

Cherokee Nation

Tahlequah, Oklahoma



Fiscal Year 2022

Approved Comprehensive Annual Budget

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Introduction & Overview

Executive Summary

The Comprehensive Budget of the Cherokee Nation (Nation) for the fiscal year October 1, 2021 through September 30, 2022 was submitted to Tribal Council on July 30, 2021. The Treasurer oversees the review of the Comprehensive Budget for data accuracy and completeness.

Budget Process and Timeline

The Administration and the Treasurer recognize the importance of sound fiscal planning, as well as, the technical relationship of the financial structure to achieve the Nation's organizational mission. The process began when the Treasurer issued guidance in April to direct the budget cycle process.

Before the Legislative Act (LA) is approved, the Council will review and discuss the budget at the Executive and Finance Committee's budget hearings with constituents, Administration and Executive Directors of the programs offered at the Nation. The budget hearings will begin on Tuesday, September 07, 2021. The budget must pass the budget hearings prior to advancing to the Tribal Council meeting scheduled for Monday, September 13, 2021.

The budget process will be finalized when the Tribal Council meets on Monday, September 13, 2021 to approve the proposed LA along with the Comprehensive Budget for Fiscal Year 2022 (FY22). The final vote will occur on this day. If passed at the Tribal Council meeting, then the Principal Chief has up to five days to sign or veto the LA. If the act is not signed or vetoed by the end of those five days, the act is automatically enacted.

Financial Goals and Objectives

The development, review and consideration of the FY22 Comprehensive Budget was completed with a detailed and exhaustive review of every revenue and expenditure item within the context of the Nation's mission, goals and financial policies.

The Nation is required by the Cherokee Nation Constitution to submit a balanced budget. A balanced budget is defined as, "a budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund." We are proud to publish and present each individual fund as having met the definition of a balanced budget. Additional financial conditions that were met include:

- ❖ Cash reserve fund budgeted at the 1.75% of the original operating budget to be used as a stabilization fund. This amount includes the \$5M Line of Credit as established by LA05-02 as amended by LA28-04.
- ❖ Dividends were budgeted at \$80.2M. A portion of which is set aside for contract health services for our citizens, and to fund the Cherokee Nation Sovereign Wealth Fund.
- ❖ The emergency reserve fund is budgeted at \$2.7M.
- ❖ MFT Scholarships are budgeted at \$15.1M for FY22.

Strategic Planning

The Nation strategically plans to ensure we are able to complete our mission. Our broad goals include protecting our inherent sovereignty, preserving and promoting our culture and improving the quality of life for our citizens. The Nation has authorized services during this budget cycle to address these broad goals. For example, the Principal Chief's initiatives include the Housing, Jobs and Sustainable Communities Act, the Career Readiness Act, and the Language Preservation Act that created programs for our citizens geared toward improving quality of life and preservation of the Cherokee Language. In FY21 Principal Chief Hoskin also saw the Wilma P. Mankiller/Charlie Soap Water Act, which outlined utilizing \$2M per year be spent on water and sewer improvements within the tribal reservation. The

Verna D. Thompson Early Childhood Education Act was also created and passed. This act authorized adequate spending to repair or replace all existing Cherokee Nation Head Start facilities.

Principal Chief Hoskin saw legislation passed through Tribal Council on the Housing, Jobs and Sustainable Communities Act (HJSCA) and the Language Preservation Act. With the passing of the HJSCA, \$30M was set aside to repair hundreds of homes and remodel tribal community centers. The Career Readiness Act doubled the funding for Career Tech training from \$1M to \$2M. Saving the Cherokee language was also prioritized. His administration dedicated \$16M to language preservation with the Language Preservation Act, which includes a centralized language-learning center. There are currently fewer than 2,000 fluent Cherokee speakers. The Verna D. Thompson Act authorized up to \$40M for FY22, FY23, and FY24 to be spent on repairing or replacing all Head Start facilities.

The Nation is composed of 24 departments each led by an Executive Director with assistance from various Directors, Managers, Supervisors, and Support Staff. Each department is united through a broad goal developed by the Nation's Mission Statement. One department, Community Services was renamed to Transportation and Infrastructure to better align services for FY22. There was also a new Language Department created during FY21, which combined language and cultural programs under one umbrella.

Mission Statement

The Cherokee Nation is committed to protecting our inherent sovereignty, preserving and promoting Cherokee culture, language, and values, and improving the quality of life for the next seven generations of Cherokee citizens.

Priorities and Issues

FY20 was the first full year Principal Chief Hoskin was in office. During FY20, the Housing, Jobs and Sustainable Communities Act (HJSCA) and the Language Preservation Act were passed through Tribal Council. The Principal Chief wanted to address the problem of elder housing and ensure funding would be in place to renovate homes for the elderly. The Language Preservation Act will ensure the Cherokee Language will be preserved for future generations. This Act will include funding for a language-learning center where the Cherokee Language can be taught in one facility for all citizens of any age.

One proposal, created by Chief Hoskin and passed by council is the Cherokee Nation Historic Registry Act, which would provide framework for identifying, protecting, and preserving properties of historical significance. The Registry Act will create a registry of historic sites. It enables the Cherokee Nation to target current resources for historic preservation.

During FY21, the Wilma P. Mankiller and Charlie Soap Water Act which set aside \$2M per year to improve water systems and overcome barriers or infrastructure issues in water supply systems and wastewater disposal within the reservation area. The purpose of this Act is to conduct studies on barriers to Cherokee Citizens within Cherokee Nation accessing adequate water systems, to develop expert recommendations, and to remedy such conditions and authorize additional expenditures to act on those recommendations.

Success defined by the Cherokee Nation is providing services which meet the needs of our citizens. This includes services for health, education, housing, Cherokee culture and language. In the past few years, we have opened new healthcare facilities as well as remodeled existing facilities allowing us to expand access to health care services. The hope is that we can offer even more healthcare options in more places for our citizens. In FY17, construction began on an IHS joint venture project in Tahlequah. This joint venture was for a new 469,000 square foot health care facility in Tahlequah, OK. Groundbreaking took place on February 17th, 2017. The steel for the structure of the facility was completed in FY18 with the remaining structure completed during FY 19. The new health care facility was filled gradually

throughout FY20 starting Oct 1st, 2019. The grand opening for the new facility was Nov. 14th 2019. The new facility was open and has been offering services for almost 2 years.

Notable fluctuations for FY22 budgets include Grants and Compacts revenue increased \$1.6B mainly due to the \$1.1B in new Fiscal Recovery Funds from the Department of the Treasury through the American Rescue Plan Act. In addition to that there is a \$313.1M increase from Indian Health Services to mitigate COVID both in direct care and public health. Also for FY22, there is an increase of \$116.8M in DOI PL102-477 child care funds to provide health safety and expanding child development centers. Department of Interior Self Governance funds increased \$21.0M for housing, family services, and Sequoyah High School. The Department of Health and Human Services Employment and Training funding increased by \$13.6M, Department of Transportation Roads and Infrastructure increased \$21.7M, and Housing and Urban Development increased \$22.8M for housing services.

Funds and Fund Types

The Nation records and reports all financial transactions using standards set by the Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP). Accordingly, these standards require all government entities to use individual funds that must be categorized in one of the 11 governmental accounting fund types. Each fund type and the number of individual funds operated and utilized by the Cherokee Nation for FY22 are listed below. A fund diagram is shown to enhance reader understanding of the Nation's financial configuration (see figure 1 below).

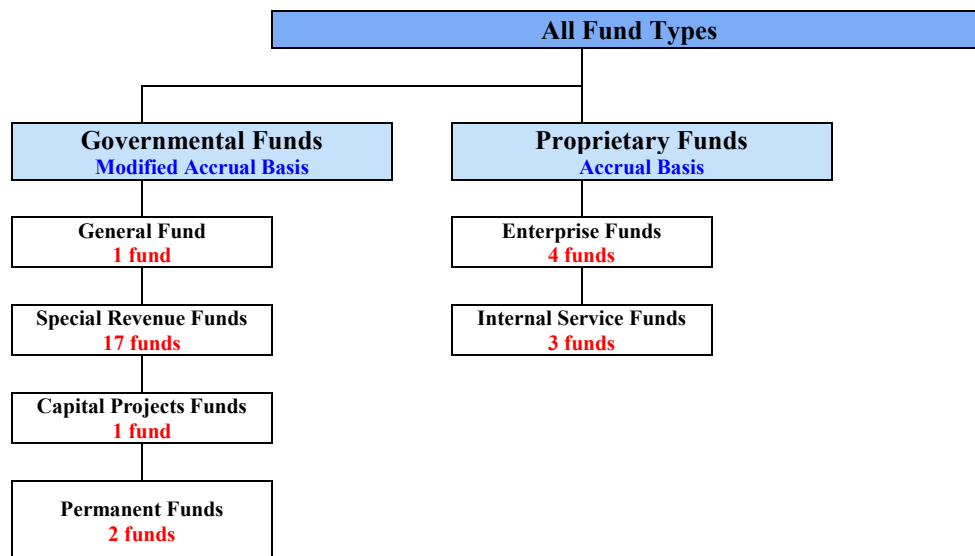


Figure 1 Fund Types

Summary of Revenues Received

Projecting the amount of revenue that will be collected from various sources is one of the most important tasks of the budget process, yet also one of the most difficult. Since revenue projections, like other forecasts of the future, are almost never 100% accurate, the overall goal is to make conservative projections of revenues that will be available. Revenues are considered and projected separately, with more time and analysis given to larger sources of revenue. For the FY22 proposed budget, the budget has no surplus available.

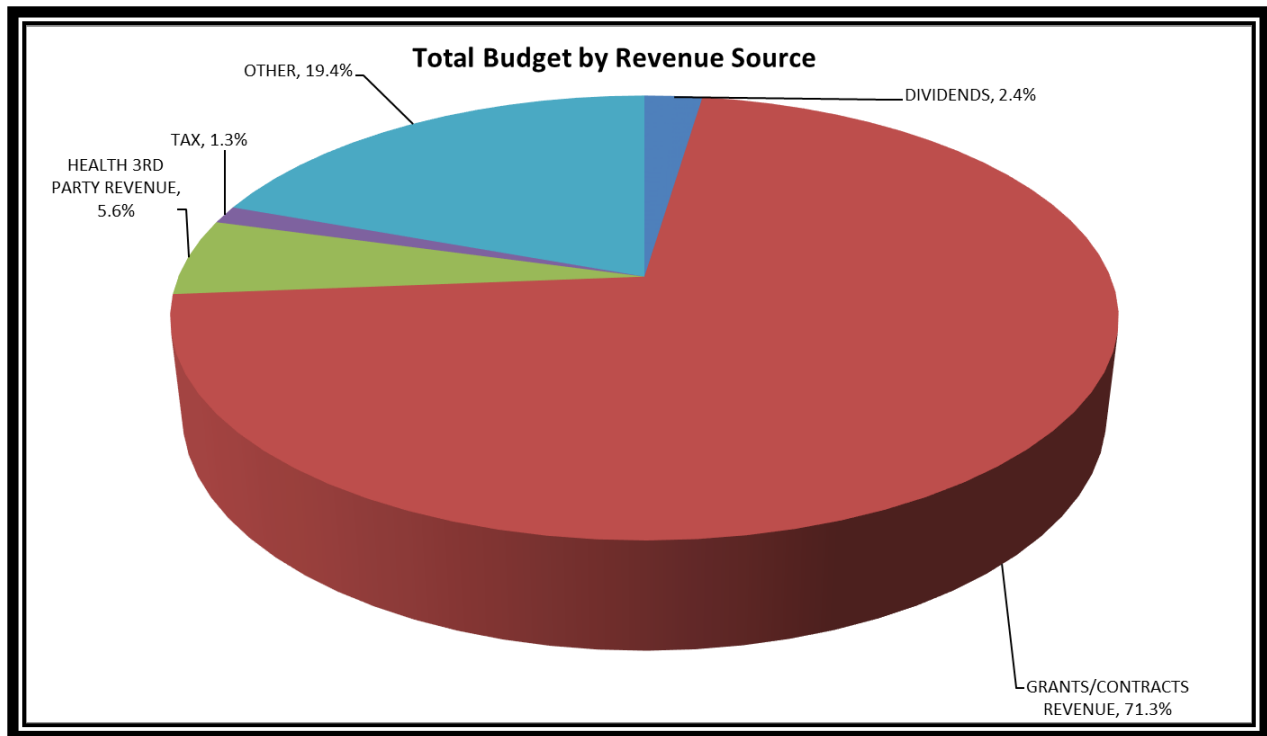


Figure 2 Total Budget by Revenue Source

As shown in the pie chart above (see figure 2) and the table below (see figure 3), Grants/Compacts, Other and Health 3rd Party revenues represent 96.3% of the budget. A brief discussion of the top three sources is also included.

Revenue Source	GENERAL FUND	SPECIAL REVENUE FUND	CAPITAL PROJECTS FUND	PERMANENT FUND	INTERNAL SERVICE FUND	ENTERPRISE FUND	GRAND TOTAL	% OF TOTAL
DIVIDENDS	\$ 80,160,884	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,160,884	2.4%
GRANTS/CONTRACTS REVENUE	-	2,429,666,589	-	-	-	-	\$ 2,429,666,589	71.3%
HEALTH 3RD PARTY REVENUE	-	189,134,543	-	-	-	-	\$ 189,134,543	5.6%
TAX	43,733,918	-	-	-	-	-	\$ 43,733,918	1.3%
OTHER	128,332,397	172,386,410	287,128,568	9,100	68,904,068	3,967,923	\$ 660,728,466	19.4%
TOTAL	\$ 252,227,199	\$ 2,791,187,542	\$ 287,128,568	\$ 9,100	\$ 68,904,068	\$ 3,967,923	\$ 3,403,424,400	100.0%

Grants/Compacts Revenues

Grants and compacts revenue is the largest source of revenue for the Nation. This is approximately 71.3% total revenues. The amount budgeted is based on either an award letter or the best information available from the granting agency. If information is not available from the agency then the budgets are prepared at no more than the FY21 funding levels. Grants and compact revenues are adjusted throughout the fiscal year as better information becomes available from the granting agency.

Grants and Compacts revenues are only deposited into the Special Revenue Fund. The funds pay for allowable grant expenditures including salaries and fringe benefits of employees, client service costs, supplies, travel and other operational costs.

Other Revenues

Other revenue is the second largest source of revenue for the Nation. Other revenues include charges for goods and services, interest, property rental, donations and contributions as well as other small categories. Other revenues are deposited into all of the funds of the Nation based on their source and intended use.

For example, some of our federally funded grants require in-kind. In-kind is included in the other revenue source for the Special Revenue Fund. Other examples include property rental revenue recorded in the General Fund, Internal Service Fund and the Enterprise Fund.

Health 3rd Party Revenues

Health 3rd party revenue is payments received from a third party payer for services performed by the health services department. Services include medical treatment at any of our nine clinics or our hospital. The Health Finance Billing Office submits claims to insurance, Medicare and Medicaid on behalf of the patients seen at our facilities.

Summary of Budgeted Expenditures/Expenses

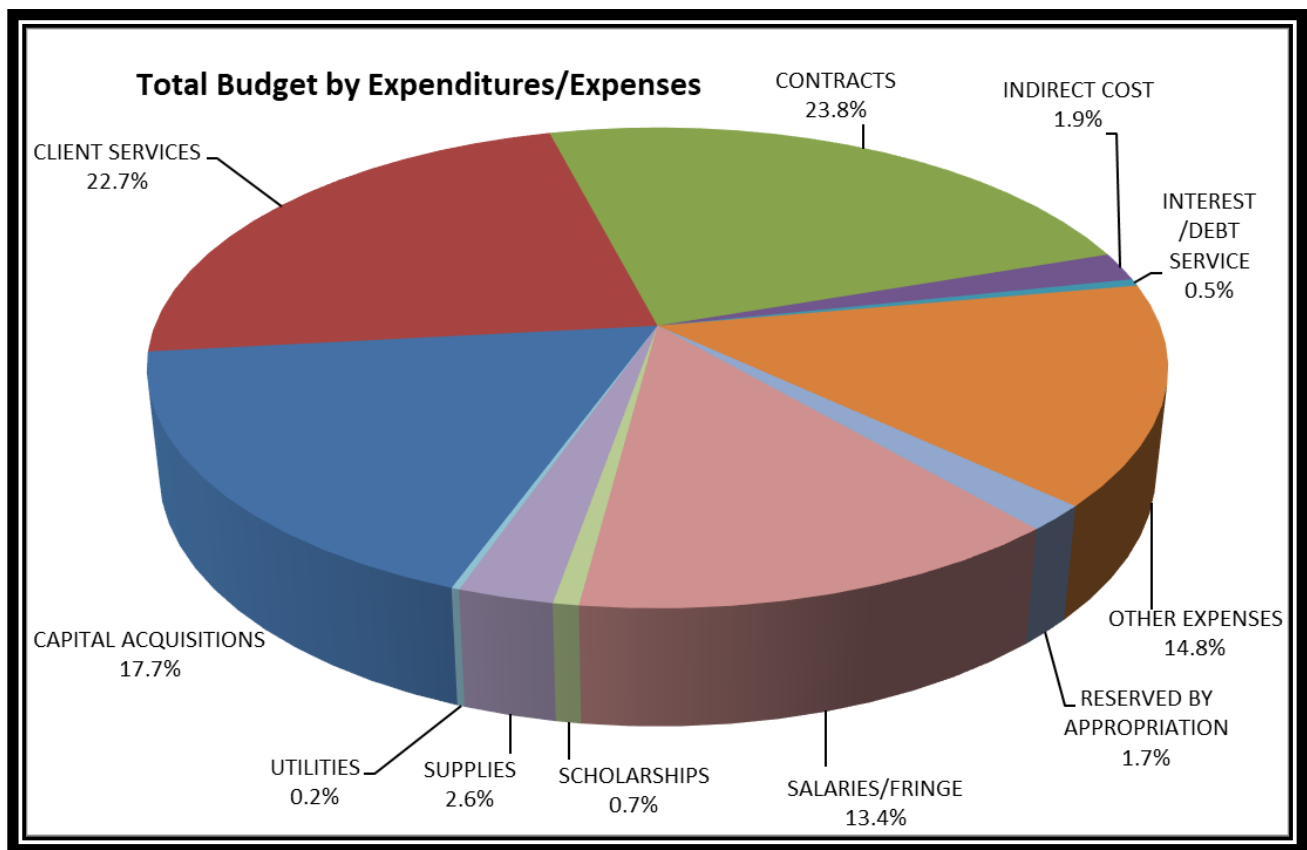


Figure 4 Total Budgeted Expenditures/Expenses

The pie chart above (see figure 4) and the table following (see figure 5 on the following page) shows total expenditures/expenses are expected to exceed \$3.4B in FY22. The expenditures/expenses are categorized in broad categories for ease of viewing in this report. Detailed information by line item can be found on the www.cherokee.org website.

Expenditures/Expenses	GENERAL FUND	SPECIAL REVENUE FUND	CAPITAL PROJECTS FUND	PERMANENT FUND	INTERNAL SERVICE FUND	ENTERPRISE FUND	GRAND TOTAL	% OF TOTAL
CAPITAL ACQUISITIONS	\$ 8,231,231	\$ 305,963,599	\$ -	\$ 2,493,864	\$ 203,000	\$ 286,312,908	\$ 603,204,602	17.7%
CLIENT SERVICES	6,034,584	765,867,381	-	-	346,075	-	\$ 772,248,040	22.7%
CONTRACTS	69,211,097	733,829,737	1,770	5,902,332	1,099,081	595,000	\$ 810,639,017	23.8%
INDIRECT COST	6,376,997	58,650,347	-	-	131,109	41,320	\$ 65,199,773	1.9%
INTEREST/DEBT SERVICE	-	16,133,334	-	-	40,951	-	\$ 16,174,285	0.5%
OTHER EXPENSES	49,930,003	435,863,852	-	16,043,503	1,488,145	-	\$ 503,325,503	14.8%
RESERVED BY APPROPRIATION	57,381,433	1,480,000	-	-	-	-	\$ 58,861,433	1.7%
SALARIES/FRINGE	36,349,219	374,991,381	-	42,875,186	628,269	-	\$ 454,844,055	13.4%
SCHOLARSHIPS	16,526,918	7,116,969	7,330	-	-	-	\$ 23,651,217	0.7%
SUPPLIES	2,032,065	84,835,783	-	903,311	24,493	179,340	\$ 87,974,992	2.6%
UTILITIES	153,652	6,455,159	-	685,872	6,800	-	\$ 7,301,483	0.2%
Grand Total	\$ 252,227,199	\$ 2,791,187,542	\$ 9,100	\$ 68,904,068	\$ 3,967,923	\$ 287,128,568	\$ 3,403,424,400	100.0%

Figure 5 Expenditures/Expenses by Category

The largest expenditure/expense for the Nation is Contracts, which account for 23.8% of the Nation's budget. The second largest category of expenditure/expense is Client Services. This category accounts for 22.7% of the Nation's budgeted expenditures/expenses. The third largest category of expenditure/expense is Capital Acquisitions at 17.7%, which includes the budgets for the construction of the new and expanded Child Development Centers.

Summary of Fund Balances/Reserves

A "fund balance" is defined as resources remaining from prior years, which are available to be budgeted and/or spent in the current year. A "reserve" is defined as a portion of total fund balance. The three most important purposes of the reserve are (1) plan for contingencies and unforeseen events, (2) maintain good standing with rating agencies/banks, and (3) ensure cash availability when revenue is unavailable.

This budget utilizes \$88.2M of fund balance in the General Fund to accomplish the objectives of the FY22 budget. These amounts are shown as "carryover" in the detail line items of this budget package. Special Revenue Fund accounts for and reports specific revenue sources that are restricted or committed to expenditures for specific purposes. The restrictions are driven by the grant from the awarding agency.

The Nation has a Cash Reserve requirement of 1.75% of the original operating budget of each fiscal year to be used as a stabilization fund established by LA05-02. This Act was amended by LA28-04 which established a \$5M line of credit as part of the 1.75% reserve. The Acts do not commit specific uses of the reserve; therefore, the fund balance is shown as unassigned in the General Fund. For the FY22 budget, the cash reserve is appropriated at \$40.4M. The Nation is in compliance with the cash reserve.

Summary of Short-Term Financial and Operational Policies

In developing the FY22 budget, the Treasurer provided these short-term financial and operational policies to guide the budget process. The objectives of this budget are to maintain service levels and currently filled positions to the greatest extent possible. With the economic downturn resulting from the COVID 19 Pandemic there was an anticipated funding shortfall and lower General Fund Revenues in FY22. The FY22 General Fund Budgets were to be prepared at the same funding levels as FY21 budgets. Indirect Cost Pool Budgets were to be budgeted flat with previous year's budgets. Internal Lease Pool and Grant Budgets were projected to remain flat or base the grant revenue level at anticipated levels. The following cost containment measures were suggested as ways for the programs to manage their budgets.

- ❖ All positions to be filled must be justified and approved by the Chief of Staff or the Secretary of State
- ❖ Only essential business travel and trainings should be allowed
- ❖ Over-time for non-exempt employees must be closely monitored
- ❖ Delay or forgo any new equipment purchases
- ❖ Review large open commitments to determine if changes in scope and/or quantity could be made

- ❖ Salaries are budgeted at the percentage of full time equivalent of 2,080 hours
- ❖ Fringe rates are based on status of position; rates vary based on benefits provided
- ❖ Indirect cost rate will be budgeted at the FY21 approved rate of 11.52%
- ❖ Space cost rates are provided for office and warehouse rates

Awards

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Nation for its Comprehensive Budget for the fiscal year beginning October 1, 2020. This award represents a significant achievement, and this is the seventh time the Nation has received this award. It also reflects the commitment of the Nation to meeting the highest principles of governmental budgeting. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

The Nation received the GFOA Certificate of Achievement for Excellence in Financial Reporting award. The FY20 Comprehensive Annual Financial Report (Annual Report) was the twentieth consecutive time the Nation has received this award. The Nation will submit the FY21 Annual Report to determine its eligibility.

The Nation also received the GFOA Popular Annual Financial Reporting Award. The FY20 Popular Annual Financial Report (PAFR) was the ninth consecutive time the Nation received this distinguished award. The Nation will submit the FY21 PAFR to determine its eligibility.

Acknowledgements

The preparation of this report could not have been accomplished without the efficient and dedicated services of the Principal Chief, the Deputy Chief, each Department, Executive Director and the entire staff of the Nation. I want to express my appreciation to them for their assistance.

I also thank the members of this Tribal Council for their interest and support in planning and conducting the financial operations of the Nation in a responsible and progressive manner.

