



CHEROKEE NATION™ **Businesses**

Executive and Finance Report
Consolidated Financial Information
February 2015

Cherokee Nation Businesses

Executive and Finance Report

February 2015

Budget Highlights

- February 2015 CNB consolidated net income of \$13.0 million was \$1.9 million above budget and \$1.6 million higher than prior year.
- CNE EBITDA of \$19.3 million was \$2.0 million above budget. Higher revenue of \$2.5 million drove the favorable variance and was driven by gaming revenue at the Hard Rock, West Siloam Springs, Tahlequah, and South Coffeyville properties. Food and beverage at the Hard Rock and South Coffeyville properties, as well as, hotel revenue also contributed to the positive variance.
- Technology Portfolio EBITDA of \$909,000 was \$282,000 above budget. February revenue was favorable to budget by \$1.9 million. The positive variances in both revenue and EBITDA at the Technology Portfolio are primarily due to the increased sales and activity on contracts that were won in late FY14 and increased activity on the CNE contract.
- CNI EBITDA was \$128,000 unfavorable to budget due primarily to lower revenues in the Manufacturing segment. Total revenue of \$4.7 million was \$658,000 below budget. The Distribution segment was \$475,000 above budget which partially offset the \$1.2 million negative variance in the Manufacturing segment.
- The CNB Parent Company EBITDA was \$356,000 unfavorable to budget, which was driven by higher employee costs related to higher medical benefit expense.
- Construction Services EBITDA was consistent with budget. Total revenue of \$3.3 million was \$448,000 above a budget of \$2.9 million. The positive variance was due to increased activity on Dover Air Force Base projects.
- Combined, EBITDA at all other entities were \$183,000 above budget.

Capital Expenditures

February YTD capital expenditures were \$53.4 million for all entities.

- CNE: \$37.7 million
 - Expansion: \$30.5 million – Roland and South Coffeyville properties and South Coffeyville road improvements
 - Strategic: \$4.0 million – Cherokee Tower Renovation, Bakery & Room Service Kitchen Renovation, Catoosa Access Control, and WRD Surveillance System
 - Maintenance - \$3.1 million – Art Procurement, Grand Lobby Lighting Upgrade, and Core Switches for Catoosa and WSS
- CPM: \$13.7 million – Health clinic construction / expansion
- CNB: \$1.8 million – IT Maintenance & Upgrades
- CNCS: \$93,000 – Purchase new vehicles
- CNSD: \$90,000 – Purchase new vehicles & Chillico Range Security System

Financing

- CNB has no outstanding borrowings as of February 28, 2015.

Cherokee Nation Entertainment

Executive and Finance Report

February 2015

Budget Highlights

CNE

thousands (000's)

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$50,573	\$48,039	\$2,534	5%
• Operating Expenses	Month -	\$31,274	\$30,692	(\$582)	2%
• EBITDA	Month -	\$19,300	\$17,347	\$1,952	11%

Operating Highlights

- CNE EBITDA of \$19.3 million in February was \$2.0 million favorable to budget.
- Total revenue of \$50.6 million was a record for the month of February and was \$2.5 million above budget due primarily to higher than anticipated gaming revenue at Hard Rock, West Siloam Springs, Tahlequah, and South Coffeyville properties. Food and beverage revenue contributed \$129,000 to the positive variance, which was driven by the Hard Rock and South Coffeyville properties. Hotel revenue also contributed \$135,000 to the favorable variance.
- Total operating expense of \$31.3 million was \$582,000 unfavorable to budget. The primary driver was higher gaming related costs associated with higher gaming revenue. Employee costs were also higher than anticipated which was related to the preparation of the opening of the South Coffeyville Casino. All other general and administrative expenses were consistent with budget.
- The South Coffeyville Casino opened February 16th, 2015. The 17,000 square foot facility will offer 300 games. All budget variances for South Coffeyville are due to the casino opening six weeks ahead of the budgeted opening date of April 1st.
- CNB has agreed to lease property adjacent to the Hard Rock Casino to Woodmont Outlets, which plans to invest \$80 million into premium outlet shops to be called, "The Cherokee Outlets." The Outlets, along with a new Entertainment area, called "The District," is expected to be completed in 2016.
- CNB also announced plans for the Cherokee Springs Plaza, which will include retail, restaurants, auto sales lots, office space, convention space, two hotels, and a casino adjacent to the Cherokee Springs golf course in Tahlequah.
- Groundbreaking for the Roland property took place on April 29th, 2014 for a new casino and hotel. The target date to open the casino is May 19th, 2015, with the hotel scheduled to open later in the year.
- 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 – \$29.7 million
- Cherokee Tower Renovation - \$2.1 million
- Digital Radio Conversion - \$633,000
- Bakery & Room Service Kitchen Renovation - \$504,000
- Catoosa Access Control – \$374,000

