



CHEROKEE NATION™
Businesses

Executive and Finance Report
Consolidated Financial Information
September 2015

Cherokee Nation Businesses

Executive and Finance Report

September 2015

Budget Highlights

- September 2015 CNB consolidated net income of \$14.4 million was favorable to a budget of \$9.2 million and \$13.1 million favorable to prior year. Consolidated revenue was \$85.6 million, \$9.6 million above budget and exceeded the previous year by \$9.4 million.
- CNE EBITDA of \$17.5 million was favorable to budget by \$2.8 million. The favorable variance was primarily due to higher than anticipated gaming revenue from all of the properties with the exception of Roland. Total revenue for September 2015 was \$50.5 million and was \$3.2 million above budget and \$4.3 million ahead of last year.
- CNI EBITDA loss was \$741,000 unfavorable to budget due to a shortfall in revenue, primarily the result of a decline in sales associated with the Sikorsky and Bell contract. Total revenue of \$6.3 million was \$296,000 below budget.
- Technology Portfolio EBITDA of \$4.9 million was \$3.2 million above budget. September revenue was \$17.7 million compared to a budget of \$15.9. The favorable variance in EBITDA was due to higher revenue and significantly lower costs than anticipated.
- Construction Services EBITDA was \$6,000 below budget. Total revenue of \$4.8 million was \$2.8 million above budget. Total operating expense was \$2.8 million above budget. The variance was driven by higher than anticipated activity on numerous projects.
- The CNB Parent Company EBITDA loss was \$128,000 unfavorable to budget, primarily due to higher than anticipated employee costs as well as expenses associated with Cherokee Nation Holiday, hunting and fishing license mailers, and Osiyo, Voices of the Cherokee people.
- Combined, EBITDA at all other entities were \$216,000 above budget.

Capital Expenditures

September YTD capital expenditures were \$145.8 million for all entities.

- CNE: \$107.2 million
 - Expansion: \$83.5 million – Roland and South Coffeyville properties and road improvements, WSS Water Tower, Grove Property & Tahlequah OP1 Rebuild
 - Strategic: \$16.2 million – Egame Equipment Purchases, Catoosa Hotel Lobby and Front Desk Renovation, Surveillance Infrastructure Upgrade, Casino Cash Trac Cage Management System & CN Capitol Building Project
 - Maintenance - \$7.5 million – Art Procurement, Digital Radio Conversion, IT Asset Management Tool & Fleet Vehicles
- CPM: \$30.0 million – Health clinic construction, CN Housing Projects, & the 4th Street Property
- CNCR: \$2.7 million – New Home Construction Program
- CNB: \$5.5 million – IT Maintenance & Upgrades, NSU Seminary Hall & CN Economic Development Trust Authority Capital Grant

Financing

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

Cherokee Nation Entertainment

Executive and Finance Report

September 2015

Budget Highlights

CNE

thousands (000's)

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$50,489	\$47,335	\$3,154	7%
• Operating Expenses	Month -	\$32,946	\$32,587	(\$359)	1%
• EBITDA	Month -	\$17,543	\$14,748	\$2,795	19%

Operating Highlights

- CNE EBITDA of \$17.5 million in September was \$2.8 million favorable to budget.
- Total revenue of \$50.5 million was \$3.2 million above a budget of \$47.3 million. Higher than budgeted total revenue was primarily the result of higher than anticipated gaming revenue of \$3.0 million.
- Total operating expense of \$32.9 million was \$359,000 unfavorable to budget. The unfavorable variance primarily resulted from higher medical benefit expense of \$1.2 million as well as higher than anticipated gaming and retail related costs of \$179,000. The unfavorable variance was partially offset by lower than anticipated general and administrative costs, which was primarily driven by a favorable adjustment to gaming commission fees.
- 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 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 – \$80.0 million
- Cherokee Tower Renovation - \$2.4 million
- Surveillance Infrastructure Upgrade - \$4.1 million
- Hotel Lobby and Front Desk Renovation - \$1.4 million

Cherokee Nation Industries

Executive and Finance Report

September 2015

Budget Highlights

CNI

thousands (000's)

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$6,289	\$5,993	\$296	5%
• Operating Expenses	Month -	\$7,331	\$6,293	(\$1,038)	16%
• EBITDA	Month -	(\$1,041)	(\$300)	(\$741)	-247%

Operating Highlights

- EBITDA loss was \$1.0 million, which was \$741,000 unfavorable to budget. The negative variance was primarily due to lower revenue from the Manufacturing segment as well as a one-time adjustment for obsolete inventory of \$193,000. Additionally, changes in product mix have negatively impacted margins resulting in lower EBITDA.
- Total revenue of \$6.3 million was \$296,000 above budget. The Distribution segment revenue was \$5.2 million, which was \$2.1 million favorable to budget due to the SE Project. The Manufacturing segment revenue was \$1.0 million, which was \$1.9 million below budget primarily due to a decrease in Sikorsky and Bell sales as well as slower than anticipated Government sales.
- Total operating expenses were \$7.3 million, which was \$1.0 million unfavorable to budget. Cost of goods sold were \$1.2 million higher than budget due to a change in product mix between Manufacturing and Distribution segments which resulted in a gross margin that was 14.9 points below the budgeted margin. Employee cost was favorable to budget by \$65,000 due to several open positions. Other operating expense was \$76,000 favorable to budget due to cost reductions.