Wado,

Janees M. Taylor
Treasurer

Transmittal Letter



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Office of the Chief

Chuck Hoskin Jr.
Principal Chief

Bryan Warner
Deputy Principal Chief

July 30, 2021

Dear Tribal Councilors:

It is with great pride that I present to you the Principal Chief's proposed operating and capital budgets for Fiscal Year 2022 (FY22). All departments are to be recognized for their efforts in its preparation, with the Financial Resources Budget Office commended for its compilation and review. FY22 budgets are being presented with a comparison to the original FY21 Approved Comprehensive Budget; therefore, the FY21 budget column does not include any budget modifications approved during FY21. Included in this packet for your review, please find a comprehensive budget summary by funding source, with attached breakouts of both the operating and the capital budget. These summary reports will enable you to review the entire FY22 budget quickly and easily, as your busy schedules allow. To support the summary, you will be provided USB drives that contain the following documents:

- Comprehensive budget summary report
- Lawson combined budget reports
- Comprehensive budgeted uses by funding source pivot table
- Comprehensive payroll worksheet
- Detail narratives, budgets and payroll worksheets
- Schedule of contributions and donations
- Schedules of depreciation expense, debt service, capital acquisitions and cash adjustments

If you have any questions, please do not hesitate to contact me.

Sincerely,

Tralynna Sherrill Scott
Treasurer

Enclosures

Figure 6 Transmittal Letter to Tribal Council

The transmittal letter (shown in figure 6 on the previous page) is submitted along with the Comprehensive budget package to the Tribal Council (Council). This process allows Council time to review the proposed budget prior to the scheduled budget hearings. At the budget hearings, the Treasurer will present in further detail the major changes, issues and priorities of the Nation.

Strategic Goals and Strategies

The Nation strategically plans to ensure we are able to carry out our mission. Our broad goals include protecting our inherent sovereignty, preserving and promoting our culture and improving the quality of life for our citizens. The Nation has increased services during this budget cycle to address these broad goals. For example, the Principal Chief's priorities, as discussed later, include promoting "Community, Family, Culture" for our citizens through programs geared toward improving education and quality of life.

The Cherokee Nation is broken down into smaller structured committees and council advisors to focus more on each area of operations. These committees are able to closely monitor and evaluate different aspects of the Nation to be better prepared to handle any situation that arises. These committees take care of each program to ensure that it remains on track to complete the overall goal of the Nation. Each committee meets at least once a month to talk about what is going on with each program to assess what needs to happen to continue to meet the needs of Cherokee citizens and the Nation.

Two-thirds of the Nation's programs are funded by grant revenue from various sources. The majority of the grants have specific terms on how, when and where the grant revenue will be spent. There are committees and programs within the Nation that are responsible for applying for grants, and letting the grant source know how it will be used. There is a Grant Services Department that coordinates these processes.

The Grant Services Department takes into consideration the nature of the grant and how it will serve the Cherokee citizens. The goal of the Nation is to create a better environment for its current citizens and for the next seven generations. The Grant Services Department makes sure that the grant being applied for does help foster such an environment. Through education, health initiatives, and better housing each future generation will have a better chance at healthier, longer, more successful lives.

Short Term Factors and Budget Guidelines

The Cherokee Nation recognizes the importance of sound financial planning, as well as, the technical relationship of the financial structure to achieving the Nation's organizational mission. In developing the budget for FY22, departments were guided by the following financial and operational policies.

The objectives of these budget guidelines are to maintain service levels and currently filled positions to the greatest extent possible. Service levels have risen slightly over the originally budgeted FY21 as there is an increase in Grant Revenue for FY22. Some new programs were awarded at the end of FY21 and are fully funded for FY22. Some of these new programs have also allowed the Nation to increase the full time equivalent (FTE) count for FY22.

The operational budgets for General Fund and Internal Service Fund should be submitted based on FY21 funding levels, recurring costs only, as approved in the Original Comprehensive Budget for FY21. Due to the economic downturn brought about by the COVID 19 Pandemic, General Fund and Indirect Cost Pool budgets were asked to be submitted flat with FY21 levels. Any one-time funding (non-recurring) received for projects in FY21 and prior should not be submitted as part of the operating budget. For grants and compacts, the revenue levels for FY22 are widely unknown at this time. The FY22 budgets should be based on either an award letter or the best information available from the granting agency. Absent any specific guidance from the agency, budgets should be prepared at no more than the FY21

funding level. Programs should ensure that budgets submitted include all travel, training and capital acquisition costs for grants and compacts as provided for within those awards.

Budget assumptions and directions to be used in preparation of the FY22 budget were provided as follows:

- **Salary increases** - The payroll worksheet has been updated to include all position descriptions as available through the HR system on March 24, 2021 for use in preparation of the FY22 budget request. The FY20 Comprehensive Budget, executed October 1st 2019, instituted an increased minimum wage for employees employed by the Nation to be paid no less than \$11.00 per hour. A calculation line is included in the payroll worksheet for the total impact of a potential 3% increase in salaries as it applies to the merit process. When completing the payroll worksheet, list current employees with a code of “E” for existing. You should list all vacant (budgeted in FY20, but unfilled at this time) positions with a code of “V” for vacant. The employee code “N” should only be used for positions that are being requested for the first time in FY22 OR for any requests made but not approved in FY21. Any new employee requests are subject to additional requests for justification and/or rationalization.
- **Christmas Bonus** - The estimated payout of each Christmas bonus should be budgeted on the employee’s home Accounting Unit (AU). The estimated amount for regular full time (FT) is \$1,000 and regular part time (PT) is \$500. This amount should be absorbed into each existing budget.
- **Fringe Rates** - The fringe rates being used to prepare the FY22 budgets have been updated. The fringe rates for Regular PT/ ACA, Temporary FT/ACA, Temporary PT/ACA, and Contract PT/ACA which may be used for eligible employees who work an average of thirty or more hours per week and may be eligible for medical insurance as determined. The rates are as follows (see figure 7 below):

<u>Series/Status</u>	<u>Fringe %</u>
Regular Full Time (FT)	32.4%
Regular Part Time (PT)	12.3%
Regular Part Time (PT)/ACA	31.3%
Temporary FT or PT	8.0%
Temporary FT/ACA or PT/ACA	27.0%
Contract PT/ACA	31.3%
Tribal Council/Supreme Court	24.6%

Figure 7 Fringe Status and Rates

- **Anticipated Turnover** - Adjustments for anticipated turnover should be documented on the budget form by using an additional line, not by adjusting the annual hours or the percentage of hours to be charged to each AU. Anticipated turnover is limited to use only by programs currently approved to use the adjustment by the Budget Office.

The line for anticipated turnover has been added to the bottom of each payroll worksheet. If your AU requires the use of anticipated turnover, you will need to adjust the percentage of turnover in the cells for that line item. The formula has been provided along with a comment box explaining

what needs to change. If your program does not need anticipated turnover or is not approved for use, no changes will be required to that line item.

- **Indirect Cost Rate** – Since the indirect cost rate (IDC) for the current year has not yet been approved, the IDC rate to be used for the FY22 Comprehensive Budget is 11.52%.
- **Space Cost Rate** – FY21 rates are to be used for the FY22 budgets. Office rates for Stilwell, Oklahoma are \$8.92 per square foot. Office rates for Tahlequah, Oklahoma are \$16.05 per square foot and warehouse rates are \$8.54 per square foot.

Budget Presentation

This is the Cherokee Nation 2022 Budget Presentation for the Principal Chief's proposed budget. FY22's budget consists of 24 Departments. Departments include Tribal Government, Service Departments, Resource Departments and Boards and Commissions (see figure 8 below). These departments directly oversee the operations of the Nation and each Executive Director has varying numbers of funding sources and programs to oversee.

1. Office of the Principal Chief	13. Human Services
2. Tribal Council	14. Government Resources
3. Tribal Courts	15. Marshal Service
4. Other Commissions/Boards	17. Gaming Commission
5. Office of the Attorney General	18. Information Technology
6. Education Services	19. Career Services
7. Health Services	20. HACN
8. Financial Resources	23. Tax Commission
9. Transportation & Infrastructure	24. Election Commission
10. Human Resources	25. Cherokee Publications
11. Management Resources	27. Secretary of Natural Resources
12. Commerce Services	28. Language

Figure 8 Departments Listing

Now we will look at the Proposed Comprehensive Budget in the chart on the following page (see figure 9). The Proposed Comprehensive Budget consists of an Operating budget of \$2.98B and a Capital budget of \$418.5M, the two budgets combined create a total Comprehensive Budget amount of \$3.4B.

PROPOSED COMPREHENSIVE BUDGET

OPERATING = \$2.98B CAPITAL = \$418.5M

COMPREHENSIVE BUDGET								
FOR FISCAL YEAR 2022								
August 3, 2021								
Funding Source	Revenues	Transfers In	Total	Direct Exp.	Indir. Exp.	Transfers Out	Total	NET
Tribally Funded Funding Source	179,807,480	5,025,718	184,833,198	159,782,958	5,649,750	19,400,490	184,833,198	-
Motor Fuels Tax Funding Srce	11,309,014	19,348,346	30,657,360	21,082,013	72,347	9,503,000	30,657,360	-
Motor Vehicle Tax Funding Srce	35,237,192	1,499,449	36,736,641	34,851,214	654,900	1,230,527	36,736,641	-
Permanent Fund Funding Source	9,100	-	9,100	9,100	-	-	9,100	-
DOI General Funding Source	16,725,546	-	16,725,546	15,617,460	1,108,086	-	16,725,546	-
DOI Self Gov Funding Source	36,639,429	79,600	36,719,029	34,983,086	1,725,943	10,000	36,719,029	-
DOI Self Gov Roads Funding Src	3,357,804	-	3,357,804	3,322,499	32,305	3,000	3,357,804	-
Dept of Transportation Fnd Src	97,616,429	-	97,616,429	97,274,815	241,614	100,000	97,616,429	-
DOI PL102-477 Funding Source	212,363,929	-	212,363,929	173,451,011	2,412,738	36,500,180	212,363,929	-
IHS Self Gov Health Funding Sr	869,811,425	-	869,811,425	643,527,636	38,783,789	187,500,000	869,811,425	-
IHS Self Gov TEH Funding Src	19,187,582	-	19,187,582	18,908,690	278,892	-	19,187,582	-
IHS Self Gov Offic Funding Src	386,587	-	386,587	350,877	35,710	-	386,587	-
IHS Discretionary Funding Srce	100,500	-	100,500	75,000	-	25,500	100,500	-
DHHS General Funding Source	73,538,500	678,560	74,217,060	69,440,902	4,776,158	-	74,217,060	-
USDA Funding Source	26,796,479	336,703	27,133,182	26,279,538	853,644	-	27,133,182	-
Dept of Education Funding Srce	867,273	82,222	949,495	883,233	51,262	15,000	949,495	-
HUD Funding Source	59,633,377	300,000	59,933,377	58,011,486	421,891	1,500,000	59,933,377	-
Housing Proceeds Funding Src	-	-	-	-	-	-	-	-
EPA Funding Source	2,241,547	-	2,241,547	2,030,396	211,151	-	2,241,547	-
Dept of Labor Funding Source	12,489,847	-	12,489,847	11,564,460	925,387	-	12,489,847	-
Department of Treasury Fund Sr	1,339,077,514	-	1,339,077,514	1,157,683,972	6,143,542	175,250,000	1,339,077,514	-
Federal Other Funding Source	14,571,590	146,335	14,717,925	14,013,179	573,596	131,150	14,717,925	-
State of Oklahoma Funding Srce	775,563	-	775,563	738,954	36,609	-	775,563	-
Private Funding Source	3,098,201	-	3,098,201	3,065,037	33,164	-	3,098,201	-
Indirect Cost Pool Funding Src	63,429,345	4,500	63,433,845	63,433,845	-	-	63,433,845	-
Fringe Pool Funding Source	-	-	-	-	-	-	-	-
Internal Lease Pool Funding Sr	5,470,223	-	5,470,223	5,470,223	-	-	5,470,223	-
Enterprise Funding Source	2,436,773	1,531,150	3,967,923	3,836,814	131,109	-	3,967,923	-
Other Funding Source	268,000	17,000	285,000	280,134	4,866	-	285,000	-
Debt Service Funding Source	-	-	-	-	-	-	-	-
Capital Projects Funding Sourc	60,009,304	227,119,264	287,128,568	287,087,248	41,320	-	287,128,568	-
Total	3,147,255,553	256,168,847	3,403,424,400	2,907,055,780	65,199,773	431,168,847	3,403,424,400	-

Figure 9 Proposed Comprehensive Budget before Budget Hearings FY22

After the financial review was completed, it was reviewed by Chief and Administration. After final adjustments and compilation, the budget was submitted to Tribal Council on July 30th. Now, there were some changes from FY21 to FY22. For FY22 there are a couple items to note:

- ❖ Although this budget is being submitted as the largest ever presented, it should be noted that it is due to one time, restricted CARES Act, Financial Recovery Fund and COVID 19 related funding and not an increase in discretionary revenue.
- ❖ The new Durbin Feeling Language Center should be up and running in FY22, as there was a delay in all construction in FY21 due to COVID. Mr. Feeling's lifelong commitment to saving the Cherokee language will live on for many generations to come through our new language department.
- ❖ The Cash Reserve Fund increased \$25.3M to be in full compliance with LA05-02 and all subsequent amendments for a total reserve of \$40.4M.

- ❖ Scholarships through Motor Fuels Tax is in full compliance with LA03-12 and all subsequent amendments for a scholarship budget of \$15.1M.

Now, I will take you through the Revenue Assumptions. The 10 year tables you will see are consistent with those you have seen in prior years. This table (see figure 10 below) gives an overview of the General Fund. The orange line reflects budgeted sources, and includes tribally funded sources of revenue, including business dividends and tax revenue. The blue line reflects budgeted uses, and the red line is the net effect. In this proposed budget, the budget nets to zero.

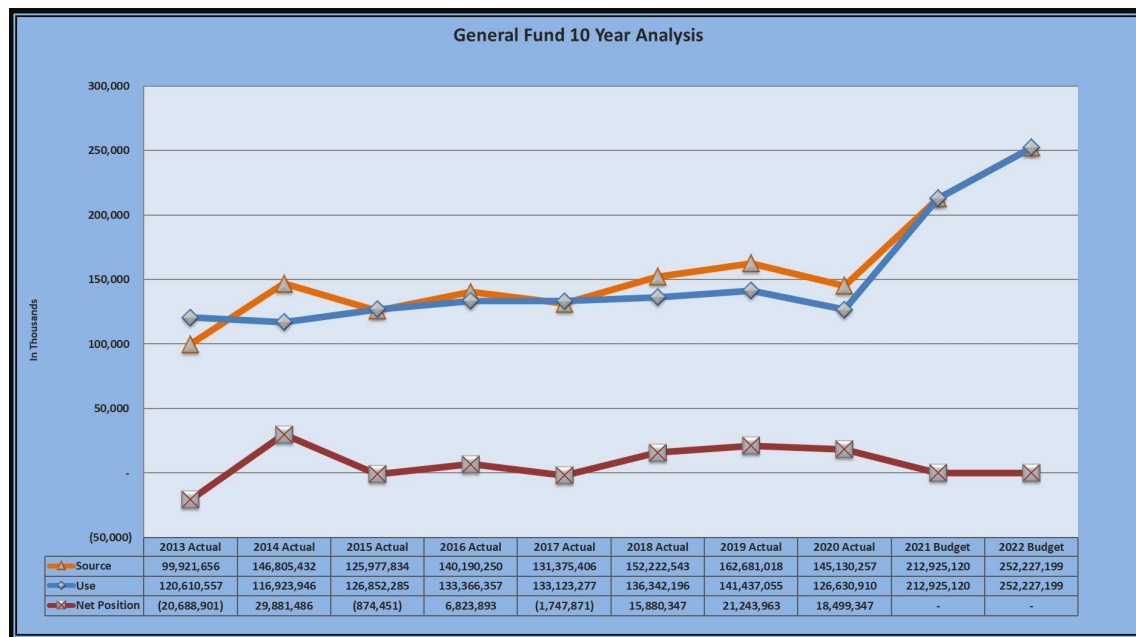
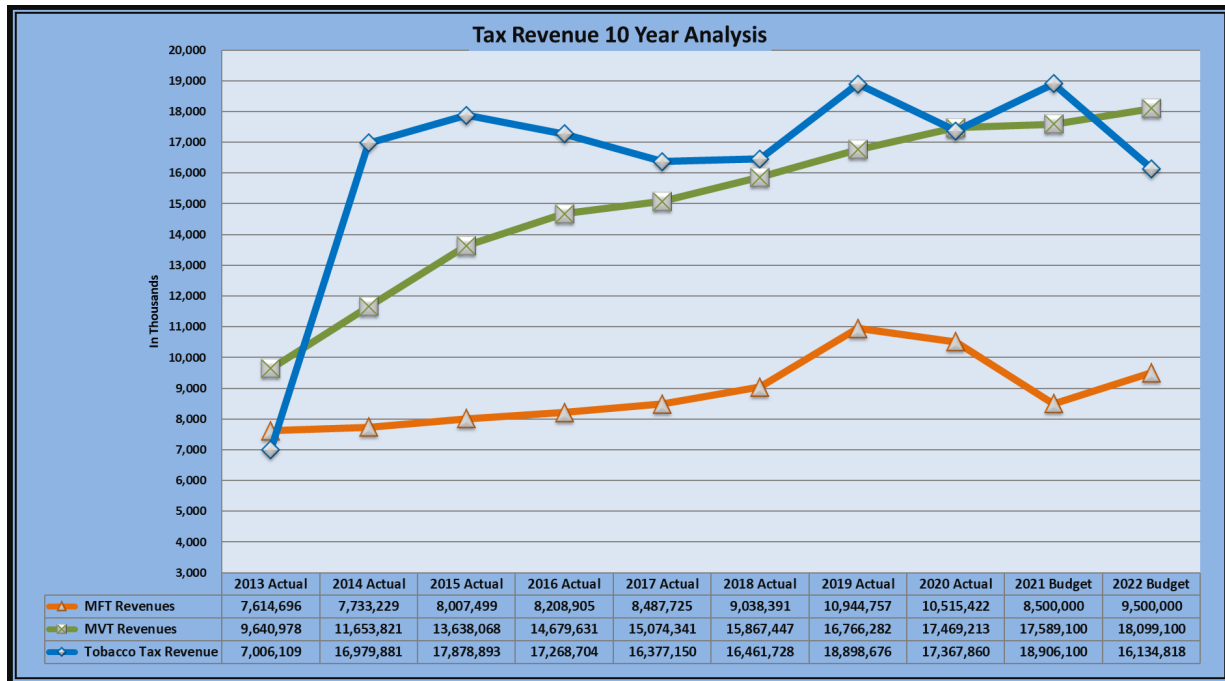


Figure 10 General Fund 10 Year Analysis

Tax Revenue includes Motor Fuels Tax, Tobacco/Other Tax and Motor Vehicle Taxes (see figure 11 on the following page). Tax Revenue estimates for FY22, being conservative, are expecting to be a slight increase over FY21. Estimates for FY22 include \$9.5M in Motor Fuels, \$18.1M in Motor Vehicle Taxes, and \$16.1M in Tobacco/Other Taxes. The FY19 budget was impacted by the rebate from the state being reduced from 55% to 50%. This impact is combined with the new State of Oklahoma cigarette tax law that took effect on July 1st 2018 increasing the tax on cigarettes \$1.50 per pack decreasing profit margins and potential sales.



The next table (see figure 12 below) gives a trend analysis for Dividends. Dividend Revenue estimates for FY22 are at a slight increase with FY21. As such, the dividend estimate for FY22 is \$80.2M.

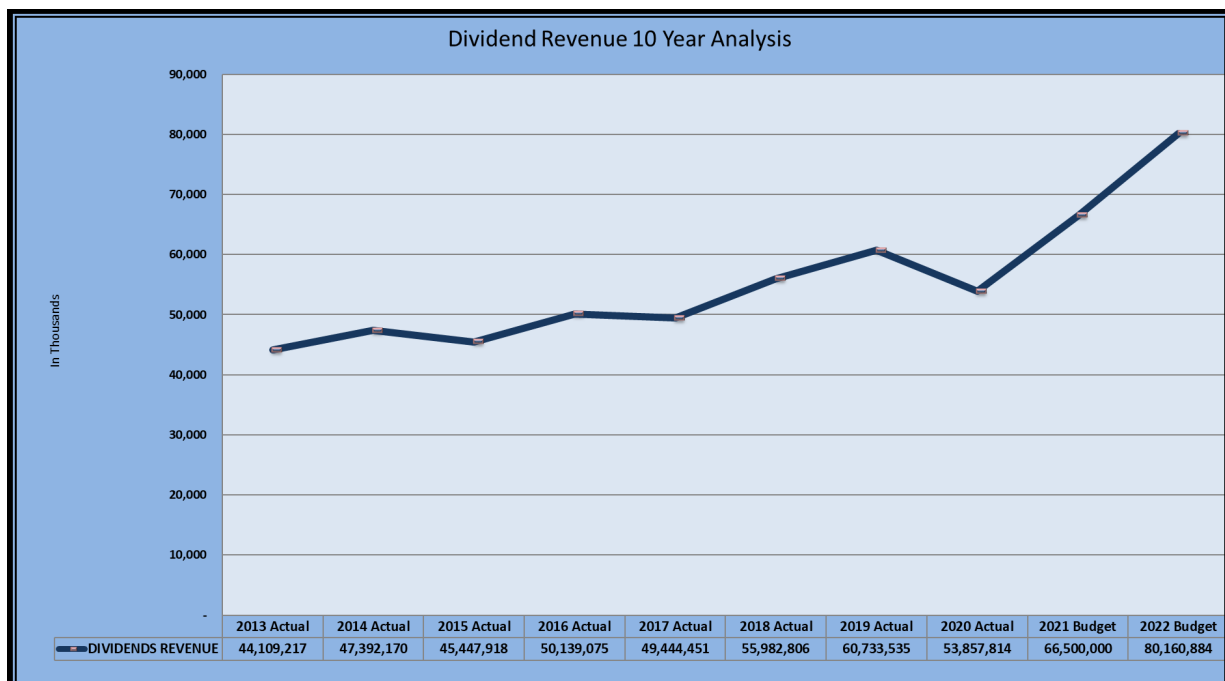


Figure 12 Dividend Revenue 10 Year Analysis

This next table shows the trends in Grants/Compacts and Tribal Revenues (see figure 13 below). Tribal Revenue, the orange line below, shows a \$260.5M increase part of which is due to the \$200.3M increase in capital budgets for expansions and improvements. Grants and Compacts Revenue, the blue line, shows an increase of \$1.6B. \$1.1B of the increase is restricted funds from the Department of the Treasury through the Fiscal Recovery Fund. In addition to that, there is a \$313.1M increase from Indian Health Services (IHS) to mitigate COVID both in direct care and public health. There is a \$116.8M increase in Department of the Interior (DOI) PL102-477 Child Care Funds and \$13.6M increase to Department of Health and Human Services employment & training. Department of Transportation Roads shows a \$21.7M increase for infrastructure. A \$22.8M increase to Housing and Urban Development for housing services and \$21.0M increase in Department of the Interior Self-Governance for housing, family services and Sequoyah High School. There is a \$4.1M increase in Department Of Labor for employment and disaster recovery.