Cherokee Nation Industries

Executive and Finance Report

February 2015

Budget Highlights

CNI

thousands (000's)

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$4,686	\$5,344	(\$658)	-12%
• Operating Expenses	Month -	\$5,327	\$5,857	\$530	-9%
• EBITDA	Month -	(\$642)	(\$514)	(\$128)	-25%

Operating Highlights

- EBITDA loss of \$642,000 was \$128,000 unfavorable to budget. The unfavorable variance was primarily due to lower revenues in the Manufacturing division. This was partially offset by the relocation of the TRG employees earlier than anticipated, a bad debt recovery and lower corporate overhead expense.
- CNI's revenue totaled \$4.7 million, which was \$658,000 below budget. This was driven by lower than anticipated revenues in the manufacturing division, as well as, a drop in margins associated with the lower revenues and a change to the product mix. The Distribution segment revenue was \$475,000 over budget primarily due to new telecom business. The Manufacturing segment revenue was \$1.2 million below budget primarily due to the Sikorsky S300 contract and lower than anticipated Bell deliveries.
- Total operating expenses of \$5.3 million were \$530,000 favorable to budget. Cost of goods sold were \$248,000 lower than budget due to a reduction in sales and gross margins. Other operating expense was \$217,000 favorable to budget due to a \$165,000 bad debt recovery from the TRG settlement and a \$49,000 workman's compensation profit sharing reimbursement.

Technology Portfolio

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Budget Highlights

Tech

thousands (000's)

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$11,811	\$9,921	\$1,890	19%
• Operating Expenses	Month -	\$10,901	\$9,293	(\$1,608)	17%
• EBITDA	Month -	\$909	\$627	\$282	45%

Operating Highlights

- The IT Portfolio generated revenue of \$11.8 million compared to a budget of \$9.9 million.
- February EBITDA was \$909,000 compared to a budgeted EBITDA of \$627,000. The positive variance to budget was the result of higher than expected sales-based contract wins late in FY14, as well as, higher than anticipated margins on certain high volume contracts.
- CSG and CNT revenue of \$3.4 million was favorable to a budget by \$841,000 and exceeded prior year by \$813,000. The positive budget variance was due to the increased activity on service contracts won late in FY14.
- CNGS, CNTS, and CNMC revenue was \$7.7 million in February. Revenue was favorable to budget by \$752,000, as well as, prior year by \$983,000.
- Cherokee Nation Assurance (CNA) revenue of \$610,000 was favorable to budget by \$286,000. The favorable variance to budget was attributable to increased activity on the CNE contract.

Other Diversified Businesses

Executive and Finance Report

February 2015

EBITDA Budget Highlights

Other Diversified

	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• CNSD	Month -	\$204	\$37	\$167	448%
• Construction	Month -	\$133	\$128	\$5	4%
• CMS / CNHS	Month -	\$32	\$4	\$27	606%
• Aerospace Products S.E.*	Month -	\$104	\$141	(\$37)	-26%
• CCRC*	Month -	\$122	\$103	\$19	18%

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

Operating Highlights

- **CNSD** EBITDA of \$204,000 was \$167,000 favorable to budget. The favorable variance to budget was due to increased profitability on the CNSD IRS and TSA contracts, and CNRW SAMD contracts.
- **Construction** EBITDA was \$133,000 compared to a budget of \$128,000. The favorable variance was driven by increased revenue on multiple projects at Dover Air Force Base. Compared to prior year, EBITDA has decreased by \$126,000.
- **CMS / CNHS** resulted in EBITDA of \$32,000 compared to budgeted EBITDA of \$4,000. The February EBITDA margin of 2.7% was favorable to a breakeven budget. The increase was primarily due to the end of personnel service contracts with lower gross margins earlier in the year.
- **APSE** net income of \$104,000 was \$37,000 unfavorable to budget and \$65,000 favorable to prior year. This was driven by lower than expected revenue of \$167,000. Lower than anticipated revenue was due to delayed kit shipments to Boeing STL.
- **CCRC** net income of \$122,000 was favorable to a budgeted net income of \$103,000. The primary driver for the positive variance was additional profitability on several construction projects that are experiencing lower than anticipated costs as they near completion.