Technology Portfolio

Executive and Finance Report

September 2015

Budget Highlights

Tech

<i>thousands (000's)</i>	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$17,687	\$15,859	\$1,828	12%
• Operating Expenses	Month -	\$12,741	\$14,109	\$1,368	-10%
• EBITDA	Month -	\$4,946	\$1,750	\$3,196	183%

Operating Highlights

- September business for the Technology Portfolio resulted in EBITDA of \$4.9 million compared to a budget of \$1.8 million. The favorable variance was primarily attributable to significantly lower costs than anticipated on the USA Med Research ACQ and US DOD/NICOE fixed price contracts which were completed during September.
- The Technology Portfolio generated revenue of \$17.7 million compared to a budget of \$15.9 million. Revenue from CSG and CNT of \$4.1 million was consistent with budget. CNGS, CNTS and CNMC revenue was \$12.8 million in September which was favorable to budget by \$1.6 million. The increase was primarily due to revenue on the USA Med Research ACQ and US DOD/NICOE fixed price contracts. CNA revenue of \$800,000 was favorable to budget by \$282,000. The favorable variance was due to the DHA Management Support contract.
- Total operating expenses for CSG and CNT of \$3.7 million were favorable to budget by \$202,000. The variance was primarily due to lower direct labor costs required to complete the budgeted tasks on the USDA Aphis contract. CNGS, CNTS, and CNMC operating expenses of \$8.3 million were favorable to budget by \$1.4 million. The variance was primarily related to lower operating cost associated with the USA Med research ACQ and the US DOD/NICOE fixed price contracts. CNA operating expenses of \$755,000 were unfavorable to budget by \$282,000. Operating costs fluctuate due to the timing of material purchases for the CNE contract.

Other Diversified Businesses

Executive and Finance Report

September 2015

EBITDA Budget Highlights

Other Diversified

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• CNSD	Month -	\$160	\$82	\$78	96%
• Construction	Month -	\$32	\$39	(\$6)	-16%
• CMS / CNHS	Month -	\$120	\$74	\$46	62%
• Aerospace Products S.E.*	Month -	\$306	\$13	\$293	2254%
• CCRC*	Month -	\$320	\$47	\$273	581%

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

Operating Highlights

- **CNSD** EBITDA was \$160,000 and \$78,000 above budget. The favorable EBITDA for the month of September was primarily attributable to higher revenue in the SAMD contract in CNRW and the IRS project in CNSD.
- **Construction** EBITDA was \$32,000 compared to a budgeted EBITDA of \$39,000. The unfavorable EBITDA variance was due to higher than anticipated labor costs associated with the Fort Hood Elevators and Fort Polk Den Renovation projects.
- **Healthcare** Portfolio EBITDA was \$120,000 compared to a budget of \$74,000, resulting in a favorable variance of \$46,000. The favorable EBITDA for the month of September was primarily attributable to a higher than anticipated margin on the US DOD/US Air Force contract.
- **CCRC** net income of \$320,000 in September was \$273,000 above budget. Multiple Picatinny and Fort Worth Corp of Engineer projects had actual margins that exceeded budget. In addition, the favorable variance was due to CCRC securing significant contract wins of \$19.9 million after the 2015 budget was approved.
- **APSE** net income was \$306,000 in September 2015 resulting in a favorable variance to budget of \$293,000. Revenue was \$2.9 million favorable to budget due to delivering 2 large kits that were previously unable to ship due to continued delinquent supplier part deliveries.

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Group: Financial Resources

Month/Year of Report: October 2015

Treasurer: Lacey Horn

Phone: 207-3902

E-mail: lacey-horn@cherokee.org

I. Budget Highlights – through September

- a.) Financial Resources – 98% spent
- b.) Treasurer – 75% spent
- c.) IIM – 95% spent
- d.) Acquisition Management – 90% spent
- e.) Records Management – 99% spent
- f.) Support Services – 100% spent
- g.) Grants Management - 78% spent
- h.) Grant Development – 74%
- i.) Fleet Management – 81%
- j.) Employee Performance Incentive – 31% spent

II. Program Highlights

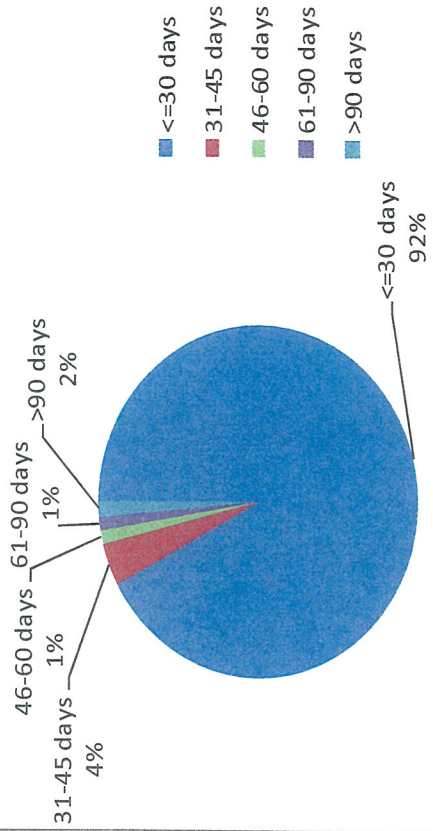
- a.) Balance Scorecard Measures
 - 1. Complete FY15 Audit –0% Complete
 - 2. Obtain Unmodified Audit Opinion – 0% complete
 - 3. No Material Weaknesses on Single Audit – 0% complete
 - 4. Obtain GFOA Award for FY14 CAFR – 100% complete
 - 5. Reports completed & submitted by due dates – 100% complete for reports due by 10/31/2015
- b.) Accomplishments
 - 1. Staff participated in NCAI
 - 2. Hosted four training webinars
- c.) Upcoming Events
 - 1. Fiscal year end close process continues

