



CHEROKEE NATION™
Businesses

Executive and Finance Report
Consolidated Financial Information
March 2015

Cherokee Nation Businesses

Executive and Finance Report

March 2015

Budget Highlights

- March 2015 CNB consolidated net income of \$15.4 million was \$2.4 million above budget and \$1.7 million higher than prior year. This set an all-time record in terms of both revenue and EBITDA for CNB.
- CNE EBITDA of \$21.4 million was \$2.1 million above budget. Higher revenue of \$2.4 million drove the favorable variance and was driven by gaming revenue at the Hard Rock and South Coffeyville properties. March revenue was the highest revenue recorded to date. Total revenue of \$55.2 million exceeded the previous record revenue of \$54.1 million recorded in March 2013.
- Technology Portfolio EBITDA of \$1.2 million was \$583,000 above budget. March revenue was favorable to budget by \$2.7 million. The positive variances in both revenue and EBITDA at the Technology Portfolio are the result of higher than expected sales based on contract wins late in FY14, as well as, higher than anticipated margins on certain high volume contracts.
- CNI EBITDA was \$43,000 unfavorable to budget due primarily to lower revenues in the Manufacturing segment associated with a drop in margins due to a change in product mix. Total revenue of \$5.8 million was \$51,000 below budget. The Distribution segment was \$518,000 above budget which partially offset the \$613,000 negative variance in the Manufacturing segment.
- The CNB Parent Company EBITDA was \$83,000 unfavorable to budget, which was driven by higher employee costs related to higher medical benefit expense.
- Construction Services EBITDA was \$142,000 above budget. Total revenue of \$4.9 million was \$1.6 million above a budget of \$3.3 million. The positive variance was driven by higher than anticipated revenue on the renovation of building 206, as well as, the ELT support services projects.
- Combined, EBITDA at all other entities were \$10,000 below budget.

Capital Expenditures

March YTD capital expenditures were \$74.1 million for all entities.

- CNE: \$56.5 million
 - Expansion: \$47.9 million – Roland and South Coffeyville properties and road improvements
 - Strategic: \$4.8 million – Cherokee Tower Renovation, Bakery & Room Service Kitchen Renovation, Catoosa Access Control, WRD Surveillance System, and Casino Cash Trac Cage Management System
 - Maintenance - \$3.8 million – Art Procurement, Digital Radio Conversion, Core Switches for Catoosa and WSS, and Catoosa Grand Lobby Lighting Upgrade
- CPM: \$14.8 million – Health clinic construction
- CNCR: \$500,000 – New Home Construction Program
- CNB: \$2.0 million – IT Maintenance & Upgrades
- CNCS: \$93,000 – Purchase new vehicles
- CNSD: \$90,000 – Purchase new vehicles & Chilloco Range Security System

Financing

- CNB has no outstanding borrowings as of March 31, 2015.

Cherokee Nation Entertainment

Executive and Finance Report

March 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 -	\$55,164	\$52,721	\$2,443	5%
• Operating Expenses	Month -	\$33,798	\$33,474	(\$324)	1%
• EBITDA	Month -	\$21,366	\$19,247	\$2,119	11%

Operating Highlights

- CNE EBITDA of \$21.4 million in March was \$2.1 million favorable to budget.
- Total revenue of \$55.2 million was the highest revenue recorded to date. March revenue was \$2.4 million above budget due primarily to higher than anticipated gaming revenue at Hard Rock, Ft. Gibson, and South Coffeyville properties. Food and beverage revenue contributed \$507,000 to the positive variance, which was driven by the Hard Rock and South Coffeyville properties.
- Total operating expense of \$33.8 million was \$324,000 unfavorable to budget. The primary driver was higher gaming related costs associated with higher gaming revenue. Employee costs and other general and administrative expenses were consistent with 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." 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 target date to open the casino is May 19th, 2015, with the hotel scheduled to open the first quarter of FY16.
- 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 South Coffeyville and Roland – \$46.8 million
- Cherokee Tower Renovation - \$2.1 million
- Digital Radio Conversion - \$633,000
- Casino Cash Trac Cage Management System - \$583,000
- Bakery & Room Service Kitchen Renovation – \$511,000

Cherokee Nation Industries

Executive and Finance Report

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Budget Highlights

CNI

thousands (000's)

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$5,752	\$5,803	(\$51)	-1%
• Operating Expenses	Month -	\$6,203	\$6,211	\$8	0%
• EBITDA	Month -	(\$451)	(\$408)	(\$43)	-10%