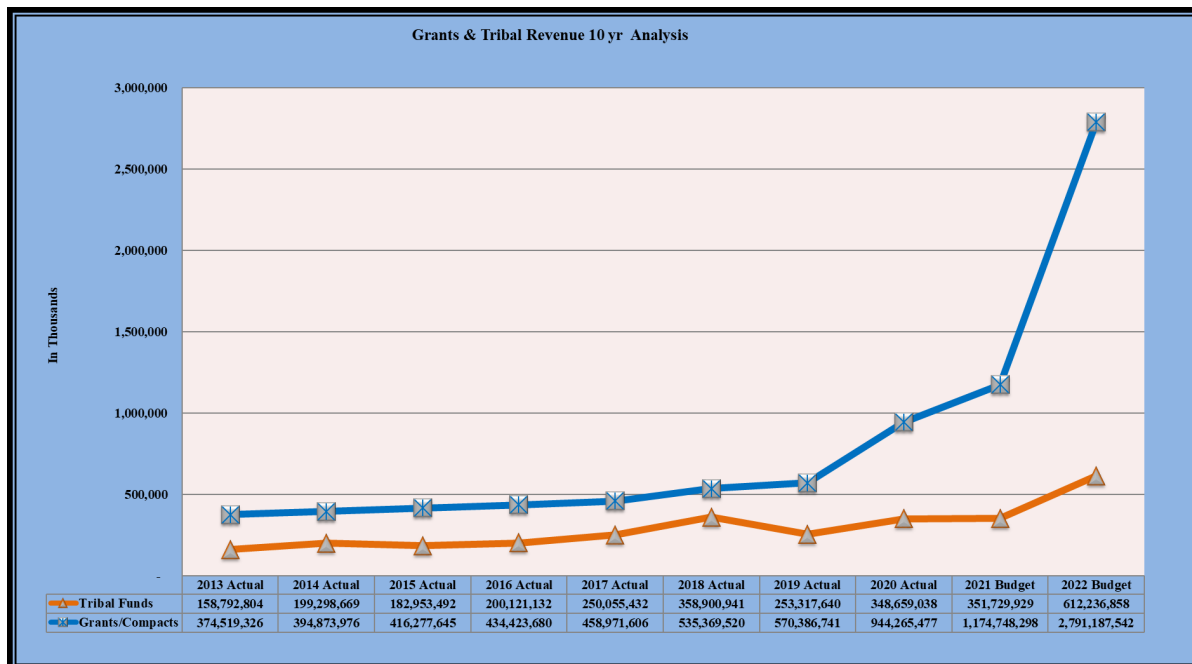
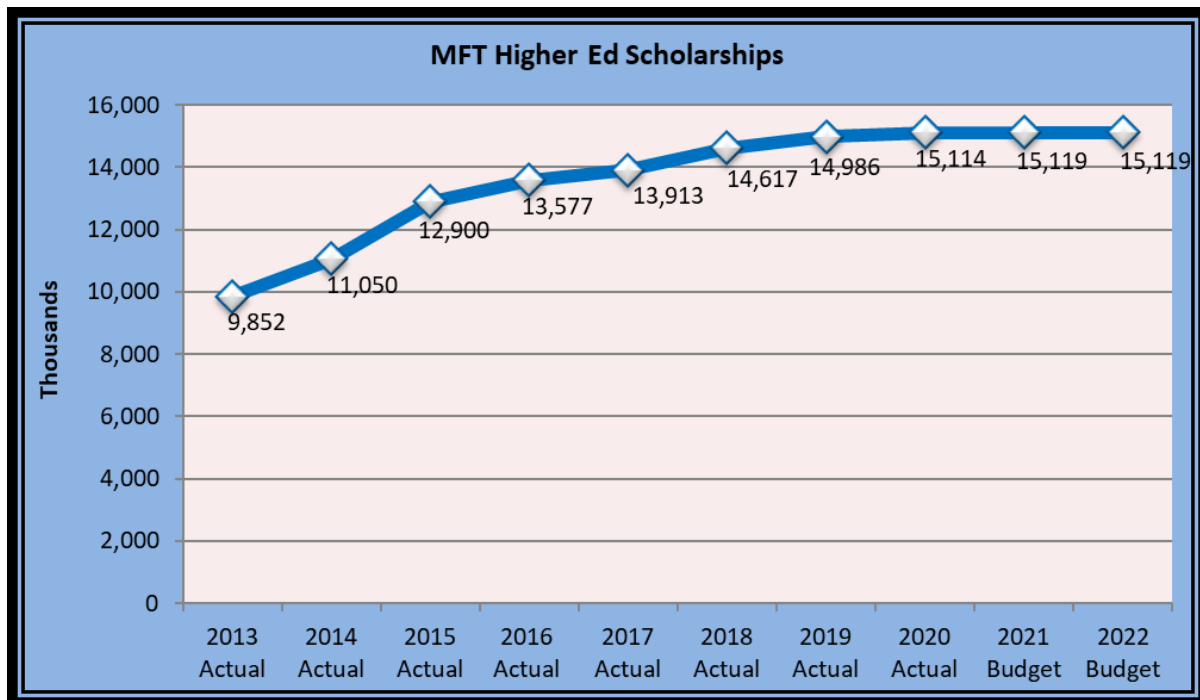


Figure 13 Grants and Tribal Revenues 10 Year Analysis

Scholarships will continue to be a priority in FY22. The scholarships proposed budget will increase in FY22. We will be focusing on fulfilling the requirements of Legislative Act 03-12B. The purpose of this Act was to increase the amount of scholarships available to Cherokee students of \$2K per semester, up to \$4K per academic year, inside the higher education scholarship boundary map and Pell eligible students that are At-Large. \$15.1M is budgeted to fund eligible students with tuition in higher education. The following table (see figure 14 on the following page) provides a depiction of funding for Scholarships over the last 10 years.



The Cash Reserve account is budgeted at full legal compliance of LA05-02 and all subsequent amendments. The proposed budget increased over FY21 for a total of \$40.4M (see figure 15 below).

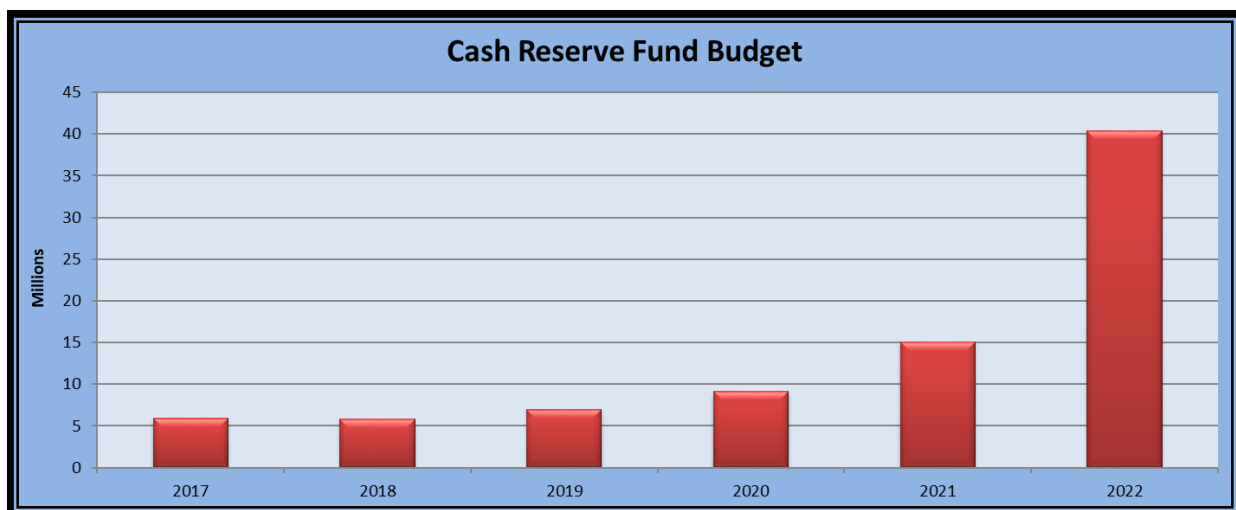
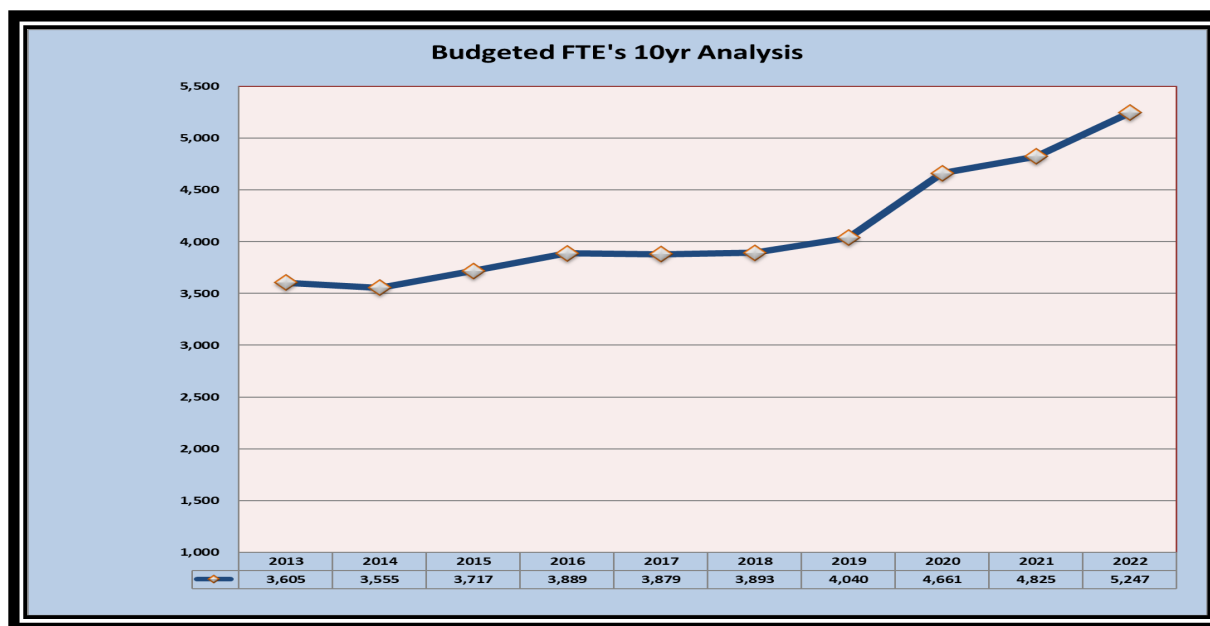


Figure 15 Cash Reserve Fund

Next, let's look at some employment figures for the FY22 budget proposal. Here in the next table (see figure 16 on the following page), you see a 10 year trend analysis of FTE or Full Time Equivalent counts. FY22's budget includes 5,247 FTEs. This is an increase of 422 positions over prior year. The majority of the positions were related to Health Services.



About the Nation

The Cherokee Nation is the largest federally recognized government of the Cherokee people and is one of the largest federally recognized tribes in the United States. The Nation has sovereign reservation status granted by treaty and law. The Nation is located within the 14 counties of northeastern Oklahoma with the boundary running northerly and southeasterly from Tulsa, Oklahoma to the Kansas and Arkansas state borders. The Nation's reservation - which consists of 6,950 square miles including all of six counties and portions of eight other counties - was established following the historical boundaries of the Cherokee Nation after the Treaty of 1866.

The Cherokee Constitution was amended by the Constitutional Convention in 1999 and ratified by a vote of the Cherokee citizens in 2003. This Constitution defines the distribution and separation of powers among the three branches of government. The three branches and their respective powers include the following:

Executive Branch

The executive power is vested in the Principal Chief, currently Chuck Hoskin Jr effective August 14th, 2019. Deputy Chief Bryan Warner was elected and serves as of August 14th, 2019. The Principal Chief is responsible for the execution of the laws of the Cherokee Nation, establishment of tribal policy and delegation of authority, as is necessary for the administrative functions of the Cherokee Nation. The Principal Chief maintains an office at the W. W. Keeler Tribal Complex in Tahlequah (Cherokee County), Oklahoma. The Deputy Chief is empowered to act as directed by the Principal Chief.

The Executive Branch of the Nation is organized with the Principal Chief and the Deputy Principal Chief serving as the final authorities of the administrative operations of the Nation. The Constitution provides for a three member Cabinet: the Treasurer, the Secretary of State and the Secretary of Natural Resources. The Treasurer, Janees M. Taylor (who took office in August 2021, replacing Tralynna Sherrill Scott), provides oversight and direction for the Nation on all financial matters, including annual budgets, investment of funds, and financial reporting in conformance with Generally Accepted Accounting Principles (GAAP). The Secretary of State, currently Tina Glory Jordan, is responsible for a variety of governmental functions including but not limited to the certification of petitions, referring amendments of

the constitution to the people, and receipt of petitions, orders for initiatives, and oaths of office. The Secretary of Natural Resources, currently Chad Harsha, advises the Principal Chief on natural resource issues and works to advance the Nation's top environmental strategic priorities. The Chief of Staff, appointed by Chief Hoskin, is Todd Enlow. The Secretary of Veteran Affairs, currently S. Joe Crittenden acts as primary advisor to the Chief on all veteran-related issues affecting the Nation and its tribal veterans. For FY21, Chief Hoskin created the position of Secretary of Language, currently vacant at this time.

The Constitution also created an office of Attorney General and an office of Marshal. The Attorney General and Marshal are appointed by the Principal Chief and confirmed by the Tribal Council for a term of five (5) years. The terms of the Attorney General and Marshal shall not be concurrent. The Attorney General, currently Sara Hill, represents the Cherokee Nation in all criminal cases in the courts of the Nation, and in all civil actions wherein the Cherokee Nation is named as a party and shall have such other duties as prescribed by law. The Marshal, currently Shannon Buhl, provides law enforcement within the reservation of the Cherokee Nation. The Marshal's duties and authority are prescribed by law.

The staff of the Principal Chief includes the Executive Directors of the respective departments who provide oversight and general direction. The major service departments of the Nation are the following: Career Services, Commerce Services, Transportation & Infrastructure, Education Services, Health Services, and Human Services. Resource departments provide support for the Nation's service departments, as follows: Financial Resources, Human Resources, Government Resources, Information Technology and Management Resources.

Legislative Branch

The Legislature consists of seventeen (17) Tribal Council members, who are citizens of the Cherokee Nation. The Tribal Council is elected to four-year terms from the fifteen districts of the Cherokee Nation and two at-large members who represent citizens living outside the reservation area. The Council elects a Speaker, currently Mike Shambaugh and a Deputy Speaker, currently Victoria Vazquez. The role of the Tribal Council is to adopt legislation and to conduct other business in the best interest of the Cherokee people.

Judicial Branch

The Judicial Branch consists of the Supreme Court and the Cherokee Nation District Court. Supreme Court Justices are appointed by the Principal Chief and confirmed by the Tribal Council. The Chief Justice currently is Lee W. Paden. The primary responsibility of the Supreme Court is to hear and resolve any disagreements arising under the provisions of the Constitution or any enactment of the Tribal Council. The District Court system hears all cases brought before it under jurisdiction of the Cherokee Nation Code Annotated, Title 20, Courts and Procedure.

Tribal Officials

Cherokee Nation Tribal Officials EXECUTIVE BRANCH

Chuck Hoskin Jr
Principal Chief

Bryan Warner
Deputy Principal Chief

Legislative Branch

Mike Shambaugh
Speaker
District 9

Victoria Vazquez
Deputy Speaker
District 11

Rex Jordan
District 1

Candessa Tehee
District 2

Wes Nofire
District 3

Mike Dobbins
District 4

E.O. "Junior" Smith
District 5

Daryl Legg
District 6

Joshua Sam
District 7

Shawn Crittenden
District 8

Melvina Shotpouch
District 10

Dora Patzkowski
District 12

Joe Deere
District 13

Keith Austin
District 14

Danny Callison
District 15

Julia Coates
At Large

Johnny Kidwell
At Large

Judicial Branch

Supreme Court

Lee W. Paden
Chief Justice

Shawna Baker
Justice

John C. Garrett
Justice

Rex Earl Starr
Justice

Mark L. Dobbins
Justice

District Court

T. Luke Barteaux
Judge

Nathan E. Barnard
Judge

Amy E. Page
Judge

Figure 17 Tribal Officials

Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Cherokee Nation

Oklahoma

For the Fiscal Year Beginning

October 01, 2020

A handwritten signature in black ink that reads "Christopher P. Morill". The signature is written in a cursive style with a large, prominent 'C' at the beginning.

Executive Director

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Cherokee Nation for its annual budget for the fiscal year beginning October 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan,

and as a communications device. This was the seventh year that the Nation has achieved this prestigious award.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Priorities & Issues

On August 14, 2019, Principal Chief Chuck Hoskin Jr. was sworn in for a first term as Principal Chief of the Cherokee Nation (Nation). Principal Chief Hoskin's priorities for the Nation include:

- ❖ Preserving the Cherokee language
- ❖ Preserving the Cherokee culture with an emphasis on keeping Cherokee families together
- ❖ Improving water system and wastewater disposal within the Cherokee Nation 14 counties
- ❖ Repair or replace existing Cherokee Nation Head Start facilities

Budget Overview

The Nation's annual budget for FY22 is comprised of the Operating and the Capital budgets. The total budget authority for FY22 is \$3,403,424,400. The Operating budget is \$ 2,984,896,989 and the Capital budget is \$ 418,527,411. The Approved Comprehensive Budget is shown below (see figure 18).

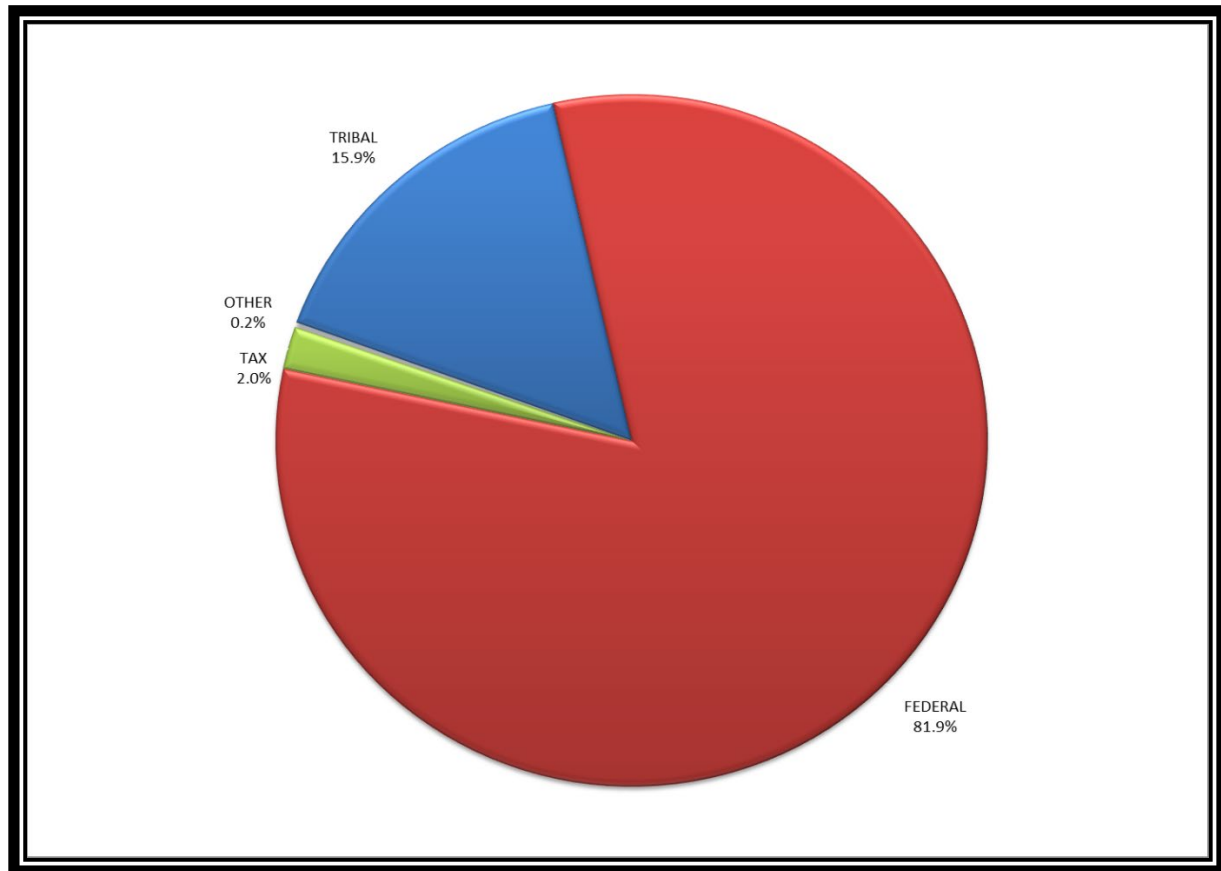
Approved Comprehensive Budget

Operating = \$2.98B Capital = \$418.5M

COMPREHENSIVE BUDGET								
FOR FISCAL YEAR 2022								
August 3, 2021								
Funding Source	Revenues	Transfers In	Total	Direct Exp.	Indir. Exp.	Transfers Out	Total	NET
Tribally Funded Funding Source	179,807,480	5,025,718	184,833,198	159,782,958	5,649,750	19,400,490	184,833,198	-
Motor Fuels Tax Funding Srce	11,309,014	19,348,346	30,657,360	21,082,013	72,347	9,503,000	30,657,360	-
Motor Vehicle Tax Funding Srce	35,237,192	1,499,449	36,736,641	34,851,214	654,900	1,230,527	36,736,641	-
Permanent Fund Funding Source	9,100	-	9,100	9,100	-	-	9,100	-
DOI General Funding Source	16,725,546	-	16,725,546	15,617,460	1,108,086	-	16,725,546	-
DOI Self Gov Funding Source	36,639,429	79,600	36,719,029	34,983,086	1,725,943	10,000	36,719,029	-
DOI Self Gov Roads Funding Src	3,357,804	-	3,357,804	3,322,499	32,305	3,000	3,357,804	-
Dept of Transportation Fnd Src	97,616,429	-	97,616,429	97,274,815	241,614	100,000	97,616,429	-
DOI PL102-477 Funding Source	212,363,929	-	212,363,929	173,451,011	2,412,738	36,500,180	212,363,929	-
IHS Self Gov Health Funding Sr	869,811,425	-	869,811,425	643,527,636	38,783,789	187,500,000	869,811,425	-
IHS Self Gov TEH Funding Src	19,187,582	-	19,187,582	18,908,690	278,892	-	19,187,582	-
IHS Self Gov Offic Funding Src	386,587	-	386,587	350,877	35,710	-	386,587	-
IHS Discretionary Funding Srce	100,500	-	100,500	75,000	-	25,500	100,500	-
DHHS General Funding Source	73,538,500	678,560	74,217,060	69,440,902	4,776,158	-	74,217,060	-
USDA Funding Source	26,796,479	336,703	27,133,182	26,279,538	853,644	-	27,133,182	-
Dept of Education Funding Srce	867,273	82,222	949,495	883,233	51,262	15,000	949,495	-
HUD Funding Source	59,633,377	300,000	59,933,377	58,011,486	421,891	1,500,000	59,933,377	-
Housing Proceeds Funding Src	-	-	-	-	-	-	-	-
EPA Funding Source	2,241,547	-	2,241,547	2,030,396	211,151	-	2,241,547	-
Dept of Labor Funding Source	12,489,847	-	12,489,847	11,564,460	925,387	-	12,489,847	-
Department of Treasury Fund Sr	1,339,077,514	-	1,339,077,514	1,157,683,972	6,143,542	175,250,000	1,339,077,514	-
Federal Other Funding Source	14,571,590	146,335	14,717,925	14,013,179	573,596	131,150	14,717,925	-
State of Oklahoma Funding Srce	775,563	-	775,563	738,954	36,609	-	775,563	-
Private Funding Source	3,098,201	-	3,098,201	3,065,037	33,164	-	3,098,201	-
Indirect Cost Pool Funding Src	63,429,345	4,500	63,433,845	63,433,845	-	-	63,433,845	-
Fringe Pool Funding Source	-	-	-	-	-	-	-	-
Internal Lease Pool Funding Sr	5,470,223	-	5,470,223	5,470,223	-	-	5,470,223	-
Enterprise Funding Source	2,436,773	1,531,150	3,967,923	3,836,814	131,109	-	3,967,923	-
Other Funding Source	268,000	17,000	285,000	280,134	4,866	-	285,000	-
Debt Service Funding Source	-	-	-	-	-	-	-	-
Capital Projects Funding Sourc	60,009,304	227,119,264	287,128,568	287,087,248	41,320	-	287,128,568	-
Total	3,147,255,553	256,168,847	3,403,424,400	2,907,055,780	65,199,773	431,168,847	3,403,424,400	-

Figure 18 Approved Comprehensive Budget for FY22

The beginning FY22 Budget for the Cherokee Nation is 81.9% federally funded. The following chart (see figure 19 below) shows the types of revenue by Fund Type. Fund Type is classified as Federal, Tribal, Tax and Other.



The largest federally funded program for the FY22 budget is Department of the Treasury at 39.3%. The Funding Sources, Micro chart (see figure 20 on the following page) shows each source of funding in detail.