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	\$ 22,149,859.06	94.81%
Award to non-TERO Vendor	\$ 1,213,477.59	5.19%
Sub-total bids with a TERO vendor participating	\$ 23,363,336.65	100.0%
Bid - no bids submitted by TERO Vendors	\$ 2,145,371.99	
October 1, 2014 through September 30, 2015		

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Invoice to Amount Comparison



Row Labels	APP-INVOICE-2	APP-TRAN-PMT-AMT-6
<=30 days	56,992	67,734,097.88
31-45 days	2,411	8,638,026.01
46-60 days	775	1,201,229.47
61-90 days	766	1,790,823.07
>90 days	923	1,262,241.33
Grand Total	61,867	80,626,417.76

Group: Career Services-Executive and Finance Month/Year of Report: October, 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>September</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.	27	183	250	73.2%
<i>Training Completions</i> – includes individuals receiving a nationally-recognized certification, credential, or degree while enrolled in one of 11 different vocational training programs.	136	702	450	156.0%
<i>Employment Completions</i> – includes individuals who completed a Work Experience or TERO OJT assignment.	51	276	300	92.0%
<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.	140	1,230	500	246.0%
<i>Retention</i> – includes individuals who were retained in their unsubsidized employment through assistance from a Career Services Program.	41	382	200	191.0%
<i>Job Readiness Training</i> – includes individuals who completed the Life/Employment Skills Training.	7	410	250	164.0%
<i>WorkKey Credentialing</i> – includes individuals who received a bronze, silver, gold, or platinum WorkKeys credential.	0	130	500	26.0%
<i>Job Bank</i> – includes the number of new individuals entering the TERO Job Bank.	38	389	500	77.8%
<i>Indian Owned Businesses</i> – includes the number of	9	164	100	164.0%

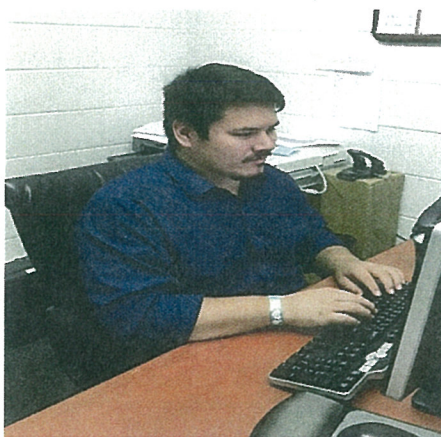
businesses newly certified as an Indian Owned Business.				
<i>Job Fairs</i> – includes the number of Job Fairs held by Career Services.	1	30	15	200.0%
<i>Community Service Projects</i> – this is the number of Community Service Projects completed by youth, both through the Summer Youth Employment Program and Talking Leaves Job Corps.	4	42	50	84.0%

b. Accomplishments

1. Eight Day Training participants entered unsubsidized employment. Two with Cherokee Nation, three with CNB/CNI, and three with external employers.
2. A Hiring Fair was held for Macy's at the Tulsa office. It was a small scale hiring fair and we had about 25 people attending. Of those, 12 were offered employment.
3. Jon Smith, Director TERO, became official on Monday, October 26th.
4. Willard Mounce, Administrative Assistant, became official in his role with TERO on Monday, October 26th.
5. We held our annual October Staff Development October 30th at Talking Leaves Job Corps. Secretary of State Chuck Hoskin, Jr. was our guest speaker. Thank you Secretary Hoskin!

Day Training Participant Success:

In April 2014, Joseph Kester from Stilwell, began participating on the Day Training Program. Joseph was placed in several different training positions while on Day Training. He excelled in



the Human Services Department as a Clerk I and due to his high intellect in math, he was placed with the GED teacher as an assistant. Once a position came open with Human Services, Joseph would be put on Work Experience to help fill any skills gap that would be needed for the position. This would be the beginning for him to becoming a self sufficient tribal member.

Joseph came in to the Stilwell office as a fulltime student at Northeastern State University majoring in Psychology. He wanted to continue his education but also needed employment skills and income to help support his wife and child. The Day Training Program provided the flexibility

that Joseph needed to continue his education and provide income for his family. The Work Experience Program would give him the training/skills he needed to gain employment. Both

programs proved to be very beneficial to Joseph in shaping his future career by providing the needed work experience and eventually an opening for employment at the Cherokee Nation.

