

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Group: Financial Resources **Month/Year of Report:** April 2014

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

- I. Budget Highlights – through March
 - a.) Financial Resources – 44% spent
 - b.) Treasurer – 34% spent
 - c.) IIM – 46% spent
 - d.) Acquisition Management – 46% spent
 - e.) Records Management – 43% spent
 - f.) Support Services – 51% spent
 - g.) Employee Performance Incentive – 100% spent
- II. Program Highlights
 - a.) Balance Scorecard Measures
 - 1. Complete FY13 Audit – 100% complete
 - 2. Obtain Unqualified Audit Opinion – 100% complete
 - 3. No Material Weaknesses on Single Audit – 0% complete
 - 4. Obtain GFOA Award for FY12 CAFR – 100% complete
 - 5. Reports completed & submitted by due dates – 100% complete for reports due by 4/30/2014
 - b.) Accomplishments
 - 1. Staff attended CN Legislative Day at the State Capitol on 4/21/2014
 - 2. First round of testing completed on Lawson 10 Upgrade
 - 3. Attended training OMB’s New Federal Grant Rules on Disclosure – How and When You Must Share Bad News – April 16
 - 4. Attended NGMA Annual Grants Training – April 21-24
 - 5. Attended NAHASDA Formula Negotiated Rule-making Session – April 21-25
 - c.) Future Plans/New Initiatives
 - 1. Lawson 10 testing continues May 12-16
 - 2. Financial Resources Mandatory training on May 7
 - 3. FY 2015 Budgets due to Financial Resources by May 21

COUNCIL OF THE CHEROKEE NATION
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4. Single Audit underway
5. OSCPAs 2014 Governmental Accounting and Auditing Conference May 5-6
6. Federal Grants Reform: The “High Altitude” View Training - May 8
7. A Deep Dive into the Administrative Requirements Training - May 15
8. Cost Allowability 101: The Revised Course for Governments, Universities and Nonprofits Training - May 29
9. Single Audit Readiness and Survival Training - June 5
10. Annual Tribal Self Governance Conference – May 5-9

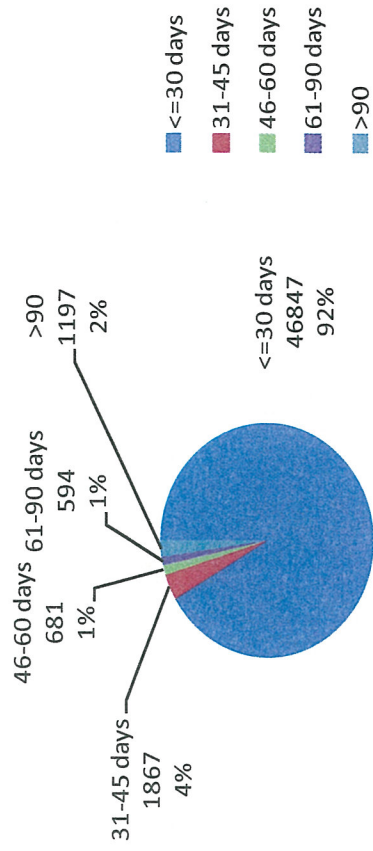
Cherokee Nation Acquisition Management Year-To-Date Report Over \$5,000 Transactions October 1, 2013 through September 30, 2014		% of sub-total TERO vendor submitted Bid
Award to TERO Vendor	\$ 10,010,301.84	87.15%
Award to non-TERO Vendor	\$ 1,475,828.30	12.85%
Sub-total bids with a TERO vendor participating	\$ 11,486,130.14	100.0%
Bid - no bids submitted by TERO Vendors	\$ 2,078,222.47	
October 1, 2013 through March 31, 2014		

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January 2014- March 2014

Row Labels	APP INVOICE	APP TRAN	PMT AMT
<=30 days	46,847	55,352	287.88
31-45 days	1,867	10,304	301.33
46-60 days	681	2,213	537.45
61-90 days	594	1,399	871.85
>90	1,197	2,993	299.46
Grand Total	51,186	72,263	297.97

INVOICE PAYMENT COMPARISON





CHEROKEE NATION™
Businesses

Executive and Finance Report
Consolidated Financial Information

March 2014

Cherokee Nation Businesses

Executive and Finance Report

March 2014

Budget Highlights

- March 2014 CNB consolidated net income of \$13.6 million was 3.5% unfavorable to a budget of \$14.1 million.
- CNE EBITDA of \$19.4 million was \$696,000 million unfavorable to budget. Total revenue was \$1.3 million below budget, which was negatively impacted by winter weather that affected all properties the first week in March.
- Technology Portfolio EBITDA of \$664,000 was \$154,000 below budget. The budget variance was driven by lower than anticipated gross margins due to increased travel expense and cost increases in firm fixed-price contracts.
- CNI EBITDA of \$107,000 was favorable to budget by \$210,000 due to higher profitability in the Manufacturing Division of \$194,000.
- Combined, all other entities were \$40,000 favorable to budget.

Capital Expenditures

March YTD capital expenditures were \$21.7 million for all entities.

- CNE: \$13.1 million
 - Expansion: \$4.3 million – Casino III Hard Rock rebuild, South Coffeyville, Cherokee Springs, WSS Langley Prop Purchase
 - Strategic: \$5.9 million – Roland Structural Improvements, Cherokee Tower Renovation, E-game purchase, Currency Counters
 - Maintenance - \$2.9 million
- CPM: \$4.7 million – Health clinic construction / expansion.
- CNB: \$3.5 million – IGT Advantage Enterprise upgrade, IT virtualization.
- CNCS: \$154,000 – Purchase new vehicles.
- CNI: \$154,000 – Relocate Mazak laser from Kellyville to Pryor and maintenance costs, Ditmo Test Unit (CND A&D)

Financing

- CNB has no outstanding borrowings as of March 31, 2014.

Cherokee Nation Entertainment

Executive and Finance Report

March 2014

Budget Highlights

<i>thousands (000's)</i>	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$52,341	\$53,599	(\$1,258)	-2%
• Operating Expenses	Month -	\$32,905	\$33,467	(\$562)	-2%
• EBITDA	Month -	\$19,436	\$20,132	(\$696)	-3%

Operating Highlights

- CNE EBITDA of \$19.4 million in March was \$696,000 million below to budget.
- Total revenue of \$52.3 million was \$1.3 million below budget.
- All of the CNE properties experienced a shortfall in revenue as a result of the snow storm that took place the first week in March. It is estimated that the total impact to eGame revenue was at least \$1.3 million.
- Total operating expense of \$32.9 million was \$562,000 favorable to budget. The primary drivers were lower than anticipated employee expense, gaming related expense, and marketing expense.
- The Choctaw casino in Pocola expanded its gaming floor from 1,400 to 2,500 games and added a 130 room hotel tower.
- 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 2015.
- The United Keetoowah Band of Cherokees (UKB) casino was ordered to cease operations as of August 31, 2013.

Capital Expenditure Highlights

- Expansion related costs for Tahlequah, South Coffeyville, Catoosa, and WSS Langley Purchase – \$4.3 million
- Currency Counters - \$1.4 million
- Cherokee Tower Renovation - \$1.2 million
- Route 66 Diner at Hard Rock - \$694,000
- Roland Structural Improvements - \$650,000
- Install of Micros Symphony (F&B System) - \$376,000
- LED light conversions - \$378,000
- eGame purchases - \$227,000
- Cage remodel at Catoosa - \$267,000

Cherokee Nation Industries

Executive and Finance Report

March 2014

Budget Highlights

<i>thousands (000's)</i>	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$5,551	\$5,913	(\$361)	-6%
• Operating Expenses	Month -	\$5,658	\$6,229	(\$571)	-9%
• EBITDA	Month -	(\$107)	(\$317)	\$210	66%

Operating Highlights

- EBITDA loss of \$107,000 was \$210,000 favorable to budget. The positive variance was driven by higher than expected profitability in the Manufacturing Division of \$194,000.
- CNI's revenue totaled \$5.6 million, which was \$361,000 below budget. This was driven by lower than budgeted revenue in Distribution Services of \$648,000 and was partially offset by higher than budgeted revenue in Manufacturing of \$220,000.
- Total operating expenses of \$5.7 million were \$571,000 lower than budget, primarily driven by lower cost of goods sold associated with lower revenue.

Technology Portfolio

Executive and Finance Report

March 2014

Budget Highlights

<i>thousands (000's)</i>	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$10,142	\$9,741	\$401	4%
• Operating Expenses	Month -	\$9,478	\$8,923	\$555	6%
• EBITDA	Month -	\$664	\$818	(\$154)	-19%

Operating Highlights

- The IT Portfolio generated revenue of \$10.1 million compared a budget of \$9.7 million.
- March EBITDA was \$664,000 compared to budgeted EBITDA of \$818,000. The variance was due to increased direct travel costs and cost increases in firm fixed-price contracts.
- CSG and CNT revenue of \$2.7 million was unfavorable to budget by \$752,000. The budget variance was due to contract opportunities not being awarded.
- CNGS, CNTS, and CNMC revenue of \$7.0 million was \$1.0 million favorable budget. The favorable budget variance was attributable to four new firm fixed price contracts beginning in October.