Operating Highlights

- EBITDA loss of \$451,000 was \$43,000 unfavorable to budget. The unfavorable variance was primarily due lower revenues in the Manufacturing division primarily associated with a drop in margins due to a change in product mix. The unfavorable variance in revenue was partially offset by reductions in operating expenses.
- CNI's revenue totaled \$5.8 million, which was \$51,000 below budget. The Distribution segment revenue was \$3.8 million, which was \$518,000 over budget primarily due to \$988,000 of new telecom business from the Southeast project offset by drops in AT&T Core business and Office Solutions. The Manufacturing segment revenue was \$2.0 million, which was \$613,000 below budget primarily due to the delay in the Sikorsky S300 contract but was offset by increases in Boeing and Bell.
- Total operating expenses of \$6.2 million were consistent with budget. Cost of goods sold were \$100,000 higher than budget due to a 2.5% decrease in gross margin from product and customer mix. Employee cost was favorable to budget by \$47,000 due to several open positions. Other operating expense was \$61,000 favorable to budget primarily due to the Distribution Services television refurbishment program ending.

Technology Portfolio

Executive and Finance Report

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Budget Highlights

Tech

thousands (000's)

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$12,811	\$10,130	\$2,681	26%
• Operating Expenses	Month -	\$11,587	\$9,489	(\$2,098)	22%
• EBITDA	Month -	\$1,224	\$641	\$583	91%

Operating Highlights

- The IT Portfolio generated revenue of \$12.8 million compared to a budget of \$10.1 million.
- March EBITDA was \$1.2 million compared to a budgeted EBITDA of \$641,000. The positive variance to budget was the result of higher than expected sales based contract wins late in FY14, as well as, higher than anticipated margins on certain high volume contracts.
- CSG and CNT revenue of \$3.7 million was favorable to a budget by \$1.0 million and exceeded prior year by \$956,000. The positive budget variance was due to the increased activity on service contracts won late in FY14, specifically the BIA contract in CNT.
- CNGS, CNTS, and CNMC revenue was \$8.7 million in March. Revenue was favorable to budget by \$1.6 million, as well as, favorable to prior year by \$1.7 million.
- Cherokee Nation Assurance (CNA) revenue of \$329,000 was consistent with budget.

Other Diversified Businesses

Executive and Finance Report

March 2015

EBITDA Budget Highlights

Other Diversified

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• CNSD	Month -	\$42	\$48	(\$6)	-12%
• Construction	Month -	\$320	\$178	\$142	80%
• Healthcare	Month -	(\$14)	\$9	(\$23)	-266%
• Aerospace Products S.E.*	Month -	(\$65)	(\$24)	(\$41)	171%
• CCRC*	Month -	\$327	\$106	\$221	208%

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

Operating Highlights

- **CNSD** EBITDA of \$42,000 was \$6,000 unfavorable to budget. The unfavorable variance to budget was due to a decrease in activity on the SAMD contract and an increase in business development labor.
- **Construction** EBITDA was \$320,000 compared to a budget of \$178,000. The favorable variance was driven by higher than anticipated revenue on the renovation of building 206, as well as, ELT support services projects with fixed costs. Compared to prior year, EBITDA has increased by \$159,000.
- **Healthcare** EBITDA resulted in a loss of \$14,000 compared to budgeted EBITDA of \$9,000. The decrease in profitability was primarily due to the end of service contracts earlier in the year, as well as, a delay in budgeted contract wins.
- **APSE** net loss of \$65,000 was \$41,000 unfavorable to budget and \$110,000 unfavorable to prior year. This was driven by higher costs of goods sold in March, which was due to a one-time correction to prior period costs.
- **CCRC** net income of \$327,000 was favorable to a budgeted net income of \$106,000. The primary driver for the positive variance was increased revenue and gross profit on the Fort Bliss Tank Trails and Fort Bliss Latrines projects.

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Group: Financial Resources **Month/Year of Report:** April 2015