Joseph's experience on the programs assisted him to attain a full time position with Human Services as a Clerk I. He is a semester away from graduating from NSU and hopes that in the future he can help other tribal members as a counselor with the Cherokee Nation. Joseph had this to say in regards to his new position, " Being on the Day Training and Work Experience Program really helped me to attain self actualization and I know I would not be where I am without them."

c. Initiatives

1. A Job Fair is scheduled at West Siloam Springs Hotel and Casino on November 17th.
2. The annual TERO banquet and Vendor Fair will be held November 19th at the Hard Rock Hotel and Casino Tulsa.

Executive Director's Remarks:

We are very happy to welcome Jon Smith and Willard Mounce to their new roles in TERO. Both have been acting in their current roles as Director and Administrative Officer, respectively, for the past several months and have been real assets to the department. Both positions are permanent as of Monday, October 26th.

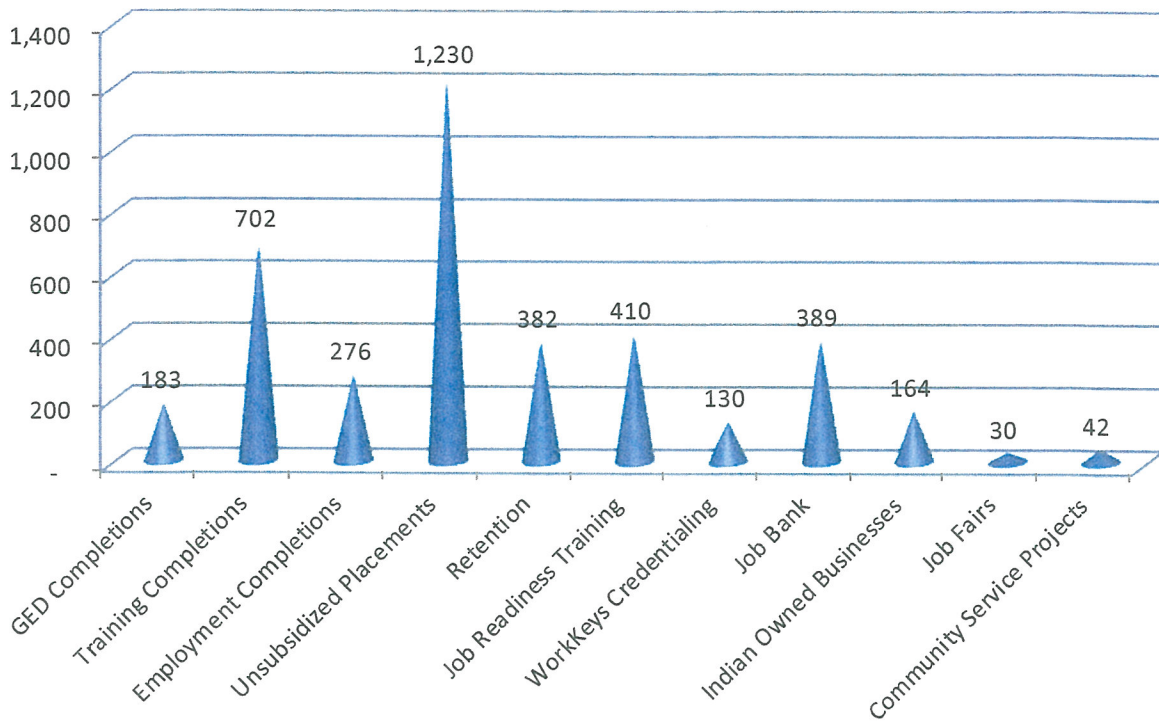


Jon Smith has been with Cherokee Nation for Just over four years, as a Resident Advisor for Talking Leaves Job Corps and as the Jobs/Business Development Coordinator for the Tribal Economic Development Program in Career Services. He has a Bachelor's Degree in Elementary Education and ten years' experience in the construction field. He also has 12 years' experience in management.

Willard Mounce has worked for the Cherokee Nation for 27 years. During that time he has worked as a Counselor for the Building Trades Program with Career Services. He also worked as a Superintendent for lead base paint abatement and as a Manager for Community Work. He briefly worked in the Tribal Council office as a Special Assistant to the Paralegal for that office. Currently Willard works as an Administrative Officer with the Tribal Employment Rights Office.



