

COUNCIL OF THE CHEROKEE NATION  
EXECUTIVE & FINANCE COMMITTEE REPORT

**Group:** Financial Resources      **Month/Year of Report:** September 2012  
**Treasurer:** Lacey Horn      **Phone:** 207-3902      **E-mail:** [lacey-horn@cherokee.org](mailto:lacey-horn@cherokee.org)

**I. Budget Highlights – through August**

- a.) Financial Resources – 89% spent
- b.) Treasurer – 78% spent
- c.) IIM – 89% spent
- d.) Acquisition Management – 76% spent
- e.) Records Management – 77% spent
- f.) Support Services – 91% spent
- g.) Office of Historical Records – 35% spent
- h.) Employee Performance Incentive – 64% spent

**II. Program Highlights**

**a.) Balanced Scorecard Measures**

- 1. Complete FY11 Audit - 100% complete
- 2. Obtain Unqualified Audit Opinion – 100% complete
- 3. No Reportable Conditions on Single Audit – 100% complete
- 4. Obtain GFOA Award for FY10 CAFR – 100% complete
- 5. Reports Completed & Submitted by Due Dates – 100% Complete for reports due by 08/31/12

**b.) Accomplishments**

- 1. Participated in a webinar on charging of Travel, Meeting, Conference, Training and Participant Support Expenses
- 2. Worked with Child Support Services to setup accounting system for payment center
- 3. Held Travel training on Concur System – September 13
- 4. Completed Finance’s portions of the quarterly ARRA reports as scheduled
- 5. Attended demonstrations for a new document imaging system

**c.) Future Plans/New Initiatives**

- 1. Travel training on Concur System – October 11
- 2. Working with Child Support Services to implement accounting system for payment center
- 3. Year End preparations underway

COUNCIL OF THE CHEROKEE NATION  
EXECUTIVE & FINANCE COMMITTEE REPORT

**Cherokee Nation Acquisition Management Year-To-Date  
Report Over \$5,000 Transactions October 1, 2011  
through September 30, 2012**

**% of sub-total -  
TERO vendor  
submitted Bid**

Award to TERO Vendor	\$ 19,446,128.84	91.06%
Award to non-TERO Vendor	\$ 1,908,317.13	8.94%
<b>Sub-total bids with a TERO vendor participating</b>	<b>\$ 21,354,445.97</b>	<b>100.0%</b>
Bid - no bids submitted by TERO Vendors	\$ 4,629,364.20	

October 2011 through August of 2012



**CHEROKEE NATION™**  
**Businesses**

**Executive and Finance Report**  
**Consolidated Financial Information**  
**August 2012**

# Cherokee Nation Businesses

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## Executive and Finance Report

August 2012

### Budget Highlights

- August 2012 CNB consolidated net income of \$9.6 million was 25.3% unfavorable to a budget of \$7.7 million.
- CNE net income of \$12.7 million includes \$3.0 million of business interruption proceeds
- Normalized without insurance proceeds, CNE net income of \$9.7 million was \$1.5 million favorable to budget
- Consolidated YTD EBITDA, normalized without the insurance proceeds, was \$120.4 million and consistent with budget
- Consolidated YTD revenue of \$640.5 million was \$3.8 million or 4.5% above budget
- CNI YTD net income was \$5.7 million unfavorable compared to budget due to lower demand in Manufacturing

### Capital Expenditures

August YTD capital expenditures were \$68.9 million for all entities.

- CNE: \$61.5 million – Ongoing expansion construction at Catoosa, Ramona, and Ft. Gibson
- CNB: \$3.4 million – Deltek Government accounting software and Mid America Bldg in Pryor
- CNI: \$368,000 – Warehouse Management System and machining equipment
- CPM: \$3.4 million – Acquisition of the Mid-America building in Pryor and Interchange facility improvements
- MOB: \$250,000 – Vehicle purchases and facility improvements

### Financing

- CNB has no outstanding borrowings as of August 30, 2012.

# Cherokee Nation Entertainment

## Executive and Finance Report

August 2012

### Budget Highlights

<i>thousands (000's)</i>	<u>Period</u>	<u>Actuals</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$45,931	\$40,160	\$5,771	14%
	YTD -	\$479,989	\$452,510	\$27,479	6%
• Operating Expenses	Month -	\$33,212	\$31,973	(\$1,239)	-4%
	YTD -	\$357,969	\$311,626	(\$46,343)	-15%
• Net Income	Month -	\$12,719	\$8,187	\$4,532	55%
	YTD -	\$122,020	\$95,243	\$26,777	28%

### Operating Highlights

- CNE net income totaled \$12.7 includes \$3.0 million in business interruption proceeds.
- Normalized without the proceeds, net income of \$9.7 million was \$1.5 million favorable to budget
- Total revenue, normalized without the insurance proceeds was \$2.7 million favorable to budget
- Normalized YTD total revenue (excluding insurance proceeds) of \$469.8 million was \$17.3 million above budget and primarily the result of the favorable gaming revenue of \$17.6 million
- On August 28<sup>th</sup>, CNE opened the new permanent facility at the Ramona property
- On September 18<sup>th</sup>, CNE opened the new gaming floor at the Catoosa property
- Ft. Gibson and Ramona permanent structure construction continues with an estimated completion early 2013
- Roland's closest competitor, The Choctaw Casino in Pocola is expanding its gaming floor from 1,400 to 2,500 games.

### Capital Expenditure Highlights

- Catoosa Casino 3 Rebuild - \$28.9 million
- Ramona Casino - \$14.3 million
- Ft. Gibson Casino - \$8.8 million
- Catoosa Buffet Renovations - \$2.2 million
- Jay Laundry Facility - \$1.3 million

# Cherokee Nation Industries

## Executive and Finance Report

August 2012

### Budget Highlights

<i>thousands (000's)</i>	<u>Period</u>	<u>Actuals</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$6,474	\$7,636	(\$1,162)	-15%
	YTD -	\$59,136	\$77,242	(\$18,107)	-23%
• Operating Expenses	Month -	\$6,696	\$7,565	\$869	11%
	YTD -	\$64,749	\$77,003	\$12,254	16%
• Net Income	Month -	(\$221)	\$72	(\$293)	409%
	YTD -	(\$5,613)	\$240	(\$5,853)	2442%

### Operating Highlights

- The net income variance was driven by lower demand levels in Manufacturing and Distribution Services.
- CNI's revenue totaled \$6.5 million in August 2012 which was \$2.1 million below budget.
- Total operating expenses of \$6.7 million was \$869,000 less than budget. The decrease in operating expense was associated with lower revenues.
- YTD revenue of \$59.1 million was \$18.1 million unfavorable to budget. This variance is due to negative variances in Manufacturing and Distribution Services of \$8.7 million and \$11.2 million respectively, which were partially offset by increases in Military Services of \$1.9 million.
- Management is focused on increasing revenues through increased sales efforts as well as reducing expenses.