Other Diversified Businesses

Executive and Finance Report

March 2014

EBITDA Budget Highlights

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• CNSD	Month -	\$61	\$101	(\$41)	-40%
• Construction	Month -	\$161	\$73	\$88	121%
• Mobility Plus	Month -	(\$86)	(\$24)	(\$63)	-265%
• CMS / CNHS	Month -	\$86	(\$14)	\$100	117%
• Aerospace Products S.E.*	Month -	\$44	\$31	\$13	42%
• CCRC*	Month -	\$400	\$359	\$41	10%

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

Operating Highlights

- **CNSD** EBITDA of \$61,000 was \$41,000 unfavorable to budget. This was primarily due to lower than expected activity on the SAMD contract and lower than budgeted profitability on the CNSD IRS contract.
- **Construction** EBITDA of \$161,000 was \$88,000 favorable to a budget of \$73,000. The favorable variance was the result of higher than expected activity at the Tinker AFB and the Mechanical Division in Dover, DE.
- **Mobility Plus** resulted in an EBITDA loss of \$86,000 compared to budgeted EBITDA loss of \$24,000. The budget variance was primarily the result of lower than anticipated revenue and higher than expected cost of goods sold. Lower than budgeted revenue was primarily driven by the continued loss of patients due to Medicare Competitive Bid. Higher than budgeted cost of goods sold was due to changes in the anticipated sales mix relating to lower margin products as well as decreased reimbursement amounts from Medicare.
- **CMS / CNHS** resulted in an EBITDA of \$86,000 which was favorable to budget by \$100,000. This was primarily due to higher than anticipated contract margins as well as lower indirect operating expense.
- **APSE** net income was \$44,000 compared to a budget of \$31,000. The favorable budget variance was driven by higher revenue as well as lower employee expense. The positive revenue variance was driven by higher than anticipated Boeing sales. Lower than budgeted employee count drove the favorable budget variance in employee expense.
- **CCRC** net income of \$400,000 was \$41,000 favorable to budget. Better than expected gross margin on construction jobs coupled with slightly lower than budgeted operating expense drove the positive variance.

Group: Career Services-
Employment **Month/Year of Report:** April, 2014

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

I. Budget Highlights – Please refer to Monthly Financial Report

None

II. Program Highlights

a. Balanced Scorecard Measures

	<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.	15	117	250	46.80%
<i>Training Completions</i> – includes individuals receiving a nationally-recognized certification, credential, or degree while enrolled in one of 11 different vocational training programs.	43	273	450	60.7%
<i>Employment Completions</i> – includes individuals who completed a Work Experience or TERO OJT assignment.	5	91	300	30.3%
<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.	89	521	500	104.2%
<i>Retention</i> – includes individuals who were retained in their unsubsidized employment through assistance from a Career Services Program.	18	105	200	52.5%
<i>Job Readiness Training</i> – includes individuals who completed the Life/Employment Skills Training.	11	121	250	48.4%
<i>WorkKey Credentialing</i> – includes individuals who received a bronze, silver, gold, or platinum WorkKeys credential.	24	74	500	4.8%
<i>Job Bank</i> – includes the number of new individuals entering the TERO Job Bank.	24	111	500	22.2%
<i>Indian Owned Businesses</i> – includes the number of businesses newly certified as an Indian Owned Business.	12	52	100	52.0%

<i>Job Fairs</i> – includes the number of Job Fairs held by Career Services.	4	4	15	26.7%
<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.	3	26	50	52.0%

b. Accomplishments

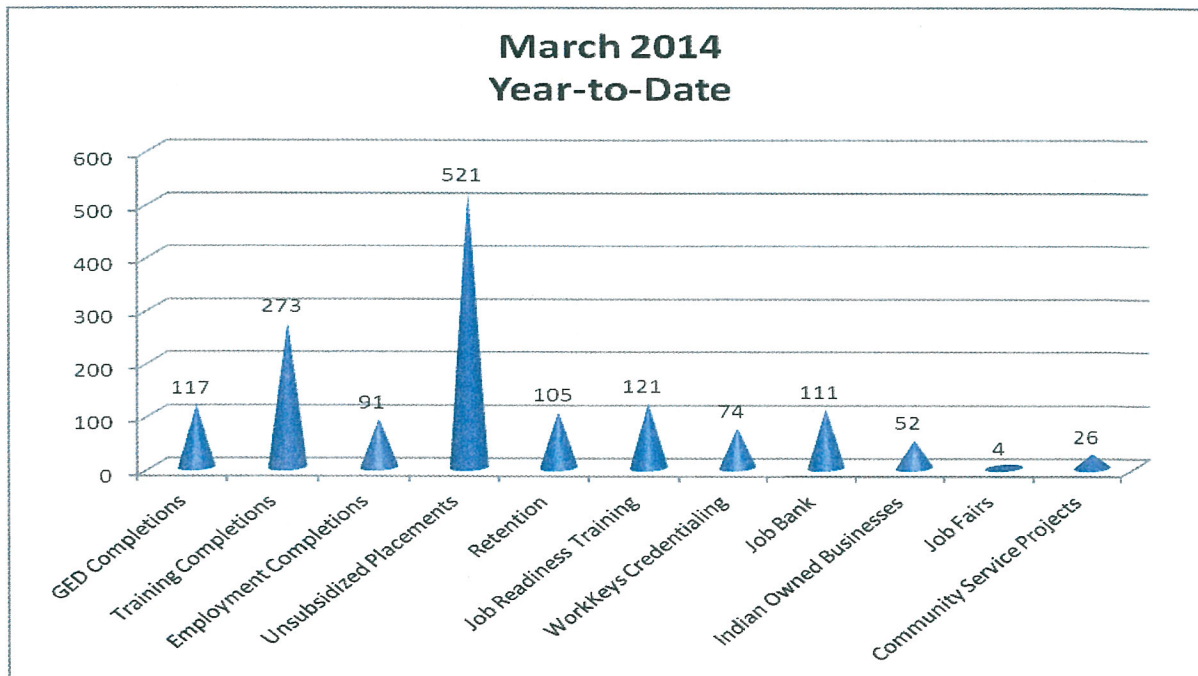
1. A job fair was held last month that resulted in 60+ jobs for individuals.
2. Staff attended the National Indian and Native American Employment and Training Conference in Sioux Falls, South Dakota last month. Kim Carroll, Director of Grants and Compliance was elected Co-Secretary of NINAETC for the coming year. Next year’s conference will be held at the Choctaw Nation’s Casino and Hotel in Durant, Oklahoma.
3. The website “Cherokee Career Connections” is up and running.
4. Daryl Legg, Director of Vocational Programs and Jon Overacker, Director of TERO met with a potential small distribution center in Westville.
5. Shane Kirby followed up on two potential business contacts; one in Tulsa and one in Vinita.
6. Kim Carroll, Director of Grants and Compliance was reappointed to the National Indian and Native American Employment and Training Advisory Council for the Department of Labor by the Secretary of Labor.
7. Diane Kelley, Executive Director, is in Dallas this week working on her Economic Development Certification. Knowledge gained will be used to provide pointers to staff and in all areas of her job.
8. The YouthBuild grant application was submitted this month.

c. Initiatives

1. A job fair is scheduled for May 13th in West Siloam Springs.
2. Career Services will be moving from Cherokee Heights to Mid American with CNB later this month. An open house and ribbon cutting will be held the first part of June.
3. Career Services will be opening an office in Tulsa in the Interchange Building, #2 to help with recruitment for Macy’s. We hope to be moving by the end of the month and open for business the first part of June.
4. Career Services is pursuing three grants that if funded will enhance our service delivery. We are about HOPE, which is JOBS. The projects are as follows:
 - a. **Job-Driven National Emergency Grant** – The purpose of the grant is to implement new or expanded local and regional job-driven partnerships that provide the long-term unemployed opportunities to participate in work-

based training (OJT), and/or services such as coaching, counseling, and direct job placement. The funding would be available for expenditure from the date of award through June 30, 2016. The expected range of awards is between \$500,000 and \$6,000,000.

- b. **Second Chance Act Comprehensive Community-Based Adult Reentry Program Utilizing Mentors Grant** – The period of grant performance is 36 months with a start date of October 1, 2014. The goal of the program is to assist formerly incarcerated individuals with effective and successful reentry through the utilization of comprehensive, evidence-based wrap-around reentry plans which address the identified needs of the individuals and are supported by trained mentors. These needs are often related to housing, employment, substance abuse, mental health, and legal assistance. A core component of the program is the utilization of trained mentors who are assigned to program participants. We are eligible for funding up to \$1,000,000.
- c. **H-1B Ready to Work Partnership Grant** – The period of grant performance is 48 months with a start date of October 1, 2014. The program is designed to provide long-term unemployed workers (more than 27 weeks) with individualized counseling, training and supportive and specialized services leading to rapid employment in occupations and industries for which employers use H-1B visas to hire foreign workers. We will be looking at aerospace, accounting, sales, operations managers, construction skills, lab techs, marketing specialist, and other H-1B occupations. The program will be offered throughout the 14-County jurisdictional area and will be open to all long-term unemployed workers. Grant amounts will range from \$3,000,000 to \$10,000,000.