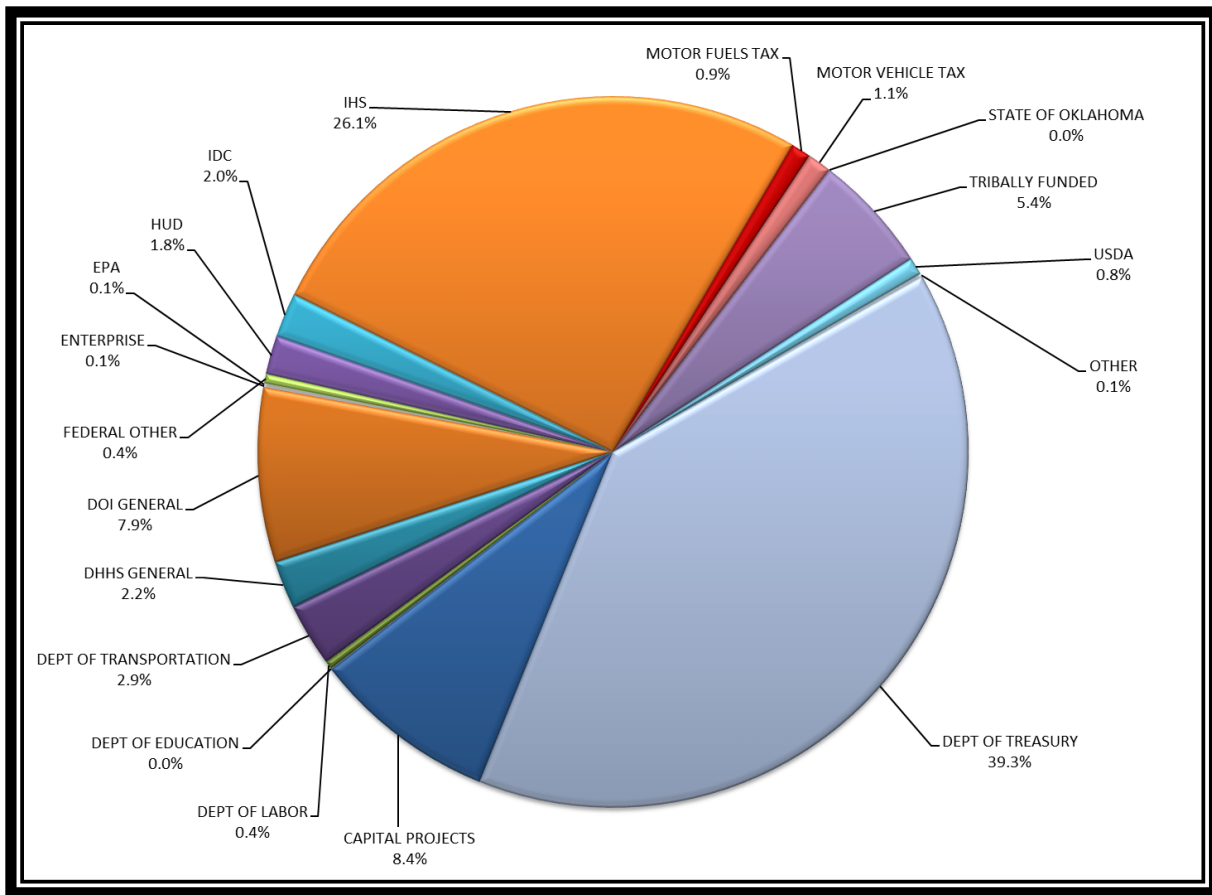


Figure 20 Funding Sources, Micro

As a Tribal Government, the Nation potentially faces many issues that could have an impact on this budget. Potential issues include, but are not limited to:

- ❖ Reduced federal funding from agencies pending outcome of Appropriations acts
- ❖ Lower than expected dividend amounts
- ❖ Rising costs for health insurance and other benefits
- ❖ Employee changes such as payroll increases or turnover
- ❖ Rising number of participants due to a declining economic environment in the area

Funding for the Nation's budgets are either grant or discretionary. When a department receives a grant, they then submit a budget to the Financial Resources Department. Discretionary funded budgets are discretionary funds like the General Fund. Discretionary funds are also considered appropriated funds by the Nation. Appropriated funds for the Nation are those that are set aside for specific uses as determined and approved by Tribal Officials. The Nation prioritizes discretionary funds to meet the needs of citizens. Once a month, the Budgets Department, which is part of the Financial Resources Department, submits these budgets with a proposed Legislative Act to Administration (Executive Branch) for their review. Once approved, the budgets are then submitted to the monthly Executive and Finance Committee Meeting. After approval, the Legislative Act for the budgets is submitted to the monthly Tribal Council Meeting. Once approved by the Legislative Branch, the Executive Branch signs the Legislative Act, the

Budgets Department posts the budgets to our financial system and the department can spend the funds for the purpose for which they are intended.

Financial Structure, Policy and Process

Organizational Chart of the Cherokee Nation

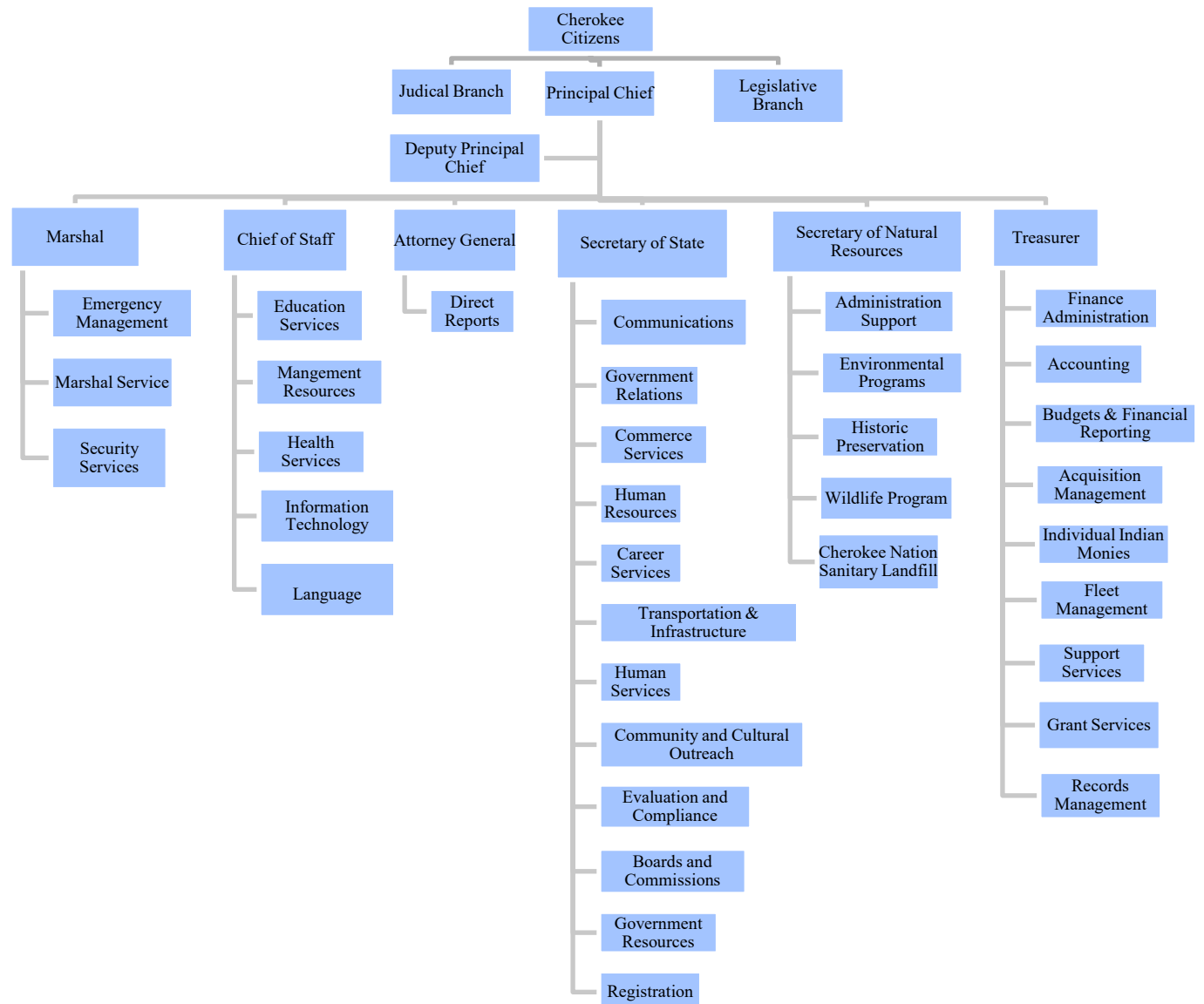


Figure 21 Organization Chart

The organization chart shown above (see figure 21) is a visual depiction of the distribution of work within the Cherokee Nation. It is also meant as a tool to help enhance our working relationship with Cherokee citizens, and to create clear channels of communications in order to accomplish our goals and objectives.

The following table, (see figure 22 on the following page), shows the Nation's budgeted FTEs by funding source. Of the FTEs budgeted, 2,739 or 51.6% of the 5,247 employees are funded through the Indian Health Service funding source.

FTE by Funding Source	
Funding Source	Budgeted 2022 FTE'S
DEPT OF EDUCATION	6
DEPT OF LABOR	115
DEPT OF TRANSPORTATION	24
DHHS GENERAL	565
DOI GENERAL	128
DOI PL 102-477	210
DOI SELF GOVERNANCE	120
DOI SELF GOVERNANCE ROADS	-
ENTERPRISE	10
EPA	13
FEDERAL OTHER	29
HUD	43
IHS SELF GOVERNANCE HEALTH	2,708
IHS SELF GOVERNANCE OFFICE	3
IHS SELF GOVERNANCE TEH	28
INDIRECT COST POOL	478
INTERNAL LEASE POOL	61
MOTOR FUELS TAX	4
MOTOR VEHICLE TAX	77
PRIVATE	0
STATE OF OKLAHOMA	9
TRIBALLY FUNDED	487
USDA	130
Grand Total	5,247

Figure 22 Full Time Equivalents

Fund Descriptions & Fund Structure

The accounts of the Nation are organized on the basis of funds, each of which is considered to be an independent fiscal and accounting entity. The operations of each fund are accounted for within separate sets of self-balancing accounts, which comprise its assets, liabilities, fund balance/net position, revenues, expenditures/expenses, and transfers. The General Fund is always a major governmental fund. Other major funds are determined as funds whose revenues, expenditures/expenses, assets or liabilities are at least ten percent of the totals for all governmental or enterprise funds and at least five percent of the aggregate amount for all governmental and enterprise funds for the same item or funds designated as major at the discretion of the Nation. Funds not classified as a major fund are aggregated and presented in a single column in the fund financial statements.

The Cherokee Nation records and reports all financial transactions using standards set by the Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP). Accordingly, these standards require all government entities to use individual funds that must be categorized in one of the 11 governmental accounting fund types. Each fund type and the number of

individual funds operated and utilized by the Cherokee Nation for FY21 are listed below. A fund diagram is shown to enhance reader understanding of the Nation’s financial configuration (see figure 23 below).

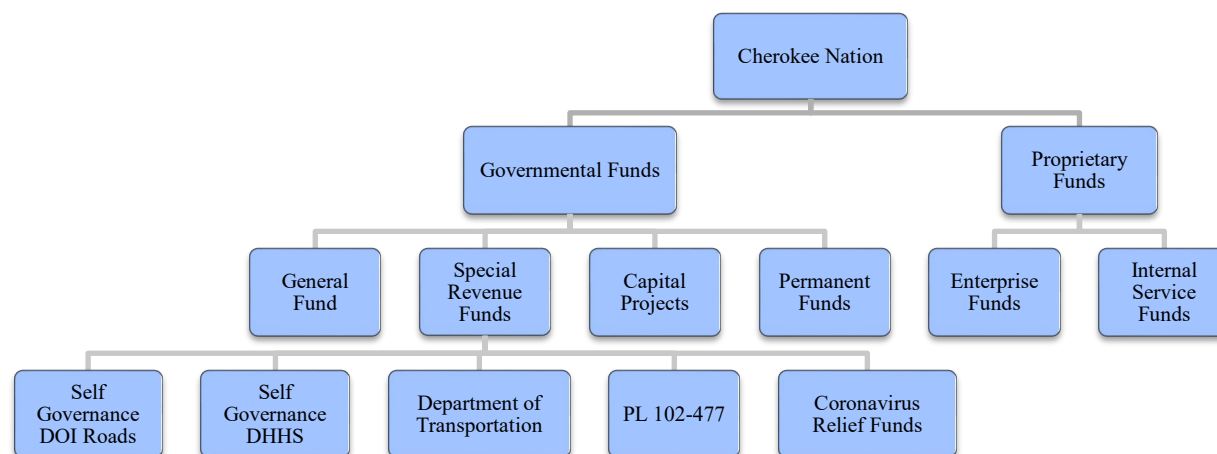


Figure 23 Major Types of Funds

The Nation uses the following funds, grouped by fund type:

Governmental Funds

Governmental funds are those through which most governmental functions of the Nation are financed. The acquisition, use and balances of the Nation’s expendable financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds.

General Fund

The General Fund represents the operating activities of the tribal government. All financial resources not accounted for in other funds are reported in the General Fund. The General Fund is considered to be a major fund.

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of government grants or other specific revenue sources that are restricted by legislative act or administrative action to finance particular functions or activities of the Nation. These funds are appropriated by either the government or grantor. The following are the Nation’s major Special Revenue Funds:

- ❖ Self-Governance-DOI-Roads was established to account for funds received from the Department of the Interior (DOI) to expand the Nation’s transportation activities such as planning, designing, constructing, and maintaining transportation facilities. Roads constructed with DOI funds are not capitalized by the Nation as they are transferred to other governmental agencies upon completion. These expenditures are generally presented as community service expenditures in the accompanying financial schedules.
- ❖ Public Law 102-477 (PL 102-477) was enacted to facilitate the ability of Indian tribes to integrate the employment, training and related services from federal sources in order to improve the effectiveness of those services and reduce unemployment. Funding for this program comes from the Department of the Interior, the Department of Labor, the Department of Education and the Department of Health and Human Services. The law, as amended in 2017, authorizes Tribal governments to consolidate programs from 12 Federal agencies that concern employment and training into a single plan which is approved by the Secretary of the Interior. These expenditures

are generally presented as either education services or human services expenditures in the accompanying financial statements.

- ❖ Self-Governance-DHHS was established to account for funds received under the Nation's Self Governance (SG) compact with the United States Department of Health and Human Services (DHHS). These funds are used to administer a number of programs under Indian Health Services (IHS) relating to health and human services including the operation of the Cherokee Nation W.W. Hastings Hospital in Tahlequah, Oklahoma and nine clinics located in various communities throughout the Nation's reservation boundaries. These expenditures are generally presented as health and community services expenditures in the accompanying financial schedules.
- ❖ Department of Transportation was established to account for funds received from the Federal Highway Administration (FHWA), for and on behalf of the United States Department of Transportation (DOT), for use in the planning, designing, constructing and maintaining of highways, roads, bridges or transit facility programs. Roads constructed with DOT funds are not capitalized by the Nation as they are transferred to other governmental agencies upon completion. These expenditures are generally presented as community services expenditures in the accompanying financial schedules.
- ❖ Coronavirus Relief Fund was established to account for federal funds received from the Department of the Treasury as part of the Coronavirus Aid, Relief, and Economic Security Act (Public Law 116-136) passed and signed into law by the President on March 27, 2020 to respond to the COVID-19 (i.e., coronavirus disease 2019) outbreak and its impact on the economy, public health, state and local governments, individuals, and businesses. These expenditures are presented as tribal government, health services, education services, human services and community services expenditures in the accompanying financial statements.

Capital Projects Funds

Capital Projects Funds are used to report resources that are used for major capital acquisition and construction separately from ongoing operational activities.

Permanent Funds

Permanent funds are used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes supporting the Nation's programs. The Nation's Permanent Funds contain two endowments, which allow the expenditure of income for tuition and educational purposes, with the principal being unavailable for disbursement.

Proprietary Funds

Proprietary funds are used to account for the Nation's ongoing operations and activities which are similar to those often found in the private sector where the intent is that costs of providing goods and services be recovered through user charges. The proprietary funds maintained by the Nation are enterprise funds and internal service funds.

Enterprise funds are proprietary funds that are used to report activities for which a fee is charged to external users. The Nation accounts for its Tsa-La-Gi Apartments, Landfill Operations, and Economic Development Trust Authority (EDTA) activities in these funds.

Internal service funds are used to report activities which provide goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis. The Nation includes services such as internal leases, fringe pool, and indirect cost pool in these funds.

Departmental/Fund Relationship

The following matrix (see figure 24 on the following page) shows the department/fund relationship within the Nation. The departments are presented in rows and the funds in columns. Non-major funds are shown in aggregate for presentation purposes.

Department	Governmental Funds						Proprietary Funds	
	General Fund (Major)	Self Governance DOI Roads (Major)	Self Governance DHHS (Major)	Department of Transportation (Major)	Hud (Major)	Non Major Governmental Funds	Enterprise Fund	Internal Service Fund
Office of the Principal Chief	X		X			X		X
Tribal Council	X							X
Supreme Court	X							
Other Boards and Commissions						X		
Office of the Attorney General	X					X		X
Education Services	X					X		X
Health Services	X		X			X		X
Financial Resources	X		X		X	X		X
Transportation & Infrastructure	X	X	X	X	X	X		X
Human Resources			X			X		X
Management Resources	X					X		X
Commerce Services	X				X	X	X	X
Human Services	X				X	X		X
Government Resources	X		X		X	X		X
Marshal Service	X					X		X
Gaming Commission	X							
Information Technology			X			X		X
Career Services	X				X	X		X
HACN	X				X	X	X	
Tax Commission	X							
Election Commission	X							
Cherokee Publications	X							X
Secretary of Natural Resources	X		X	X	X	X	X	X
Language	X					X		X

Figure 24 Departments and Funds Relationship

Basis of Accounting

The accrual basis of accounting is used throughout the government-wide financial statements; conversely, the financial statements of the General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Funds and Permanent Funds have been prepared in accordance with the modified accrual basis of accounting, whereby revenues are recognized when considered both measurable and available to finance expenditures of the current period. The Nation accrues intergovernmental, property rentals, dividends, and tax revenues based upon this concept. Expenditures are generally recognized when the related fund liabilities are incurred and become payable in the current period. Proceeds of debt are reported as other financing sources, and principal and interest on long-term debt are recorded as expenditures when paid.

Basis of Budgeting

There is no appreciable difference in the basis of accounting used for financial statements and the accounting method used for budgeting. The budgetary basis of accounting for budgeting purposes of Governmental Funds is modified accrual while the basis for the Proprietary Funds is the accrual basis. Modified accrual recognizes when revenues become available and measurable and recognizes expenditures when liabilities are incurred.

Title 62, §31-32 provides the legal level of budgetary control for the Cherokee Nation. The Executive and Finance Committee of the Council, upon direction of the Treasurer and with advisement from the Controller, shall formulate an annual appropriations bill. The bill shall contain the legal budgeted annual revenue and expenditures/expenses for the general fund and enterprise funds for the executive, legislative, and judicial branches of government. The sources of revenue may be based upon estimates. The budgeted

expenditures for these funds shall not exceed total estimated revenues and beginning fund balance and net position.

Should the need arise for management to transfer funds or propose additional appropriations, the Executive and Finance Committee of the Council, upon direction of the Treasurer and with advisement from the Controller, shall be responsible for proposing amendments to the annual appropriations law based upon material changes in real or estimated revenues and expenditures/expenses that affect the total amounts budgeted. Management budgets are developed at the accounting unit level. Any amendments to the annual appropriations bill shall be presented to the full Tribal Council for consideration and passage. Any funds received by the Cherokee Nation, the use of which is determined by the granting or contracting agency (special revenue funds) shall be used only for those purposes and under those conditions for which the funds are made available and such funds are not subject to legal appropriation by the Tribal Council.

Financial Policies

Financial policies can be used to establish goals and targets for the Nation's financial operations so performance can be monitored. Formal financial policies provide for a consistent approach to fiscal strategies and set guidelines to measure financial performance and future budgetary programs. The Nation's significant accounting policies related to the following basic financial statement categories are summarized below:

Balanced Budget

The Nation considers the budget balanced when total expenditures do not exceed total revenues and monies available in the fund balance within an individual fund. For FY22 the Nation's approved budget is a balanced budget.

Cash/Investment Policy

Pursuant to Title 62, Chapter 2 of the Cherokee Nation code, any funds invested by the Cherokee Nation shall be under the control of the Treasurer who may, at his or her discretion, delegate fiduciary responsibilities to the Controller of the Cherokee (Section 204). Allowable instruments available for investment include, but are not limited to, Demand Deposits, Certificates of Deposits, Certificates of Deposit Account Registry (CDARS), Insured Cash Sweeps (ICS), Savings Accounts, repurchase/reverse repurchase agreements, U.S. Treasuries and U.S. government securities and those issued by its agencies and instrumentalities, and Institutional Money Market Funds whereby those funds are comprised of a majority of allowable financial instruments as described above (Section 201a). Funds will only be invested in financial institutions who are insured by the Federal Deposit Insurance Corporation (FDIC), the National Credit Union Association (NCUA), and/or the financial institution's activities are controlled or regulated by federal law and/or federal regulations or regulators, including but not limited to the U.S. Securities and Exchange Commission. No funds in excess of current FDIC or NCUA insurance maximums shall be invested in a single financial institution unless said funds are collateralized either by and/or invested directly into obligations and/or bonds which contain an investment grade rating as rated from a nationally recognized rating firm, such as Standard and Poor's, Moody's or Fitch, or local, state, U.S. government securities, and those issued by its agencies and instrumentalities, and Cherokee Nation securities (Section 205). Funds invested, excluding Demand Deposits, shall be for a period not to exceed 5 years, provided that funds may be invested for a longer term, upon consent of the longer term by the Executive and Finance Committee of the Council (Section 206).

Cash Reserve Fund

Legislative Act (LA) 05-02 established a cash reserve in the amount of 1.75% of the original operating budget of each fiscal year to use as a stabilization fund. LA 28-04 amended LA 05-02 and established a \$5M line of credit as part of the 1.75% reserve. The legislative acts do not commit specific uses of the

reserve; therefore the balance is shown as unassigned. For FY22 \$40.4M of the unassigned fund balance was set aside to meet the \$45.4M reserve.

Debt Management

The Nation has one outstanding debt obligation issued to construct a healthcare clinic. As excess cash flow and opportunities allow, the Nation has, from time to time, retired debt early.

Fiscal Year

The Nation's fiscal year begins on October 1st and ends on September 30th of the next year. The Nation's fiscal year is the same as the Federal Government's fiscal year.

Revenue Recognition

The Nation considers revenue to be susceptible to accrual in the governmental funds as it becomes measurable and available, as defined under the modified accrual basis of accounting. The Nation generally defines the availability period for revenue recognition as received within ninety (90) days of year end. The Nation's major revenue sources that meet this availability criterion are tax revenues and dividends declared by component units.

Program Revenues

There are two classifications of programmatic revenues for the Nation, grant revenue and program revenue. Grant revenues are revenues from federal, state, and private grants. These revenues are recognized when all applicable eligibility requirements are met and are reported as intergovernmental revenues. There are no specific requirements designating when or in what order program and other self-governance funds should be spent.

Interest Income

Interest income is recorded as earned in the fund holding the interest bearing asset.

Interest Income - Self Governance Compacts

The Nation receives certain amounts of advance funding as a self-governance compact tribe in three large self-governance compacts with the DOI and DHHS. These funds are invested in interest earning assets until the funds are expended under the terms of the self-governance compacts. The Nation need not refund the interest earnings under these compacts and is not directly accountable to the DOI or the DHHS for the expenditure of these interest earnings. The discretionary interest is recorded in the Self Governance funds but is allocated to other programmatic expenditures through the budgeting process.

Interest Income - Grants

The Nation receives certain amounts of advance funding in connection with four large grants: (1) NAHASDA, funded by HUD, (2) the Sequoyah High School Grant, which is funded by the DOI, (3) the Department of Transportation, funded through the Federal Highway Administration (FHWA) for and on the behalf of the DOT and (4) P.L. 102-477 which is funded by the Department of Labor (DOL) and the DHHS through the DOI. The applicable legislation and regulations for each grant authorize the earning of interest on advance payments; the use of which is governed by the same.

Internal Activities

The internal service funds operate on a breakeven basis. The net profit or loss on an internal service fund is to be allocated to the government's programs/departments that benefited from the goods or services provided based on their proportionate benefit.

Indirect Costs

The Nation's indirect cost plan utilizes a fixed rate with carry forward. To the extent that actual indirect cost expenses differ materially from indirect cost recoveries, the difference is recorded as deferred revenue (over recovered) or a deferred charge (under recovered) and reversed in the period the difference is used to adjust the indirect cost rate.

Budget Process

Budget guidance is issued by the Treasurer at least one month prior to the due date that includes all forms, worksheets and tables to assist the Departments in preparing the budget. The guidance includes information regarding revenue projections, merit calculations, fringe rates, indirect cost rates and space cost rates as well as anticipated turnover calculations. Departments were required to provide detailed descriptions of each program, including intended outcomes, measures of effectiveness and success rates for each program. We also asked for them to tell us who is eligible for their program, how many participants are served, what their service area is, and what collaboration they have with external entities. They were to detail any significant changes or changes in staffing patterns. There was also a requirement to provide information on external funding, or grants, that the program researched and/or received. The Excel based Budget forms are sent to the Executive Directors and budget personnel to complete and return by mid-May.

The Budget Office receives the individual budget and narrative forms for each Accounting Unit from the Departments on or by the requested due date from the Budget Memo. The budgets are logged and reviewed for completeness. The submitted budgets are uploaded into our Financial System. Accounting reviews the budget reports for reasonableness of amount budgeted and accounts used, carryover, and grant revenue reasonableness.