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

- I. Budget Highlights – through March
 - a.) Financial Resources – 46% spent
 - b.) Treasurer – 32% spent
 - c.) IIM – 55% spent
 - d.) Acquisition Management – 46% spent
 - e.) Records Management – 48% spent
 - f.) Support Services – 52% spent
 - g.) Office of Grant Administration - 47% spent
 - h.) Grant Development – 27%
 - i.) Fleet Management – 35%
 - j.) Employee Performance Incentive – 28% spent
- II. Program Highlights
 - a.) Balance Scorecard Measures
 - 1. Complete FY14 Audit – 100% Complete
 - 2. Obtain Unmodified Audit Opinion – 100% complete
 - 3. No Material Weaknesses on Single Audit – 100% complete
 - 4. Obtain GFOA Award for FY13 CAFR – 100% complete
 - 5. Reports completed & submitted by due dates – 100% complete for reports due by 4/30/2015
 - b.) Accomplishments
 - 1. Completed FY 2014 Single Audit
 - 2. Staff attended annual Self Governance Consultation Conference
 - 3. OMB Training on the new Uniform Guidance Super Circular
 - 4. Staff attended AICPA COSO Training
 - 5. Staff attended National Grant Management Association Training in DC
 - 6. Organized internal HUD Review meeting
 - c.) Upcoming Events
 - 1. FY 2016 Comprehensive Budget process begins

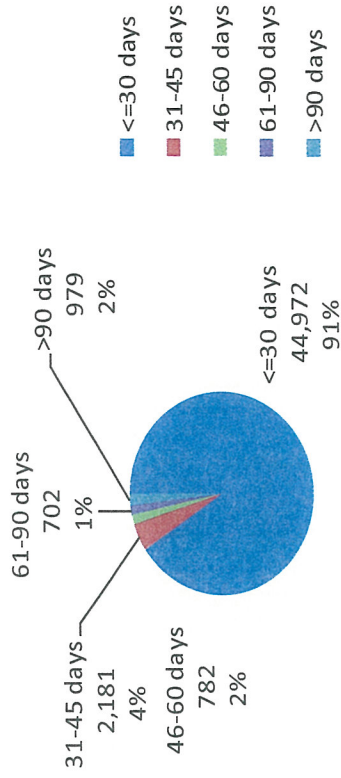
COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Cherokee Nation Acquisition Management Year-To-Date Report Over \$5,000 Transactions October 1, 2014 through September 30, 2015		% of sub-total TERO vendor submitted Bid
Award to TERO Vendor	\$ 11,162,905.34	92.57%
Award to non-TERO Vendor	\$ 895,558.69	7.43%
Sub-total bids with a TERO vendor participating	\$ 12,058,464.03	100.0%
Bid - no bids submitted by TERO Vendors	\$ 1,416,008.10	
October 1, 2014 through March 31, 2015		

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

January 1, 2015 - March 31, 2015		
Row Labels	APP INVOICE 2	APP TRAN PMT AMT 6
<=30 days	44,972	61,756,963.69
31-45 days	2,181	6,455,075.01
46-60 days	782	2,576,776.22
61-90 days	702	1,289,710.47
>90 days	979	1,493,492.61
Grand Total	49,616	73,572,018.00

Invoice Payment Comparison



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

Executive Director: 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

	<i>March</i>	<i>YTD</i>	<i>Goal</i>	<i>% of Goal</i>
<i>GED Completions</i> – includes individuals completing and receiving a GED or High School Diploma from Talking Leaves Job Corps and Career Literacy.	21	80	250	32.0%
<i>Training Completions</i> – includes individuals receiving a nationally-recognized certification, credential, or degree while enrolled in one of 11 different vocational training programs.	63	287	450	63.8%
<i>Employment Completions</i> – includes individuals who completed a Work Experience or TERO OJT assignment.	16	133	300	44.3%
<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.	120	545	500	109.0%
<i>Retention</i> – includes individuals who were retained in their unsubsidized employment through assistance from a Career Services Program.	42	162	200	81.0%
<i>Job Readiness Training</i> – includes individuals who completed the Life/Employment Skills Training.	26	262	250	104.8%
<i>WorkKey Credentialing</i> – includes individuals who received a bronze, silver, gold, or platinum WorkKeys credential.	0	90	500	18.0%
<i>Job Bank</i> – includes the number of new individuals entering the TERO Job Bank.	27	199	500	39.8%
<i>Indian Owned Businesses</i> – includes the number of businesses newly certified as an Indian Owned Business.	18	82	100	82.0%

<i>Job Fairs</i> – includes the number of Job Fairs held by Career Services.	4	17	15	113.3%
<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	27	50	54.0%

b. Accomplishments

1. The Day Training Program had 22 participants attain employment, seven within Cherokee Nation, 12 outside the Cherokee Nation, and three with CNB/CNI.
2. The deadline for the 2015 SYEP was April 17. Career Service is projected to serve 671 participants this summer.