Commerce Group

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

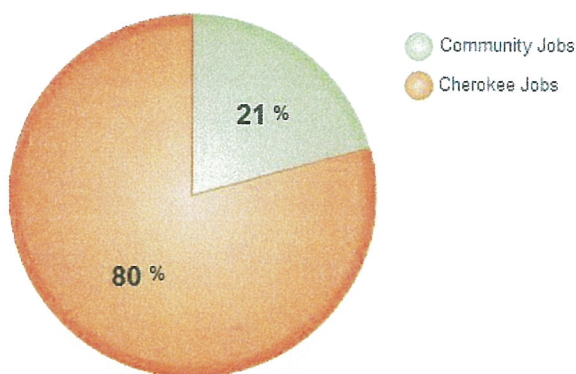
Anna Knight, Executive Director
 918-453-5532
 anna-knight@cherokee.org

Economic Impact

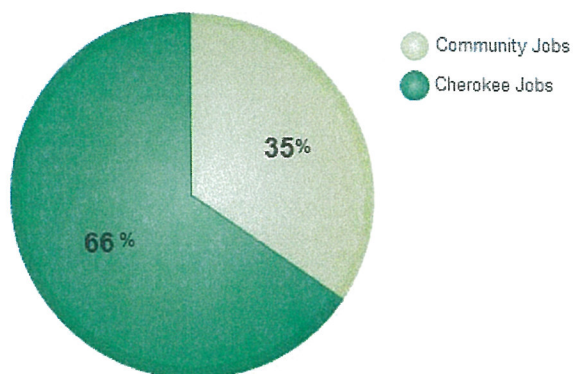
Jobs Created or Retained in Local Communities

Private sector jobs created or retained through small business lending

Community Jobs Created or Retained
 Five Year Period 2010-2014 - 618 Total Jobs

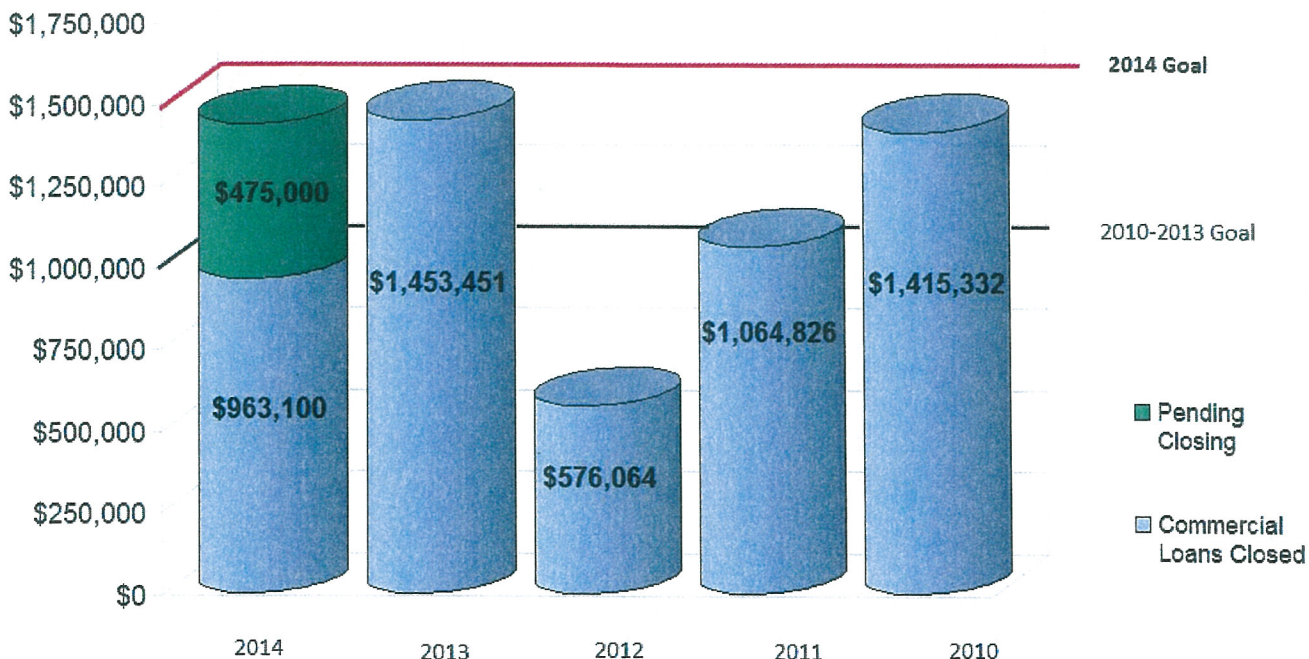


Community Jobs Created or Retained
 Current Year to Date 2014 - 85 Total Jobs

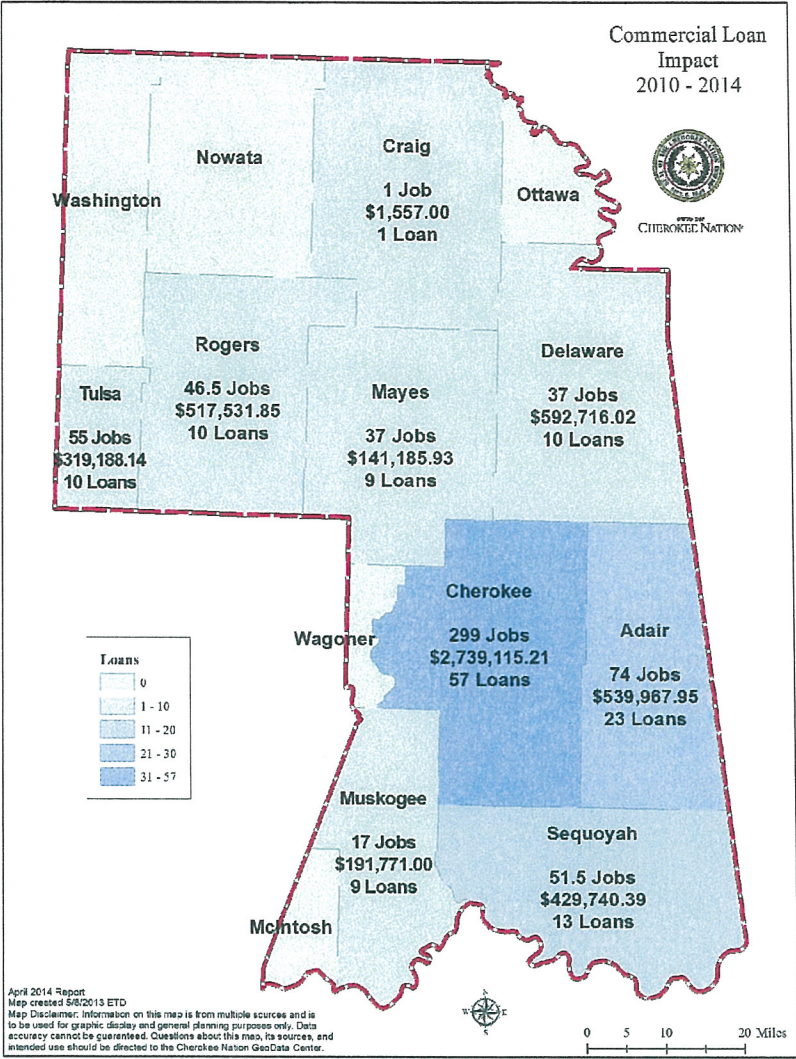


Economic Investment in Local Communities

Business loans made for startup or expanding businesses



Commercial Lending Impact, by County, 2010 through April 2014



Commercial Collateral loans closed April 2014

Community	Loan Purpose	Project Costs	Loan Amount	Collateral Discounted Value	Owner Equity	Jobs
Tahlequah	Equipment Repairs	\$10,232.00	\$10,232.00	Lien 2 Trucks=\$22,130.00	0%	1
Tulsa	Purchase Inventory	\$51,103.75	\$51,103.75	Lien 4 Vehicles/Boat=\$109,345.00	0%	20
Tahlequah	Purchase Equipment	\$7,775.00	\$7,162.50	Lien 1 Vehicle=\$9,525.00	8%	4

Available Lending Capital

(Loans pending approval and/or closing are not included in totals)

- IRP: \$361,649.19
- Commercial: \$119,963.07
- CDFI: \$750,070.23
- Consumer Lending: \$305,199.91

Note: we have received award notifications for \$500,000 in small business fund from USDA and \$400,000 in low income micro-enterprise funds from HUD, which have not yet been drawn down.