Year-to-Date Totals September 2015



You are Invited

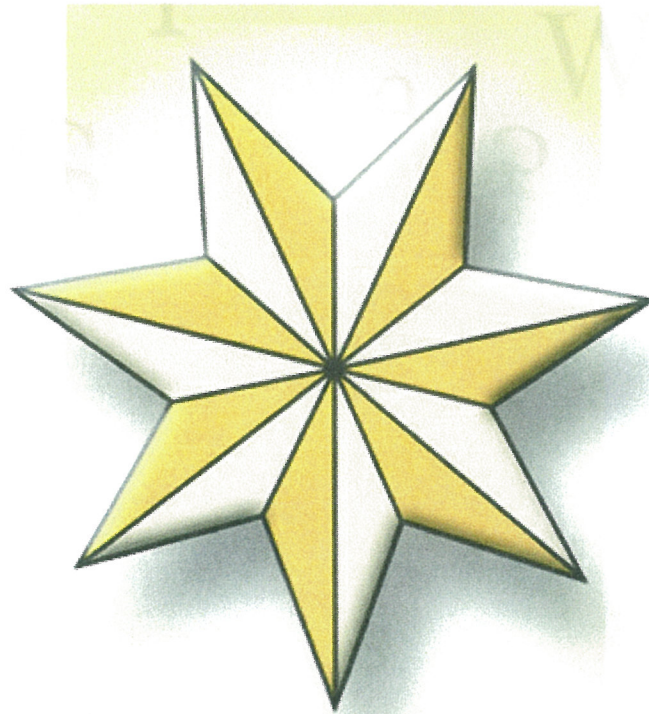
8TH ANNUAL

Certified Indian-Owned Vendor Banquet

Thursday, Nov. 19. 6pm

Hard Rock Hotel and Casino
Tulsa, Oklahoma

RSVP by Wednesday October 28 to Tammy Beaver
918-453-5430 or tammy-beaver@cherokee.org



ONE NATION

Homes Health Hope



**ARE YOU CHEROKEE OR NATIVE
AMERICAN IN NEED OF A JOB?**

PART-TIME & FULL-TIME POSITIONS AVAILABLE COME IN & APPLY!!!

JOB FAIR

**CHEROKEE CASINO
WEST SILOAM SPRINGS
QUALLA BALLROOM**

**TUESDAY NOVEMBER 17TH
OPENS 10:00AM ~ CLOSSES 4:00PM**

**A Native American
preference employer.**

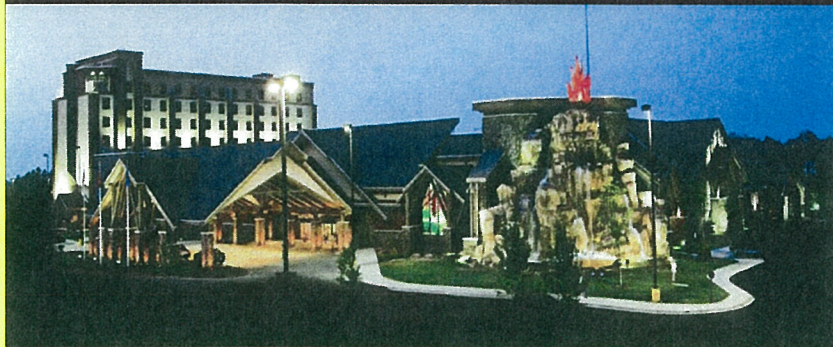
**Be prepared for an
on-the-spot interview.**

**Bring your CDIB &
Tribal Membership card.**

**Must be 18 years of age
or older to apply.**

JOBS

**CAREER SERVICES
(918) 453-5555**



WEST SILOAM SPRINGS

Commerce Group

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

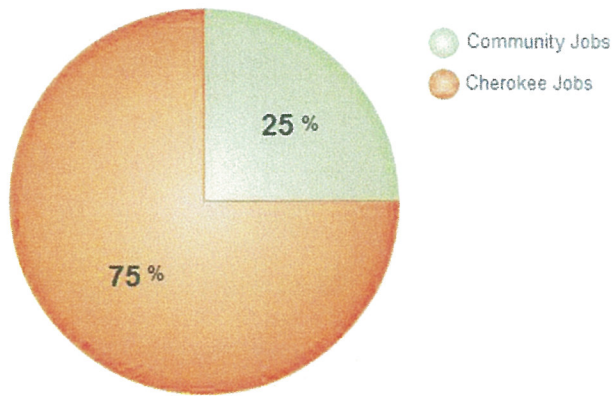
Anna Knight, Executive Director
 918-453-5532
 anna-knight@cherokee.org

Economic Impact

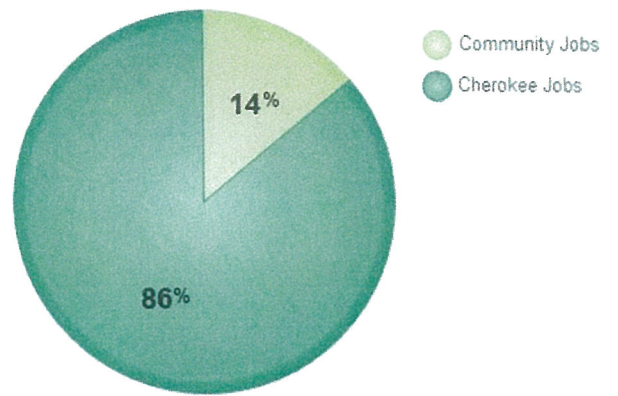
Jobs Created or Retained in Local Communities