# Technology Portfolio

## Executive and Finance Report

August 2012

### Budget Highlights

<i>thousands (000's)</i>	<u>Period</u>	<u>Actuals</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$6,943	\$7,345	(\$402)	-5%
	YTD -	\$64,511	\$68,833	(\$4,322)	-6%
• Operating Expenses	Month -	\$6,407	\$6,815	\$408	6%
	YTD -	\$61,497	\$63,865	\$2,368	4%
• Net Income	Month -	\$537	\$530	\$6	1%
	YTD -	\$3,014	\$4,968	(\$1,954)	-39%

### Operating Highlights

- The IT Portfolio generated revenue of \$6.9 million compared prior year revenue of \$7.3 million.
- August EBITDA was \$614,000 compared to budgeted EBITDA of \$628,000. The August EBITDA margin of 8.8% surpassed the 8.5% budget for the month.
- CSG and CNT revenue of \$3.6 million was unfavorable to prior year by \$369,000. The unfavorable revenue is a result from the reduction of 2 contracts from prior year.
- CNGS and CNTS generated \$3.6 million of revenue and continued to grow revenue at an increased daily rate compared to recent months. The increase was due to the new fixed price contracts.
- CNA began drove revenue of \$85,000, which is \$60,000 unfavorable to budget.
- The IT Portfolio generated year to date revenue of \$64.5 million compared to prior year revenue of \$53.3 million. The increase was partially attributable to a full year of CNTS and CNGS operations in FY12, compared to a partial year in FY11.
- CNGS and CNTS added a net 41 billable positions as it ramps up work on new task orders with the United States Air Force (USAF)
- CNT began work on a \$15 million, 5 year award with the Fish & Wildlife Administration

# Other Diversified Businesses

## Executive and Finance Report

August 2012

### Net Income Budget Highlights

<i>thousands (000's)</i>	<u>Period</u>	<u>Actuals</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• <b>Cherokee Nation</b>	Month -	(\$39)	\$14	(\$52)	-379%
<b>Security &amp; Defense</b>	YTD -	(\$272)	\$152	(\$423)	-279%
• <b>Cherokee Nation</b>	Month -	\$445	\$99	\$346	349%
<b>Construction Services</b>	YTD -	\$651	\$318	\$333	105%
• <b>Mobility Plus</b>	Month -	(\$195)	\$60	(\$255)	-423%
	YTD -	(\$1,853)	\$658	(\$2,511)	-382%
• <b>CMS / CNHS</b>	Month -	\$95	\$35	\$60	171%
	YTD -	\$420	\$37	\$383	1045%
• <b>Aerospace Products S.E.</b> (75% owned)	Month -	\$22	\$66	(\$44)	-67%
	YTD -	\$56	\$943	(\$887)	-94%
• <b>Cherokee CRC</b> (51% owned)	Month -	\$37	\$351	(\$314)	-89%
	YTD -	\$183	\$1,552	(\$1,369)	-88%

### Operating Highlights

- **CNSD** resulted in net loss of \$39,000 compared to a budget of \$14,000. CNSD generated revenue in the amount of \$97,000 compared to the budget of \$174,000. The unfavorable variance is the result of unrealized contracts.
- **CNCS** generated net income of \$445,000 in August 2012, which was favorable to budgeted net income of \$99,000. The favorable budget variance was driven by increased revenue from three new contracts at the Sierra Army Depot
- **Mobility Plus** resulted in a net loss of \$195,000 compared to budgeted income of \$60,000. The negative variance was due to unfavorable revenue adjustments of \$136,000.
- **CMS / CNHS** resulted in a net income of \$95,000 compared to budget of \$35,000. Revenue of \$2.2 million was favorable to the \$1.1 million budget; however, operating expense was \$283,000 above budget. The unfavorable variance was due to additional cost of goods sold related to the CLASS contract.
- **APSE** net income was \$22,000 in August 2012. This is higher than prior year net loss of \$36,000 and lower than the August 2012 budget of \$66,000. Parts sales were 15.8% higher than the prior month but 47.6% lower than the prior year while margins increased from the prior and the prior year.
- **CCRC** net income was \$37,000 in August, which was less than the budget of 351,000. August 2012 revenue was \$1.6 million compared to budget of \$3.0 million. Revenue was substantially under budget in all divisions due to slow work start up times and extended contract award release timelines.