NOTEWORTHY

Business/Entrepreneur Workshops			
Date	Location	Time	Workshop
May 13	Youth Entrepreneur Day	10 am – 2 pm	Rogers State University
May 14	ESC Training room-Sapulpa	8:30 am – 4 pm	REI Comprehensive Quick Books
May 14	Rockwell, OKC	8 pm – 12 pm	Understanding Diversity in the Workplace
May 15	Webinar	1 pm – 2 pm	IRS Avoiding the Biggest Tax Mistakes
May 15	Sand Springs	8:15 am – 12:30 pm	REI Entrepreneurship 101
May 17	Sun Building Tulsa	10 am – 12:30 pm	Simple Steps to Starting a Business Series 14.4
May 21	Georgia Pacific	12 pm – 1 pm	Greater Muskogee Manufacturers Alliance
May 24	Sun Building Tulsa	10 am – 12:30 pm	Simple Steps to Starting a Business Series 14.4
May 29	Pryor	8:15 am – 12:30 pm	REI Entrepreneurship 101
June 4	Muskogee	9:00 am	DOL Audit
June 13	Braggs	9 am – 3 pm	NORA Workshops Non-Profits
October 7	NSU	8 am – 5 pm	6 th Annual NORA Regional Summit

Planning is underway for the **6th annual Northeast Oklahoma Regional Summit**. The Summit will be held **October 7** at Northeastern State University.

Two TERO vendors received statewide recognition – Congratulations to **Stable Ridge Winery** for receiving the Journal Record’s Innovator of the Year award for building a successful statewide business and to **Meigs Jewelry** for receiving the Oklahoma Main Street Association’s Downtown Business of the Year!

Kawi Café opened to the public April 1! For the first month’s operation (April 2014), the Kawi Café conducted approximately **750 transactions** for a total of **\$4,926.61 in sales**. May has seen a steady increase in daily transactions and gross sales. We are working on the feasibility of opening a part time café at the Cherokee Nation complex.

One retail business, Time & Again Bookstore, has signed a lease and will be opening in the **Cort Mall incubator spaces on June 1**. We still have 3 spaces available.

Year to date, **entrepreneurial development and business workshops** have been attended by over **4,234 people**; 100 percent of whom found the training useful to building the capacity of their businesses.

“The loan will help to grow the business to make money and it will help the beef industry in our part of the country. The loan will help make Wyatt a successful Native American.” **Warren Rogers of Rose**, whose son Wyatt received a Youth Agriculture Loan.

“I’ve had a wonderful experience learning the ins and outs of business entrepreneurship. I look forward to owning my own business here in Tahlequah.” **Christopher Coursey, Tahlequah, Oklahoma.**

“The tax information was very informative,” said **Gina Campbell of Park Hill, Oklahoma.** *“I enjoyed the workshop and hope to attend more in the future! She attended the last Indianpreneurship workshop.”*

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 Friday	6:00 pm	Live Drawing
Every Saturday	10:00 am	Basic Assemblage
Every Thursday of the Month	5 pm – 8 pm	Third Thursday Art Walk
May 17	9:30 am – 4 pm	Beaded Purse Class
May 24	8 am – 5 pm	Jane Osti Sculpture
Every Tuesday through July 22	1 pm – 2 pm	Cartooning with Storytelling

Community Tourism and Traditional Games		
All Traditional Games are open to the public and there is no cost to participate. All winners will be invited to play in the community vs. community playoffs on Sunday, August 31, at the Cherokee National Holiday.		
Date	Location	Event
June 13 -14	Tahlequah, Cherokee Capitol Square	Arts on the Avenue
June 21	Tahlequah, West of CN Complex	Community Traditional Games
July 19	Sallisaw City Park	Community Traditional Games
August 9	Little Kansas City Park	Community Traditional Games
August 31	Cherokee National Holiday	Community Traditional Games Playoffs

NOTEWORTHY

“**Arts on the Avenue**” will be held June 13 and June 14 on the Cherokee Capitol Square.

Cherokee National Holiday Office is conducting Community Traditional Games and is in full fundraising mode for the Holiday.

The Cherokee Arts Center provides teaching space and specialized equipment for artists to increase their revenues. Year to date, **257 people have attended artist taught classes** and the equipment has been used 195 times. Year to date, **3,425 people** have used taken advantage of the Cherokee Arts Center classes, events, and equipment.

The **Spider Gallery currently represents 67 artists** and took the work of 27 artists to NMAI in Washington DC. Additionally, the Gallery has participated in 9 events giving Cherokee artists exposure to over 1,000 people.

Artists have earned \$29,911.99 through Cherokee Arts Center and Spider Gallery activities. Tourism related small business and artist loans total \$365,447, year to date.

“It’s a pleasure to work with the Spider Gallery, not only do they have a concern for the artists’ welfare, they have the professional ability and resources to help promote the artists’ work! Because of my association with the gallery, many opportunities have occurred, such as entrepreneur business training, marketing advisement, and booth sharing both regional and out of state. Booth sharing in Santa Fe, New Mexico, for instance, gave me the opportunity to show case my work in a much broader area, proving to be very beneficial in my career. I give full credit to the staff of the Spider Gallery for their hard work and commitment.” – Troy Jackson