c. Initiatives

1. Staff are preparing to assist Macy's with their application process.
2. Staff are finalizing office moves.

Commerce Group

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

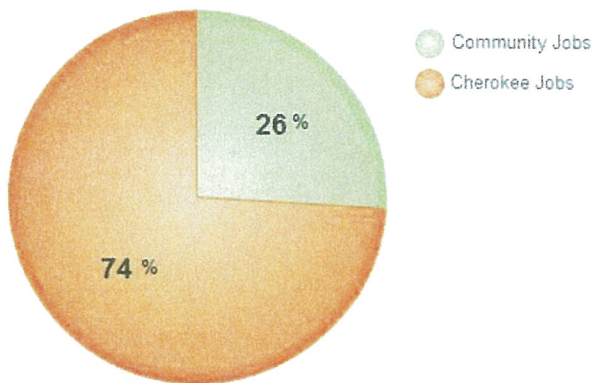
Anna Knight, Executive Director
 918-453-5532
 anna-knight@cherokee.org

Economic Impact

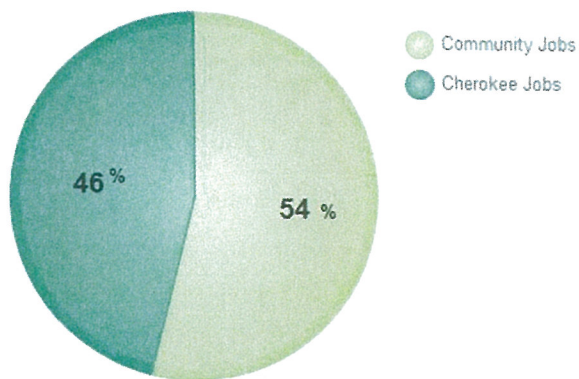
Jobs Created or Retained in Local Communities