COUNCIL OF THE CHEROKEE NATION
EXECUTIVE & FINANCE COMMITTEE REPORT

Group: Financial Resources

Month/Year of Report: March 2015

Treasurer: Lacey Horn

Phone: 207-3902

E-mail: lacey-horn@cherokee.org

- I. Budget Highlights – through February
 - a.) Financial Resources – 36% spent
 - b.) Treasurer – 28% spent
 - c.) IIM – 47% spent
 - d.) Acquisition Management – 39% spent
 - e.) Records Management – 40% spent
 - f.) Support Services – 43% spent
 - g.) Employee Performance Incentive – 24% spent
- II. Program Highlights
 - a.) Balance Scorecard Measures
 - 1. Complete FY14 Audit – 100% Complete
 - 2. Obtain Unmodified Audit Opinion – 100% complete
 - 3. No Material Weaknesses on Single Audit – 0% complete
 - 4. Obtain GFOA Award for FY13 CAFR – 100% complete
 - 5. Reports completed & submitted by due dates – 100% complete for reports due by 3/31/2015
 - b.) Accomplishments
 - 1. Completed FY 2014 Financial Audit
 - 2. Completed FY 2014 CAFR
 - c.) Upcoming Events
 - 1. FY 2014 Single Audit underway

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	\$ 8,392,918.43	90.84%
Award to non-TERO Vendor	\$ 846,475.67	9.16%
Sub-total bids with a TERO vendor participating	\$ 9,239,394.10	100.0%
Bid - no bids submitted by TERO Vendors	\$ 1,279,998.45	
October 1, 2014 through February 28, 2015		

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

Executive Director: Diane Kelley **Phone:** 453-5628 **Email:** dkelley@cherokee.org

I. Budget Highlights – Please refer to Monthly Financial Report

None

II. Program Highlights

a. Balanced Scorecard Measures

	<i>February</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.	18	59	250	23.6%
<i>Training Completions</i> – includes individuals receiving a nationally-recognized certification, credential, or degree while enrolled in one of 11 different vocational training programs.	48	224	450	49.8%
<i>Employment Completions</i> – includes individuals who completed a Work Experience or TERO OJT assignment.	30	117	300	39.0%
<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.	94	425	500	85.0%
<i>Retention</i> – includes individuals who were retained in their unsubsidized employment through assistance from a Career Services Program.	18	120	200	60.0%
<i>Job Readiness Training</i> – includes individuals who completed the Life/Employment Skills Training.	31	236	250	94.4%
<i>WorkKey Credentialing</i> – includes individuals who received a bronze, silver, gold, or platinum WorkKeys credential.	17	90	500	18.0%
<i>Job Bank</i> – includes the number of new individuals entering the TERO Job Bank.	30	172	500	34.4%
<i>Indian Owned Businesses</i> – includes the number of businesses newly certified as an Indian Owned Business.	16	64	100	64.0%

<i>Job Fairs</i> – includes the number of Job Fairs held by Career Services.	2	13	15	86.7%
<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.	6	25	50	50.0%

b. Accomplishments

1. The Day Training Program had 27 participants attain employment, 11 within Cherokee Nation, 15 outside the Cherokee Nation, and 1 with CNB/CNI.
2. Staff attended the Indian Capital Technology Center 2015 Career Fair. There were 32 Vendor Tables, 43 Total Vendors, 9 Vendor No Shows, 77 Stilwell Attendees, 12 Community Attendees, 5 combined Sallisaw and Muskogee Attendees.
3. There were two Job Fairs held for the Roland Casino. The results were:

319 Total Applicants	122 Total Applicants
102 Non-Natives	53 Non-Natives
22 Other Tribes	8 Other Tribes
195 Cherokee	61 Cherokee
4. Staff held a Job Fair for Lazy Boy with only one day's notice.
5. 18 Day Training participants were assigned to assist in the Employment Appreciation Day event.

c. Initiatives

1. Staff are preparing to assist Macy's with their application process.
2. With the resignation of Jon Overacker as Director of TERO, Jon Smith has been named interim Director of TERO.
3. Daryl Legg has accepted the opportunity to develop a tribal reentry program and moved to Director Economic Development/Reentry, replacing Jon Smith.
4. Staff are preparing for office moves.