CERTIFIED INDIAN OWNED BUSINESS REPORT

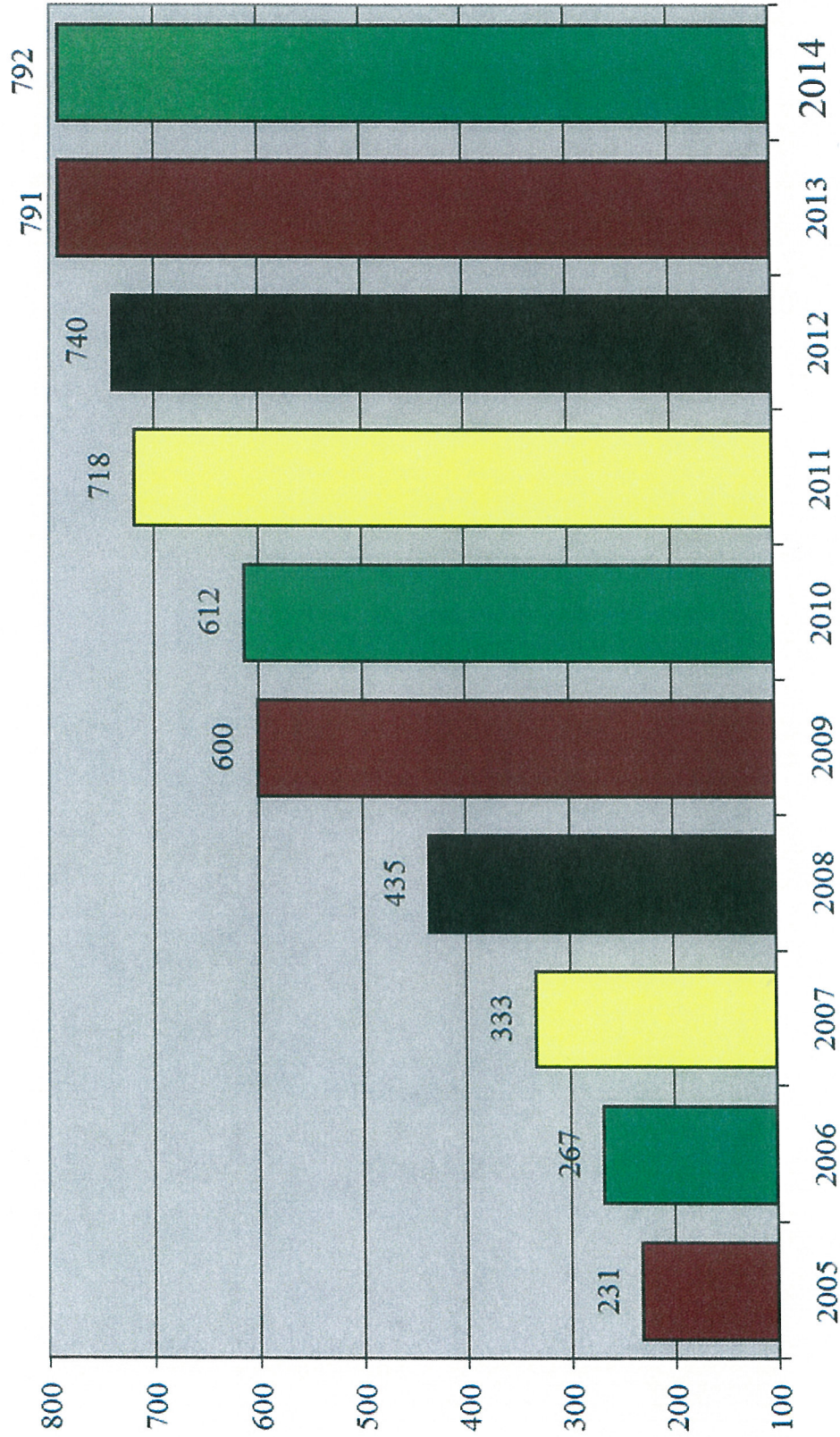
2nd Quarter 2014

March FY 2014 Quarterly Report

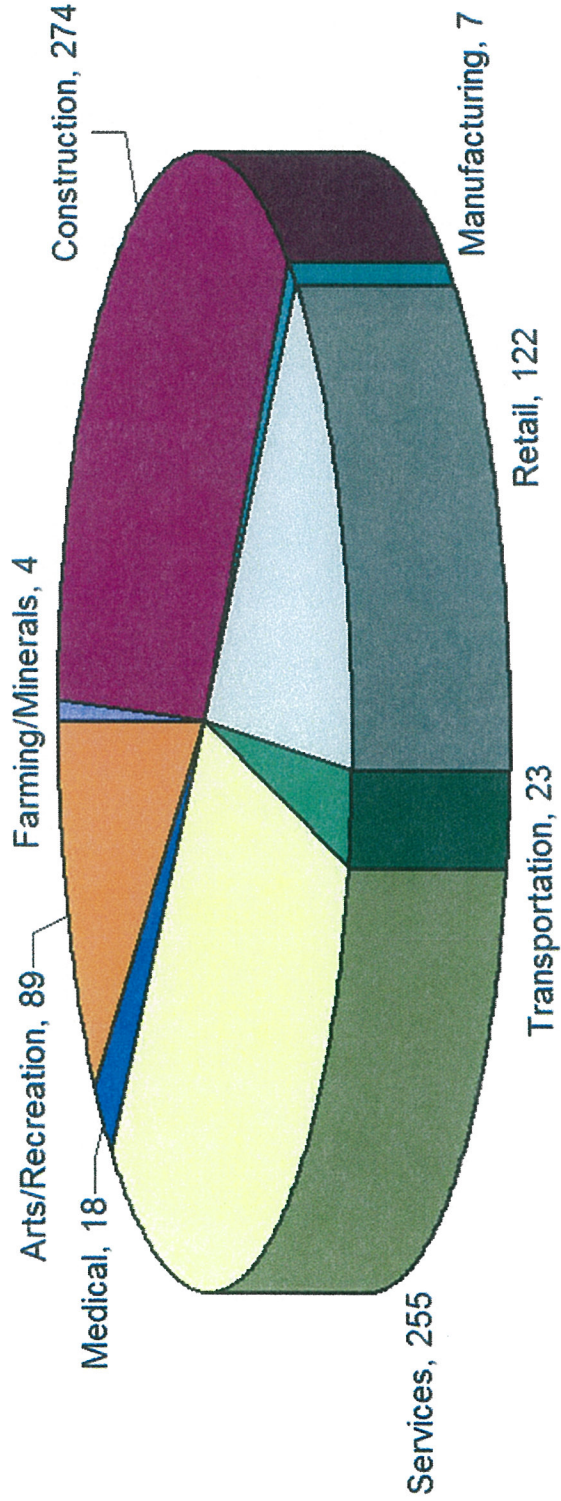
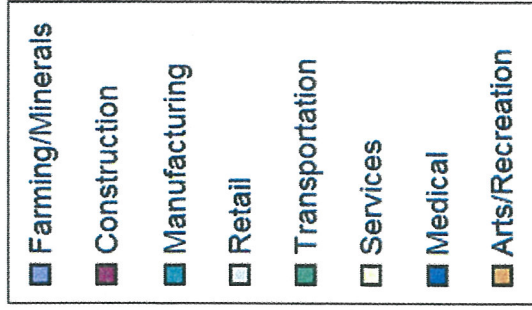
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Increased Number of Certified Indian

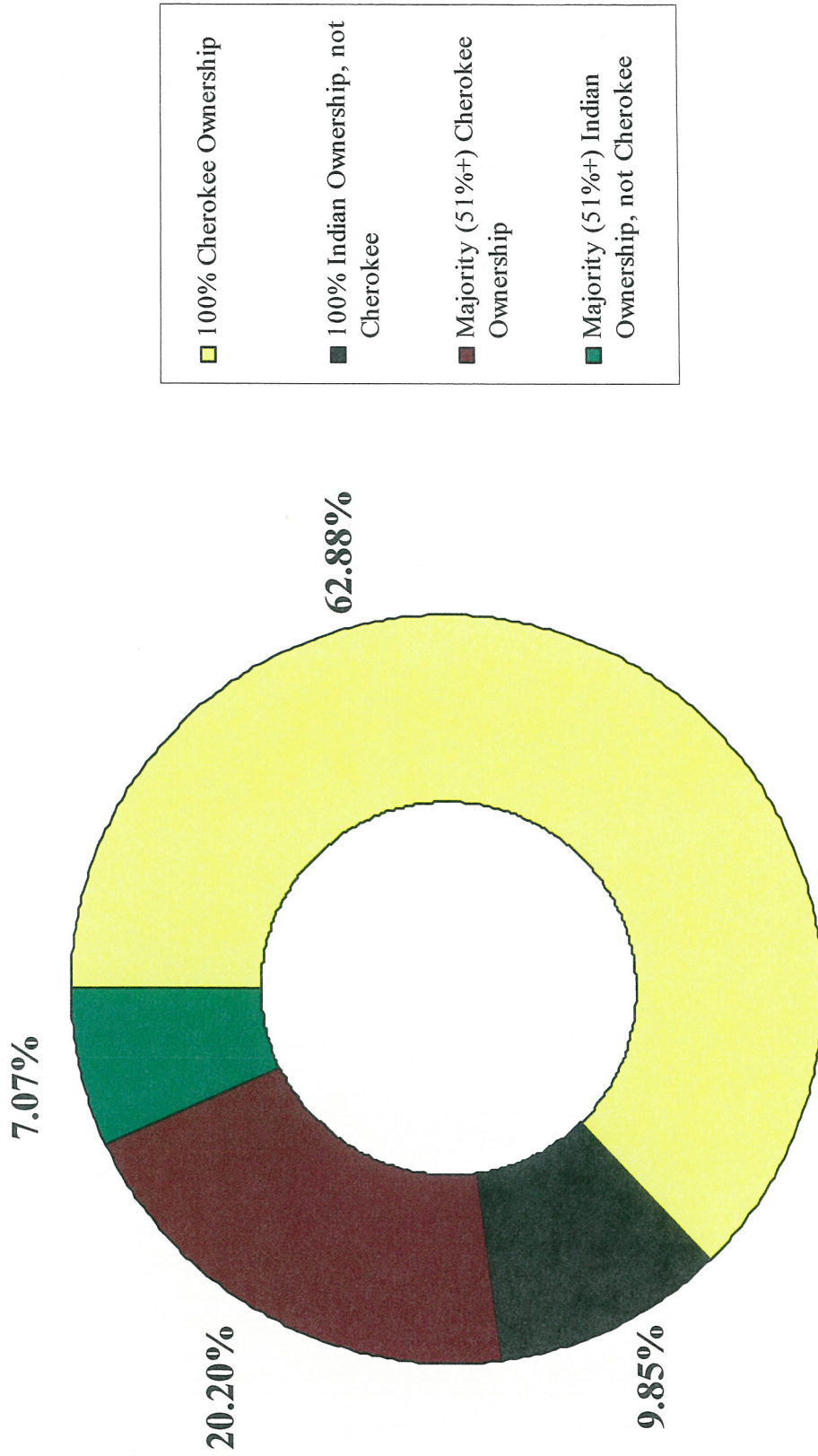
Cherokee Nation Certified TERO Total Vendors