Review of the budget continued from June into July by the Budget Review Group using several focal points: What are the service objectives? Had the program previously received one-time funding? What is the current and past usage of funding? Is this a new or enhanced initiative? Were there any auditor findings or concerns and how can we apply best practice accounting? And finally, what is the rationale behind budget increase requests? Any issues found during the review are addressed with the Department and adjustments are made as needed.

Once the budget review process has been completed by Accounting, the budget reports and narratives are submitted to the Budget Review Group (BRG) to review and determine if the budgets should be included in the Budget package. The BRG proposes changes to the submitted budgets to align budgets with the Principal Chief's priorities and follow the guidelines established for the budget period. The proposed changes are discussed with the upper level of the Executive Branch of the Government to ensure compliance with priorities. Once the approval has been given, the budget changes are passed to the Departments to adjust budgets as needed. Revised budgets are submitted to the Budget Office and the system is updated with the changes.

The Budget Office delivers the Comprehensive Budget packages to the Tribal Council at least 45 days prior to the beginning of the next fiscal year. Budget Hearings are tentatively set for August as a function of the Executive and Finance Committee (E&F Committee). During Budget Hearings, the Tribal Council is presented with an overview of the budget from the Treasurer and a review of the submitted budget package from the Executive Director of Financial Oversight for the Council. Tribal Councilors have the opportunity to discuss the budgets with their constituents, Administration and the Executive Directors of the programs to determine the needs of the programs and make adjustments as the body deems necessary. The budget hearings are open to the public and are live streamed on YouTube.com through links that can be found on the www.cherokee.org website. The E&F Committee approves the budget at the end of the budget hearings; and the budget is presented at the next Full Tribal Council Meeting for passage of the

Legislative Acts for the Operating and the Capital budgets. The timeline for the FY22 budget cycle and some of the details of the process are as follows (see figure 25 below).

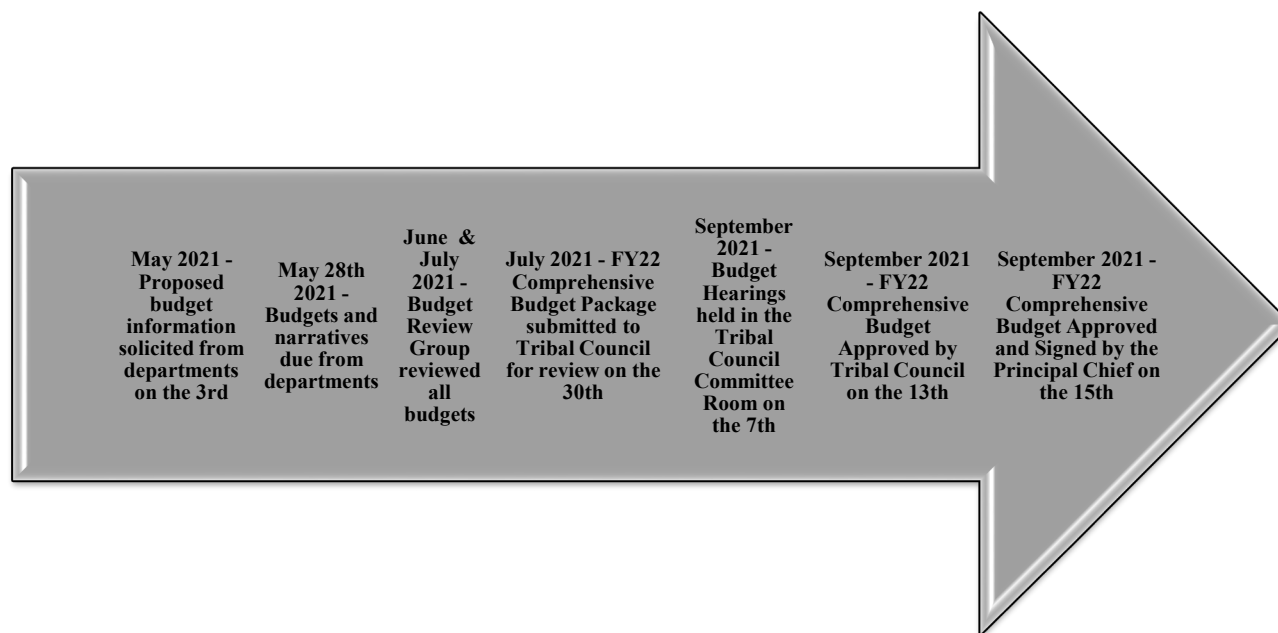


Figure 25 Budget Calendar Timeline

The budget is modified through reallocations, grant reporting packages and monthly budget modification packages. The Nation does not maintain line item budgets so reallocations are used to move expenditure/expense amounts within an existing budget between accounts. The bottom line of the budget remains the same. Reallocations are processed on an as needed basis to meet the needs of the programs. Grant reporting budgets are processed as received and submitted in an information only package to Tribal Council monthly. The grants included in the grant reporting package are nondiscretionary in nature. Budget modification packages contain budgets that are discretionary in nature and the bottom dollar amount of the budget changes by at least the absolute value of one dollar.

The Process for Preparing, Reviewing, Adopting, and Amending the Budget for the Coming Fiscal Year
Administration (Executive Branch) proposes budgets to the Tribal Council (Legislative Branch) for the E&F Committee Budget Hearings. The Tribal Council makes the decision on which programs will receive financial support. This is a detailed process described in the following phases:

Phase I – The Budget Call

Budget guidance is issued by the Treasurer at least one month prior to the due date that includes all forms, worksheets and tables to assist the Departments in preparing the budget. The guidance includes information regarding revenue projections, merit calculations, fringe rates, indirect cost rates and space cost rates as well as anticipated turnover calculations.

Phase II – Obtaining Input from Departments

Departments were required to provide detailed descriptions of each program, including intended outcomes, measures of effectiveness and success rates for each program. We also asked for them to tell us who is eligible for their program, what their service area is, how many participants they serve and what collaboration they have with external entities. They were to detail any significant changes or changes in staffing patterns.

Phase III – Budget Department and Accounting Review

The Budget Department receives the individual budget and narrative forms for each Accounting Unit from the Departments on or by the requested due date. The budgets are logged and reviewed for completeness. The submitted budgets are uploaded into our Financial System. Accounting reviews the budgets for reasonableness of amount budgeted and accounts used, carryover, and grant revenue reasonableness.

Phase IV – Budget Review Group

Once the budget review process has been completed by Accounting, the budget reports and narratives are submitted to the Budget Review Group (BRG) to review and determine if the budgets should be included in the Budget package. The BRG proposes changes to the submitted budgets to align budgets with the Principal Chief's priorities and follow the guidelines established for the budget period. The proposed changes are discussed with the upper level of the Executive Branch of the Government to ensure compliance with priorities. Once the approval has been given, the budget changes are passed to the Departments to adjust budgets as needed. Revised budgets are submitted to the Budget Department and the system is updated with the changes.

Phase V – Budget Hearings

During the Budget Hearings, the Tribal Council is presented with an overview of the budget from the Treasurer and a review of the submitted budget package from the Executive Director of Financial Oversight for the Council. Tribal Councilors have the opportunity to discuss the budgets with Administration and the Executive Directors of the programs to determine the needs of the programs and make adjustments as the body deems necessary. The E&F Committee approves the budget at the end of the budget hearings, and the budget is presented at the next Tribal Council Meeting for passage of the Legislative Acts.

Financial Summaries

Consolidated Financial Schedules

CHEROKEE NATION All Funds FY 2022 Budget

	General Fund	Special Revenue Funds	Permanent Funds	Internal Service Funds	Enterprise Funds	Capital Projects Fund	Total
Revenues and Sources:							
Intergovernmental	\$ 189,000	\$ 2,429,786,589	\$ -	\$ -	\$ -	\$ -	\$ 2,429,975,589
Property rentals	949,293	-	-	-	573,956	-	1,523,249
Motor fuel tax revenues	9,500,000	-	-	-	-	-	9,500,000
Taxes, licenses and fees	39,244,068	-	-	-	-	-	39,244,068
Interest	209,123	480,710	9,100	100	484,948	-	1,183,981
Interest on loans	-	-	-	-	-	-	-
Charges for goods and services	-	-	-	-	-	-	-
Health Services	-	189,134,543	-	-	-	-	189,134,543
Income from HACN	-	-	-	-	-	-	-
Community Services	6,100	-	-	-	-	-	6,100
Dividends from component units	80,160,884	-	-	-	-	-	80,160,884
Third party revenues	-	-	-	-	-	-	-
Transfers in	25,873,513	1,640,420	-	4,500	1,531,150	227,119,264	256,168,847
Proceeds from loan	-	-	-	-	-	-	-
Other	7,852,743	8,242,298	-	69,242,591	916,836	-	86,254,468
Total revenues and sources	\$ 163,984,724	\$ 2,629,284,560	\$ 9,100	\$ 69,247,191	\$ 3,506,890	\$ 227,119,264	\$ 3,093,151,729
Expenditures/Expenses and Uses:							
Current operating:							
Tribal Government	180,783,830	1,220,664,123	1,770	67,620,731	2,921,424	995,000	1,472,986,878
Health Services	95,400	62,668,575	-	-	-	-	62,763,975
Education Services	18,300,974	43,032,475	7,330	198,970	28,650	-	61,568,399
Human Services	4,243,187	723,382,041	-	689,872	171,800	-	728,486,900
Community Services	13,701,533	20,187,980	-	394,495	605,098	-	34,889,106
Debt service:							-
Principal	-	11,333,334	-	-	-	-	11,333,334
Interest	-	4,800,000	-	-	40,951	-	4,840,951
Transfers out	30,134,017	401,034,830	-	-	-	-	431,168,847
Capital outlay	4,968,258	304,084,184	-	-	200,000	286,133,568	595,386,010
Total expenditures/expenses and uses	\$ 252,227,199	\$ 2,791,187,542	\$ 9,100	\$ 68,904,068	\$ 3,967,923	\$ 287,128,568	\$ 3,403,424,400
Net Change in Fund Balance	\$ (88,242,475)	\$ (161,902,982)	\$ -	\$ 343,123	\$ (461,033)	\$ (60,009,304)	\$ (310,272,671)
Beginning Fund Balance - October 1	\$ 88,242,475	\$ 161,902,982	\$ -	\$ (343,123)	\$ 461,033	\$ 60,009,304	\$ 310,272,671
Ending Fund Balance - September 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Figure 26 Consolidated Financial Schedule

Three year consolidated and fund financial schedules

	Governmental Funds						Enterprise Fund	Internal Service Fund	Total All Funds
	General Fund	Self-Governance DHHS	Self-Governance DOI Roads	Department of Transportation	HUD	NonMajor Funds			
	2022 Budget	2022 Budget	2022 Budget	2022 Budget	2022 Budget	2022 Budget	2022 Budget	2022 Budget	2022 Budget
Financial Sources									
Intergovernmental	189	645,329	3,354	97,517	56,900	1,626,687	-	-	2,429,976
Property rentals	949	-	-	-	-	-	574	-	1,523
Motor fuel tax revenues	9,500	-	-	-	-	-	-	-	9,500
Taxes, licenses and fees	39,250	-	-	-	-	-	-	-	39,250
Interest	209	101	3	100	-	286	485	-	1,184
Dividends from component units	80,161	-	-	-	-	-	-	-	80,161
Third party revenues	-	187,629	-	-	-	1,506	-	-	189,135
Transfers in	25,873	-	-	-	-	228,760	1,531	5	256,169
Other	7,853	603	-	-	1,833	5,806	917	69,242	86,254
Total Financial Sources	163,984	833,662	3,357	97,617	58,733	1,863,045	3,507	69,247	3,093,152
Financial Uses									
Current operating:									
Tribal Government	180,784	570,354	3,354	97,511	54,031	496,411	2,922	67,620	1,472,987
Health Services	95	59,839	-	-	-	2,830	-	-	62,764
Education Services	18,301	37	-	1	32	42,969	29	199	61,568
Human Services	4,243	5,718	-	5	1,570	716,090	171	690	728,487
Community Services	13,702	1	-	-	2,782	17,405	605	394	34,889
Debt service:									
Principal	-	11,333	-	-	-	-	-	-	11,333
Interest	-	4,800	-	-	-	-	41	-	4,841
Transfers Out	30,134	187,526	3	100	300	213,106	-	-	431,169
Capital outlay	4,968	49,578	-	-	18	540,622	200	-	595,386
Total Financial Uses	252,227	889,186	3,357	97,617	58,733	2,029,433	3,968	68,903	3,403,424
Surplus/(Deficit)	(88,243)	(55,524)	-	-	-	(166,388)	(461)	344	(310,272)
Fund Balance									
Beginning Fund Balance	88,242	55,524	-	-	-	166,388	461	(343)	310,272
Ending Fund Balance	(1)	-	-	-	-	-	-	1	-
Change in Fund Balance	(88,243)	(55,524)	-	-	-	(166,388)	(461)	344	(310,272)
% Change	-100%	-100%	0%	0%	0%	-100%	-100%	-100%	-100%

	Governmental Funds						Enterprise Fund	Internal Service Fund	Total All Funds
	General Fund	Self-Governance DHHS	Self-Governance DOI Roads	Department of Transportation	HUD	NonMajor Funds			
	2021 Budget	2021 Budget	2021 Budget	2021 Budget	2021 Budget	2021 Budget			
Financial Sources									
Intergovernmental	189	412,971	4,653	97,516	39,904	2,330,977	-	-	2,886,210
Property rentals	805	-	-	-	-	-	574	8	1,387
Motor fuel tax revenues	8,500	-	-	-	-	-	-	-	8,500
Taxes, licenses and fees	41,511	-	-	-	-	-	-	-	41,511
Interest	195	75	5	100	-	41	485	-	901
Dividends from component units	66,500	-	-	-	-	-	-	-	66,500
Third party revenues	-	153,238	-	-	-	1,436	-	-	154,674
Transfers in	40,219	12,034	-	-	-	8,075	1,577	5	61,910
Other	6,658	208	-	-	2,099	9,328	917	60,757	79,967
Total Financial Sources	164,577	578,526	4,658	97,616	42,003	2,349,857	3,553	60,770	3,301,560

Financial Uses									
Current operating:									
Tribal Government	140,579	529,515	4,653	97,511	35,210	904,946	2,827	62,877	1,778,118
Health Services	95	58,805	-	-	-	7,217	-	-	66,117
Education Services	18,018	38	-	1	91	49,103	26	177	67,454
Human Services	4,949	5,884	-	4	3,634	1,039,779	272	823	1,055,345
Community Services	14,062	1	-	-	2,767	17,723	648	395	35,596
Debt service:									
Principal	-	11,333	-	-	-	-	-	-	11,333
Interest	-	4,810	-	-	-	-	20	-	4,830
Transfers Out	27,257	14,284	5	100	300	194,964	-	-	236,910
Capital outlay	7,965	70,116	-	-	-	268,456	221	-	346,758
Total Financial Uses	212,925	694,786	4,658	97,616	42,002	2,482,188	4,014	64,272	3,602,461

Surplus/(Deficit)	(48,348)	(116,260)	-	-	1	(132,331)	(461)	(3,502)	(300,901)
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Fund Balance									
Beginning Fund Balance	48,347	116,260	-	-	(1)	132,331	461	3,502	300,900
Ending Fund Balance	(1)	-	-	-	-	-	-	-	(1)
Change in Fund Balance	(48,348)	(116,260)	-	-	1	(132,331)	(461)	(3,502)	(300,901)
% Change	-100%	-100%	0%	0%	0%	-100%	-100%	-100%	-100%

	Governmental Funds						Enterprise Fund	Internal Service Fund	Total All Funds
	General Fund	Self-Governance DHHS	Self-Governance DOI Roads	Department of Transportation	HUD	NonMajor Funds			
	2020 Actual	2020 Actual	2020 Actual	2020 Actual	2020 Actual	2020 Actual			
Financial Sources									
Intergovernmental	172	309,432	138	8,229	29,957	357,135	-	-	705,063
Property rentals	888	-	-	-	-	-	622	5	1,515
Motor fuel tax revenues	10,515	-	-	-	-	-	-	-	10,515
Taxes, licenses and fees	38,338	-	-	-	-	-	-	-	38,338
Interest	1,067	2,423	39	721	245	1,402	520	-	6,417
Dividends from component units	53,858	-	-	-	-	-	-	-	53,858
Third party revenues	-	152,281	-	-	-	1,826	-	-	154,107
Transfers in	37,404	1,117	-	-	339	56,421	452	12	95,745
Other	2,910	285	-	-	440	27,103	1,160	49,254	81,152
Total Financial Sources	145,152	465,538	177	8,950	30,981	443,887	2,754	49,271	1,146,710

Financial Uses									
Current operating:									
Tribal Government	53,344	239,468	138	8,288	27,573	290,590	1,903	41,251	662,555
Health Services	50	49,921	-	-	-	3,979	-	-	53,950
Education Services	17,817	2,548	-	1	25	28,958	28	199	49,576
Human Services	2,962	3,838	-	-	1,571	22,934	131	670	32,106
Community Services	13,545	1	-	-	1,164	12,899	302	85	27,996
Debt service:									
Principal	-	11,333	-	-	-	-	-	-	11,333
Interest	-	4,801	-	-	-	-	54	-	4,855
Transfers Out	37,399	56,241	-	661	339	1,105	-	-	95,745
Capital outlay	1,513	2,165	-	-	-	36,577	2,838	-	43,093
Total Financial Uses	126,630	370,316	138	8,950	30,672	397,042	5,256	42,205	981,209

Surplus/(Deficit)	18,522	95,222	39	-	309	46,845	(2,502)	7,066	165,501
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Fund Balance									
Beginning Fund Balance	21,244	47,851	-	-	705	17,788	808	(1,815)	86,581
Ending Fund Balance	39,766	143,073	39	-	1,014	64,633	(1,694)	5,251	252,082
Change in Fund Balance	18,522	95,222	39	-	309	46,845	(2,502)	7,066	165,501
% Change	87%	199%	0%	0%	0%	100%	-310%	-389%	191%

Figure 27 Three Year Consolidated and Fund Financial Schedules

Three year fund summary

Summary of Financial Sources & Uses in Thousands of Dollars

	Revenues & Other Sources of Funds	Expenditures & Other Uses of Funds	Surplus / (Deficit)	Beginning Fund Balance	Ending Fund Balance	Change in Fund Balance
2020 Actual						
General Fund	\$ 145,152	\$ 126,630	\$ 18,522	\$ 21,244	\$ 39,766	\$ 18,522
Self-Governance DHHS	465,538	370,316	95,222	47,851	143,073	95,222
Self-Governance DOI Roads	177	138	39	-	39	39
Department of Transportation	8,950	8,950	-	-	-	-
HUD	30,981	30,672	309	705	1,014	309
Non-Major Funds	443,887	397,042	46,845	17,788	64,633	46,845
Enterprise Fund	2,754	5,256	(2,502)	808	(1,694)	(2,502)
Internal Service Fund	49,271	42,205	7,066	(1,815)	5,251	7,066
Total All Funds	<u>\$ 1,146,710</u>	<u>\$ 981,209</u>	<u>\$ 165,501</u>	<u>\$ 86,581</u>	<u>\$ 252,082</u>	<u>\$ 165,501</u>

	Revenues & Other Sources of Funds	Expenditures & Other Uses of Funds	Surplus / (Deficit)	Beginning Fund Balance	Ending Fund Balance	Change in Fund Balance
2021 Budget						
General Fund	\$ 164,577	\$ 212,925	(48,348)	\$ 48,347	\$ (1)	\$ (48,348)
Self-Governance DHHS	578,526	694,786	(116,260)	116,260	-	(116,260)
Self-Governance DOI Roads	4,658	4,658	-	-	-	-
Department of Transportation	97,616	97,616	-	-	-	-
HUD	42,003	42,002	1	(1)	-	1
Non-Major Funds	2,349,857	2,482,188	(132,331)	132,331	-	(132,331)
Enterprise Fund	3,553	4,014	(461)	461	-	(461)
Internal Service Fund	60,770	64,272	(3,502)	3,502	-	(3,502)
Total All Funds	<u>\$ 3,301,560</u>	<u>\$ 3,602,461</u>	<u>\$ (300,901)</u>	<u>\$ 300,900</u>	<u>\$ (1)</u>	<u>\$ (300,901)</u>

	Revenues & Other Sources of Funds	Expenditures & Other Uses of Funds	Surplus / (Deficit)	Beginning Fund Balance	Ending Fund Balance	Change in Fund Balance
2022 Budget						
General Fund	\$ 163,984	\$ 252,227	\$ (88,243)	\$ 88,242	\$ -	\$ (88,242)
Self-Governance DHHS	833,662	889,186	(55,524)	55,524	-	(55,524)
Self-Governance DOI Roads	3,357	3,357	-	-	-	-
Department of Transportation	97,617	97,617	-	-	-	-
HUD	58,733	58,733	-	-	-	-
Non-Major Funds	1,863,045	2,029,433	(166,388)	166,388	-	(166,388)
Enterprise Fund	3,507	3,968	(461)	461	-	(461)
Internal Service Fund	69,247	68,903	344	(343)	-	343
Total All Funds	<u>\$ 3,093,152</u>	<u>\$ 3,403,424</u>	<u>\$ (310,272)</u>	<u>\$ 310,272</u>	<u>\$ -</u>	<u>\$ (310,272)</u>

Figure 28 Three Year Fund Summary

Fund Balance

The Government Accounting Standards Board (GASB) is the agency charged with establishing accounting standards for governments. GASB issued Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions, which establishes criteria for classifying fund balances into specifically defined categories and clarifies the existing governmental fund type definitions to improve the comparability of governmental fund financial statements. The Nation adopted Statement No. 54 during FY11.

Fund balances for governmental funds are reported in classifications that comprise a hierarchy based primarily upon the extent to which the Nation is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. GASB 54 classification is only required for governmental funds. Therefore, no presentation is included on Internal Service Funds or Enterprise Funds as those balances are restricted by their individual purposes 100%. The categories and their purposes are:

- Nonspendable includes fund balance amounts that cannot be spent either because it is not in spendable form or because of legal or contractual constraints, including inventories, prepaid assets and the corpus of permanent funds.
- Restricted includes fund balance amounts that are constrained for specific purposes which are externally imposed by providers, such as grantors, donors, creditors or amounts constrained due to constitutional provisions or enabling legislation.
- Committed includes fund balance amounts that are constrained for specific purposes that are internally imposed by the government through formal legislative action of the Tribal Council and does not lapse at year end.
- Assigned includes fund balance amounts that are intended to be used for specific purposes that are neither considered restricted nor committed. Fund balance may be assigned by formal action of the Nation's Treasurer or through Tribal Council resolutions.
- Unassigned includes fund balance amounts within the General Fund which has not been classified within the above mentioned categories.

It is the Nation's policy to use restricted amounts first when both restricted and unrestricted fund balance is available unless prohibited by legal or contractual provisions. Additionally, the Nation uses committed, assigned, and lastly unassigned amounts of unrestricted fund balance in that order when expenditures are made.

The budgeted fund balance for the governmental funds is shown on the following page (see figure 29). Each year, any unassigned fund balance expected gets budgeted into programs or areas in need to continue service levels. All assigned fund balances that are calculated at the final close of the previous year are redistributed in January as agreed upon by the Chief, Treasurer and Tribal Council. For any typical budget year there will not be any fund balance as revenues are budgeted at 100% use. For FY22, there is no fund balance. The Nation does not use fund balances for emergency funding. There is a separate cash reserve fund set aside at 1.75% of the total operating budget. The purposes of this fund are (1) plan for contingencies and unforeseen events, (2) maintain good standing with rating agencies/banks, and (3) ensure cash availability when revenue is unavailable.