Private sector jobs created or retained through small business lending

Community Jobs Created or Retained
 Five Year Period 2010-2015 - 790 Total Jobs

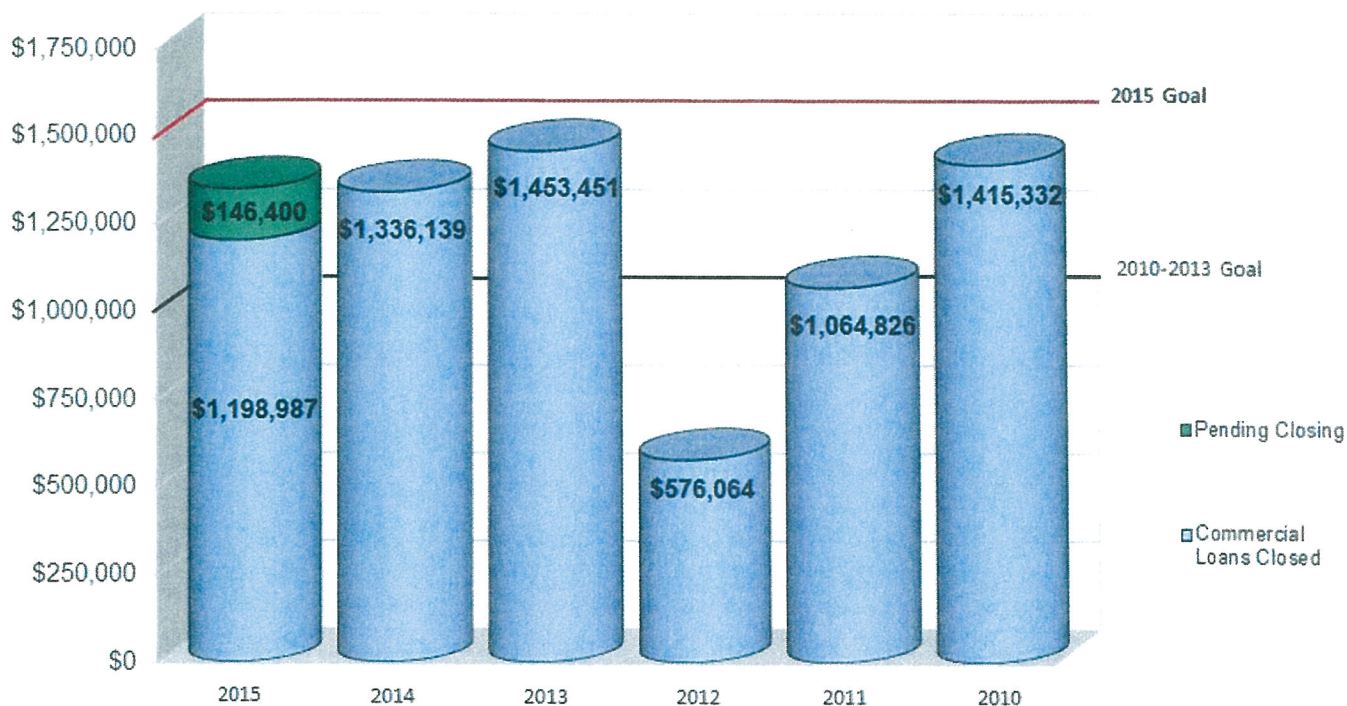


Community Jobs Created or Retained
 Current Year to Date - 150 Total Jobs

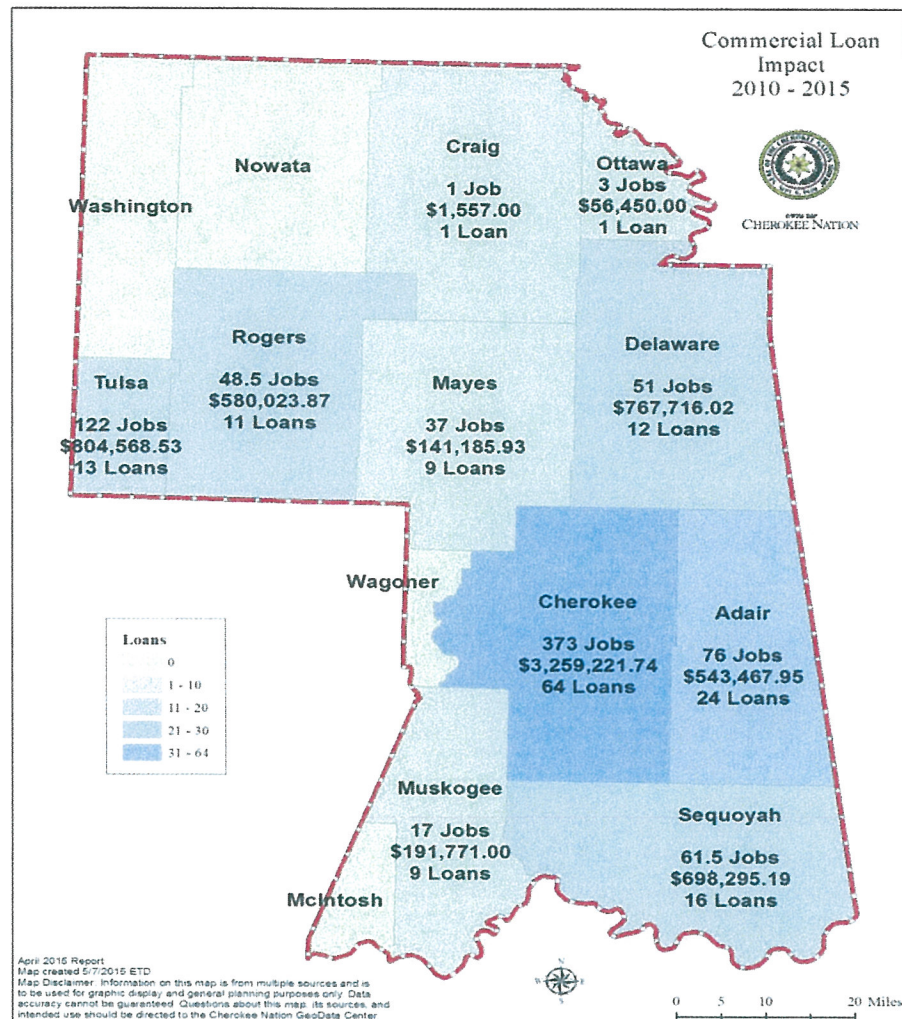


Economic Investment in Local Communities

Business loans made for startup or expanding businesses



Commercial Lending Impact, by County, 2010 through April 2015



Commercial Loans Closed April 2015

Community	Loan Purpose	Project Costs	Loan Amount	Collateral Discounted Value	Owner Equity	Jobs
Keys	New Start-Up	\$25,000	\$24,000	Equipment/auto lien=\$37,625	36%	5
Kansas	New Start-Up	\$253,250	\$150,000	2 nd Mortgage on home, inventory, cattle & farm equipment/auto=\$176,193	40%	12
Vian	Remodel & Purchase Building	\$100,000	\$80,000	1 st Mortgage Building/Equipment, inventory=\$105,800	25%	5
Tulsa	Buyout Existing Business	\$500,000	\$150,000	1 st Mortgage home/equipment & auto=\$230,937	30%	25

"The Cherokee Nation helped me to obtain a business loan to purchase Express Lawn Services of Tulsa, an existing lawn care business. Without them I would not have been able to make this dream come true. They were wonderful through the entire process and kept me informed every step of the way. They offered great rates and low fees to meet my needs. I am very thankful for their help."