Private sector jobs created or retained through small business lending

Community Jobs Created or Retained
 Seven Year Period 2010-2016 - 835 Total Jobs

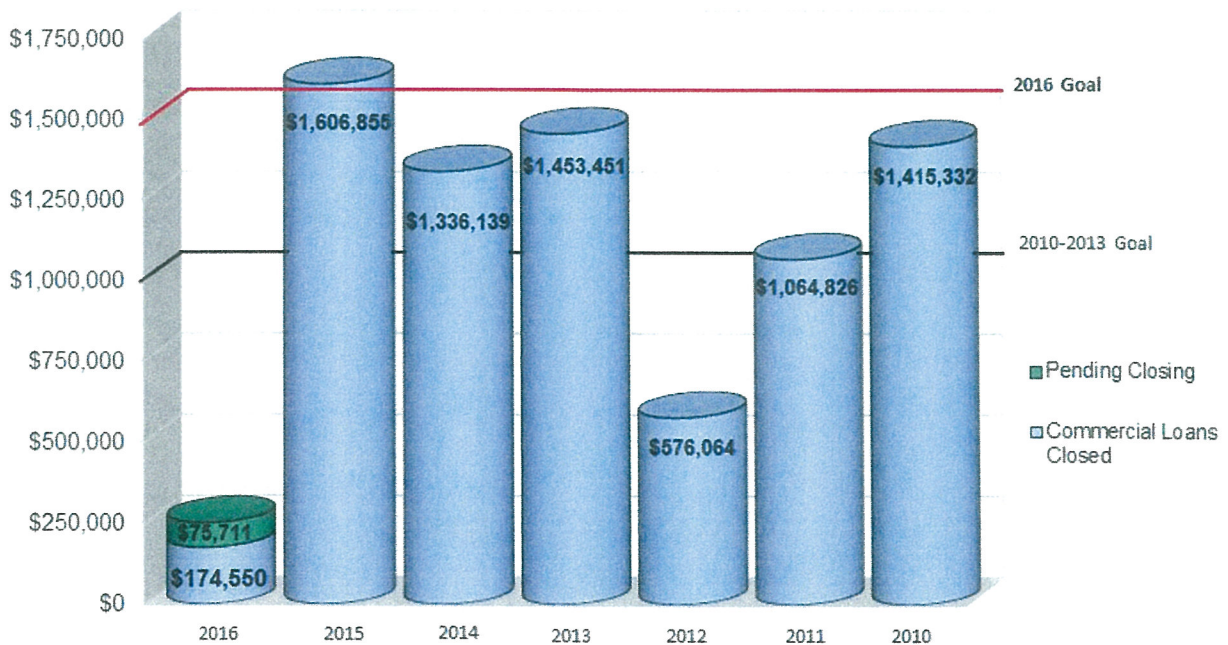


Community Jobs Created or Retained
 Current Year to Date - 7 Total Jobs

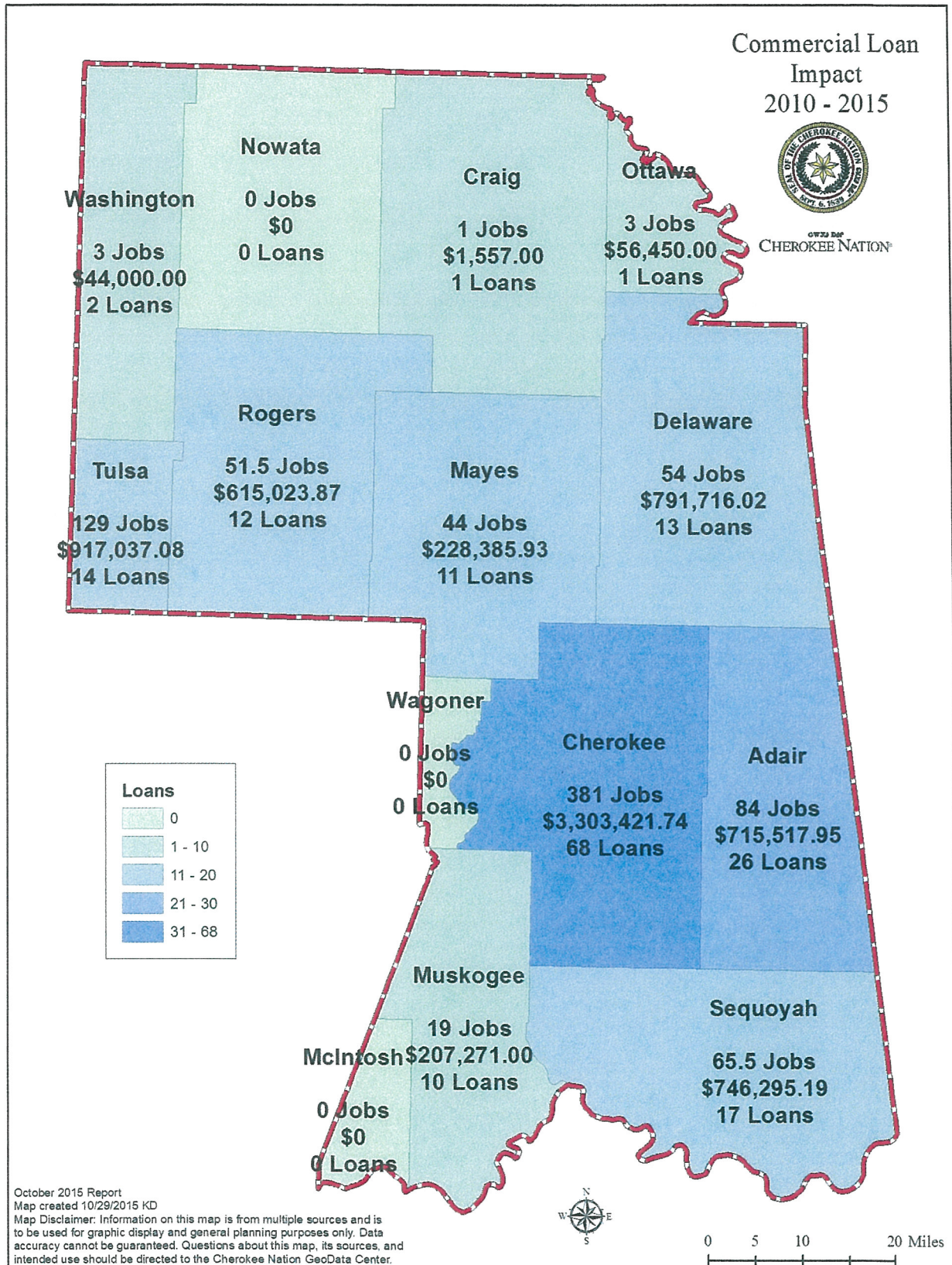


Economic Investment in Local Communities

Business loans made for startup or expanding businesses



Commercial Lending Impact, by County, 2010 through October 2015



Commercial Loans Closed October 2015

Community	Loan Purpose	Project Costs	Loan Amount	Collateral Discounted Value	Owner Equity	Jobs
Westville	Start-up	\$189,450	\$125,050	1 st Mortgage, Equipment and Inventory. Lien on truck=\$130,250	34%	4
Broken Arrow	Expansion	\$69,775	\$34,000	UCC Equipment/Inventory, 2003 Chevy Tahoe=\$35,510	51%	1
Muskogee	Art Equipment Sales	\$22,244	\$15,500	2007 Dodge, 2005 Chrysler, Equipment/Inventory=\$14,896	30%	2

Commercial Lending Pipeline

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

Community	County	Business Type	Startup or Expansion
Gore	Sequoyah	Service - Cleaning Business	Purchase Vehicle
Haskell	Muskogee	Construction	Purchase New Vehicle
Stilwell	Adair	Service - Tanning Business	Loan Consolidation
Nowata	Nowata	Transportation - Tire Repair	Start-Up
Pryor	Mayes	Transportation - Trucking	Expansion
Adair	Mayes	Service - Cleaning	Expansion
Owasso	Tulsa	Service - Agriculture -Food	Start-Up

Available Lending Capital

▪ IRP:	\$551,583.50	▪ CDFI:	\$637,833.33
▪ Commercial:	\$1,032,134.85	▪ ICDBG:	\$263,216.00
▪ Consumer:	\$848,631.25		