ATTACHMENT:

TERO Status Report

Commerce Group

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

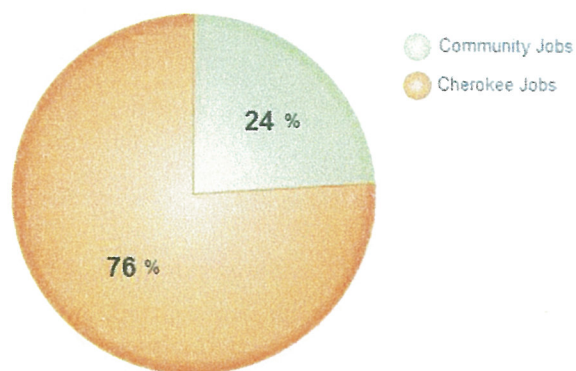
Anna Knight, Executive Director
918-453-5532
anna-knight@cherokee.org

Economic Impact

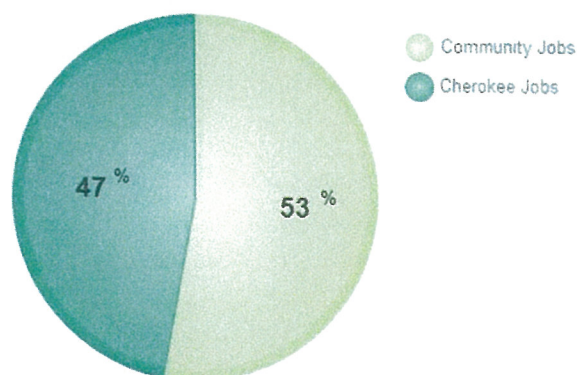
Jobs Created or Retained in Local Communities