2022 Budgeted Sources and Uses of Funds by Fund Type
in Thousands of Dollars

	Major Special Revenue Funds								Total FY 2022 Budget
	General Fund	Self Governance DHHS	Self Governance DOI Roads	Department of Transportation	Housing & Urban Development	Nonmajor Governmental Funds	Enterprise Fund	Internal Service Fund	
SOURCES OF FUNDS									
Intergovernmental	\$ 189	\$ 645,329	\$ 3,354	\$ 97,517	\$ 56,900	\$ 1,626,687	\$ -	\$ -	\$ 2,429,976
Property rentals	949	-	-	-	-	-	574	-	1,523
Motor fuel tax revenues	9,500	-	-	-	-	-	-	-	9,500
Taxes, licenses and fees	39,250	-	-	-	-	-	-	-	39,250
Interest	209	101	3	100	-	286	485	-	1,184
Dividends from component units	80,161	-	-	-	-	-	-	-	80,161
Third party revenues	-	187,629	-	-	-	1,506	-	-	189,135
Transfers in	25,873	-	-	-	-	228,760	1,531	5	256,169
Other	7,853	603	-	-	1,833	5,806	917	69,242	86,254
Total Financial Sources	\$ 163,984	\$ 833,662	\$ 3,357	\$ 97,617	\$ 58,733	\$ 1,863,045	\$ 3,507	\$ 69,247	\$ 3,093,152
USES OF FUNDS									
Current operating:									
Tribal Government	\$ 180,784	\$ 570,354	\$ 3,354	\$ 97,511	\$ 54,031	\$ 496,411	\$ 2,922	\$ 67,620	\$ 1,472,987
Health Services	95	59,839	-	-	-	2,830	-	-	62,764
Education Services	18,301	37	-	1	32	42,969	29	199	61,568
Human Services	4,243	5,718	-	5	1,570	716,090	171	690	728,487
Community Services	13,702	1	-	-	2,782	17,405	605	394	34,889
Debt service:									
Principal	-	11,333	-	-	-	-	-	-	11,333
Interest	-	4,800	-	-	-	-	41	-	4,841
Transfers Out	30,134	187,526	3	100	300	213,106	-	-	431,169
Capital outlay	4,968	49,578	-	-	18	540,622	200	-	595,386
Total Financial Uses	\$ 252,227	\$ 889,186	\$ 3,357	\$ 97,617	\$ 58,733	\$ 2,029,433	\$ 3,968	\$ 68,903	\$ 3,403,424
Net Increase/(Decrease) in Fund Balance	\$ (88,243)	\$ (55,524)	\$ -	\$ -	\$ -	\$ (166,388)	\$ (461)	\$ 344	\$ (310,272)
Beginning Fund Balance	88,242	55,524	-	-	-	166,388	461	(343)	310,272
Ending Fund Balance	\$ (1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1	\$ -

Figure 29 Budgeted Fund Balance

The General Fund is projected to use \$88.2M in fund balance in FY22 to support the Nation's operations and programs. This is only a projection for the use of these fund balances. Any General Fund not used before the end of FY22 will become the fund balance for FY23. This fund balance is mostly unassigned and it is CN policy to use these funds last when expenditures are made.

Self-Governance DHHS is projected to use \$55.5M in fund balance in FY22. Included are additional operating costs of clinic expansions. These are restricted and are constrained for specific purposes.

Non-Major Governmental Funds is projected to use \$166.4M in fund balance in FY22. The primary source of these funds is grants and awards from federal, state and local agencies as well as the Capital Projects Fund.

Revenues

Total revenues budgeted in uses for the Nation for the FY22 budget is \$3.4B as compared to \$3.6B for the FY21 budget. Actual revenues earned by the Nation for FY20 were \$1.14M. The major revenue sources of the Nation are presented in the table on the following page (see figure 30) followed by a description of the each major revenue source.

Revenues	2020 Actual	2021 Budget	2022 Budget
Intergovernmental	\$ 705,063,349	\$ 2,886,210,392	\$ 2,429,976,589
Health 3rd party	154,107,083	154,673,945	189,134,543
Dividends from component units	53,857,814	66,500,000	80,160,884
Charges for goods and services	49,069,682	60,328,877	68,878,077
Total Major Revenues	\$ 962,097,928	\$ 3,167,713,214	\$ 2,768,150,093

Figure 30 Major revenue sources

Intergovernmental revenues are grant revenues received from federal, state, private and other funding sources for operations of programs within the Nation. The Nation budgets the expected amount or awarded amount of revenues based on the award and planning documents. Programs are either forward funded or reimbursement grants. Forward funded programs receive the award money prior to completion of the activities with the known intent to be used as specified in the award documents. Reimbursement programs receive the award money after the Nation has expended resources for the completion of the project. Weekly drawdowns are completed to recoup the outlay of resources from the agencies providing the funding. Intergovernmental revenues account for 71.4% of the total FY22 budgeted revenues.

Health third party revenue is revenues received from third party payers, such as Medicare, Medicaid and other insurance providers for health services received. Health third party revenues account for 5.56% of the total budgeted FY22 revenues. The budgeted revenue amounts are based on the current year trends at the time the budgets are prepared.

Dividends from component units account for 2.36% of the total FY22 budgeted revenues. Governmental Revenue Entities in which the Nation is the sole or majority shareholder, and that are incorporated under Cherokee Nation law, shall issue a monthly cash dividend in the amount of 37% of net income with 2% set aside for the Cherokee Nation Sovereign Wealth Fund. Five percent (5%) of the dividend will be used exclusively for contract health services for Cherokee Nation citizens. In addition, the Board of Directors of such Governmental Revenue Entities will have the discretion to declare any special quarterly dividend that they deem appropriate. Dividends are budgeted based on a projected net income estimate from the Governmental Revenue Entities providing the dividend. A three year dividend analysis is shown in figure 31 below.

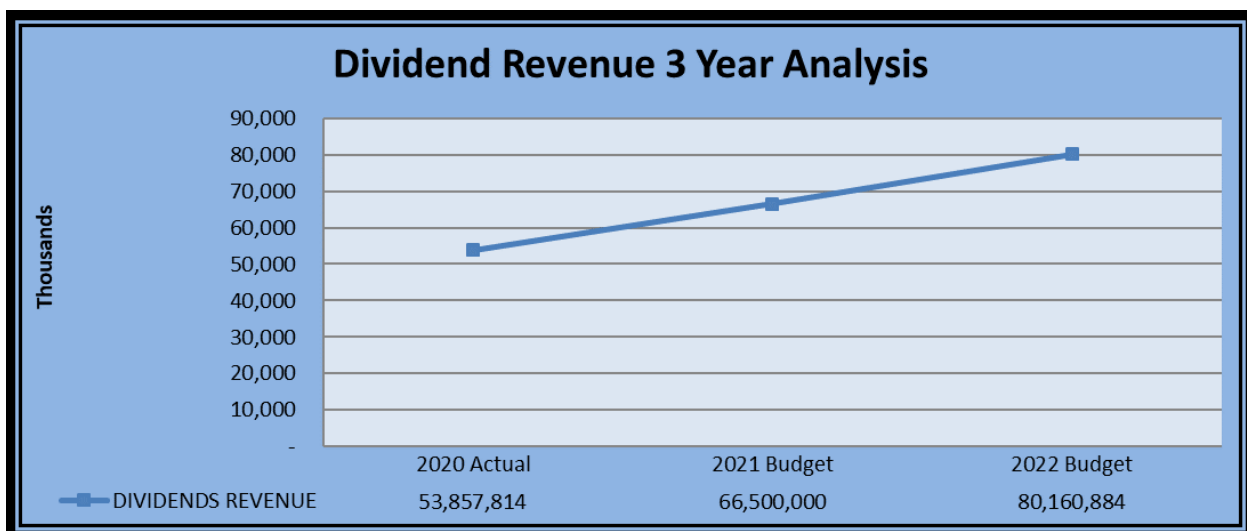


Figure 31 Dividend Revenue Three Year Analysis

Charges for goods and services are another major revenue source for FY22. These are the fees and charges collected by the Nation for various services offered throughout the programs. The total budgeted for FY22 represents 2.02% of the total budget.

The 3 year revenue tables will show consistency over the last couple of years. The following table (see figure 32 below) gives an overview of the General Fund. The blue line reflects budgeted sources, and includes tribally funded sources of revenue, including business dividends and tax revenue. The red line reflects budgeted uses, and the green line is the net position effect. In the final approved budget, the General Fund has a balance of zero.

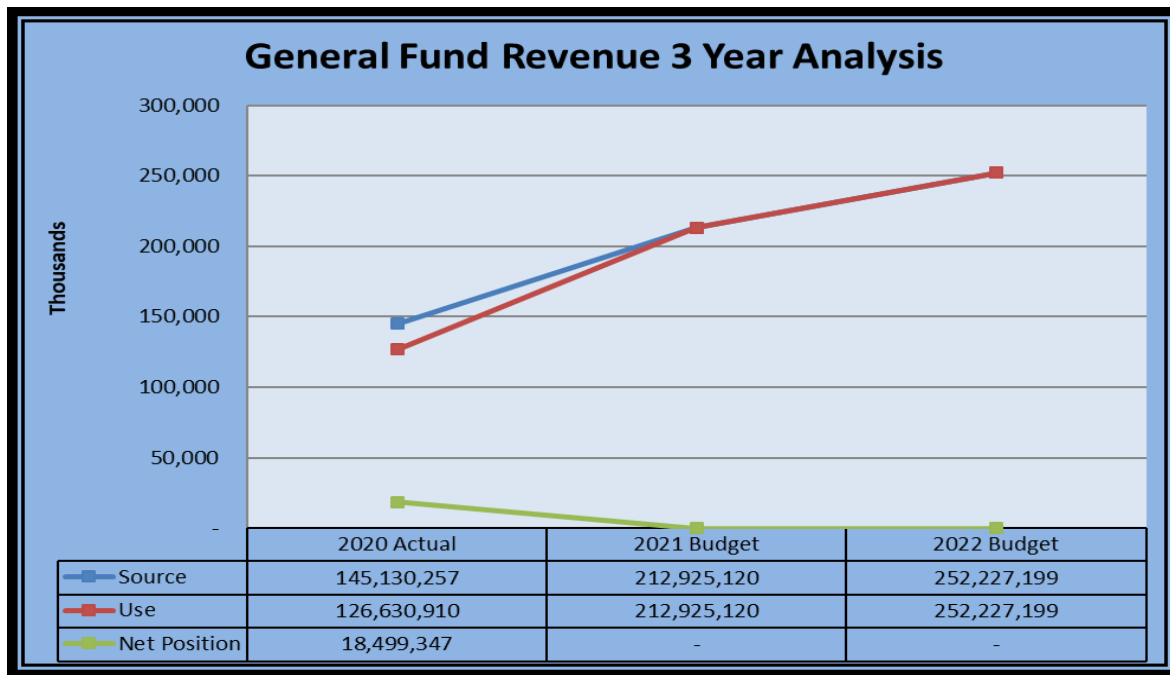


Figure 32 General Fund 3 Year Analysis

Tax Revenue includes Motor Fuels Tax, Tobacco/Other Tax and Motor Vehicle Taxes (see figure 33 on the following page). Tax Revenue estimates for FY22, are expected to be an increase over FY21. Estimates for FY22 include \$9.5M in Motor Fuels, \$18.1M in Motor Vehicle Taxes, and \$16.1M in Tobacco/Other Taxes.

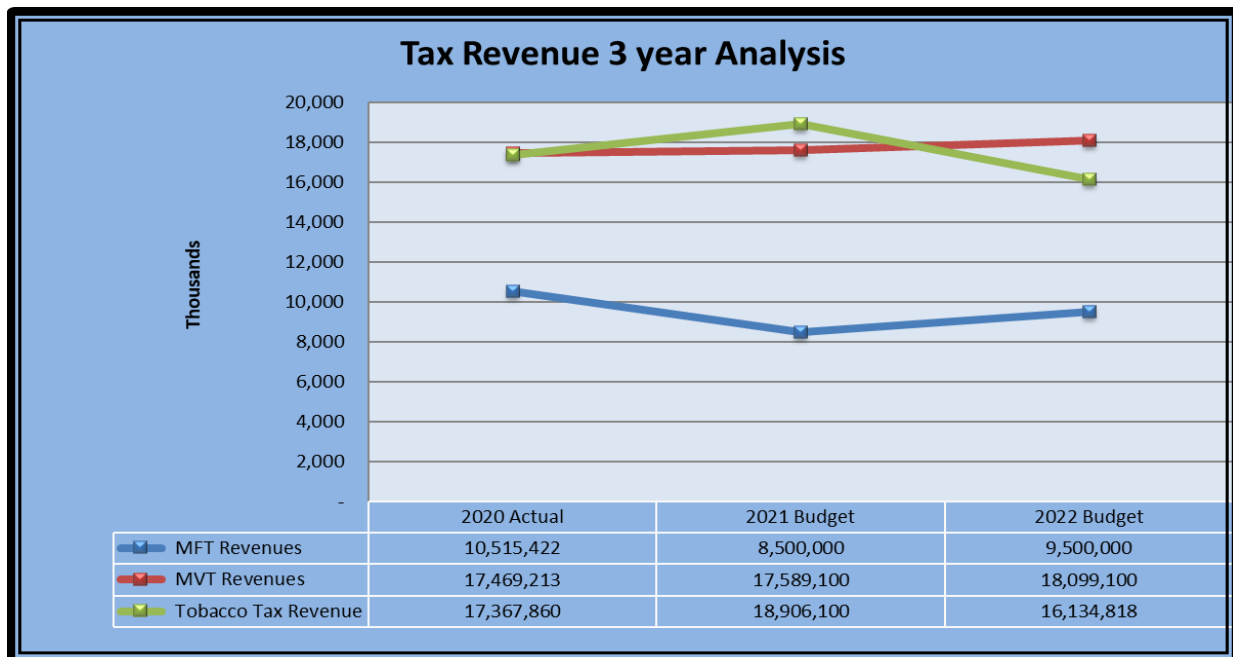


Figure 33 Tax Revenue 3 Year Analysis

This next table shows the trends in Grants/Compacts and Tribal Revenues (see figure 34 below). Tribal Revenue, the blue line, increased \$260.5M for FY22. Grants/Compacts Revenue, the red line, shows an increase of \$1.6B. This is due to CARES Act, Fiscal Recovery Fund, and COVID funding grants awarded in FY20 and continuing in FY21 and FY22.

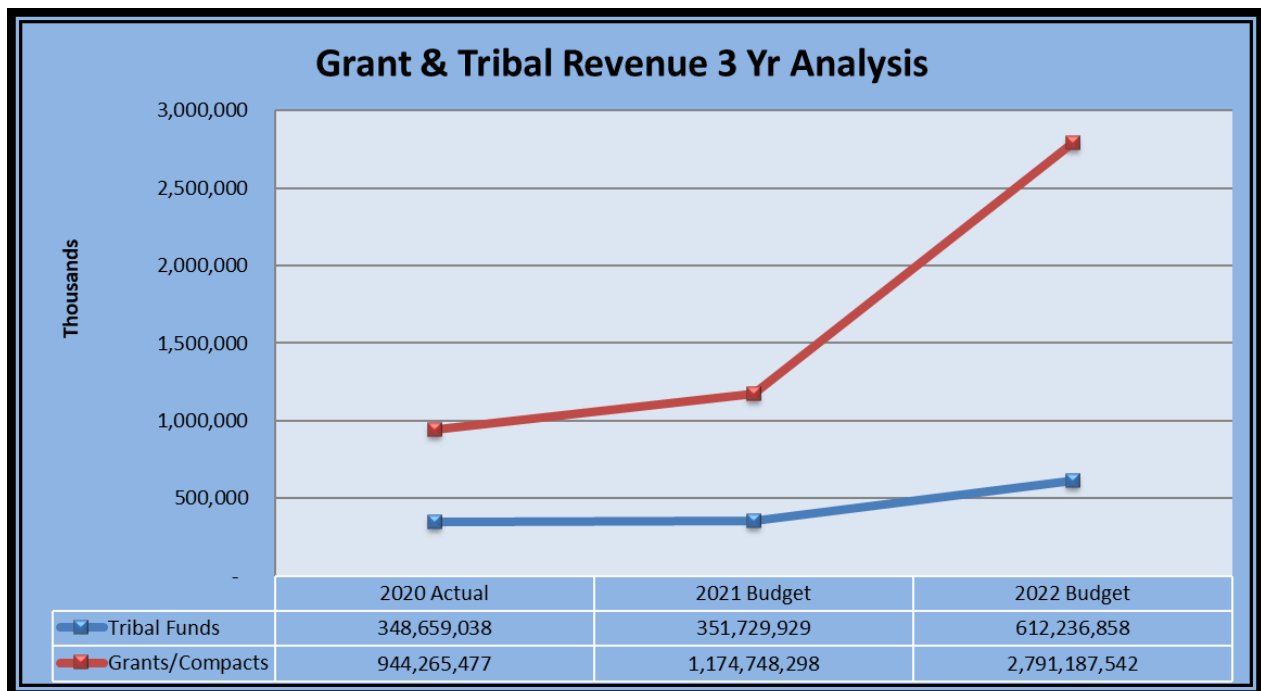


Figure 34 Grants and Tribal Revenues 3 Year Analysis

Long-Range Financial Plans

Since fiscal year 2011, the Cherokee Nation's primary government has increased its total assets by approximately \$1.9 billion or 419.3%. The Nation's long-term financial planning process involves a dedicated budgeting process that ensures discretionary resources are used in support of the vision of the Nation. This planning process encompasses the annual financial budget process as well as long-term forecasting for use of the Nation's resources. Each year after comprehensive budgets are submitted, the budgets are reviewed by a group and by Administration to ensure relevance and adherence to policy. Additionally, new ideas and efficiencies are continually being incorporated to further advance the Nation's initiatives which include greater emphasis on housing, health care, careers and education.

Through expansion of its component units, the Nation works to establish a productive, sustainable economy for the citizens of the Nation. In addition to creating greater opportunities through its component units, the Nation has been successful in partnering with outside entities to attract new industries and create jobs within the Nation's reservation. Through a collaborative partnership with Cherokee Nation Businesses (CNB) that began in 2013, the Nation continues to improve access to health care through the construction of new or expanded health care facilities by way of a \$179.6M capital investment.

Most annual operating budget documents focus on a single twelve month period where spending and revenue decisions made today will have effects that extend beyond the twelve month period. Because of that, the Cherokee Nation has made long-term forecasting an integral part of the Annual Comprehensive Budget Documents. A yearly review is conducted after the comprehensive budgets are submitted. The purpose of this policy is to (1) ensure on-going financial sustainability beyond a single fiscal year or budget cycle, and (2) achieve the Cherokee Nation's organizational mission.

Many of the grants and initiatives created during the budget process are multi-year, meaning that they are budgeted over a period of several years. Some of these are for a period in excess of three years. Long-range planning becomes a factor when considering applying and accepting a grant or creating an initiative. The Cherokee Nation's mission statement of "improving the quality of life for the next seven generations" comes into consideration.

Comparing budgets year over year, funding trends emerge. Using these trends, a forecast can be developed. Consideration must be given to the fact that much of the funds come from government entities, and it's very difficult to forecast with any real accuracy. Despite any possible inaccuracies, it is possible to determine potential funding levels over the next few years (see figure 35, on the following page) since funding in some areas have remained constant or have been increasing over the previous years.

5 Year Funding Forecast					
Funding Sources	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
TRIBALLY FUNDED	184,833,198	140,781,392	147,868,680	154,955,968	162,043,256
MOTOR FUELS TAX	30,657,360	29,921,700	30,376,701	30,831,701	31,286,702
INDIRECT COST POOL	63,433,845	64,874,690	70,784,996	76,695,303	82,605,610
MOTOR VEHICLE TAX	36,736,641	37,553,928	39,623,955	41,693,982	43,764,008
ENTERPRISE	3,967,923	4,201,845	4,402,069	4,602,294	4,802,518
INTERNAL LEASE POOL	5,470,223	1,482,589	2,123,220	2,763,851	3,404,482
DEPT OF TRANSPORTATION	97,616,429	82,932,563	89,076,637	95,220,712	101,364,786
DOI GENERAL	16,725,546	13,699,092	13,795,028	13,890,963	13,986,899
DOI SELF GOVERNANCE ROADS	36,719,029	5,454,355	5,502,758	5,551,162	5,599,566
DOI SELF GOVERNANCE	3,357,804	19,309,737	19,737,275	20,164,812	20,592,350
DOI PL 102-477	212,363,929	220,685,903	228,747,826	236,809,748	244,871,671
IHS DISCRETIONARY	100,500	32,143	40,000	68,000	40,000
IHS SELF GOVERNANCE HEALTH	869,811,425	586,489,802	714,189,656	788,734,339	823,279,021
IHS SELF GOVERNANCE TEH	19,187,582	19,889,662	21,231,702	22,573,742	23,915,782
IHS SELF GOVERNANCE OFFICE	386,587	3,896,613	4,282,967	4,669,322	5,055,677
DHHS GENERAL	74,217,060	62,559,401	65,088,742	67,618,083	70,147,424
USDA	27,133,182	18,498,357	18,461,954	18,425,551	18,389,148
DEPT OF EDUCATION	949,495	903,169	846,941	790,713	734,485
HUD	59,933,377	35,022,109	36,608,775	38,195,440	36,608,775
EPA	2,241,547	2,370,873	2,330,099	2,289,325	2,248,552
DEPT OF LABOR	12,489,847	9,369,776	9,359,997	9,350,217	9,340,438
FEDERAL OTHER	14,717,925	10,001,413	10,404,302	10,807,191	11,210,080
STATE OF OKLAHOMA	775,563	618,081	552,292	486,504	420,716
PRIVATE	3,098,201	2,914,836	3,171,565	3,428,295	3,685,024
OTHER	285,000	230,200	234,697	239,193	243,689
PERMANENT FUNDS	9,100	9,114	9,014	8,914	8,814
CAPITAL PROJECTS	287,128,568	99,692,820	60,000,000	20,000,000	20,000,000
NEW DEBT SERVICE PAYMENTS	-	2,650,000	2,650,000	2,650,000	2,650,000
DEPT OF TREASURY	1,339,077,514	892,718,343	446,359,171	-	-
Grand Total	3,403,424,400	2,368,764,504	2,047,861,020	1,673,515,326	1,742,299,472

There are a few assumptions to this model. The overall revenue for the Cherokee Nation has been increasing over the last several years. Many of the programs being funded are from multi-year grants. Some of the funding areas are only dispersed as projects emerge, such as the Roads funding. Meaning that the funding is there, but until a project is identified, there are no budgeted uses for those funds which cause the budget to fluctuate from one year to the next. The Fiscal Recovery Fund funding will be utilized in FY22, FY23, and final expenses in FY24 resulting in a sharp drop for the remaining 2 years. The Grants Services Department has been restructured over the last couple of years allowing the department to pursue new grants more effectively.

The Cherokee Nation anticipates that each fund in the following chart will maintain its minimum reserve levels for each of the three upcoming years. Comments are included in the chart on the following page (see figure 36).

Fund Name	Will a Positive Balance be Achieved?			COMMENTS
	FY 2022	FY 2023	FY 2024	
General Fund	YES	YES	YES	Forecasts have been conservative for last year and this year. This conservative forecasting assures that the balance will remain positive. Recent revenue increases in this fund are due in part to additional taxes being collected for motor vehicle registrations, and increased dividends.
Self-Governance DHHS	YES	YES	YES	Forecasts are constantly being reconsidered to ensure that Cherokee citizens are served through expanded services. Revenues and transfers in are adjusted accordingly.
Capital Projects Fund	YES	YES	YES	The Capital Projects fund two renovation projects of existing Child Development Centers in Tahlequah and Stilwell, and fund new Child Development Centers in Pryor and Sallisaw. There is also a large capital fund utilized for equipment for the new healthcare facility.
HUD	YES	YES	YES	FRF funds led to an increase to meet the growing need for housing program assistance.

Figure 36 Long-Term Fund Balances

Capital & Debt

Capital Expenditures

The Nation's capital expenditures are defined as charges for the acquisition at the delivered price including transportation, costs of equipment, land, buildings, or improvements of land or buildings fixtures, and other permanent improvements with a value in excess of \$5K and a useful life expectancy of greater than one year. These expenditures are to be capitalized and depreciated over their estimated useful lives. Purchased or constructed capital assets are valued at historical cost or estimated historical cost. Donated capital assets are recorded at fair value at the date of the donation. Title to certain property and buildings utilized by the Nation, such as Sequoyah High School, the Child Care Development Center, and other land is held by the federal government. Therefore, such assets are not reflected as capital assets in the accompanying financial statements. The Nation has chosen the straight-line depreciation method for its capital assets based on the estimated useful lives of the capital assets as follows:

<u>Class of Asset</u>	<u>Estimated Useful Life</u>
Buildings and improvements	20-50 years
Equipment	3-20 years
Land Improvements	30 years

Figure 37 Asset Classifications and Useful Life

The Cherokee Nation has the ability to request that land owned by the Nation and its component units be placed into trust status with the United States of America in Trust for the Cherokee Nation (trust status). If land is accepted into trust status, the Nation and its component units have the ability to continue using the property. Activities such as the Nation's gaming activities can only be conducted on land held in trust status. When land is placed into trust status, the title to the property is transferred to the Federal Government. Under generally accepted accounting principles, this land is removed from the books of the Nation or its component units since the Nation no longer has title to the land. There are various parcels of land owned by the Nation and its component units that the Nation has requested to be placed into trust

status. The cost basis of this land will be written off by the Nation when, and if, the property is accepted into trust status.

For purposes of this authorization, capital expenditures are defined by inclusion on a list of project accounting units. Funding for the listed projects remain in effect until the project is completed or the project is amended by action of the Council. Capital Projects funds are used to report resources that are used for major capital acquisition and construction separately from ongoing operational activities. The total Capital Budget for FY22 is \$418.5M. The largest capital funding sources are Capital Construction Projects with 68.68% and the Department of Transportation with 23.35% and IHS Self Governance Health with 2.87%. The list of project accounting units by funding source for the FY22 budget is as follows below (see figure 38).