*Based on Cash Flow Statements ending September 31, 2015

Business/Entrepreneur Workshops

Date	Location	Time	Workshop
November 3, 10, 17	Tulsa	6:30 pm – 9:00 pm	Score, Simple Steps for Growing Your Business
November 10	Tahlequah	8:00 am – 5:00 pm	NORA Summit
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

Kawi Café Entrepreneur Graduates

Total Graduates	21
Food Industry Careers	13
Business Development Stage	2
Business Start Up	1
Regular Employment	2
Temporary Employment	1
Recent Graduates, not yet tracked	2

"Getting a loan through the Cherokee Nation was a much simpler process than other options we explored when starting our small business and the interest rates and payment options were much more attractive. The Cherokee Nation was great to work with and we are thrilled with our decision. They have been very business owner friendly thus far."

Charlie Darrow
 Tulsa, OK
 Learning Express Toys

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
Saturday October 17	2:00 pm to 5:00 pm	Tahlequah Writers Group
Saturday October 17	4:00 pm to 4:30 pm	Oklahoma Playwriters

"Every time I go to the Art Center, I find there's a new resource available to help artists grow with all things available to them. As a "new" artist it's been very helpful for me. The Spider Gallery helps promote our arts and staff are knowledgeable and friendly. I appreciate having such a great place available to us"

– Tana Washington
 Scissorcut Artist
 Colcord, OK

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

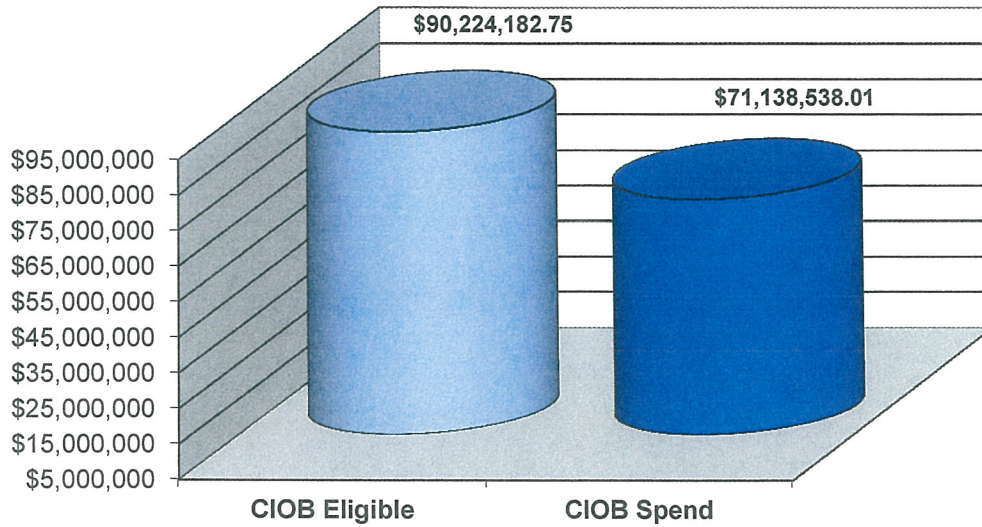
Month/Year of Report: November 2015 (Month Ending September –2015)