**Group:** Career Services-  
Employment      **Month/Year of Report:** September, 2012

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

**I. Budget Highlights – Please refer to Monthly Financial Report**

None

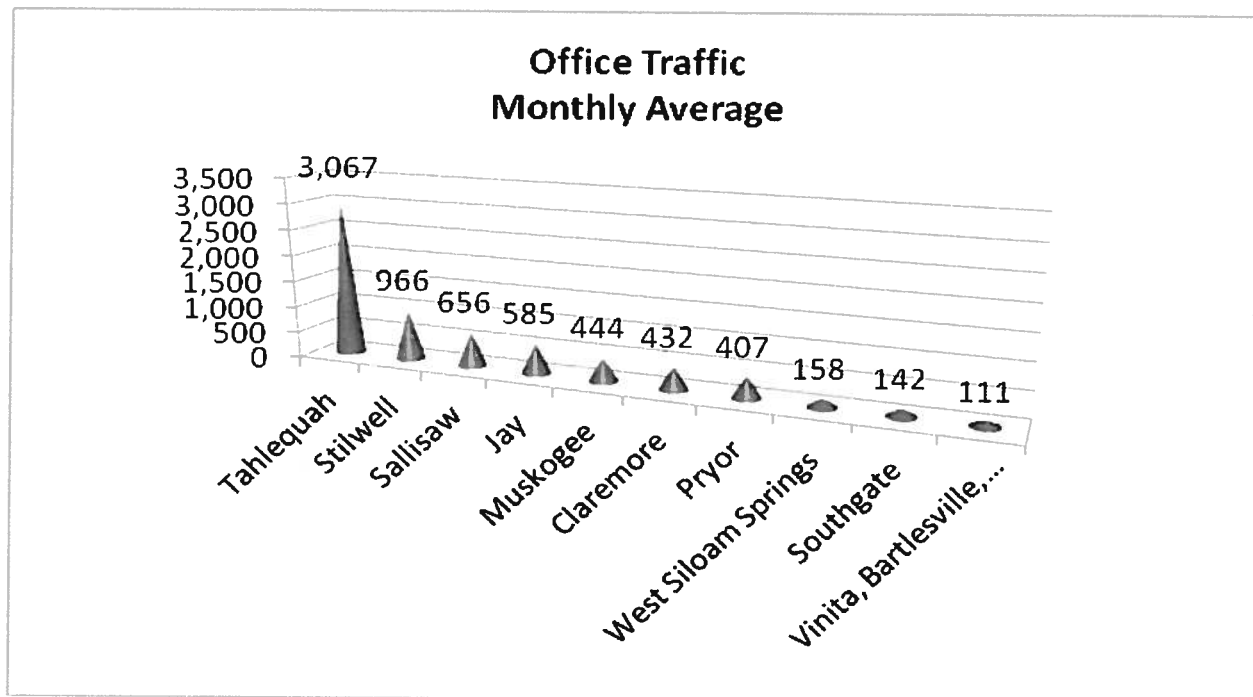
**II. Program Highlights**

**a. Balanced Scorecard Measures**

	<i>August</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.	24	306	250	122%
<i>Training Completions</i> – includes individuals receiving a nationally-recognized certification, credential, or degree while enrolled in one of 11 different vocational training programs.	49	533	450	118%
<i>Employment Completions</i> – includes individuals who completed a Work Experience or TERO OJT assignment.	159	380	300	127%
<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.	100	1050	500	210%
<i>Retention</i> – includes individuals who were retained in their unsubsidized employment through assistance from a Career Services Program.	43	435	200	218%
<i>Job Readiness Training</i> – includes individuals who completed the Life/Employment Skills Training.	16	274	500	55%
<i>WorkKey Credentialing</i> – includes individuals who received a bronze, silver, gold, or platinum WorkKeys credential.	13	386	500	77%
<i>Job Bank</i> – includes the number of new individuals entering the TERO Job Bank.	25	213	1,000	21%

<i>Indian Owned Businesses</i> – includes the number of businesses newly certified as an Indian Owned Business.	15	230	100	230%
<i>Job Fairs</i> – includes the number of Job Fairs held by Career Services.	0	22	15	147%
<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.	13	74	50	148%

The fiscal year ended Friday, September 28, 2012 and Career Services is still processing our year's accomplishments. We know the numbers are up due to the economy and the partnership with CNB and we will be able to provide year-end data next month. According to our average monthly office traffic reports, we've had over 83,000 requests for employment and training services in the past year. To date, we have enrolled 4,462 individuals in program services and 1,485 individuals entered or were retained in unsubsidized employment.



Local Area Unemployment Statistics from the State of Oklahoma (attached) show the Cherokee Nation having seven counties in the top 20 highest unemployment rate counties in Oklahoma. Not Good! Council Members Fullbright, Thornton, and Gavin have the second and sixth highest unemployment counties in their district: Sequoyah and McIntosh respectively. Muskogee County has the 14<sup>th</sup> highest unemployment rate. The seven Cherokee Nation counties in the top 20 are:

- |    |          |                             |
|----|----------|-----------------------------|
| #2 | Sequoyah | Fullbright, Thornton, Gavin |
| #6 | McIntosh | Fullbright, Thornton, Gavin |

#12	Nowata	Frailey, Hoskins, Lay
#14	Muskogee	Fullbright, Thornton, Gavin
#15	Adair	Hargis, Fishinghawk, Snell
#17	Ottawa	Hargis, Fishinghawk, Snell
#20	Mayes	Frailey, Hoskins, Lay

Career Services has been in discussions with the City Economic Development offices, Work Force Offices, and Career Techs to form partnerships to see how we can assist the areas affected by high unemployment. Our first meeting will be in Sequoyah County the first of November. We will coordinate meeting dates with Council Members who may want to attend.

Muskogee County has had meetings going on for two to three months on planning for the future with addressing the unemployment rate on the agenda. Stephanie Isaacs has been in attendance at these meetings for Career Services. We will research our partnerships throughout the 14-Counties to determine if groups are already meeting so that we can tie in with them to assist.