Andrea Childress, Tulsa
 Express Lawn Services of Tulsa

Commercial Lending Pipeline

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

Community	County	Business Type	Startup or Expansion
Westville	Adair	Agriculture – Cattle and Produce	Startup
Westville	Adair	Truck Mechanic Shop	Startup
Stilwell	Adair	Logging	Expansion
Stilwell	Adair	Electrician	Expansion
Tahlequah	Cherokee	Retail Boutique	Startup
Colcord	Delaware	Splat Mat Manufacturing	Startup
Vian	Sequoyah	Agriculture – Cattle and Goats	Startup
Collinsville	Tulsa	Background Checks	Expansion

Available Lending Capital

▪ IRP:	\$357,153.25	▪ CDFI:	\$1,206,540.42
▪ Commercial:	\$248,844.32	▪ ICDBG:	\$387,344.12
▪ Consumer:	\$219,001.59		

*Based on Cash Flow Statements ending April 30, 2015.

Business/Entrepreneur Workshops

Date	Location	Time	Workshop
May 9, 16	Vinita	9:00 am – 4:00 pm	Core Four
May 19	Tahlequah	6:00 pm – 8:00 pm	QuickBooks 101
May 21	Claremore	6:00 pm – 8:00 pm	Social Media for Businesses
June 11	Vinita	6:00 pm – 8:00 pm	How to do Business with Cherokee Nation
June 25	Muskogee	6:00 pm – 8:00 pm	Social Media for Businesses
November 19	Tulsa	10:00 am – 4:00 pm	Cherokee Nation TERO Vendor Fair

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. Contact Brian-Wagon@Cherokee.org and cell phone 918-506-9168

NOTEWORTHY

Year to date, over **entrepreneurial development and business workshops** have been attended by **3,572 people**; 100 percent of whom found the training useful to building the capacity of their businesses.

Working with TERO Contractors to revamp and revitalize our **contract lending program** to provide needed, early stage cash flow for contractors and subcontractors.

A second **incubator tenant** has opened in the Cort Mall, Dena's Art Den.

<u>Kawi Café Entrepreneur Graduates</u>	
Total Graduates	16
Food Industry Careers	5
Business Development Stage	2
Business Start Up	1
Regular Employment	2
Temporary Employment	2
Recent Graduates, not yet tracked	4

Youth Entrepreneurship Competitions

141 students representing 9 schools participated in the event. Schools were from Adair, Cherokee, Sequoyah and Mayes Counties.

Working with the Welling Eldon and Briggs **(W.E.B) Community Organization to develop and seek funding for an aquaponics gardening system** to provide fresh produce for the community. If successful, this project will serve as a model for other Cherokee community organizations.

Conducting Rural Community Economic

Growth workshops in northern counties in conjunction with Grand Gateway Economic Development Association and the Oklahoma Department of Commerce throughout May and June.

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 Tuesday	6:00 pm	Silversmithing Class
Every Mon & Wed	6:00 p.m.	Shell Carving
Every Friday	6:00 pm	Life Drawing
Every Saturday	10:00 am	Basic Assemblage
Every Saturday	1:00 pm	Loom Weaving
Friday April 3 rd , 17 th , & 24 th	7:00 pm	Dip N Sip Parties
Saturday April 18	2:00 pm	Tahlequah Writers Group
Saturday April 4	2:30 pm	Brushstrokes
Friday April 10	6:00 pm	Brushstrokes
Tuesday April 14	5:30 pm	Brushstrokes
Thursday April 16	5:30 pm	Brushstrokes

Traditional Game Schedule

Date	Community	Location
June 27	Briggs	W.E.B. Community Building
July 25	Sallisaw	City Park
August 22	Little Kansas	City Park
September 6	Cherokee National Holiday Tahlequah	Community Playoffs

All Traditional Cherokee Games are schedule for 10 a.m. and normally finish around 5 p.m., but there is no set time on finish. The following games are played: horseshoes, Cherokee marbles, corn stalk shoot, and blow guns. There are competitions for youth for corn stalk shoot, blow guns, Cherokee marbles and hatchet throwing. Hatchet Throwing is done mainly for fun and experience. Stickball is played if there is interest and the coordinators know in advance.

NOTEWORTHY

The American Indian Cultural Center and Museum choose a sculpture by Bill and Demos Glass and in addition to an artist reception in OKC, **AICCM will host a community based artist reception for Bill and Demos Glass at the Spider Gallery on May 21, 2015.** This will include the display of a small replica of the chosen art.