Private sector jobs created or retained through small business lending

Community Jobs Created or Retained
Five Year Period 2010-2015 - 743 Total Jobs

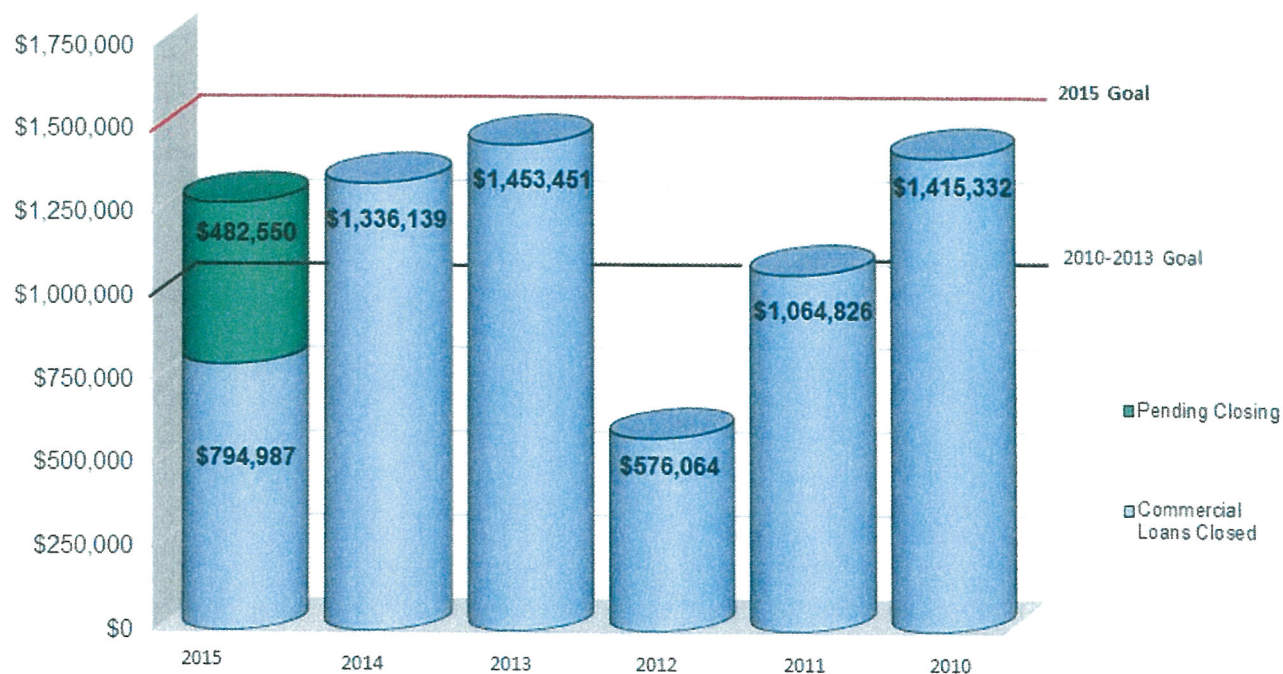


Community Jobs Created or Retained
Current Year to Date - 103 Total Jobs



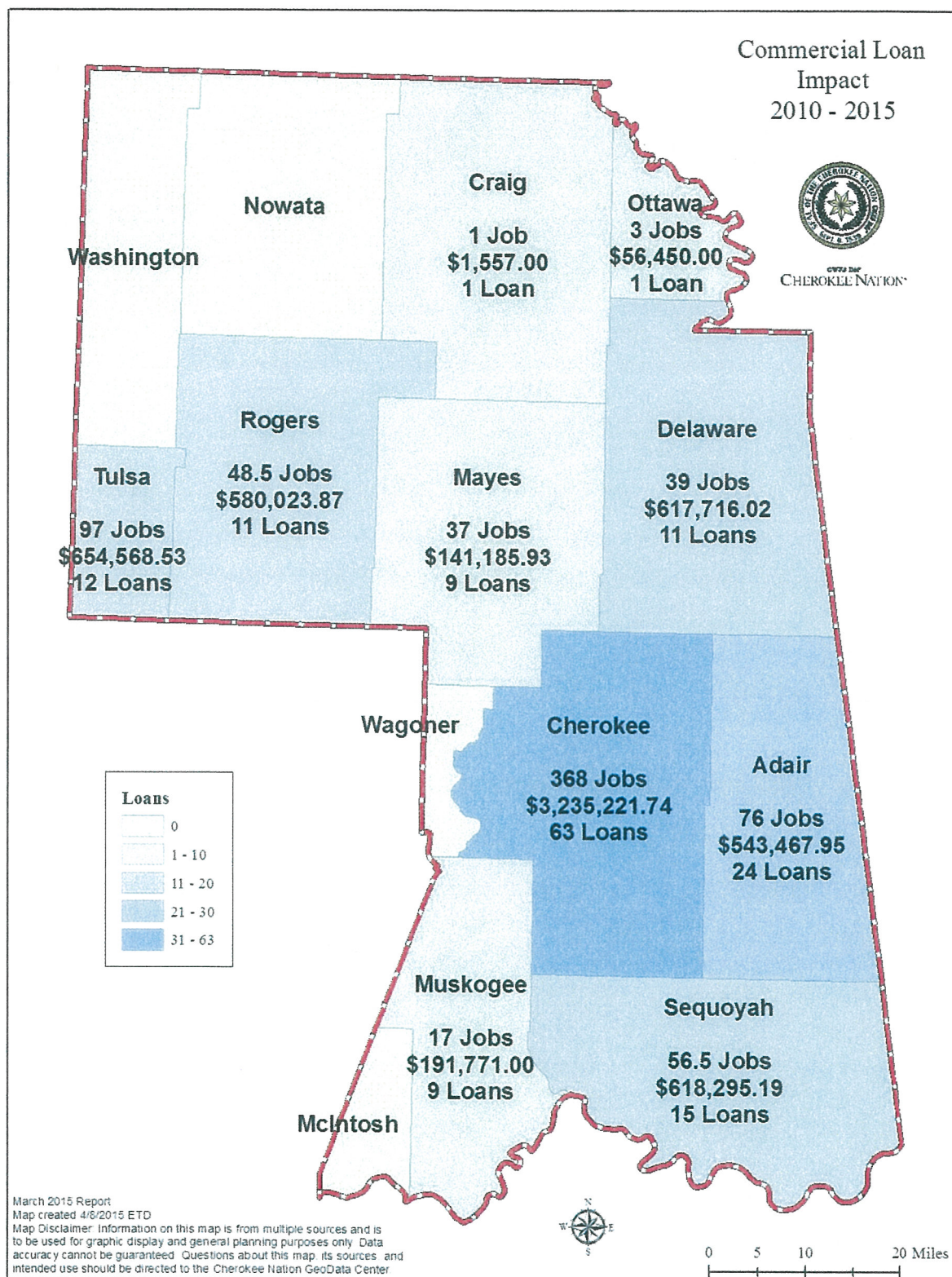
Economic Investment in Local Communities

Business loans made for startup or expanding businesses



Commercial Lending Impact, by County, 2010 through March 2015

This map will be reported by district in the next two months.