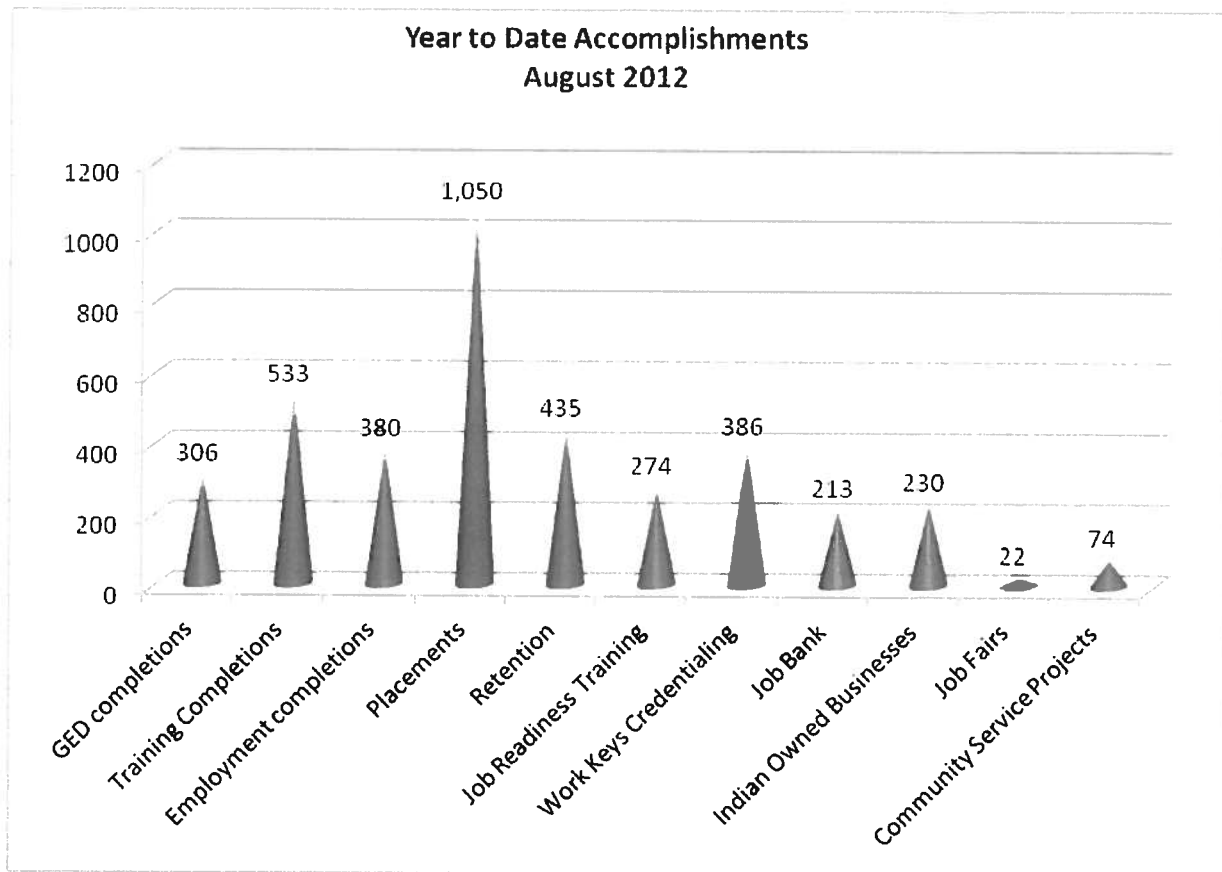
**b. Accomplishments**

1. Meetings were held this past month with CNB Chair Sam Hart and Board Members Mike Watkins and Jerry Holderby to go over the projects we have been working on together. A Notebook outlining what the Business is all about and what has been asked of Career Services was presented. We will continue to meet on a quarterly basis with whomever Sam Hart would like for us to meet with.
2. Additional classes for Specialized Training have started at the Career Techs in the area. These include curriculum in ACIA-10, Dry Walling, and Roofing. Shane Kirby is coordinating the Specialized Training with the Career Techs. The first class will graduate in a couple of weeks.
3. This past month we met with a business that is locating in the Claremore Area called NXTGEN (Council Members Cowan Watts, Anglen, and Keener). The contact was made by Bob Schooley at CNB and coordinated with our office. They expressed interest in meeting the Principal Chief and touring the Cherokee Nation. Principal Chief Baker hosted the owner to lunch last week. The group from NXTGEN displayed the product they would be producing, consisting of a material that is used in linings for light-weight jacket, which is being looked at by the military. It looks like a Kleenex and is waterproof even after you take the layers apart. They also looked at some of our properties in the Tahlequah area. We are working with Jay Calhoun at CNB who was designated by Shawn Slaton as our point person.
4. Nine Fire Dancers were sent out on fire duty.
5. Brenda Fitzgerald, Daryl Legg, Shane Kerby, Andy Dreadfulwater, Dennis Carter, Michelle Philpot, Vicky Crowder, Nettie Detherage, Debra Lack, and Kim Carroll are to all be commended for the work on the OJT-NEG grant. It came to closure last month and we came in under the threshold set by the funding agency. A lot of hard work during the past three months allowed us to accomplish this. No more weekly DOL Coordination calls! Whoo-hoo!

6. The TERO has been busy providing training on the new TERO law. During the past year, we certified 230 new businesses and recertified 603 businesses.

**c. Initiatives**

1. The 5<sup>th</sup> Annual TERO Business Vendor Fair and Banquet will be held Thursday, November 1. The Vendor Fair will be held from 10:00 am to 3:00 pm and the Banquet will be from 6:00 pm to 8:00 pm.
2. In conjunction with the TERO Vendor Fair and Banquet, TERO is hosting the 1<sup>st</sup> Annual TERO Golf Tournament. The Golf Tournament will be held at Hard Rock on Wednesday, October 31. All proceeds will be equally divided to benefit Cherokee Nation Relay for Life and Oklahoma Project Women, providing free medical assistance to women who have been diagnosed with breast cancer.



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

**Month/Year of Report: September 2012**

**Program Highlights**

**a. Balanced Scorecard Measures**

Objective	Metric	2012 Goal	Year to Date Achievement Notes/Comments
Effective Business Workshop Training	# Certified Indian-Owned Business Attendees and % indicating usefulness	500/100%	476/100%
Increase Certified Indian-Owned Business Procurement Awards	% Certified Indian-Owned Business Procurement Awards	75%	64.14% Business Entities eligible procurement \$'s awarded to Certified Indian Owned vendors <ul style="list-style-type: none"> <li>• CNE – 49.68%</li> <li>• CN Government - 91.06%</li> <li>• Health Entities – 97.87%</li> <li>• CNI – 65.37%</li> <li>• Waste Management - 99.84%</li> </ul>
Increase Cherokee Citizens employed	% Cherokee Citizens (verified)	Entity CNE – CNB - CN – 82.9% Health - CNI – CRC – Aerospace -	Business Entities - 74.17% <ul style="list-style-type: none"> <li>• CNE (CNE, CHL, WRD, CNSS) 71.40%</li> <li>• CNB (CNB, CNT, CSG) 63.91%</li> <li>• CN Government 81.44% (does not include IPA/MOA)</li> <li>• Health Entities 48.13%</li> <li>• CNI 74.42% (does not include service contract employees)</li> <li>• CRC 18.92% (not wholly owned by CN)</li> <li>• Aerospace 0% (not wholly owned by CN)</li> <li>• Waste Management 100%</li> </ul>
Increase Indian-Owned Business Certifications	# Newly Certified Indian-Owned Businesses	80	183
Effective One on One Training for Certified Indian Owned-Businesses	# of businesses receiving assistance/% finding useful	300/95%	134/100%
Certified Indian-Owned Business Receiving Financial Assistance	% Certified Indian-Owned Business Loans in Portfolio	85%	30.22% - Dollar Amount Loaned out 23.80% - Number of Loans
Effective Usage of Fees Collected	# Trained	100	55
Effective Monitor of Work Sites – Construction and Housing	# Monitoring Visits	90%	100% - 1,894 sites monitored
Effective Monitor of Bid Openings	# and % Bid Openings Attended	100%	100% - 107
Effective Resolution of Complaints – TERO and EEOC	% Complaints Resolved	100%	TERO: 10 complaints filed; 10 resolved, 0 pending EEOC: 2 complaint filed; 2 resolved, 0 pending

**b. Notable accomplishments:**

1. **Invitations** have been sent for the **Annual TERO Vendor Fair and Awards Dinner**, to be held November 1 at the Hard Rock.
2. **Eighty-nine vendors**, to date, have registered for the **TERO Vendor Fair** and eighteen resource contractors. Remaining space is very limited!