The Cherokee Arts Center provides teaching space and specialized equipment for artists to increase their revenues. Year to date, **623 people have attended 115 artist taught classes** and the equipment has been used 103 times by 211 artists.

Year to date, **3,458 people** have taken advantage of the **Cherokee Arts Center** this includes **2,015 visitors to the Spider Gallery.**

The **Spider Gallery currently represents 83 artists.** The Gallery has participated in 9 events giving Cherokee artists exposure to over 1,000. Total Spider Gallery Sales are \$26,163.85 for year to date.

Artists have earned \$53,945.10 through Cherokee Arts Center and Spider Gallery activities. Tourism related small business and artist loans total \$443,405 year to date.

The Spider Gallery Store is an annex to the Gallery, which is also located in the Cort Mall. This store will showcase lower cost items made by Cherokee citizens and some of our own product lines. This will increase sales and revenue for the Gallery and increase foot traffic into the Cort Mall.

“The gallery allows me to share my most intimate moments in nature with all that come to visit. Being Native American allows me to become closer to nature and the wildlife while capturing those particular moments on film. The Spider Gallery allows us to share our talents and parts of ourselves, our culture with the public.”
 – **Tim Clay, Tulsa, Cherokee Photographer**

The Cherokee Arts Center will host an **US DOI Indian Arts and Crafts Board “Seminar on Federal and State Laws, Intellectual Property Rights Protections, and Marketing for Oklahoma Native Artists”** in late June; exact date and location to be determined.

First Peoples Fund showcased the Cherokee Nation with other Indian nations regarding our interaction and support of Cherokee Nation artists. Specifically, First Peoples Fund touted the Cherokee Arts Center, the Spider Gallery, the National Treasures Program, and the various Cherokee Nation legislation supporting Cherokee art and artists. First Peoples Fund holds the Cherokee Nation as a progressive model of how tribal governments and organizations pass down arts and culture through policy and programming.

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

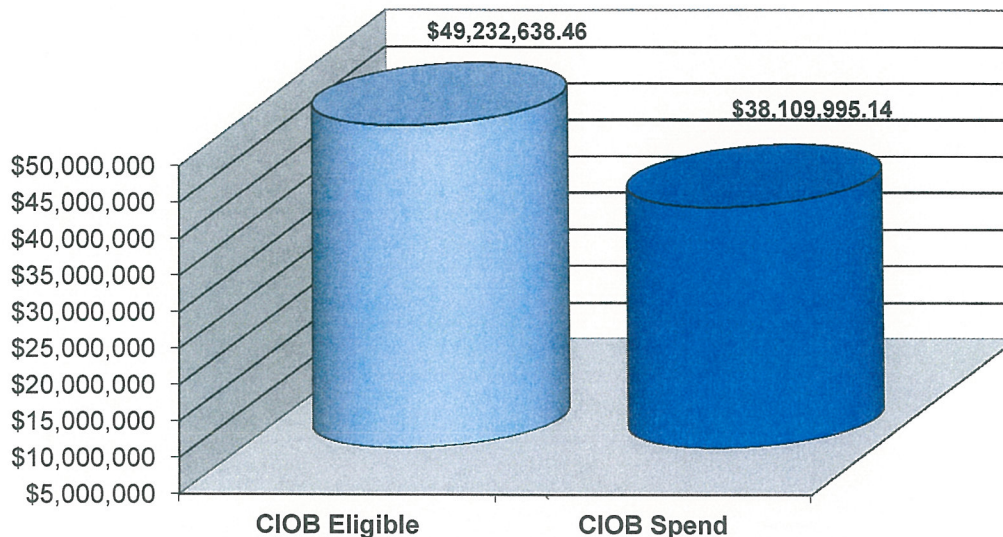
Month/Year of Report: May 2015 (Month Ending March – FY 2015)