**Map will be broken in to districts on a quarterly basis

Commercial Collateral loans closed March 2015

No commercial loans were closed during the month of March. Several loans are pending final approval from the CNEDTA Board.

Available Lending Capital

▪ IRP:	\$496,663.68	▪ CDFI:	\$1,335,497.29
▪ Commercial:	\$364,843.86	▪ ICDBG:	\$435,869.12
▪ Consumer:	\$469,357.41		

*Based on Cash Flow Statements ending March 31, 2015.

Business/Entrepreneur Workshops			
Date	Location	Time	Workshop
April 21 & 28	Claremore	6:00 pm – 8:00 pm	Core Four
April 30	Tahlequah	6:00 pm – 8:00 pm	Business Financials 101
May 5, 6	Tulsa		Trading at the River(River Spirit)/Market Place
May 7	Vinita	6:00 pm – 8:00 pm	Product Packaging
May 9, 16	Vinita	9:00 am – 4:00 pm	Core Four
May 19	Tahlequah	6:00 pm – 8:00 pm	QuickBooks 101
May 21	Claremore	6:00 pm – 8:00 pm	Social Media for Businesses
June 11	Vinita	6:00 pm – 8:00 pm	How to do Business with Cherokee Nation
June 25	Muskogee	6:00 pm – 8:00 pm	Social Media for Businesses
November 19	Tulsa	10:00 am – 4:00 pm	Cherokee Nation TERO Vendor Fair

Entrepreneur Community Field Days		
Community	Address	Dates
Pryor	One American Way Building 2945 Hwy 69A	1st Tuesday Each Month
Bartlesville	Rogers State University 401 S Dewey Room 808	2nd Thursday Each Month
Sallisaw	Cherokee Nation 100 East Choctaw	3rd Tuesday Each Month
Collinsville	Cherokee Nation 109 E Main Street	3rd Thursday Each Month
Claremore	HACN 23205 S Hwy 66	4th Thursday Each Month

**Brian Wagnon is the Business Coach for field visits. Contact Brian-Wagnon@Cherokee.org and cell phone 918-506-9168

NOTEWORTHY

Year to date, over **entrepreneurial development and business workshops** have been attended by **2,850 people**; 100 percent of whom found the training useful to building the capacity of their businesses.

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

New **incubator tenant** opening in the Cort Mall, an esthetician will open her office March 1, 2015.



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

Application submitted to US Department of Treasury **CDFI Fund for a \$1 million** grant to increase our commercial lending capacity.

Partnering with Grand Gateway Economic Development Association and the Oklahoma Department of Commerce to conduct **4 Economic Development Workshops** targeting PSO communities in the **northern counties**. These workshops will include up to 18 options for rural economic develop, including retail, main street, growing local, etc. Communities interested in more in-depth, one-

on-one training will be scheduled. This model will be expanded to southern counties in the future.

Partnering with GIS to provide community economic developers with **community based economic data reports** that will including economic leakage and community sales reports. Communities will go through Commerce to access these reports and will receive training on how to use them for economic development.

NORA will be hosting a one-day summit in Pryor on **April 9** focusing on **leadership**.

Cherokee Nation Entrepreneurial Development Manager, Stephen Highers, was **elected to the Tahlequah City Council!**

Artists and Community Tourism – Economic Development

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

Cherokee Arts Center		
Registration is necessary and all classes are fee based, paid directly to artists		
Date	Time	Class
Every Thursday	6:30 pm	Silversmithing Class
Every Tuesday	6:00 pm	Silversmithing Class
Every Mon & Wed	6:00 p.m.	Shell Carving
Every Friday	6:00 pm	Life Drawing
Every Saturday	10:00 am	Basic Assemblage
Every Saturday	1:00 pm	Loom Weaving
Friday April 3 rd , 17 th , & 24 th	7:00 pm	Dip N Sip Parties
Saturday April 18	2:00 pm	Tahlequah Writers Group
Saturday April 4	2:30 pm	Brushstrokes
Friday April 10	6:00 pm	Brushstrokes
Tuesday April 14	5:30 pm	Brushstrokes
Thursday April 16	5:30 pm	Brushstrokes

Traditional Game Schedule		
Date	Community	Location
April 18	Chewey	Community Building
May 16	Oologah	Dog Iron Ranch
June 27	Briggs	W.E.B. Community Building
July 25	Sallisaw	City Park
August 22	Little Kansas	City Park
September 6	Cherokee National Holiday Tahlequah	Community Playoffs

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

NOTEWORTHY

The CN Arts Center has been working with the Oklahoma Israel Exchange as a potential market for Cherokee artists and the most recent step was an art show at the Sherwin Miller Museum of Jewish Art in Tulsa – **Ancient Ways: Modern Forms an Exploration of Parallel Experience in Native American and Jewish Cultures by Oklahoma Native Artists**. This art show featured thirteen Cherokee artists and will hopefully result in accessing the art market in Israel.