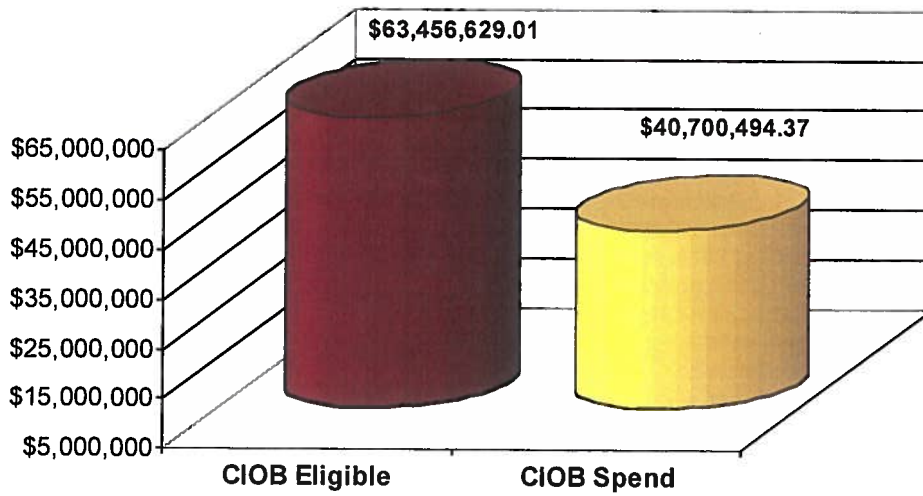
3. **Chickasaw Nation, Choctaw Nation, and Creek Nation will all attend TERO Vendor Fair.** Chickasaw and Choctaw will have booths and they are considering one-on-one purchasing appointments with TERO vendors.

c. Future plans/new initiatives:

1. **TERO Vendor Fair** will include a purchasing round robin, which will enable vendors to make appointments and meet with purchasing agents from CN, CNE, CNB, CNI, and HACN.
2. **Electronic notification to TERO certified Indian-owned businesses** when a procurement opportunity they qualify for posts on [www.cherokeebids.org](http://www.cherokeebids.org). Notification will be through email and text messaging. The first step in coding vendors has been complete and Information Systems is working on the notification. Training for departments and testing should be completed this summer with full implementation before the end of the fiscal year.

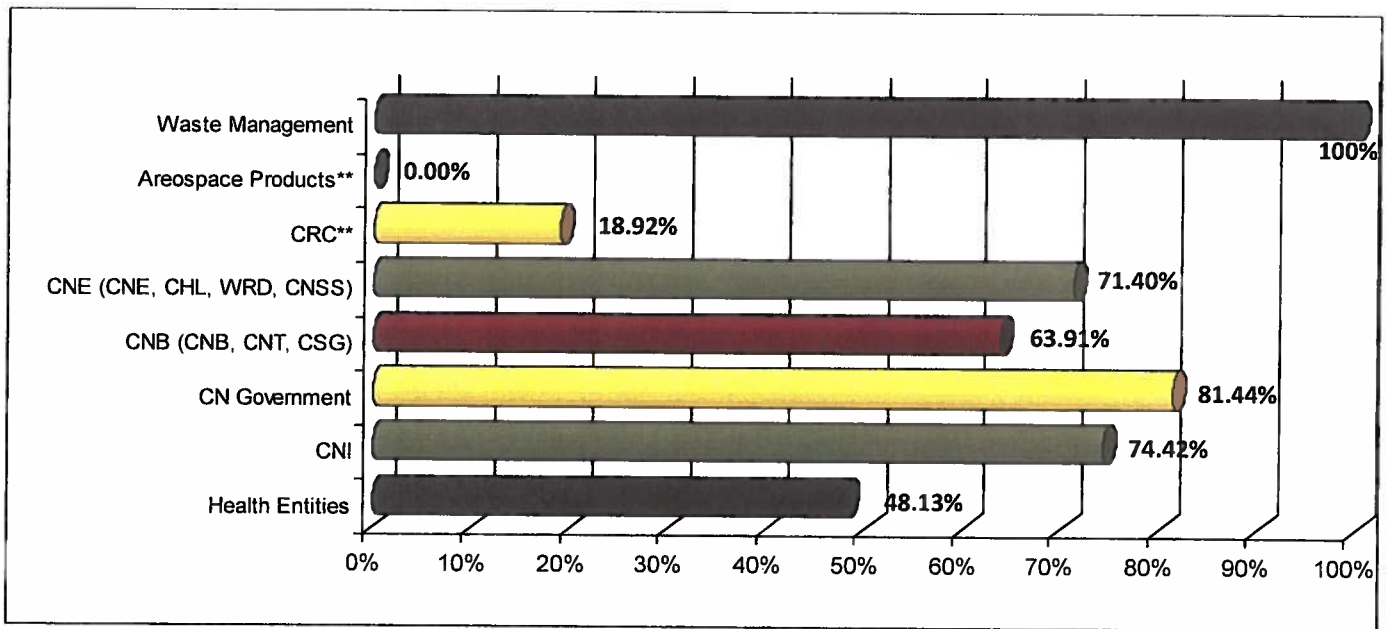
<b>Business/Entrepreneur Workshops</b>			
<b>Date</b>	<b>Location</b>	<b>Time</b>	<b>Workshop</b>
<b>October 16</b>	Muskogee Civic Center	1:00 pm to 3:30 pm	Preparing Local Foods for Resale
<b>October 24</b>	Muskogee Civic Center	1:00 pm to 3:30 pm	Preparing Local Foods for Resale
<b>October 30 – 31</b>	Tahlequah – NSU	All Day	Northeastern Oklahoma Regional Summit
<b>November 1</b>	Catoosa Hard Rock	All Day	CN Indian Owned Business Fair
<b>November 7</b>	Bartlesville, Tri-County Tech Strategy Center	PM TBD	Tax Strategies for Businesses
<b>November 8</b>	NSU Broken Arrow	9:00 am to 1:00 pm	Social Media Boot Camp
<b>November 8</b>	NSU Tahlequah	2:30 pm to 6:30 pm	Social Media Boot Camp
<b>November 15</b>	RSU Claremore	9:00 am to 3:00 pm	Economic Gardening Conference
<b>November 28</b>	Sequoyah High School	10:00 am to 2:00 pm	Youth Entrepreneur Day/Contest