Program Highlights

a. Balanced Scorecard Measures

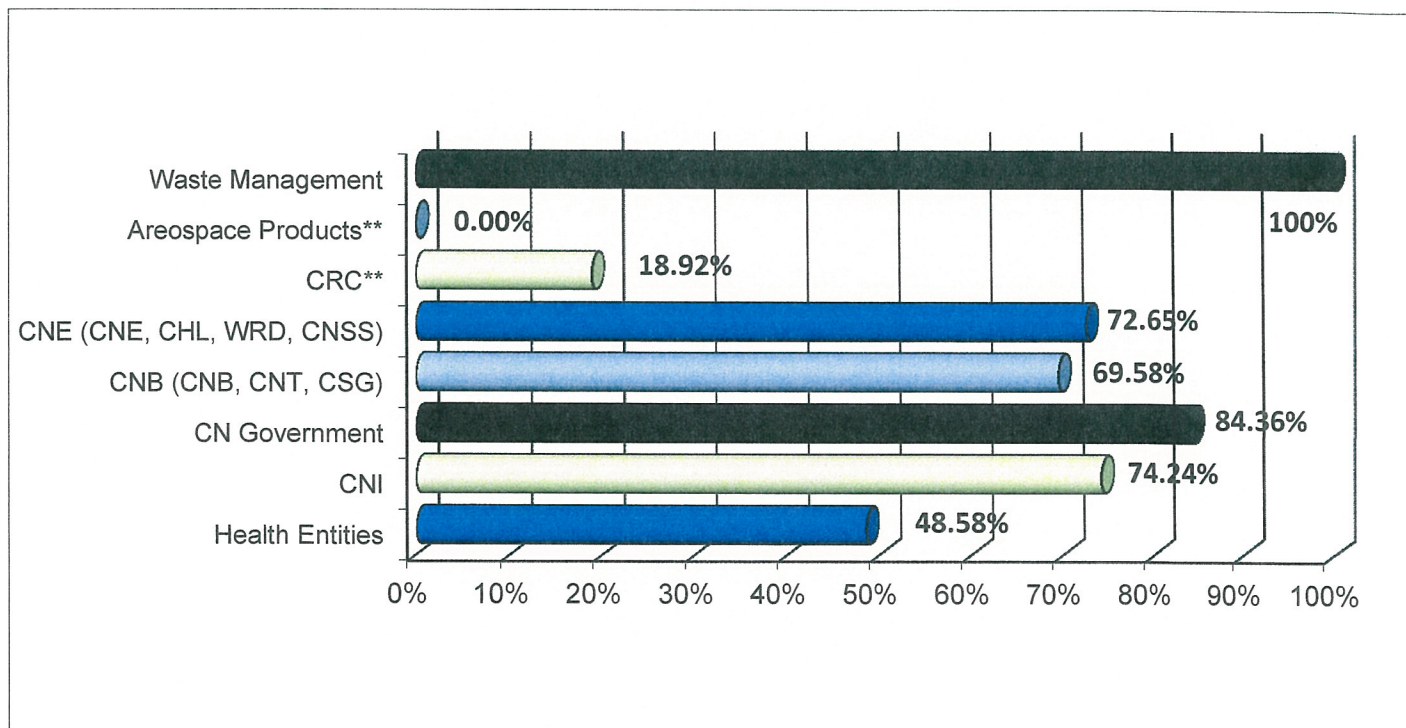
Objective	Metric	2014 Goal	Year to Date Achievement Notes/Comments
Effective Business Workshop Training	# Certified Indian-Owned Business Attendees and % indicating usefulness	300/100%	15 /100%
Increase Certified Indian-Owned Business Procurement Awards	% Certified Indian-Owned Business Procurement Awards	80%	77.41% Business Entities eligible procurement \$'s awarded to Certified Indian Owned vendors <ul style="list-style-type: none"> • CNE – 73.62% • CN Government - 92.57% • Health Entities – 100% • CNI –23.20% • Waste Management - 0%
Increase Cherokee Citizens employed	% Cherokee Citizens (verified)	Entity CNE – CNB - CN – 82.9% Health - CNI – CRC – Aerospace -	Business Entities - 75.83% <ul style="list-style-type: none"> • CNE (CNE, CHL, WRD, CNSS) 72.65% • CNB (CNB, CNT, CSG) 69.58% (does not include service contract employees) • CN Government 84.36% (does not include IPA/MOA) • Health Entities 48.58% • CNI 74.24% (does not include service contract employees) • 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	82
Effective One on One Training for Certified Indian Owned-Businesses	# of businesses receiving assistance/% finding useful	200/95%	17 /100%
Certified Indian-Owned Business Receiving Financial Assistance	% Certified Indian-Owned Business Loans in Portfolio	85%	13.61%- based on \$'s loaned 16.67%- 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% 914 sites monitored
Effective Monitor of Bid Openings	# and % Bid Openings Attended	100%	92% - 45 out of 49
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

77.41% of CIOB Eligible Procurement Opportunities were awarded to CIOBs



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

75.83% of Employees are registered Cherokee Nation Citizens



**Companies majority, not wholly, owned