Capital Budget Programs/Projects	
1010306 Facilities Improvement	\$359,442
1010464 Tribal Bridge Program	\$558,499
1012010 Ketcher Youth Shelter Repair	\$16,954
1012500 Land Acquisitions	\$2,771,484
1012505 Land Acquisition & Improvement	\$249,530
1012506 Land Acquisitions Trust	\$100,000
1022020 MFT Reserves Roads	\$2,565,104
1052000 MVT Highways Const	\$9,242,914
3190000 DOT FHWA Roads	\$97,539,592
3190010 Roads Environmental Review	\$76,837
3211000 DOI IRR Roads Construction	\$3,357,804
3329030 Health Equipment Replacement	\$12,000,000
3753300 Federal Transit Program	\$2,560,683
7961500 Pryor EHS Construction	\$1,200,000
7964600 Pryor CDC Construction	\$16,224,820
7964700 Tahlequah CDC Expansion	\$3,779,498
7964800 Sallisaw CDC Construction	\$16,234,820
7964900 Stilwell CDC Expansion	\$3,890,373
7964910 Catoosa Child Development Cntr	\$7,780,746
7965500 Tribal Complex Construction	\$20,576
7965800 Catoosa Tax Commission Building	\$2,300,000
7965900 Durbin Feeling Capital Project	\$19,309,310
7968300 Health Facilities Equipment	\$11,138,425
7968400 Stilwell Clinic Equipment	\$4,000,000
7968500 Stilwell Clinic Const	\$18,250,000
7969010 WW Hastings Hospital Const	\$183,000,000
Grand Total	\$418,527,411

Figure 38 Capital Projects

Facilities Improvement – Funds set aside from Special Dividends declared in prior fiscal years to update facilities around the Nation on an as needed basis. These funds are reserved until a need has been determined. Much of this budget goes to payroll for emergency construction workers in times of construction delays. *Operating effect: the effect isn't known as the projects have not been decided upon.*

Tribal Bridge Program – Funds for bridge, drainage and vehicular access projects across the 14 county reservation area through the Nation's General Fund. These funds are divided equally among the 17 Tribal Council Members. *Operating effect: will not exist. These are one time funds given to infrastructure projects that do not belong to the Nation but do benefit the Nation's citizens.*

Ketcher Youth Shelter Repair – Funds for repairing the water damage sustained during the expansion started in 2017. These are the remaining funds being spent due to the delay that arose from the COVID pandemic. *Operating effect: will be minimal. These are one time funds given to infrastructure projects that do benefit the Nation's citizens and could help generate grant revenue once the project is complete and the entire building is opened back up.*

Land Acquisitions – Funds from the Nation/United States Arkansas Riverbed settlement set aside by the Tribal Council via resolution for the purchase of real property by the Nation. This legislation also provides for an automatic trust corridor to which some of these funds can be targeted, however no corridor real property can and has been purchased. *Operating effect: will be minimal if exists at all.*

Land Acquisitions & Improvement – Funds are used to increase the Cherokee Nation land base as approved by Tribal Government. These funds are set aside for land acquisitions and improvements to existing properties owned by Cherokee Nation. *Operating effect: will be minimal if exists at all.*

Land Acquisitions Trust – Funds from the existing surface lease for the future wind energy project located on the Chilocco property in Kay County held in trust for Cherokee Nation. *Operating effect: will be minimal if exists at all.*

MFT Reserves Roads – Funds for bridge, drainage and road projects on public roadways and is funded through the Nation's Motor Fuel Tax Compact with the State of Oklahoma. These funds are divided equally among the 15 Tribal Council Members. *Operating effect: will not exist. These are one time funds given to infrastructure projects that do not belong to the Nation but do benefit the Nation's citizens.*

MVT Highways Construction – Funds for bridge, drainage and road projects on public roadways and is funded through the Nation's Motor Vehicle Tax Compact with the State of Oklahoma. These funds are divided equally among 15 Tribal Council Members. *Operating effect: will not exist. These are one time funds given to infrastructure projects that do not belong to the Nation but do benefit the Nation's citizens.*

DOT FHWA Roads – Funds for the Nation's Roads Department administration and construction including related expenses funded through the Federal Highway Administration grant. *Operating effect: will not exist. These are one time funds given to infrastructure projects that do not belong to the Nation but do benefit the Nation's citizens.*

Roads Environmental Review – Funds for the Nation's Environmental Protection Commission to conduct environmental tests and research for the Roads Department. *Operating effect: will not exist. These are one time funds given to infrastructure projects that do not belong to the Nation but do benefit the Nation's citizens.*

DOI IRR Roads Construction – Funds for the Nation's Roads Department construction activities funded through the Department of Interior's Indian Reservation Roads (IRR) program. *Operating effect: will not exist. These are one time funds given to infrastructure projects that do not belong to the Nation but do benefit the Nation's citizens.*

Health Equipment Replacement – Funds to purchase equipment for the newly expanded Health Centers and necessary equipment replacements throughout the health system. *Operating effect: will be minimal but are currently unknown. New equipment will allow health facilities to offer more services with quicker turnaround time. Replacing old equipment should help generate more revenue.*

Federal Transit Program – Funds to purchase buses and vehicle insurance as well as contract services with area transit agencies to provide transportation to the Nation's citizens. The buses bought are titled in the Nation's name but operated and maintained by the transit agencies. *Operating effect: will not exist as this is a yearly investment of contract services and capital acquisitions.*

Pryor EHS Construction – Funds to construct a new Early Head Start facility in Pryor, OK. The current facility is in need of replacement due to age and condition of the facility. The new facility will allow for additional students and increased classroom capacity. *Operating effect: once construction is completed, it is anticipated that this will impact the operating budget through additional grant revenue due to additional services benefitting the Nation's citizens*

CDC Construction and Expansion – These funds are for construction of the new Child Development Centers in Pryor and Sallisaw and for the expansion of the existing centers in Tahlequah and Stilwell. *Operating effect: once construction and expansion are completed, it is anticipated that this will impact the operating budget through additional grant revenue due to additional services benefitting the Nation's citizens.*

Catoosa Child Development Center – Funds to construct a new Child Development Center to be located in Catoosa, OK. *Operating effect: once construction and expansion are completed, it is anticipated that this will impact the operating budget through additional grant revenue due to additional services benefitting the Nation's citizens.*

Tribal Complex Construction – Funds to complete the second floor and remodeling project of the Tribal Complex. *Operating effect: once construction is completed, will increase operating expenditures as the planned facility is larger than the existing facility.*

Catoosa Tax Commission Building – Funds to expand and renovate the Catoosa Tag Office facility. *Operating effect: it is anticipated that this will impact the operating budget as this will allow the Cherokee Nation to process more tags at the larger facility.*

Durbin Feeling Capital Project – Funds to expand and renovate the building that will be home to the Durbin Feeling Language Center. *Operating effect: it is anticipated that this will impact the operating budget as this will allow the Cherokee Nation to offer Language Programs to help preserve the Cherokee Language for future generations.*

Health Facilities Equipment – Funds to add equipment to the newly constructed health facilities. As each phase of the new CN Outpatient Health Clinic is completed, new equipment would need to be purchased to fill these areas. *Operating effect: new equipment will help generate new income there by adding revenue to the location where it is located.*

Stilwell Clinic Construction and Equipment – Funds to expand and renovate the Stilwell Health Clinic. *Operating effect: once construction is completed, it is anticipated that this will impact the operating budget through additional grant revenue due to additional services benefitting the Nation's citizens.*

WW Hastings Hospital Construction – Funds to construct the new health hospital facility in Tahlequah, OK. *Operating effect: once all phases are completed, it is estimated that this will impact the operating budget in additional grant revenue from IHS.*

Impact of Capital Investments on Operating Budget

Capital Investments as defined in the previous section are all purchases with a value of \$5,000 or more including land, buildings, equipment, improvements of land or buildings or other permanent improvements. Many of the investments are projects to improve land, buildings or other structures for the service of the Cherokee citizens. Some of the capital budgets remain the same year over year to try to meet the consistent need for constant improvements.

One of the biggest investments for FY22 is the construction fund for the new hospital facility in Tahlequah. FY22 will be the first year for construction of the facility. The impact to the operating budget is estimated to increase with additional funds via the IHS Compact. No estimates have been made yet of the impact of utility costs, equipment costs, service costs and payroll. Because the additional operating funds from IHS are anticipated to cover these costs, there will be no negative impact to the Nation's annual operating budget.

Two other yearly investments, Department of Transportation Federal Highway Roads and Department of the Interior and Tribal Transportation Program (Formerly IRR) Roads Construction, are not anticipated to have any impact on the operating budget. These two investments help build bridges, roads and water runoff projects. These funds pay for payroll and materials for these improvements. The city or county in which the project is underway is responsible for supplying the equipment for the new structure. There will be no future impact on the operating budget as these new roads and bridges and other structures are left to the city or the county to maintain upon completion.

Many of the capital investments are budgeted to remain the same year over year. These budgets have little impact on the operating budget. Land Acquisitions is used to purchase available land within the 14 county reservation to be used at a future date. The Federal Transit Program is an investment to offer transportation for Cherokee citizens. The Program takes care of its own operating budget. The CDC Construction investment is an investment to ensure the structures are expanded or services are now available in additional locations for Cherokee and other Native Americans. There is an annual investment budget for the Health Equipment used at clinics within the 14 counties. Health is an ever-changing field and new equipment purchases are necessary as technology changes to meet the different needs of the citizens.

Many departments purchase capital acquisitions to fulfill the services each department offers. Vehicles, computer servers, buildings, and other equipment are assessed with a life cycle. Repairs, maintenance and eventually replacement costs are assessed and operating budgets are impacted accordingly. Vehicles and equipment are budgeted with a repair and maintenance on the yearly budget. Operating budgets include space cost for buildings and other structures. These space costs include maintenance, utility costs and cleaning costs associated with the use of the building.

Debt

During August of FY16, the Nation entered into a \$170M loan agreement with Bank of Oklahoma to provide funding for the construction of the new health care facility in Tahlequah, OK. The term of the agreement is for 7 years and the Nation is making the monthly debt service payments. The Nation entered into a swap agreement with Bank of Oklahoma to fix the interest rate on the loan. There are potential gains and losses associated with the swap agreement should the Nation choose an early payoff of the loan.

Maturities of long-term debt for the Governmental activities are as follows (see figure 39 below).

	Principal	Interest	Total
2022	\$ 11,333,333	\$ 4,067,250	\$ 15,400,583
2023	134,111,112	3,439,588	137,550,700
2024-2027	-	-	-
Total	\$ 145,444,445	\$ 7,506,838	\$ 152,951,283

Figure 39 Governmental Activities Long-term Debt Maturities

The Nation has no debt limits other than that all debt must be authorized by the Tribal Council.

Departmental Information

Position Summary Schedule

The full time equivalents (FTEs) of the Nation are shown by Department. The FTE count includes all classes of employees including full time, part time, temporary, contract and elected officials. The staffing summary is rounded to the nearest whole number (see figure 40 on the following page).

Department	FY 2020	FY 2021	FY 2022	FY 21 Act	
OFFICE OF THE CHIEF	68	53	56	3	1
TRIBAL COUNCIL	21	21	21	-	
TRIBAL COURTS	12	14	17	3	2
OFFICE OF THE ATTORNEY GENERAL	19	48	74	26	3
EDUCATION SERVICES	351	306	329	23	4
HEALTH SERVICES	2,648	2,712	2,929	217	5
FINANCIAL RESOURCES	123	128	136	8	6
TRANSPORTATION & INFRASTRUCTURE	72	75	65	(10)	7
HUMAN RESOURCES	62	65	72	7	8
MANAGEMENT RESOURCES	129	126	86	(40)	9
COMMERCE SERVICES	38	38	35	(3)	10
HUMAN SERVICES	339	489	505	16	11
GOVERNMENT RESOURCES	68	68	69	1	12
MARSHAL SERVICE	60	72	78	6	13
ENVIR PROTECTION COMM	-	-	-	-	
GAMING COMMISSION	64	63	63	-	
INFORMATION TECHNOLOGY	128	131	139	8	14
CAREER SERVICES	269	288	300	12	15
TAX COMMISSION	72	70	74	4	16
ELECTION COMMISSION	5	5	4	(1)	17
CHEROKEE PUBLICATIONS	14	14	14	-	
INDIAN CHILD WELFARE	145	-	-	-	
SEC OF NATURAL RESOURCES	53	58	79	21	18
LANGUAGE	-	73	102	29	19
Total Positions	4,760	4,917	5,247	330	

Figure 40 FY21 Staffing Summary

Notes: Variance FY22 vs. FY21

1. Added 2 Public Relations Coordinators & 1 Community Culture Laborer
2. Added 3 Deputy Court Clerks due to McGirt increase caseload
3. 12 VOCA positions transferred, 8 new VOCA positions added; 5 new Attorney General To Be Determined (TBD) positions & 1 Admin Manager added due to McGirt ruling
4. CDC added 2 Head Start Lead Teachers; Sequoyah High School (SHS) Added 8 Secondary Teachers, & 5 Academic Asst positions; 16 SHS Facilities Maint positions transferred in from Management Resources; Offset by 8 CHC positions transferring to CNB.
5. COVID & CNOHC completion - Added Admin 35, Clinic & Family Caretakers 28, Communications & Operators 33, Dental 19, EMS 3, Nurses 84, 9 Social workers, 5 Phlebotomists & 1 Physician
6. Added 5 Accountants, 1 Investment Analyst & 2 TBD positions due to reporting of COVID funding

7. Bus Enterprise transferred to HACN - 4 positions transferred; Community Dev funding ended. 6 positions vacant >1 year eliminated
8. Added 1 Clerk & 3 Compensation Analysts, 1 Claims Adjuster & 2 Loss Control Specialist
9. 16 SHS Facilities Maint positions transferred to Education; 21 Natural res positions transferred to SONR; eliminated vacant Custodian (2) positions & 1 Planning Systems Manager
10. 3 MAP Program positions transferred to HACN (Portfolio Supervisor, Clerk & Self Sufficiency Manager)
11. 12 VOCA positions transferred to AG; offset by 19 Child & Youth Spec, 6 Food Distribution due to expansions, and 3 Family Advocate positions added
12. Added 1 Spec Projects Analyst
13. Added 1 SORNA Coordinator, 1 Investigator & 4 Transportation Officers - Increase due to McGirt
14. 8 Clinical Applications positions added due to CNOHS expansion
15. New TANF program in October FY21. 12 new TANF positions added in FY22
16. 4 tax Commission Agents added due to Tag Office's expansions
17. Eliminated 1 vacant Security Officer not needed in non-election year
18. 21 Natural Resources positions transferred in from Management Resources
19. New in FY21 - Added 3 Teachers, 5 Teaching Assistant, 5 Curriculum Spec, 1 ED, 1 Translator 3 Language Tech Spec, 9 Speakers & 2 Master Speaker

Department Descriptions

Office of the Principal Chief

Department Overview

The Office of the Principal Chief (OPC) is responsible for the planning, development and conduct of all governmental functions for the Executive Branch of the Cherokee Nation. This office also sets and prioritizes the agendas and strategies for the Cherokee Nation departmental components that provide direct products and services. The Executive Administration Department, one of the three branches of Cherokee Nation Government, is comprised of elected/appointed officials and their Tribal Employee support staff and is the core, governmental structure of the Cherokee Nation.

The Executive Branch of Government is a constitutionally defined role within the Cherokee Nation. Working in concert with the Legislative and Judicial Branches of Government, all operations, management, and planning services required by the Tribe are conducted herein to provide for the wellbeing of the Cherokee Nation, its population, and resources. This department partners with all other Cherokee Nation governmental entities, departments and subsidiaries, Cherokee Nation communities and their related organizations, other federally recognized tribes and federal, state and local government entities on projects and issues of all types and scopes. This department consists of the Office of the Principal Chief, Deputy Chief, Secretary of State, along with Government Relations, Community and Cultural Outreach, Special Projects and Communications.

Government Relations (GR) is under the direction of the Secretary of State and collaborates with Cherokee Nation (CN) Administration and Cherokee Nation Businesses (CNB), respectively, to ascertain their priorities and assists in developing and executing strategies to help advance their priorities before federal and state bodies. GR is also responsible for many CN events, special projects, voter registration, attends At-Large meetings, liaises between Tribal Council and the Administration, oversees nominations on the tribal, federal and state levels, and manages charitable and political donations.

Communications exists to protect and promote the image of the Cherokee Nation to both internal and external publics. The Communications department provides press releases, responds to media inquiries,

monitors internal communications to employees and produces both internal and external publications, videos and other projects. Communications also manages the closed circuit television program CNTV, CN YouTube channel and produces a Cherokee language radio show called “Cherokee Voices.”

Key Trends and Challenges Impacting the Department

- ❖ Increasing numbers of high-priority projects, needs, and emergencies requiring attention
- ❖ Strengthening relationships with government entities and organizations

Goals and Objectives

- ❖ To assure that the Cherokee Nation and its citizens receive the proper governmental assistance as mandated by the Cherokee Nation Constitution as well as the rules, regulations and policies of the Principal Chief
- ❖ Advancing tribal and CNB priorities before federal and state bodies
- ❖ Acting as the liaison between the Tribal Council and the Administration
- ❖ Overseeing nominations on the tribal, federal and state levels and managing charitable and political donations
- ❖ Assure that Administration receives the technical and administrative support it needs in order to provide for efficient and proper governance for the Nation and its affiliated entities
- ❖ Increase positive news coverage and positive social media presence for the Cherokee Nation as well as Cherokee Nation programs

Primary Services

- ❖ Planning, coordination and management of comprehensive Tribal operations and activities
- ❖ Coordinating with relevant departments to develop comments, testimony, proposed legislation and correspondence
- ❖ Engaging with federal and state officials
- ❖ Assists the Executive branch in conducting its government enabling functions
- ❖ Providing support for administration and programs in media coverage and communicating with the Cherokee citizens

Key Performance Measures

Office of the Chief			
	FY20 Actual	FY21 Actual	FY22 Budget
# of Cherokee communities	14 Reservation / 25 At-Large	14 Reservation / 25 At-Large	14 Reservation / 25 At-Large
Cemetery preservation	84	52	81

Figure 41 Office of the Chief Performance Measures

Office of the Principal Chief Organizational Chart

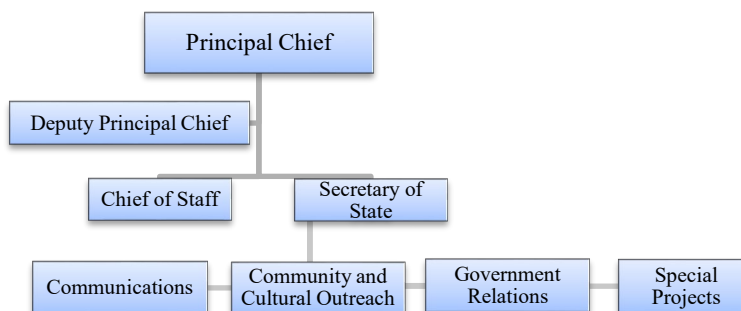


Figure 42 Office of the Principal Chief Org Chart

The Office of the Principal Chief's funding is shown in the table below (see figure 43) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DOI GENERAL	\$ -	\$ 50,000	\$ -
IHS SELF GOVERNANCE HEALTH	-	101,559	101,559
INDIRECT COST POOL	1,324,296	1,538,641	1,699,609
MOTOR VEHICLE TAX	439,912	450,482	850,245
PRIVATE	35,466	20,250	-
TRIBALLY FUNDED	7,546,582	14,540,742	19,038,961
USDA	210,163	170,582	159,648
Grand Total	\$ 9,556,419	\$ 16,872,256	\$ 21,850,022

Figure 43 Office of the Principal Chief Funding by Funding Source

The table below (see figure 44 on the following page) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 13,700	\$ 4,050	\$ 41,050
BUILDING LEASE	10,309	10,040	10,040
CAPITAL ACQ <5K	106,312	49,750	3,062,363
CAPITAL ACQUISITIONS	-	2,586,645	431,936
CLIENT SERVICES	59,870	20,000	28,780
CONTRACTS	1,595,073	5,306,855	8,215,928
CONTRIBUTIONS	2,274,478	2,642,527	3,102,920
DEPRECIATION	1,643	1,650	800
FOOD COST	30,962	43,750	49,100
INDIRECT COST	442,056	507,509	888,411
INSURANCE	28,485	(28,220)	(28,425)
INTERNET	17,076	4,889	7,524
LEASE EQUIPMENT	4,439	2,027	1,962
MAILING COST	29,619	46,874	44,739
OTHER EXPENSES	14,119	4,300	4,126
PRINTING/COPYING	21,782	41,450	40,200
RECRUITMENT	264	-	-
REPAIRS/MAINT	2,358	7,000	9,100
SALARIES/FRINGE	3,834,308	4,479,960	4,820,176
SPACE COST	339,365	329,825	332,935
STAFF DEVELOPMENT	42,563	32,500	34,500
SUPPLIES	303,293	273,456	287,927
TELEPHONE	58,943	57,525	57,044
TRANSFERS	113,327	85,291	-
TRANSPORTATION	50,946	77,850	99,485
TRAVEL	157,125	284,753	303,621
UTILITIES	4,007	-	3,780
Grand Total	\$ 9,556,419	\$ 16,872,256	\$ 21,850,022
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
COMMUNICATIONS	14	13	15
COMMUNITY AND CULTURAL OUTREACH	28	30	16
GOVERNMENT RELATIONS	13	11	11
PRINCIPAL CHIEF	13	14	14
OFFICE OF THE CHIEF TOTAL	68	68	56

Figure 44 Summary Budget Data – Office of the Principal Chief

Tribal Council

Department Overview

The Tribal Council (Council) of the Cherokee Nation is the legislative body of the Cherokee Nation. The main purpose of the legislative branch is to create, pass and amend laws which it shall deem necessary and proper for the good of the Nation. One of the key legislative acts approved on an annual basis and modified each month is the comprehensive budget act.

Key Trends and Challenges Impacting the Department

The key trend and challenge facing the Council of the Cherokee Nation is the continued growth of constituents and needs versus the stagnant and in some cases reduced funding to meet these needs. Current priorities and future stability have to be considered in all decisions of the Tribal Council.

Goals and Objectives

The objectives of the Tribal Council include providing maximum services to citizens while supporting the long term goal of stability and continuation of services in the future.

Key Performance Measures

Tribal Council			
	FY20 Actual	FY21 Estimated	FY22 Budget
Attendance to Committee Meetings	96%	96%	96%
Attendance to Council Meetings	96%	96%	96%

Figure 45 Tribal Council Performance Measure

Expenditures and Authorized Positions

The Tribal Council's funding is shown in the table below (figure 46) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
INDIRECT COST POOL	\$ 1,140,837	\$ 1,201,713	\$ 1,201,713
MOTOR VEHICLE TAX	595,990	787,355	800,000
TRIBALLY FUNDED	2,286,197	2,401,743	2,401,743
Grand Total	\$ 4,023,024	\$ 4,390,811	\$ 4,403,456

Figure 46 Tribal Council Funding by Funding Source

The table following (see figure 47 on the following page) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 1,390	\$ 3,400	\$ 3,000
CAPITAL ACQ <5K	4,133	8,000	8,000
CLIENT SERVICES	47,273	85,000	85,000
CONTRACTS	152,791	150,000	150,000
CONTRIBUTIONS	1,215,983	1,436,855	774,500
DEPRECIATION	1,824	1,825	608
FOOD COST	42,040	30,000	30,000
INDIRECT COST	154,579	163,755	163,755
INSURANCE	33,802	34,000	36,525
INTERNET	156	-	-
LEASE EQUIPMENT	10,320	13,000	16,000
MAILING COST	18,286	16,000	11,500
OTHER EXPENSES	8,202	11,500	9,972
PRINTING/COPYING	7,042	8,700	8,000
REPAIRS/MAINT	6,940	2,000	3,000
RESERVED BY APPROPRIATION	-	-	675,000
SALARIES/FRINGE	1,846,536	1,863,776	1,857,596
SPACE COST	89,806	109,000	110,000
STAFF DEVELOPMENT	35,145	28,000	29,000
SUPPLIES	24,039	28,000	35,000
TELEPHONE	54,891	52,500	53,000
TRANSFERS	17,000	17,000	17,000
TRANSPORTATION	195,752	208,500	207,000
TRAVEL	55,095	120,000	120,000
Grand Total	\$ 4,023,024	\$ 4,390,811	\$ 4,403,456
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
TRIBAL COUNCIL	21	21	21
TRIBAL COUNCIL TOTAL	21	21	21

Figure 47 Summary Budget Data – Tribal Council

Tribal Courts

Department Overview

The Judicial Branch is made up of the District Court (or trial court) and the Supreme Court (or appellate court) of the Cherokee Nation. These courts provide the forums for settling legal disputes and is responsible for interpretation and application of law. The Court Clerk's office serves to receive and file cases to be placed on a court docket for hearing.