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

The Cherokee Arts Center provides teaching space and specialized equipment for artists to increase their revenues. Year to date, **538 people have attended 93 artist taught classes** and the equipment has been used 274 times by 119 artists.

Year to date, **2,766 people** have taken advantage of the **Cherokee Arts Center** this includes **1,581 visitors to the Spider Gallery**.

The Spider Gallery currently represents 83 artists.

The Gallery has participated in 9 events giving Cherokee artists exposure to over 1,000. Total Spider Gallery Sales are \$37,511.99 for year to date.

Artists have earned \$25,091.25 through Cherokee Arts Center and Spider Gallery activities. Tourism related small business and artist loans total \$363,405 year to date.

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

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

“As a Cherokee artist, I think it’s very important that our arts – ranging from cultural to contemporary – are properly supported. All great cultures are known for their arts, and Cherokee Nation is no different. Since the inception of the Cherokee Arts Center and the Spider Gallery, the Cherokee arts scene has thrived even more than before. These facilities have become the hub of Cherokee arts, and they help out Cherokee artists in many ways. I have personally benefitted from their services by participating in community outreach, demonstrations, art markets, and sales of my art in the Spider Gallery. The CAC and Spider Gallery have allowed my art to be exposed to a much larger audience than it would have been had I been left to my own devices. I fully support the CAC and Spider Gallery and I am very grateful for their existence”
– Roy Boney Jr., Locust Grove, Cherokee Painter, Drawings, Graphics

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

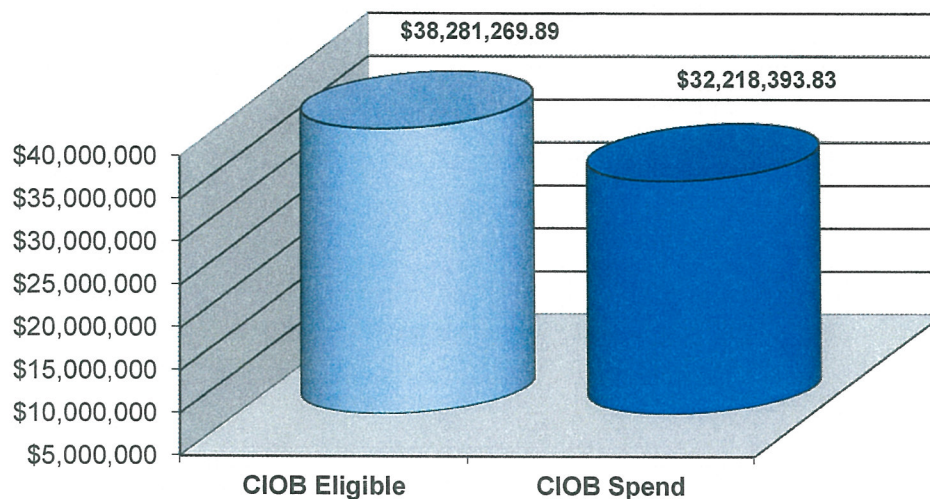
Month/Year of Report: April 2015 (Month Ending February – FY 2015)

