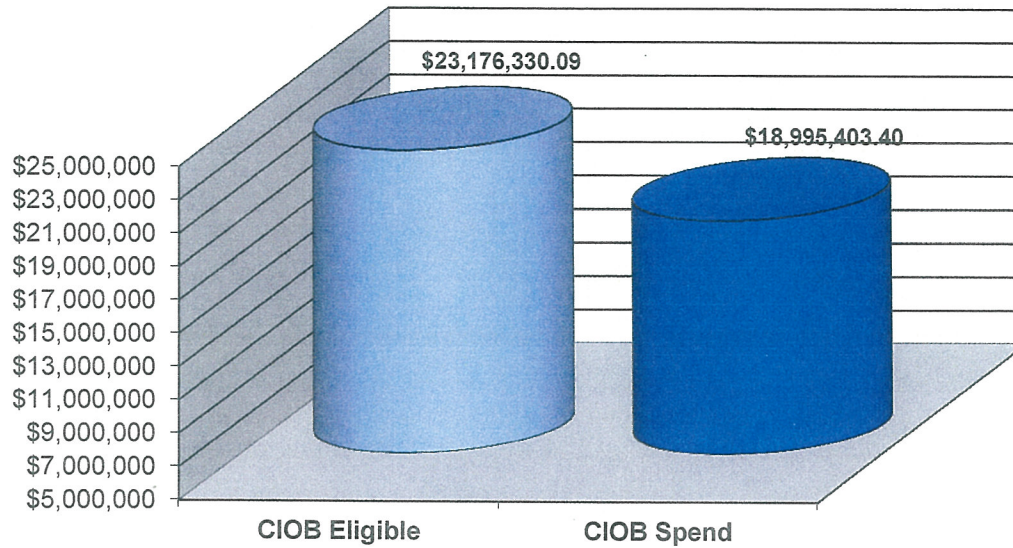
Month/Year of Report: January 2016 (Month Ending November – FY 2016)

Program Highlights

a. Balanced Scorecard Measures

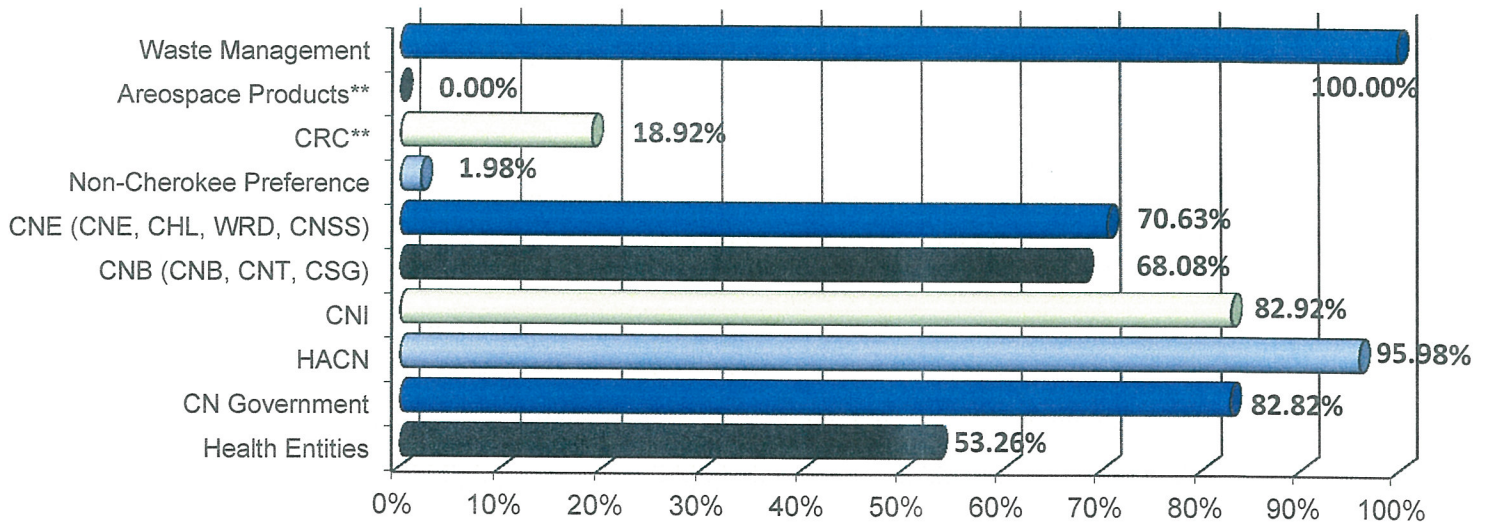
Objective	Metric	2016 Goal	Year to Date Achievement Notes/Comments
Effective Business Workshop Training	# Certified Indian-Owned Business Attendees and % indicating usefulness	300/100%	0 /100% 1,065 attending events – TERO Vendor Fair 350
Increase Certified Indian-Owned Business Procurement Awards	% Certified Indian-Owned Business Procurement Awards	80%	81.96% Business Entities eligible procurement \$'s awarded to Certified Indian Owned vendors <ul style="list-style-type: none"> • CNE – 71.91% • CN Government - 99.41% • Health Entities – 100% • CNI –50.38% • Waste Management - 0%
Increase Cherokee Citizens employed	% Cherokee Citizens (verified)	Entity CNE – CNB - CN – 82.9% Health - CNI – CRC – Aerospace -	Business Entities - 63.51% <ul style="list-style-type: none"> • CNE (CNE, CHL, WRD, CNSS) 70.63% • CNB (CNB, CNT, CSG) 68.08% (does not include service contract employees) • CNI 82.92% (does not include service contract employees) • Non-Cherokee Preference 1.98% (CNB entities) • HACN 95.98% • CN Government 82.82% (does not include IP/AMOA) • Health Entities 53.26% • 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	29
Effective One on One Training for Certified Indian Owned-Businesses	# of businesses receiving assistance/% finding useful	200/95%	1 /100%
Certified Indian-Owned Business Receiving Financial Assistance	% Certified Indian-Owned Business Loans in Portfolio	85%	20.33% - based on \$'s loaned 22.22%- 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% 300 sites monitored
Effective Monitor of Bid Openings	# and % Bid Openings Attended	100%	100% - 8 out 8
Effective Resolution of Complaints – TERO and EEOC	% Complaints Resolved	100%	TERO: 0 complaints filed; 0 resolved, 2 pending EEOC: 0 complaint filed; 0 resolved, 0 pending

81.96% of CIOB Eligible Procurement Opportunities were awarded to CIOBs



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

63.51% of Employees are registered Cherokee Nation Citizens



**Companies majority, not wholly, owned