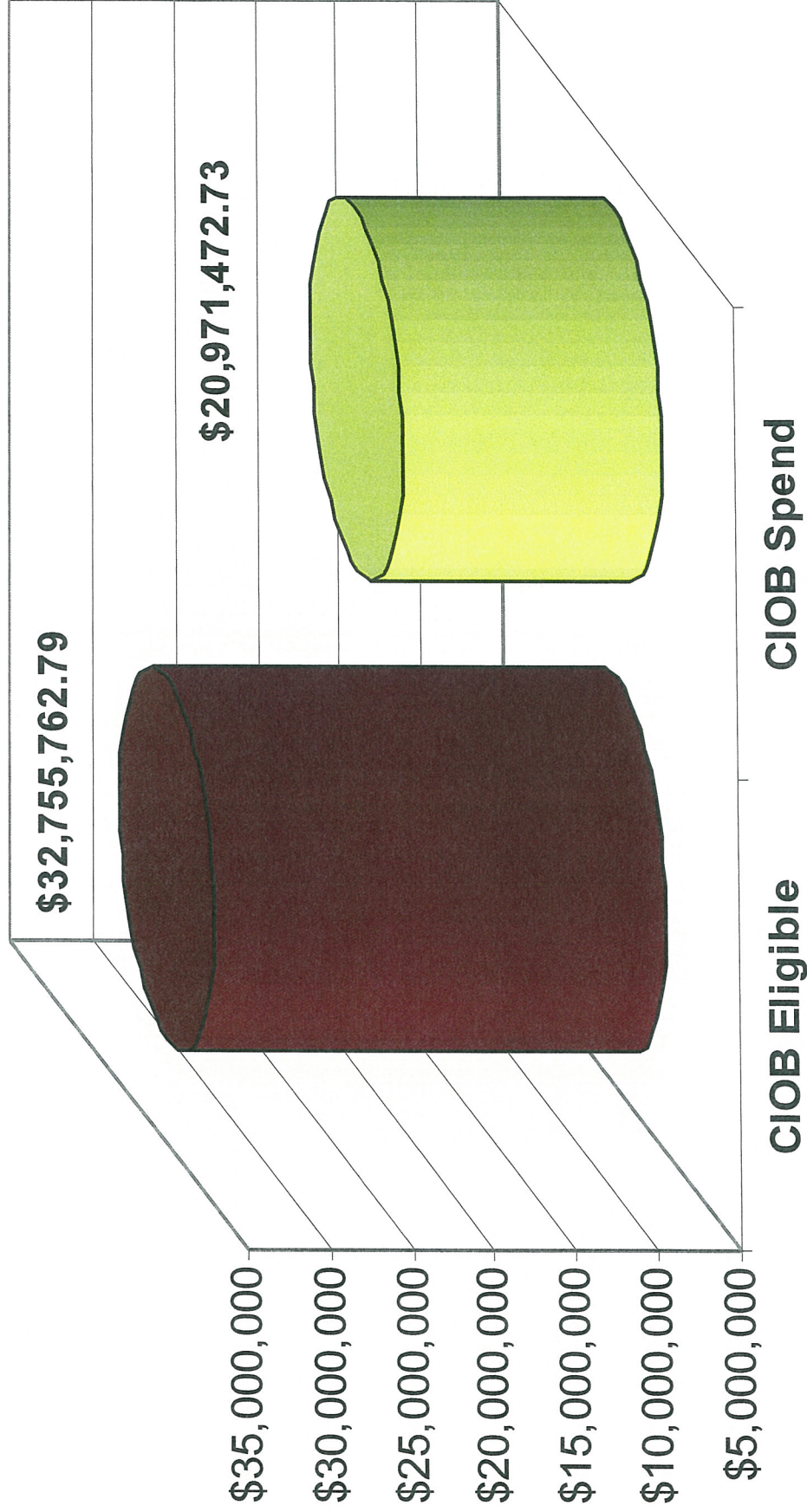
CIOB by Industry



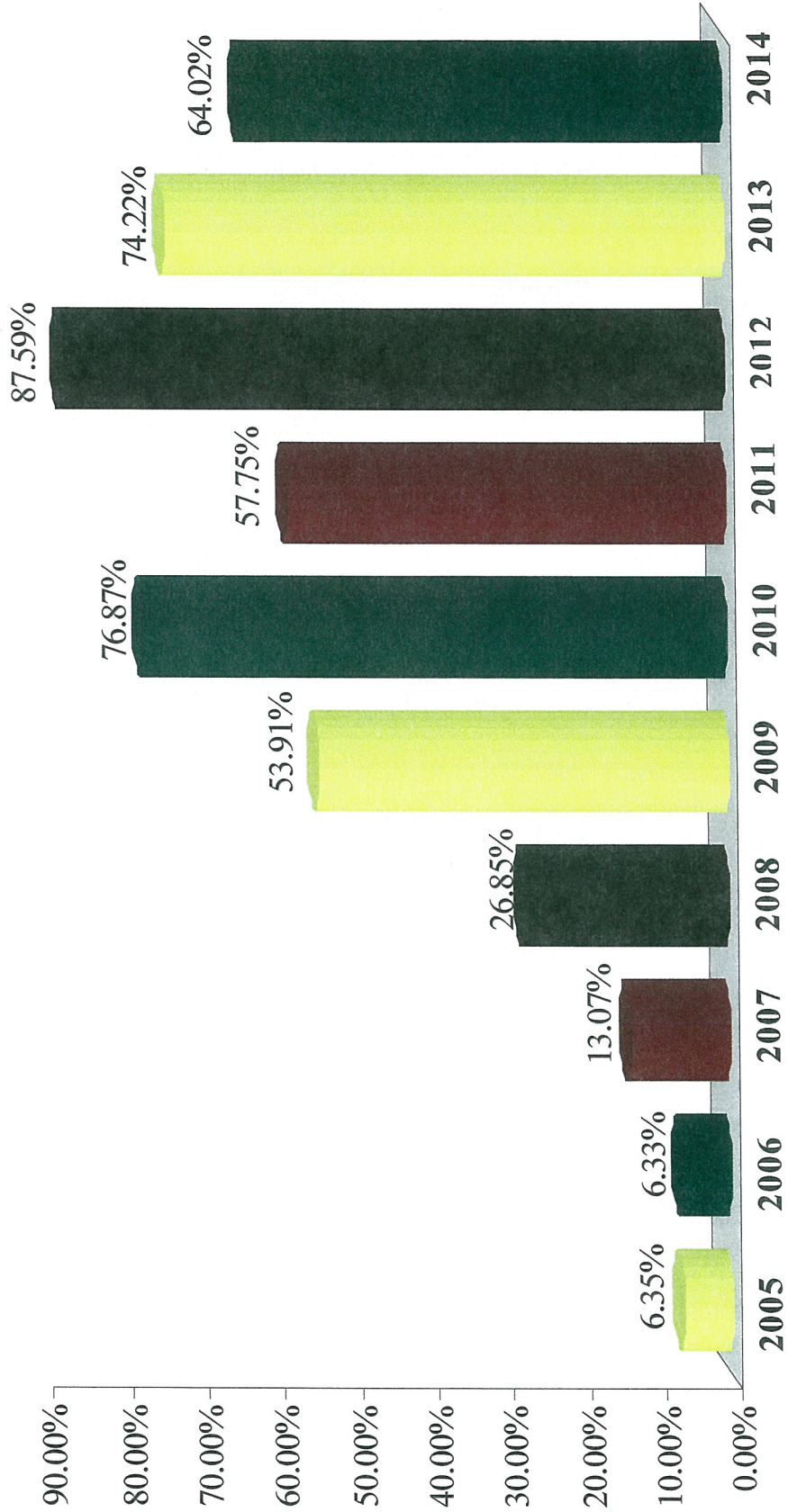
Certified Indian Owned Businesses Ownership



64.02 Percent of Eligible Purchases were Awarded to CIOB



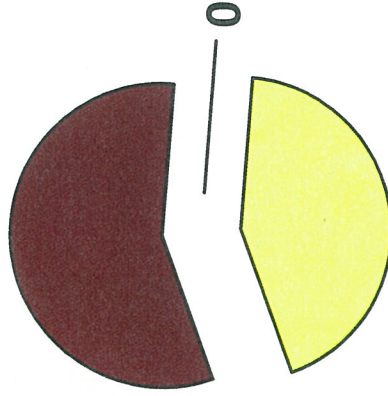
**Total Procurement Dollars
Awarded to Certified Indian Owned
Businesses in 2014 - \$20,971,472.73**



171 Indian Business Owners have Received Business Training

100% Found Training Beneficial!