Program Highlights

a. Balanced Scorecard Measures

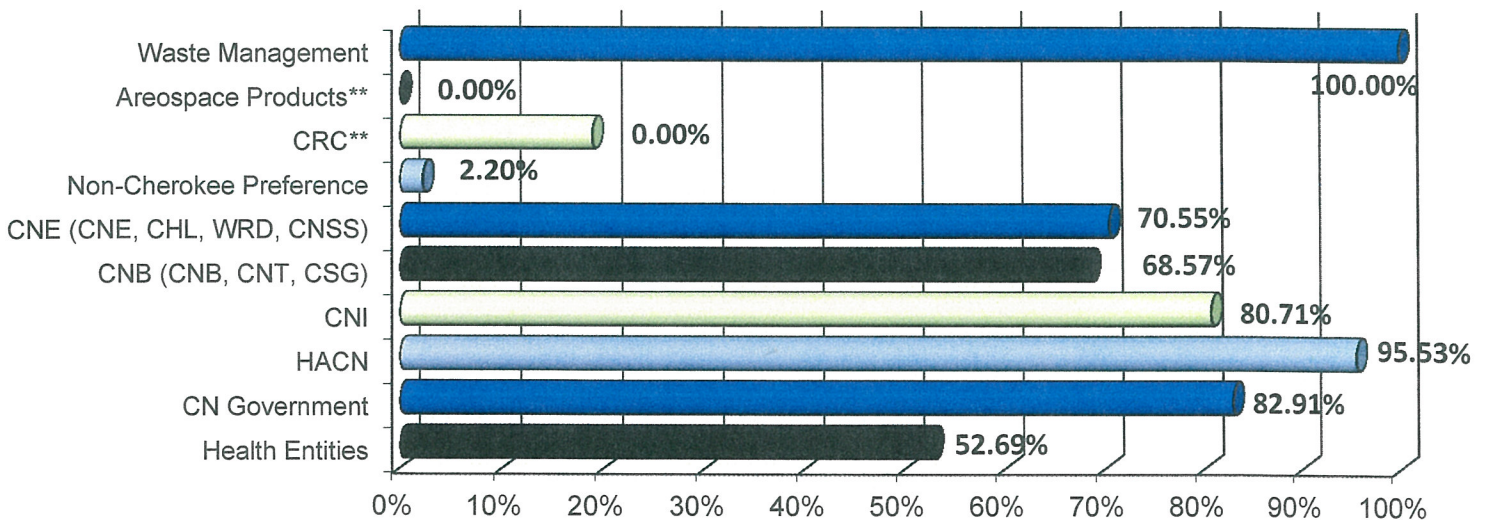
Objective	Metric	2016 Goal	Year to Date Achievement Notes/Comments
Effective Business Workshop Training	# Certified Indian-Owned Business Attendees and % indicating usefulness	300/100%	0 /100%
Increase Certified Indian-Owned Business Procurement Awards	% Certified Indian-Owned Business Procurement Awards	80%	78.85% Business Entities eligible procurement \$'s awarded to Certified Indian Owned vendors <ul style="list-style-type: none"> • CNE – 73.99% • CN Government - 94.81% • Health Entities – 100% • CNI –39.48% • Waste Management - 0%
Increase Cherokee Citizens employed	% Cherokee Citizens (verified)	Entity CNE – CNB - CN – 82.9% Health - CNI – CRC – Aerospace -	Business Entities - 63.86% <ul style="list-style-type: none"> • CNE (CNE, CHL, WRD, CNSS) 70.55% • CNB (CNB, CNT, CSG) 68.57% (does not include service contract employees) • CNI 80.71% (does not include service contract employees) • Non-Cherokee Preference 2.20% (CNB entities) • HACN 95.53% • CN Government 82.91% (does not include IPA/MOA) • Health Entities 52.69% • 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	164
Effective One on One Training for Certified Indian Owned-Businesses	# of businesses receiving assistance/% finding useful	200/95%	0 /100%
Certified Indian-Owned Business Receiving Financial Assistance	% Certified Indian-Owned Business Loans in Portfolio	85%	8.88% - based on \$'s loaned 33.33%- 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% 2,113 sites monitored
Effective Monitor of Bid Openings	# and % Bid Openings Attended	100%	80% - 112 out of 141
Effective Resolution of Complaints – TERO and EEOC	% Complaints Resolved	100%	TERO: 2 complaints filed; 1 resolved, 2 pending EEOC: 0 complaint filed; 0 resolved, 0 pending

78.85% of CIOB Eligible Procurement Opportunities were awarded to CIOBs



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

63.86% of Employees are registered Cherokee Nation Citizens



**Companies majority, not wholly, owned