**64.14% of CIOB Eligible Procurement Opportunities were awarded to CIOBs**



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

**74.17% of Employees are registered Cherokee Nation Citizens**



\*\*Companies majority, not wholly, owned

3. **Charged Off Loans** – Commercial: YTD Total – \$44,302.78, Consumer: YTD Total – \$11,053.60
  4. Brenda Alley, SBAC Business Coach, is not a **certified Quickbooks instructor**.
  5. Cherokee Arts Center **E-Commerce site is 80% complete** and is projected to be online before the start of the 2012 Holiday season.
  6. Cherokee Arts Center has invited **two emerging local artists**, which have not previously attended, to participate in the Cherokee Art Market!
  7. Working with Oklahoma Department of Transportation and the US Department of Transportation on workshop as they are actively seeking to increase contact and contracts with minority vendors.
- c. Future plans/new initiatives
1. **Kitchen Incubator** for Cherokee farmers and food producers to earn supplemental income by preparing/packaging local foods for sale. **Creation of Food Sector entrepreneurial development and loan programs.**
  2. **Youth Entrepreneur Day November 28** at Sequoyah High School. Last year schools from Adair, Cherokee, Muskogee, and Sequoyah Counties attended. We will target new schools that have not participated from other districts this year.

**Lending \$'s Available** (pending and approved/pending applications not considered)\*

▪ IRP:	\$511,745.82	▪ CDFI:	\$219,913.26
▪ Commercial:	\$831,607.77	▪ Consumer Lending:	\$163,020.86

\*Based on September bank statements.

Business/Entrepreneur Workshops			
Date	Location	Time	Workshop
October 16	Muskogee Civic Center	1:00 pm to 3:30 pm	Preparing Local Foods for Resale
October 24	Muskogee Civic Center	1:00 pm to 3:30 pm	Preparing Local Foods for Resale
October 30 – 31	Tahlequah – NSU	All Day	Northeastern Oklahoma Regional Summit
November 1	Catoosa Hard Rock	All Day	CN Indian Owned Business Fair
November 7	Bartlesville, Tri-County Tech Strategy Center	PM TBD	Tax Strategies for Businesses
November 8	NSU Broken Arrow	9:00 am to 1:00 pm	Social Media Boot Camp
November 8	NSU Tahlequah	2:30 pm to 6:30 pm	Social Media Boot Camp
November 15	RSU Claremore	9:00 am to 3:00 pm	Economic Gardening Conference
November 28	Sequoyah High School	10:00 am to 2:00 pm	Youth Entrepreneur Day/Contest



## 2012 STRATEGIC PLAN OF CHEROKEE NATIONAL HISTORICAL SOCIETY

Goal	Objective/Action Step	Champion	Due Date	Measures of Success	Completed
<b>ADMINISTRATION</b>					
A. Guest Services books groups and offers more added value packages.	A. Describe programs, book group, plan for arrival. Offer added value selections to groups. Keep records.	A. Susan Cro	Daily	A. Returned surveys. Increased sales. Good records and reporting.	
B. Finance will maintain fiscal stability including sound management and financial reporting.	B. Handles CNHS payroll, provides requested reports, prepares for audit, pays bills, checks validity of requests for transactions, seeks best price in ordering	B. Cheryl Parrish	Daily	B. 990 and Annual Audit Reports and ability to meet obligations in a timely manner	
C. Maintenance will identify and prioritize short and long-term grounds and bldg needs implementing as resources allow.	C. Coordinates lawn and grounds care, repairs and maintains structures, fulfills grounds signage, aids in CHC programming needs of set-up, tear-down, etc.	C. Orville Neugin	Daily and seasonally	C. Promptly responds to Work Requests, grounds and buildings are smoothly functioning and attractive.	
D. Clerical Support keeps daily deposit records, answers undirected phone calls, assists as needed	D. Phone calls must be handled promptly and correctly, deposits from mail and on-site are banked and reported.	D. Lucy Girty	Daily	D. Performs regular deposit reporting. Answers phone promptly, gives information correctly, forwards accurately.	
E. Volunteers will be utilized through CN Career Service workers, scholarship program and other unsolicited	E. Workers not paid by CNHS includes Day workers, youth workers, scholarship program, interns, and regular volunteers. Cleaning on regular routine	E. Barbara Girty	Seasonal or per event	E. Volunteer hours and duties recorded in monthly reports. Orientations are provided. Paperwork signed as needed.	

Goal	Objective/Action Step	Champion	Due Date	Measures of Success	Completed
volunteers. F. Housekeeping Custodial duties	Check alarms upon departure and visit property during evening to test doors. Report activity to Marshalls.	Rex Smith (and hired Temporary while Rex on light duty)	Daily	F. Inspection can detect appropriate level of attention.	
G. Security	Assist Executive Director. Increase board and committee effectiveness. Assure minutes, agenda, and filing.	G. Rex Smith (Feather Smith during Rex recovery)	Daily	G. Securing locks	
H. Administrative Officer and Board Liaison		H. Barbara Girty	Daily	H. Satisfaction of board, ED, committees. Records can be retrieved.	
<b>2. Overall Evaluation</b>	Administration is the core that makes everything else possible	Barbara Girty	Annual	Assess effectiveness and shift duties as needed to obtain best productivity and to avoid overwork of individuals	
<b>3. Maximize technology</b>	All committee and board meetings will have teleconferencing availability.	Board Liaison	As needed	Ability to access meetings	
<b>4. Partnerships</b>	Establish a business relationship with tour operators and group leaders	Administrative Officer & Reservations Specialist	Ongoing	Number of return visits with same operators and leaders.	