Program Highlights

a. Balanced Scorecard Measures

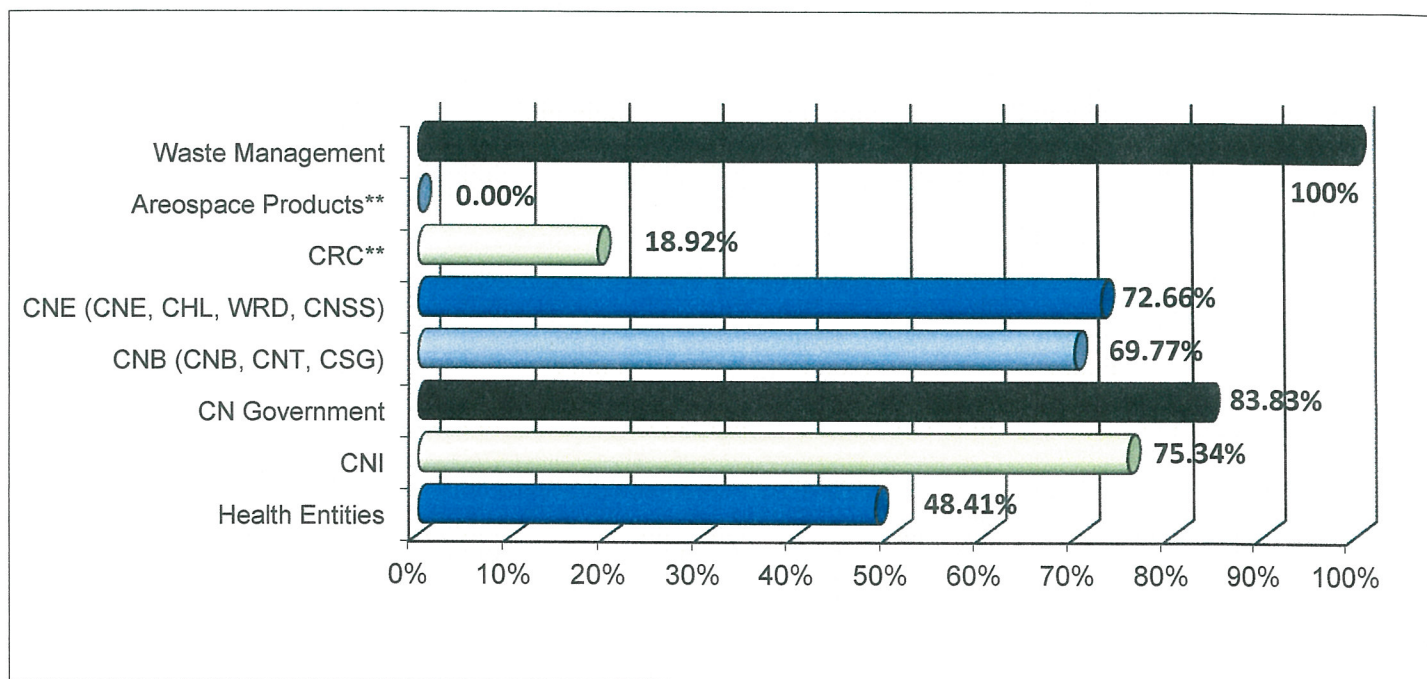
Objective	Metric	2014 Goal	Year to Date Achievement Notes/Comments
Effective Business Workshop Training	# Certified Indian-Owned Business Attendees and % indicating usefulness	300/100%	10 /100%
Increase Certified Indian-Owned Business Procurement Awards	% Certified Indian-Owned Business Procurement Awards	80%	84.6% Business Entities eligible procurement \$'s awarded to Certified Indian Owned vendors <ul style="list-style-type: none"> • CNE – 83.91% • CN Government - 90.84% • Health Entities – 100% • CNI –23.53% • Waste Management - 0%
Increase Cherokee Citizens employed	% Cherokee Citizens (verified)	Entity CNE – CNB - CN – 82.9% Health - CNI – CRC – Aerospace -	Business Entities - 75.73% <ul style="list-style-type: none"> • CNE (CNE, CHL, WRD, CNSS) 72.66% • CNB (CNB, CNT, CSG) 69.77% (does not include service contract employees) • CN Government 83.83% (does not include IPA/MOA) • Health Entities 48.41% • CNI 75.34% (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	64
Effective One on One Training for Certified Indian Owned-Businesses	# of businesses receiving assistance/% finding useful	200/95%	9 /100%
Certified Indian-Owned Business Receiving Financial Assistance	% Certified Indian-Owned Business Loans in Portfolio	85%	1.65%- based on \$'s loaned 12.50%- 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% 740 sites monitored
Effective Monitor of Bid Openings	# and % Bid Openings Attended	100%	91% - 38 out of 42
Effective Resolution of Complaints – TERO and EEOC	% Complaints Resolved	100%	TERO: 0 complaints filed; 0 resolved, 2 pending EEOC: 0 complaint filed; 0 resolved, 0 pending

84.16% of CIOB Eligible Procurement Opportunities were awarded to CIOBs



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

75.73% of Employees are registered Cherokee Nation Citizens



**Companies majority, not wholly, owned