97



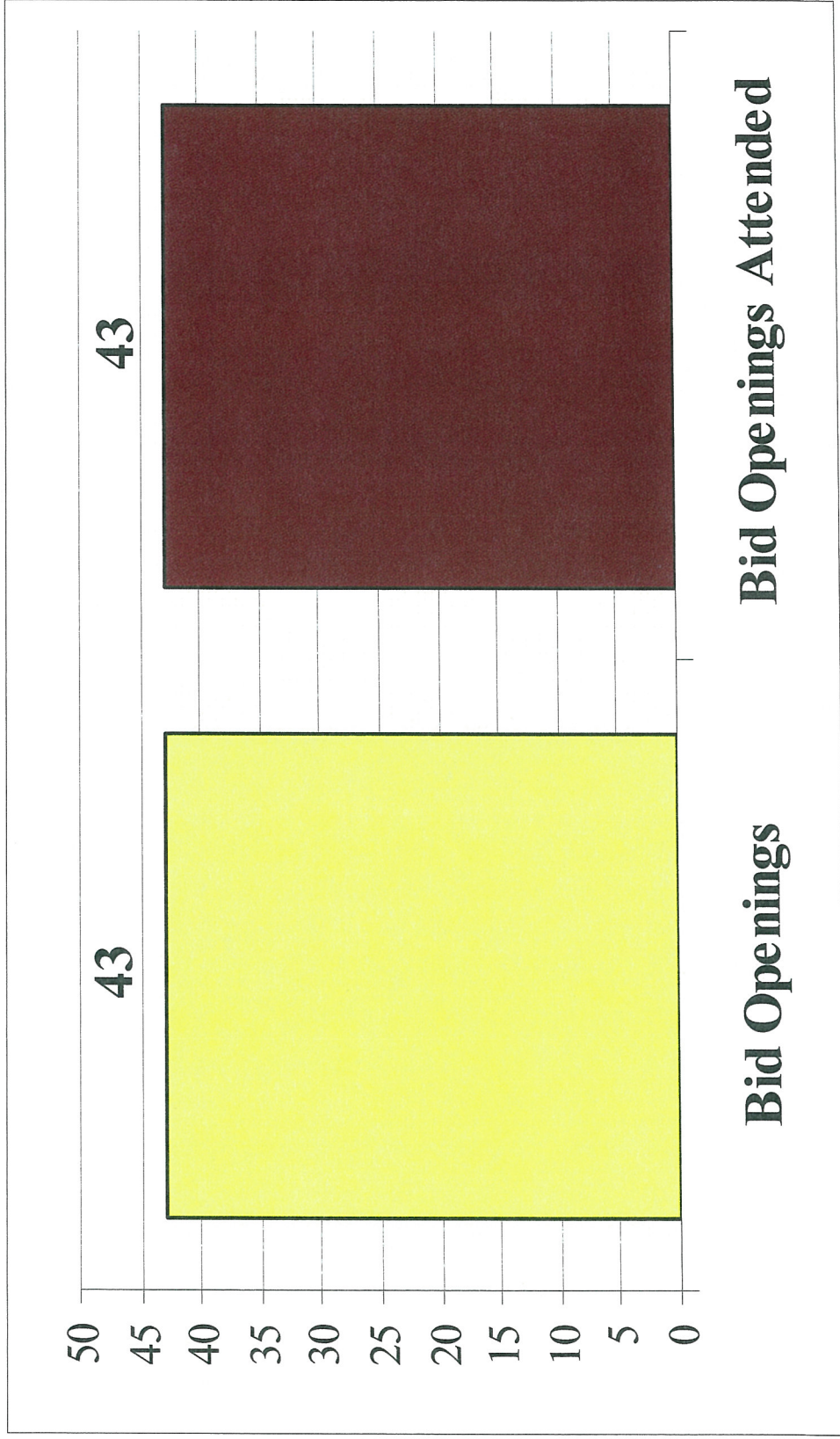
74

■ Workshop Attendance

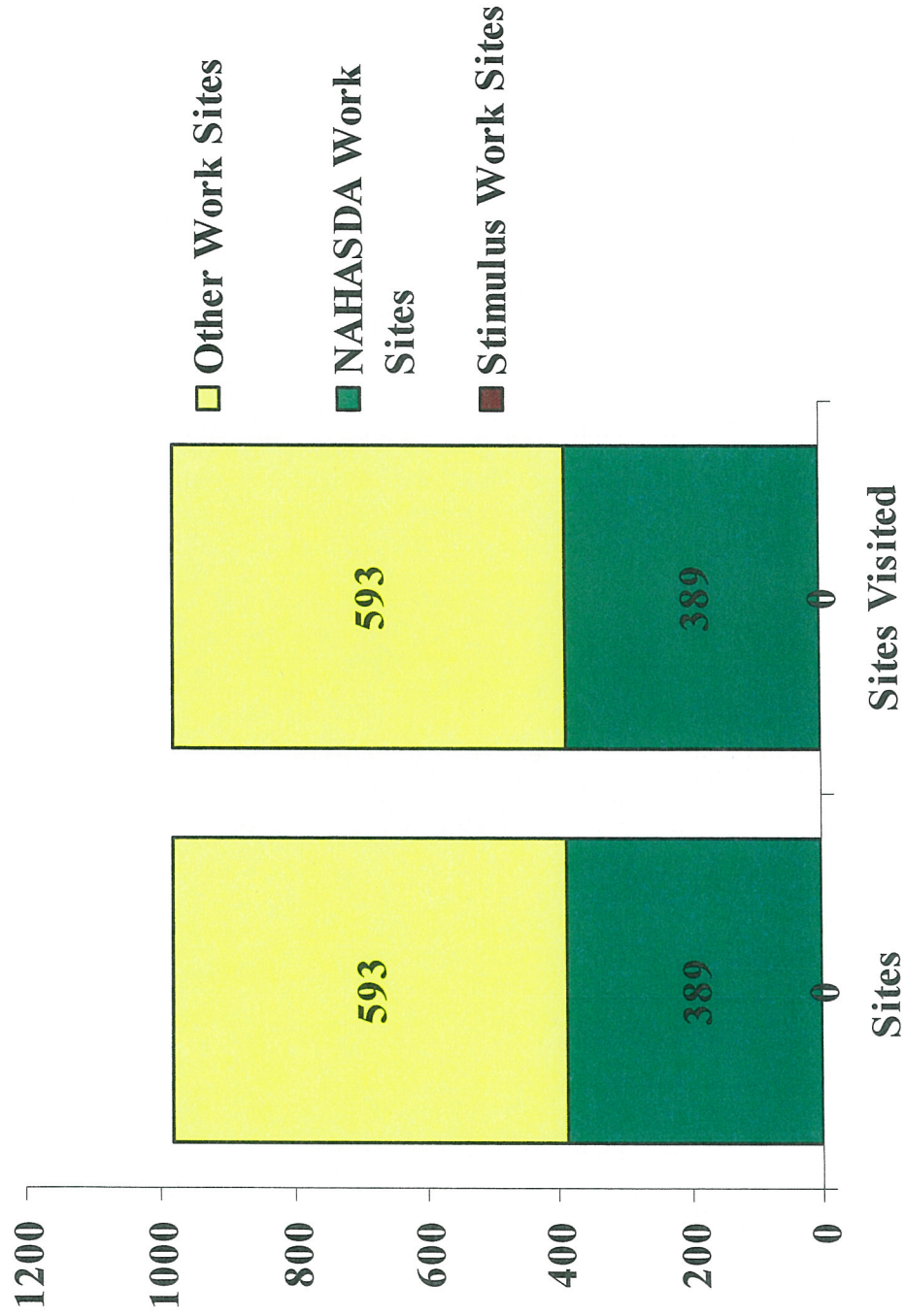
■ One-on-One Training

■ Trained Using Collected Fees

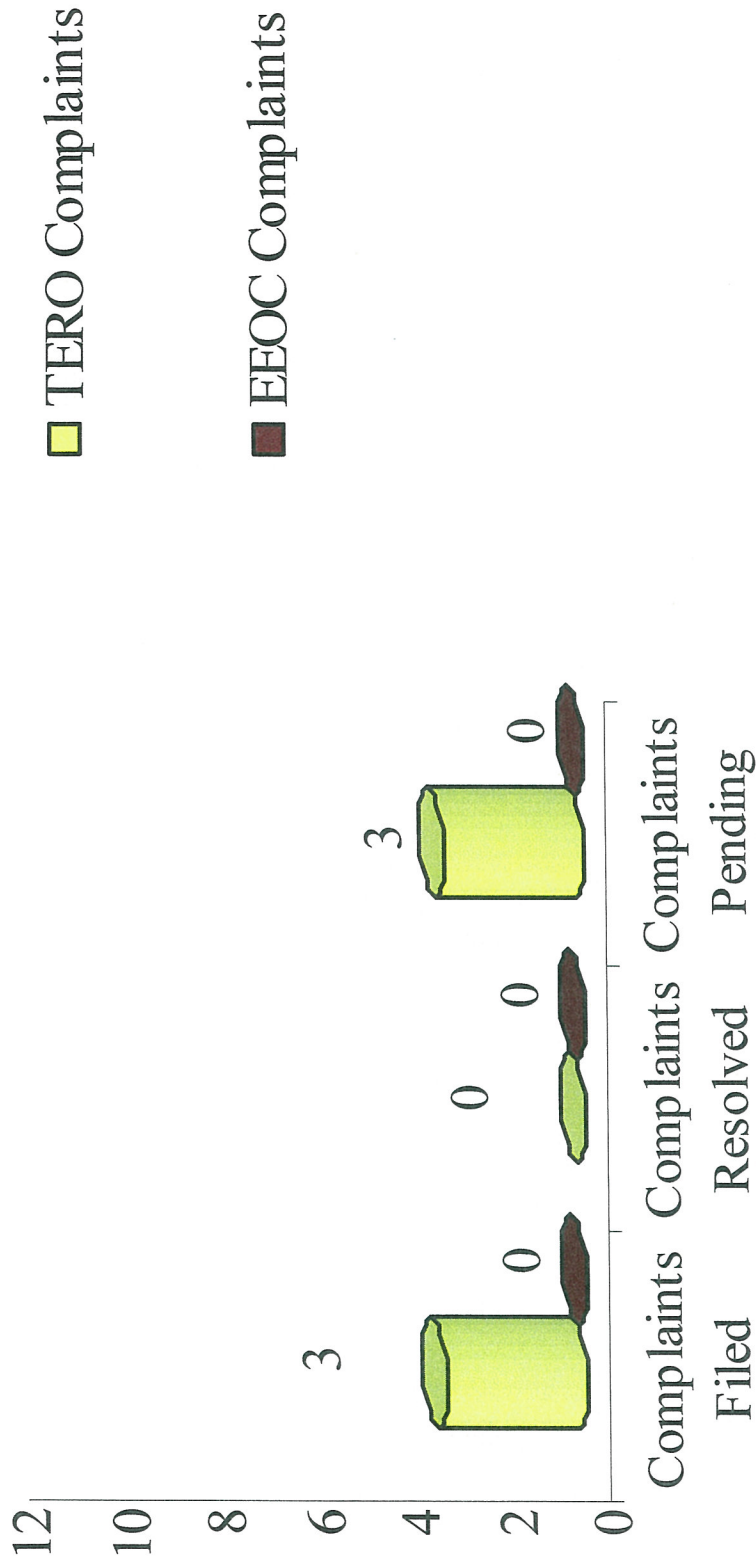
100% of Bid Openings Were Monitored by TERO Staff