**PROGRAMMING - Deliver quality programs about Cherokee history and culture**

<p><b>1. Promote and teach Cherokee culture and history to the public.</b></p>	<p>A. Host 2 Education Day events (spring – Indian Territory Days; fall – Ancient Cherokee Days)                  1. Invite 1500 schools, organize and execute event.</p>	<p>Tonia Weavel</p>	<p>March and October, 2012</p>	<p>Attendance of 300 per day; survey attendee satisfaction, measure learning</p>
	<p>B. Host Cherokee National Holiday arts/crafts fair, provide Cherokee entertainment, present Ancient Village, Rural Village and Homecoming Art Show.</p>	<p>Tom Mooney &amp; Becky Adair</p>	<p>Labor Day weekend</p>	<p>Attendance, vendor numbers, crowd satisfaction, art show sales.</p>
	<p>C. Teach hands-on Cherokee art and culture classes (5 adult and 1 child class)</p>	<p>Tonia Weavel</p>	<p>November 2012</p>	<p>#Of students, attendee satisfaction, ascertain learning expectation. At least 15 1<sup>st</sup> sem.; retain 12 2<sup>nd</sup> sem. Measure attendee satisfaction and learning.</p>
	<p>D. Coordinate and present two 16 week college level Humanities Courses through NSU.</p>	<p>Becky Adair</p>	<p>December 2012</p>	<p>School/group satisfaction, student learning, numbers increase.</p>
	<p>E. Offer Outreach services to present Cherokee culture in classrooms and other venues as requested.</p>	<p>Gina Burnett</p>	<p>December 2012</p>	<p>Entry numbers grow, quality of art, satisfaction of all participants</p>
	<p>F. Present 2 art shows featuring Native American and Cherokee art.</p>	<p>Mickel Yantz</p>	<p>October 2012</p>	<p>Visitor comments, attendance increase, audience learning</p>
	<p>G. 3 exhibitions related to Cherokee history and culture (Civil War, Baskets, Milam)</p>	<p>Mickel Yantz</p>	<p>December 2012</p>	<p>Crowd satisfaction, measure of authenticity</p>

	will be presented. H. Present Cherokee Living History through daily attractions 1. Ancient Village 2. Adams Corner Rural Village	A1. Tommy Wildcat A2. Tonia Weavel	December 2012	
<b>2. Funding and Resources- fund cost of programs</b>	<p>A. Exhibits will be funded by at least one contribution/grant per exhibit.</p> <p>B. Humanities Course will be supplemented by at least one grant contribution.</p> <p>C. Cherokee National Holiday will be funded by vendor revenue.</p> <p>D. Outreach will be supplemented by at least one grant contribution.</p> <p>E. Outdoor exhibits (villages) will seek funding for operations and new village development.</p>	<p>Mickel Yantz/Penny Moore</p> <p>Tonia Weavel/Penny Moore</p> <p>Tom Mooney</p> <p>Gina Burnett</p> <p>Tommy Wildcat Tonia Weavel</p> <p>Program leads</p>	<p>Exhibits approved, funding secured</p> <p>Six months before class starts</p> <p>Seek vendors Early.</p> <p>Seek funding until obtained.</p> <p>Consider added programming</p> <p>A. June 1</p> <p>B. Dec 31</p>	<p>A. Funding secured</p> <p>B. Funding secured</p> <p>C. Over 70 registered vendors</p> <p>D. Funding secured</p> <p>E. Funding secured</p> <p>A. Evaluation Procedure established after evaluating user surveys</p> <p>B. An annual report will summarize program efforts and make recommendations.</p>
<b>3. Evaluation of programming</b>	<p>A. Improve current evaluation methods</p> <p>B. Report collectively in Annual Report.</p>			

<p><b>4. Maximize technology in programs</b></p>	<p>Expand technology use to increase program reach, development and execution.</p>	<p>Program leads</p>	<p>Ongoing</p>	<p>A report on technology available and utilized will be submitted by December 31.</p>	
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**PRESERVATION**

<p><b>1. Funding &amp; Resources- increase &amp; diversify funding</b></p>							
<p>Increase operating funds</p>	<p>Increase Genealogy earned/contributed income by 10%</p>	<p>Genealogist</p>	<p>Increments through December 31</p>	<p>Resources raised through grants, donations and program delivery compared to prior years</p>			
<p><b>2. Program Evaluation</b></p>							
<p>Develop evaluation tools for current and future programs</p>	<p>Improve the annual program review</p>	<p>Program leads, ED &amp; committee</p>	<p>a. June 1  b. Quarterly beginning June 4  c. December 31</p>	<p>a. Supporting action plans will be developed to ensure key areas of program health are addressed.  b. Archivist, curator and genealogist will submit in-depth progress reports two weeks in advance of Preservation committee meetings for review during meetings.  c. An annual report will summarize accomplishments and contain plans to address any goals not met.</p>			
<p>Maximize technology</p>	<p>Expand technology use in increasing program reach</p>	<p>Program leads</p>	<p>a. June 1  b. December 31</p>	<p>a. Program leads will submit an action plan for approval two weeks in advance of the June Preservation Committee meeting.  b. A report on technology implemented &amp; results will be completed by December 31 for presentation at the January Preservation committee meeting. (Examples are use of Facebook to inform of items of interest in the programs, including the CHP, to increase awareness of resources and success stories, exploration of emerging technology to</p>			

<b>4.Preservation- To increase preservation efforts</b>	Continue implementation of the Ogden Plan, etc.	Archivist & Curator	<p>a. June 1</p> <p>b. Quarterly beginning June 4</p> <p>c. December 31</p>	<p>manage archives and collections, expanded website posts, etc.)</p> <p>a. Supporting action plans will be updated to ensure the Ogden Action plan is met as resources permit and will include actions to pursue needed funding.</p> <p>b. Archivist &amp; curator will submit in-depth progress reports two weeks in advance of Preservation committee meetings for review during meetings.</p> <p>c. A summary report of accomplishments and plans to address remaining deficiencies will be presented at the January 2013 committee meeting.</p>	
	The production time for CNP books will be streamlined.	Archivist & Curator		Time between receipt of manuscript and publication date will be decreased as measured by E-mail time and/or shipping records of time between receipt and forwarding.	
	Archives & Collections- Improve physical archives conditions, organization and retrievability of items with emphasis on PastPerfect entries	Archivist & Curator	<p>a. June 1</p> <p>b. Quarterly beginning June 4</p> <p>c. December 31</p>	<p>a. A supporting action plan will be developed.</p> <p>b. Archivist and curator will submit in-depth progress reports two weeks in advance of Preservation committee meetings for review during meetings.</p> <p>c. A summary report of accomplishments and plans to address unmet goals will be completed for presentation at the January 2013 committee meeting.</p>	

	Hire an assistant archivist	Finance committee/ ED	<p>a. June 30</p> <p>b. December 31</p>	<p>a. A well-qualified archivist assistant will be on duty by June 30.</p> <p>b. The assistant will be substantially trained by December 31 as determined by the ED.</p>	
	Archives (New Building)	Program leads	December 31	<p>A review of architectural needs for a new building will be completed and any revisions with justification prepared for presentation to the Preservation committee in the January 2013 meeting.</p> <p>Success will be defined by the thoroughness of considerations and their practical applications.</p>	
	Genealogy-preserve and enhance the quality and quantity of genealogy outreach	Genealogist	<p>a. June 1</p> <p>b. Quarterly beginning June 4</p> <p>c. December 31</p>	<p>a. A supporting action plan will be developed, including increased participation and class evaluation summaries.</p> <p>b. Progress reports will be submitted at least 2 weeks in advance of quarterly Preservation committee meetings for review during meetings.</p> <p>c. A summary report of accomplishments and plans to address unmet goals will be prepared for presentation at the January 2013 committee meeting.</p>	
Partnerships	Identify partners who can help enhance Archives, Collections, Genealogy and the CHP programs both through funding and through services provided	Program leads	<p>a. June 1</p> <p>b. Quarterly beginning June 4</p>	<p>a. Action plans will be developed with target dates for contact and desired results.</p> <p>b. Progress reports will be shared at least two weeks in advance of quarterly Preservation committee meetings for discussion at meetings.</p>	





**DEVELOPMENT/MARKETING/GRANT FUNDING**

<p><b>1. Obtain Funding</b> Increase earned income</p>	<p>A. Execute an approved marketing and advertising plan to support daily operations to increase non-group attendance by 10% over 2010 totals.</p> <p>B. CN/CNB/CNI/CNE membership campaign</p> <p>C. Increase grant and Letter of Interest submissions by 30</p>	<p>Penny Moore</p> <p>Dev Director</p> <p>Dev Director/ Grant Writer</p>	<p>On going</p> <p>B. June 1, 2012</p> <p>C. Dec 2012</p>	<p>A. Increased attendance and increased income</p> <p>B. Increase in employee memberships</p> <p>C. 30 or more Grants/LOI's submitted</p>
<p>Increase contributed income</p>	<p>A. Develop comprehensive Development Plan for Annual Fund campaign</p> <p>B. Capital campaign processes</p> <p>C. Increase CHC program/project/exhibit contributions</p> <p>D. Build donor base and strengthen donor relationships.</p> <p>E. Conduct research analysis of all major donors and promising potential major donors.</p> <p>F. Connect and maintain relationship with donors through social media, newsletter, cultivation events and personal visits /phone</p>	<p>Dev Director</p>	<p>A. AF letter mailed 3/5</p> <p>B. January 2013</p> <p>C. ongoing</p> <p>D. December 2012</p> <p>E. June 2013</p> <p>F. Ongoing [depende nt on CN to open internet</p>	<p>A. Increase in contributed income</p> <p>B. Capital campaign contributions received</p> <p>D. Increase in sponsors/contributions to exhibits</p> <p>E. Increase in donations separate from membership purchases</p> <p>F. Prospect wealth analysis contract purchased</p> <p>G. Increase donations/memberships though online channels</p> <p>H. Annual report published</p> <p>I. Weekly tracking reports on thank you letters/notes mailed.</p>

	calls.			access]	
	G. Prepare an Annual Report summarizing 2011 that is ready to go out by May 30, 2012. H. Value, recognize and thank donors through thank you notes, emails, and recognition at cultivation/special events.			G. 5/30/2012  H. Ongoing	
<b>2. Program Evaluation</b>	A. Honoring Dinner – improve program to increase attendance	Dev Director		A. Oct 2012	A. Increased attendance from 2011 event [as well as increased dollars raised]
<b>3. Technology</b>	A. Increase use of social media for fundraising B. Develop a prospects research plan and implement by mid 2013 C. Implement Wireless in facility [allow for visitor survey to be completed on tablet computer] D. Purchase a tablet computer for surveying patrons	Dev Director		A. ongoing  B. June 2013  C. Dec 2012  D. Dec 2012	A. Access open by CN IT dept/CN policy change B. Prospect wealth ratings utilized C. Implemented and use by patrons and staff for surveying satisfaction D. Implement a survey for patrons to complete while on site
<b>4. Partnerships</b> Collaborate with strategic partners	A. Increase and strengthen Cherokee partnerships (i.e. communities, cultural leaders, elders, artists, etc.) B. Increase collaboration with Cherokee Nation, Cherokee Nation Entertainment, and Cherokee Nation Cultural	Dev Director		A. ongoing  B. ongoing	A. Increase in artist to shows, culturists in programming B. Increased cross-promotion of events/activities/programs with CN/CNB/CNE/CNI
					A. B. C. D. E. F. done G. 1 <sup>st</sup> mtg 4/10/2012

	<p>Tourism. Cross-promote and support mission related activities and events.</p> <p>C. Increase publicity and promotion of First Saturdays and related activities as a means to build a stronger relationship with the Cherokee people.</p> <p>D. Foster positive relationships with the media.</p> <p>E. A marketing plan that represents cooperation with appropriate staff, committee, and CNE resources and has been approved by the Executive Director and the CNHS Development/Marketing Committee should be in place by January 31, 2012.</p> <p>F. The marketing plan should reflect a demonstrated understanding of CHC audiences gained through synthesis &amp; careful analysis of surveys and evaluative tools as well as intensive research of marketing plans and standard practices of museums, cultural sites, and comparable non-profit organizations.</p>		<p>C. ongoing</p> <p>D. ongoing</p> <p>E. June 2013</p> <p>F. Jan 2012</p>	<p>C. Increased number of attendees to First Saturday events</p> <p>D. Increased publicity via newspaper and media sources</p> <p>E. Marketing plan completed and implemented.</p> <p>F. Qualtrix survey development in progress</p>
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	<p>G. 50<sup>th</sup> Anniversary Planning Committee consisting of community partners from CN/CNB/Chamber/NSU/CNHS Board/CHC Staff</p>		<p>G. May 2012</p>	<p>G. Committed convened and goals / events accomplished/completed by end of 2013</p>	
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