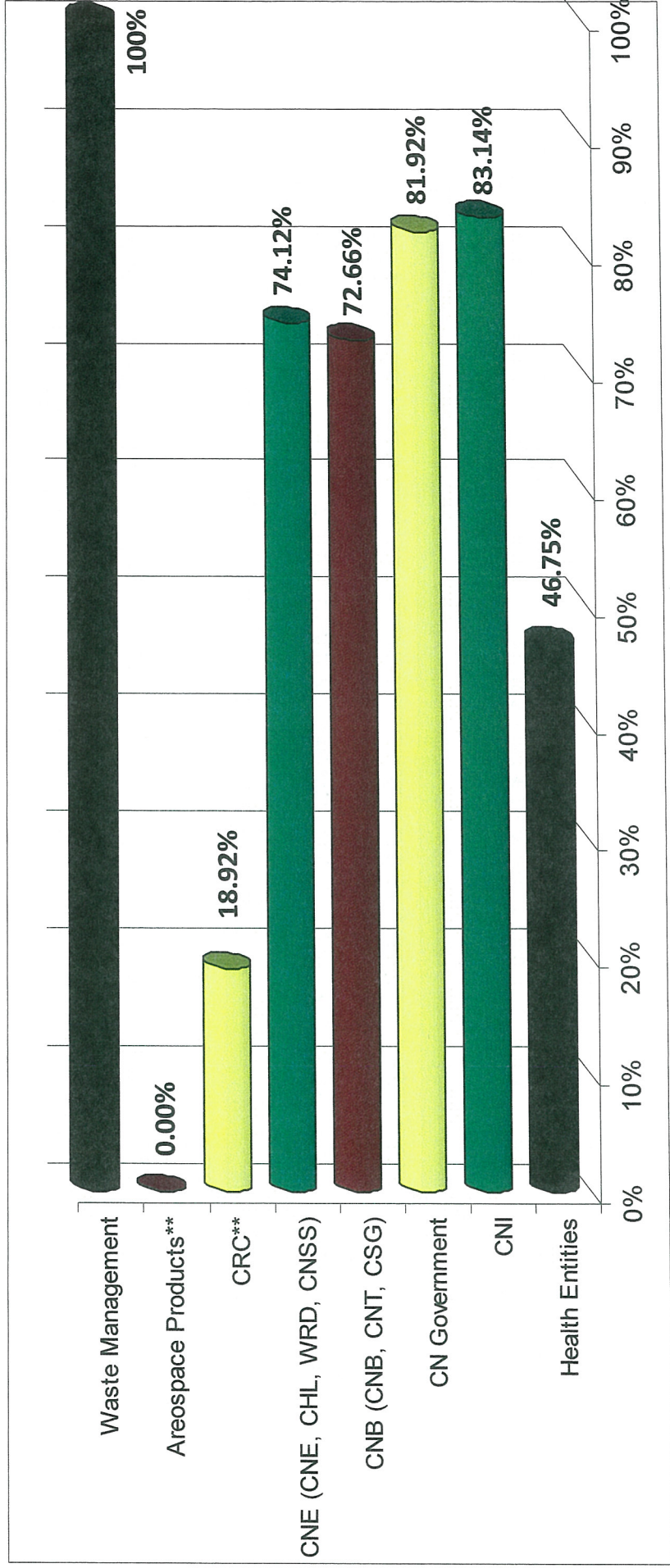
100% of Work Sites Were Monitored



Complaint Resolution



76.13 Percent of all Cherokee Nation Employees are Cherokee Nation Citizens



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

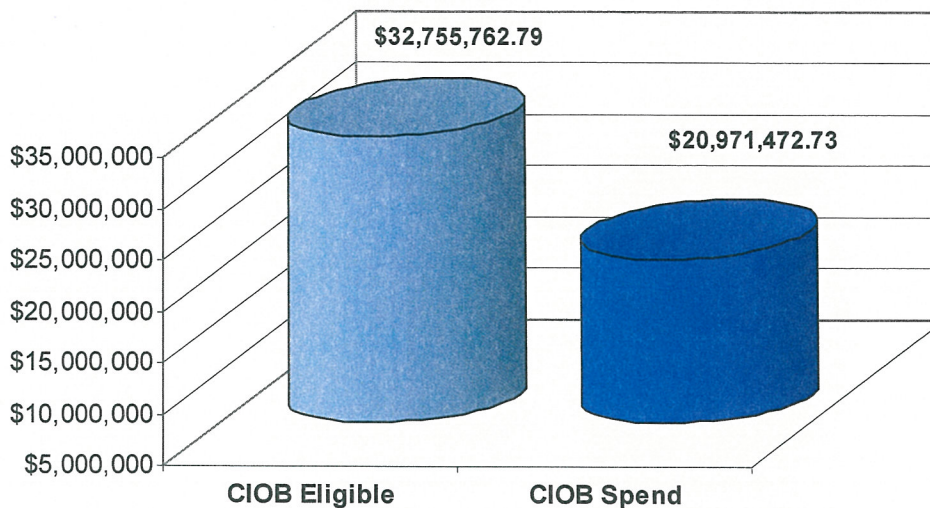
Month/Year of Report: April 2014

Program Highlights

a. Balanced Scorecard Measures

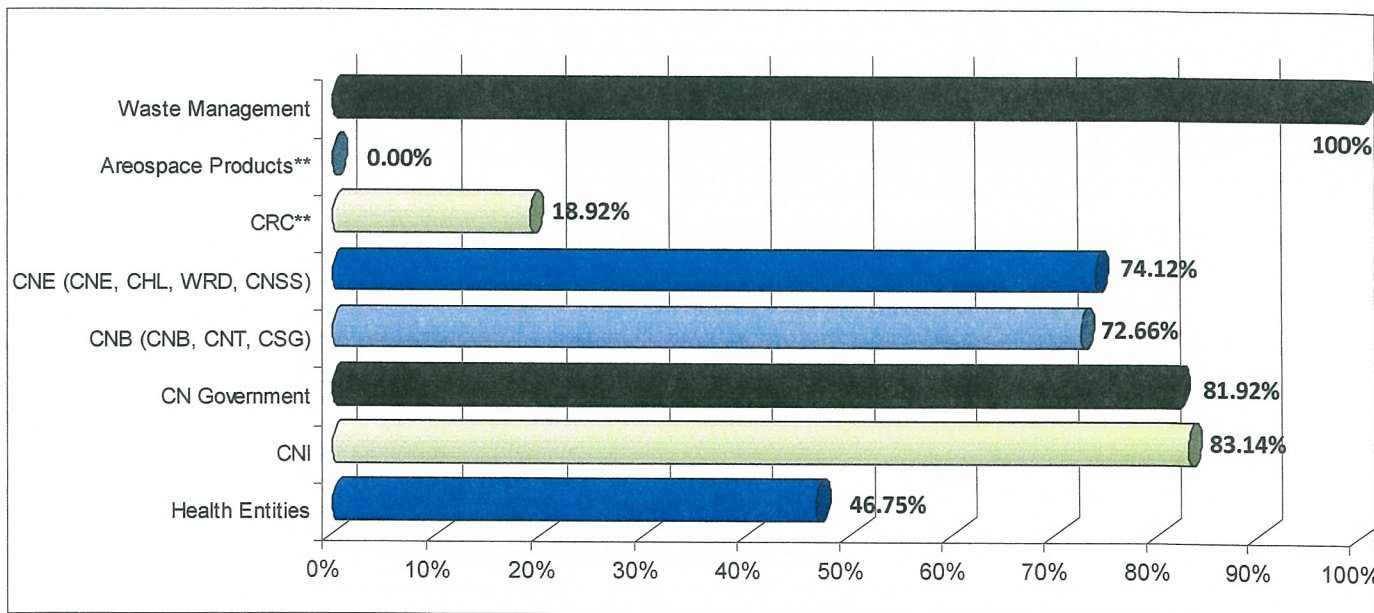
Objective	Metric	2014 Goal	Year to Date Achievement Notes/Comments
Effective Business Workshop Training	# Certified Indian-Owned Business Attendees and % indicating usefulness	300/100%	74 /100%
Increase Certified Indian-Owned Business Procurement Awards	% Certified Indian-Owned Business Procurement Awards	80%	64.02% Business Entities eligible procurement \$'s awarded to Certified Indian Owned vendors <ul style="list-style-type: none"> • CNE – 65.76% • CN Government - 87.15% • Health Entities – 100% • CNI – 6.59% • Waste Management - 0%
Increase Cherokee Citizens employed	% Cherokee Citizens (verified)	Entity CNE – CNB - CN – 82.9% Health - CNI – CRC – Aerospace -	Business Entities - 76.13% <ul style="list-style-type: none"> • CNE (CNE, CHL, WRD, CNSS) 74.12% • CNB (CNB, CNT, CSG) 72.66% (does not include service contract employees) • CN Government 81.92% (does not include IPA/MOA) • Health Entities 46.75% • CNI 83.14% (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	58
Effective One on One Training for Certified Indian Owned-Businesses	# of businesses receiving assistance/% finding useful	200/95%	97 /100%
Certified Indian-Owned Business Receiving Financial Assistance	% Certified Indian-Owned Business Loans in Portfolio	85%	17.83% - 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% 982 sites monitored
Effective Monitor of Bid Openings	# and % Bid Openings Attended	100%	100% - 43
Effective Resolution of Complaints – TERO and EEOC	% Complaints Resolved	100%	TERO: 3 complaints filed; 0 resolved, 3 pending EEOC: 0 complaint filed; 0 resolved, 0 pending

64.02% of CIOB Eligible Procurement Opportunities were awarded to CIOBs



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

76.13% of Employees are registered Cherokee Nation Citizens



**Companies majority, not wholly, owned