Key Trends and Challenges Impacting the Department

A challenge the court is already experiencing is a shortage of office space. We anticipate the court's budget will also be impacted as cases filed and workload continually increases.

Goals and Objectives

The goal of the Court Clerk's office is to maintain integrity of the office and to ensure that cases filed are maintained and placed on a docket for hearing in a timely manner; to interpret the law fairly and with equal regard for all persons to whom the law applies; and to serve Cherokee citizens by communicating the law, and by upholding the principles of justice and the Cherokee Constitution.

Primary Services

Serves as a forum for citizens to file actions and or disputes for hearing before the court. Primary purpose is to serve the Cherokee Citizens by ensuring equal justice under the laws of the Nation.

Key Performance Measures

Tribal Courts			
	FY20 Actual	FY21 Actual	FY22 Budget
Number of new District Court cases filed	1,006	5,188	7,900
Number of new Supreme Court cases filed	13	7	10

Figure 48 Tribal Courts Performance Measures

Tribal Courts Organizational Chart

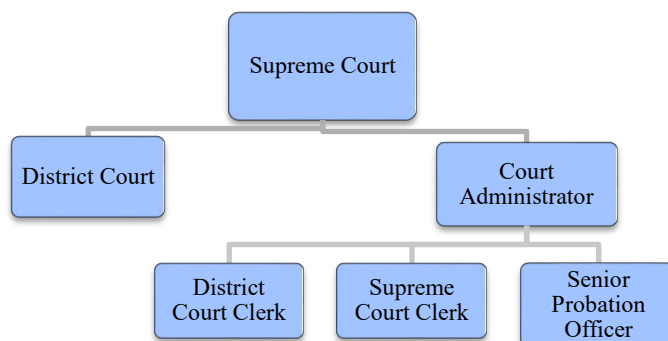


Figure 49 Supreme Court Org Chart

Expenditures and Authorized Positions

The Tribal Courts' funding is shown below (see figure 50) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DOI SELF GOVERNANCE	\$ -	\$ 77,458	\$ -
TRIBALLY FUNDED	1,126,461	2,434,608	2,693,372
Grand Total	\$ 1,126,461	\$ 2,512,066	\$ 2,693,372

Figure 50 Tribal Courts Funding by Funding Source

The table following (see figure 51 on the following page) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 1,918	\$ 1,500	\$ 1,500
BUILDING LEASE	-	155,000	155,000
CAPITAL ACQ <5K	1,198	58,000	20,000
CAPITAL ACQUISITIONS	-	25,044	-
CONTRACTS	136,311	405,940	456,114
FOOD COST	192	400	400
INDIRECT COST	114,395	255,136	270,755
INSURANCE	540	1,500	1,500
INTERNET	130	-	-
MAILING COST	1,441	-	-
OTHER EXPENSES	200	-	-
RECRUITMENT	29	-	-
REPAIRS/MAINT	225	-	-
SALARIES/FRINGE	669,675	1,503,581	1,622,153
SPACE COST	156,709	-	-
STAFF DEVELOPMENT	689	1,500	2,500
SUPPLIES	9,127	46,600	37,600
TELEPHONE	23,969	24,000	24,000
TRANSPORTATION	9,704	1,365	350
TRAVEL	9	32,500	101,500
Grand Total	\$ 1,126,461	\$ 2,512,066	\$ 2,693,372
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
DISTRICT COURT	5	5	10
SUPREME COURT	7	7	7
TRIBAL COURTS TOTAL	12	12	17

Figure 51 Summary Budget Data – Supreme Court

Other Boards and Commissions

Department Overview

Other Boards and Commissions contains the Arkansas Riverbed Project. The Arkansas Riverbed Authority (ARB) is an entity created jointly by the Chickasaw, Choctaw and Cherokee Nations to administer the tribally owned stretch of the Arkansas River between Muskogee, Oklahoma and Fort Smith, Arkansas.

Funding for the ARB comes from litigation support, and provides assistance for litigation, negotiation or administrative proceedings to protect, defend or establish their rights and protect tribal trust resources guaranteed through treaty, court order, statute, executive order or other legal authorities. The ARB assists tribes and the United States in procuring the services of experts to conduct studies, research or collect data for presentation in litigation or administrative proceedings along the Arkansas Riverbed.

Key Performance Measures

Boards and Commissions			
	FY20 Actual	FY21 Actual	FY22 Budget
Number of new cases	0	0	0

Figure 52 Boards and Commissions Performance Measures

Expenditures and Authorized Positions

The Other Boards and Commissions' funding is shown in the table below (see figure 53).

Funding Source	2020 Actual	2021 Budget	2022 Budget
DOI SELF GOVERNANCE	\$ 234,716	\$ 251,291	\$ 254,944
INDIRECT COST POOL	1,640	-	-
Grand Total	\$ 236,356	\$ 251,291	\$ 254,944

Figure 53 Other Boards and Commissions Funding by Funding Source

The following table (see figure 54 below) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
CONTRACTS	\$ 218,211	\$ 226,757	\$ 230,410
INDIRECT COST	1,705	2,534	2,534
INSURANCE	1	-	-
INTERNET	1,361	-	-
SUPPLIES	14,800	22,000	22,000
TELEPHONE	278	-	-
Grand Total	\$ 236,356	\$ 251,291	\$ 254,944
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
The positions within this division are portions of employees. The total does not equal to one FTE.	-	-	-
OTHER BOARDS AND COMMISSIONS TOTAL	-	-	-

Figure 54 Summary Budget Data – Other Boards and Commissions

Office of the Attorney General

Department Overview

The Office of the Attorney General (OAG) represents the Cherokee Nation in all criminal, juvenile, and civil cases in any court where the Nation is a party. The OAG provides general legal advice to the Departments, Boards and Commissions of the Cherokee Nation. The AG's office does not provide individual legal services to citizens, but represents the tribe as a whole.

One Fire Victim Services offers a variety of services including but not limited to emergency housing, assistance with permanent housing, legal and advocacy.

The Department of Juvenile Justice works with juveniles who are referred to the department from a variety of sources including law enforcement, parents, schools, the court and other Cherokee Nation departments.

Primary Services

The OAG's primary services include representing the Nation in all cases in which it is named, providing general legal advice to the Departments, Boards and Commissions of the Nation, prosecutorial duties, contractual assessments, and any issues to arise concerning the overall welfare and jurisdictional crisis of the Nation.

One Fire's primary services include victim services including housing, legal, advocacy and any other services they may be able to assist with.

Juvenile Justice's primary services include intake services, referral services, and probation for court-involved youth. The department works closely with other Tribal departments to provide holistic, wrap-around services to juveniles and their families/guardians to provide the best possible outcomes.

Key Trends and Challenges Impacting the Department

- ❖ Drastically increased criminal and juvenile prosecution due to Reservation status.
- ❖ High profile litigation including, UKB cases, Opioid cases, Juul cases, ICWA defense, and cases that continue to attack Cherokee Nation's Reservation.
- ❖ Oversee the on-going Sex Offender Registration Program, which has greatly expanded due to Reservation status.
- ❖ Assist with the assertion of environmental rights of the Nation
- ❖ Continue to develop victim's rights initiatives and domestic violence programs.
- ❖ Bogus Check Program
- ❖ Initiating civil litigation to recover costs for the Nation.

Office of the Attorney General Organizational Chart

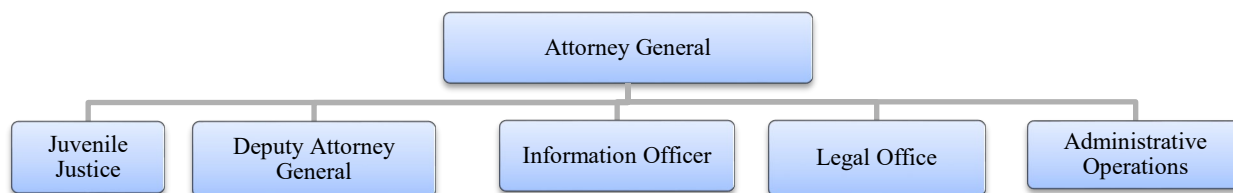


Figure 55 Office of the Attorney General Org Chart

Goals and Objectives

- ❖ Protect and defend the sovereignty of the Cherokee Nation.
- ❖ Protecting the Nation's families and communities through tribal criminal prosecutions and needed referrals to U.S. Attorneys.
- ❖ Protect Nation's children through juvenile systems (tribal & state courts), increase presence in out-of-state cases.
- ❖ Facilitate the work flow of other departments by providing timely, responsive assistance.
- ❖ Defend the Nation's resources in any action brought against the Nation.

- ❖ Educate and enlighten communities, lawyers, and other professionals regarding the Nations' legal jurisdiction, history, and interest.
- ❖ Develop and maintain an expert team of tribal legal professionals through continued training.
- ❖ Exercise jurisdiction through implementation of child support enforcement in cases being brought before the Cherokee Nation District Court.
- ❖ Promote the general welfare of the Cherokee people.
- ❖ Generate community interaction to ensure a thriving partnership with state and local governments to foster healthy communities.
- ❖ Empower victims seeking help, with the tools they need to rebuild their lives and become the strong individuals; to effect social change through outreach and education in order to put an end to inter-generational violence; and to partner with state, county, and tribal courts & law enforcement to hold abusers accountable for their crimes.
- ❖ To rehabilitate youth to become productive Cherokee Nation citizens and to break patterns of destructive behavior.

Key Performance Measures

Office of Attorney General			
	FY20 Actual	FY21 Estimated	FY22 Budget
Criminal Cases	23	73	360
Juvenile Cases	34	77	20
Probates	13	12	10

Figure 56 Office of Attorney General Key Performance Measures

Major Financial or Programmatic Changes Occurring In This Budget

Major changes in the budget in all areas due to the McGirt & Hogner decisions, which clarified that the Cherokee Nation was never disestablished and has primary criminal jurisdiction over all Indians who commit crimes inside the Cherokee Reservation.

We have increased our staff, and every other budgeted line item to support the increased staff. We continue to monitor and add staff to accommodate the influx of cases due to McGirt/Hogner.

Expenditures and Authorized Positions

The Office of the Attorney General's funding is shown below (see figure 57) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DHHS GENERAL	\$ 95,668	\$ 496,221	\$ 1,972,955
DOI SELF GOVERNANCE	4,345	416,018	-
FEDERAL OTHER	301,373	508,289	323,661
INDIRECT COST POOL	701,516	1,797,789	2,345,785
TRIBALLY FUNDED	1,556,094	4,128,443	5,416,365
Grand Total	\$ 2,658,995	\$ 7,346,760	\$ 10,058,766

Figure 57 Office of the Attorney General Funding by Funding Source

The table below (see figure 58) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
BUILDING LEASE	\$ 932	\$ -	\$ -
CAPITAL ACQ <5K	4,492	2,000	143,411
CAPITAL ACQUISITIONS	-	57,500	57,500
CLIENT SERVICES	91,121	202,780	675,078
CONTRACTS	318,049	1,233,642	1,248,246
DEPRECIATION	-	11,500	-
FOOD COST	863	3,150	3,500
INDIRECT COST	170,055	465,610	696,841
INSURANCE	2,129	14,900	13,900
INTERNET	1,310	48,700	40,000
LEASE EQUIPMENT	3,901	32,000	28,000
MAILING COST	3,786	12,500	11,000
OTHER EXPENSES	7,084	75,000	75,000
PRINTING/COPYING	1,878	18,500	15,500
RECRUITMENT	86	4,400	3,500
REPAIRS/MAINT	1,075	-	-
SALARIES/FRINGE	1,812,536	3,895,155	5,677,599
SPACE COST	69,041	393,525	266,000
STAFF DEVELOPMENT	73,749	109,526	267,416
SUPPLIES	34,212	288,598	348,857
TELEPHONE	28,522	105,974	125,500
TRANSPORTATION	12,606	242,307	199,000
TRAVEL	21,365	129,493	162,918
UTILITIES	205	-	-
Grand Total	\$ 2,658,995	\$ 7,346,760	\$ 10,058,766
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
ATTORNEY GENERAL	19	22	74
OFFICE OF THE ATTORNEY GENERAL TOTAL	19	22	74

Figure 58 Summary Budget Data – Office of the Attorney General

Education Services

Department Overview

Cherokee Nation Education Services works to cultivate the development of skilled and knowledgeable Cherokees through administration of programs that focus resources on serving people of all ages.

- ❖ Head Start: Prepares pre-k children for school
- ❖ Sequoyah Schools: Operates a residential option comprehensive high school for Native American students in grades 9-12

- ❖ College Resource Center: Provides Scholarships to qualified Cherokee students attending an accredited college or university
- ❖ Johnson O'Malley (JOM): Provides supplemental and/or operational support to public schools within Cherokee Nation boundaries
- ❖ Cultural Resource Center: Educates Cherokee citizens and the public on Cherokee language, history and culture with promotion with emphasis on valid presentation of Cherokee and culture.

Major Financial or Programmatic Changes Occurring In This Budget

- ❖ Education Services will remain connected with the Cherokee Immersion Charter School to assist with Federal and State reporting and maintaining the professional credibility of the school.
- ❖ The release of the Cherokee Nation history book resulted in modification of the area public schools' course offerings to add Cherokee history as a credit bearing class. This will result in requests to the Cherokee Nation for assistance in development of appropriate support activities, lesson plans, and teaching manuals for the new books. Periodic workshops are anticipated for teachers of Cherokee history in elementary and secondary education settings.

Intensifying services in total geographic area:

- ❖ Public Schools – expand to all areas serving all 14-county area
- ❖ Professional Development – provide professional development opportunities in Science, Technology, Engineering and Mathematics (STEM) areas. Professional development areas of regional and national conferences and in-house conference with local, state and nationally recognized subject area experts
- ❖ College Resources – provide scholarships to high school juniors and seniors concurrently enrolled in post-secondary educational institutions
- ❖ STEM Programs – expand STEM activities offered to public schools, primarily in robotics with local/area competition events leading to locally hosted national competitions
- ❖ Sequoyah Schools – maximize federal funds with fiscal efficiency
- ❖ Comprehensive pre-k through 12th system – research all public schools and assisting public schools and Cherokee Nation schools to meet expanding State and Federal mandates

Primary services include:

- ❖ Educational program enhancement to public schools, including positive impact on quality of education for Cherokee children in pre-k through 12th grade
- ❖ Provide opportunity and assistance to enable Cherokee students to pursue appropriate fields of study in higher education
- ❖ Educate, preserve and promote Cherokee language, history, and culture
- ❖ Provide Early Childhood Education with both an Early Head Start and Head Start program serving children from 6 weeks to 3 years in a classroom environment promoting early childhood developmental stages.

Key Trends and Challenges Impacting the Department

- ❖ Scholarship funding with increased demand
- ❖ Extend resources to public schools with direct impact to 14-county area based on STEM areas
- ❖ Decreased public school funding at federal & state level, resulting in greater reliance on financial assistance or services from Cherokee Nation

Goals and Objectives

- ❖ Comprehensive educational program for students in pre-k through 12th with scholarship opportunities for students pursuing post-secondary degrees
- ❖ Preserve and promote Cherokee language, history and cultural programming to public schools and communities through outreach services

Key Performance Measures

Education Services			
	FY20 Actual	FY21 Actual	FY22 Budget
Early Head Start Enrollment (Infant-Toddler)	238	205	225
Head Start Enrollment (age 3-5)	722	565	715
Concurrent Enrollment Scholarships	758	697	725
Trail of Tears Awards	443	358	402
Johnson O'Malley Program students	26,121	24,625	24,625

Figure 59 Education Services Performance Measure

Education Services Organizational Chart

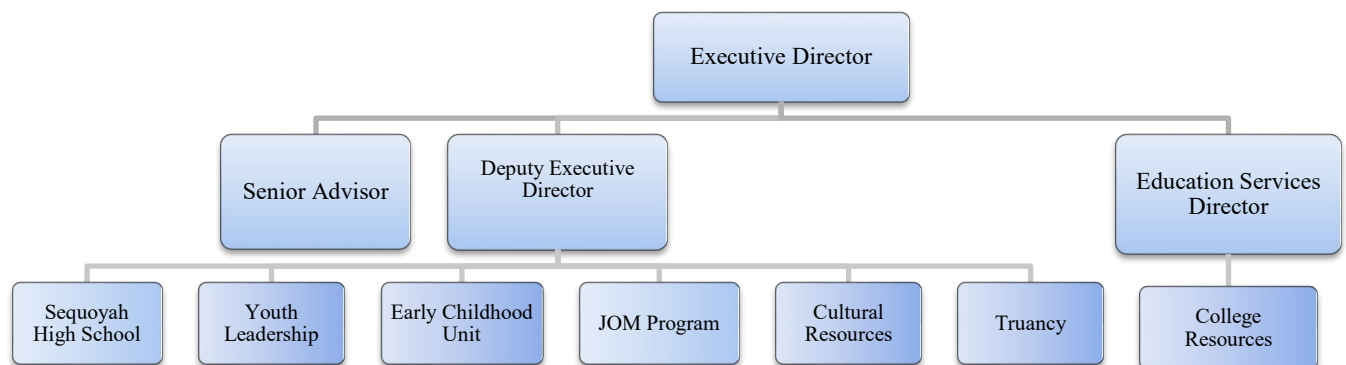


Figure 60 Education Services Org Chart

Expenditures and Authorized Positions

The Education Services' funding is shown below (see figure 61 below) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DEPT OF EDUCATION	\$ 67,753	\$ 75,397	\$ 73,263
DHHS GENERAL	12,001,771	14,221,760	13,050,362
DOI GENERAL	8,373,093	13,217,555	14,121,017
DOI SELF GOVERNANCE	2,437,021	2,569,304	2,569,304
FEDERAL OTHER	330,249	209,328	-
HUD	10,875	1,216,000	1,200,000
INDIRECT COST POOL	549,833	683,831	683,831
MOTOR FUELS TAX	15,421,200	17,618,907	17,868,907
MOTOR VEHICLE TAX	6,356,925	7,704,063	6,193,102
OTHER	19,891	78,000	78,000
PERMANENT FUNDS	1,496	9,100	9,100
PRIVATE	-	20,000	-
TRIBALLY FUNDED	3,052,620	4,063,495	4,039,095
Grand Total	\$ 48,622,727	\$ 61,686,740	\$ 59,885,981

Figure 61 Education Services Funding by Funding Source

The table following on the next page (see figure 62) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 700	\$ 4,057	\$ 4,057
BUILDING LEASE	21,119	2,710	6,460
CAPITAL ACQ <5K	154,340	527,860	295,968
CAPITAL ACQUISITIONS	900,831	574,837	870,004
CLIENT SERVICES	616,657	1,608,825	1,903,004
CONTRACTS	2,264,109	6,163,886	5,854,240
CONTRIBUTIONS	8,084,994	8,544,263	7,683,490
FOOD COST	12,370	75,797	78,467
INDIRECT COST	2,063,161	2,561,020	2,396,672
INSURANCE	87,200	163,102	155,703
INTERNET	30,539	66,082	50,082
LEASE EQUIPMENT	25,963	16,500	22,000
MAILING COST	13,921	35,989	48,189
OTHER EXPENSES	(14,838)	(19,485)	(19,485)
PRINTING/COPYING	18,229	54,464	59,511
RECRUITMENT	15,125	16,000	22,525
REPAIRS/MAINT	467,046	1,030,237	652,847
RESERVED BY APPROPRIATION	-	2,125,000	2,375,000
SALARIES/FRINGE	14,961,010	16,416,110	16,526,458
SCHOLARSHIPS	16,146,866	16,280,830	16,280,830
SPACE COST	122,907	177,632	183,296
STAFF DEVELOPMENT	61,601	569,712	314,727
SUPPLIES	1,282,143	2,110,083	1,530,313
TELEPHONE	174,245	307,803	263,093
TRANSFERS	248,193	1,200,000	1,200,000
TRANSPORTATION	361,810	488,651	452,373
TRAVEL	152,694	312,375	417,257
UTILITIES	349,793	272,400	258,900
Grand Total	\$ 48,622,727	\$ 61,686,740	\$ 59,885,981
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
CHILDHOOD DEVELOPMENT	164	165	167
CULTURE	35	32	11
EDUCATION EXEC DIRECTOR	8	8	10
HIGHER EDUCATION	9	9	10
IMMERSION SCHOOL	33	32	-
JOM PROGRAM	10	10	11
SEQUOYAH HIGH SCHOOL	92	92	120
EDUCATION SERVICES TOTAL	351	348	329

Figure 62 Summary Budget Data – Education Services

Health Services

Department Overview

Cherokee Nation Health Services provides comprehensive health care services to a user population of 145,000 Native American beneficiaries. The FY22 budget funds 2,929 positions in health which is an increase of 235 positions over fiscal year 2021 level of 2,694. The Cherokee Nation Health Care delivery system includes one tertiary care hospital (W.W Hastings), nine outpatient ambulatory care clinics: Cherokee Nation Outpatient Health Center (Tahlequah), Wilma P. Mankiller Health Center (Stilwell), Redbird Smith Health Center (Sallisaw), Sam Hider Health Center (Jay), AMO Health Center Salina, Will Rogers Health Center (Nowata), Three Rivers Health Center (Muskogee), Cooweescoowee Health Center (Ochelata), Vinita Health Center (Vinita), and one employee health clinic located in Tahlequah. All Cherokee Nation health facilities are accredited by Det Norske Veritas (DNV). In addition to the primary care medical services provided at these facilities other services provided at most locations include behavioral health, diabetes treatment and prevention, dental, optometry and ophthalmology, and women infants and children (WIC). In addition, health services operate emergency medical program serving Cherokee County, a residential adolescent drug treatment center, and a cancer early detection program. Other services include a centralized pharmacy refill center, a surgical technology program, and a community health promotion and disease prevention program.

Primary Services

Chronic/Acute care, Behavioral Health, Contract Health/Purchased Referred Care, Nutrition, Dental, Physical Therapy, Respiratory Therapy, Audiology, Public Health Nursing, Health Promotion/Disease Prevention, Nursing, Radiology, Optometry, Ophthalmology, Women, Infant, Children (WIC), Laboratory, Podiatry, Pediatrics, Inpatient Hospital, General Surgery, Intensive Care, Internal Medicine, Orthopedics, Pharmacy/Obstetrics/Gynecology, Emergency Medical Services, Residential Adolescent Treatment Center, Diabetes Prevention/Treatment, Cancer Prevention, Healthy Nation, Tobacco Cessation, WINGS Fitness Program.

Major Financial or Programmatic Changes Occurring In This Budget

- ❖ Health Services annual budget for FY22 is \$924,551,157 compared to the previous FY21 annual budget of \$606,712,968 an increase of \$317,838,189. The increase in funding is related to Congress response to Covid 19 via three Appropriation Acts; Coronavirus and Relief Supplemental, American Rescue Plan, and the Paycheck Protection Plan.
- ❖ Third party revenue is budgeted at \$187,792,519 for FY22 compared to the previous FY21 revenue of \$151,985,511, an increase of \$35,807,008. The increase in third-party revenue during FY21 was due to the following: increased billable visits, Medicaid expansion, return to normal revenue cycle processes.

Key Trends and Challenges Impacting the Department

- ❖ A key trend we hope to see continue into FY22 is the increase in patient visits at our facilities. During FY21 ambulatory patient visits totaled 801,439 compared to 543,497 the prior fiscal year. This represents a 47% growth in patient visits over the prior year, which is largely due to the volume of COVID testing visits and vaccination visits.
- ❖ The major challenge continuing into FY22 is the impact of the COVID 19 pandemic on our health programs and services. Fortunately, Congress has passed COVID 19 relief funding that will offset the costs of testing, treating and preventing the spread of this virus lessening the impact on our direct health care funding.

- ❖ A major challenge to our health care delivery system is our ability to recruit and retain health care professionals to staff our facilities. This is especially true in our nursing program where we continue to face shortages of qualified nurses to support our primary and specialty care services. We are currently looking at updating our recruitment and retention programs including compensation to ensure we can effectively compete with other health care entities.

Goals and Objectives

- ❖ Align our governance and structure with our vision, mission, and values.
- ❖ Promote innovation, performance and quality at all levels.
- ❖ Establish Cherokee Nation's health information governance.
- ❖ Strengthen and cultivate a top-quality, high performing workforce.

Key Performance Measures

Health Services			
# of Patient Visits	FY20 Actual	FY21 Actual	FY22 Budget
Outpatient Health Clinic visits	155,303	276,361	191,186
Dental visits	54,898	64,158	67,139
Prescription refill center	226,081	235,124	226,197
Women, Infants and Children (WIC) participants	67,388	69,931	68,659
Ambulance service	6,681	3,369	5,438

Figure 63 Health Services Performance Measures

Health Services Organizational Chart

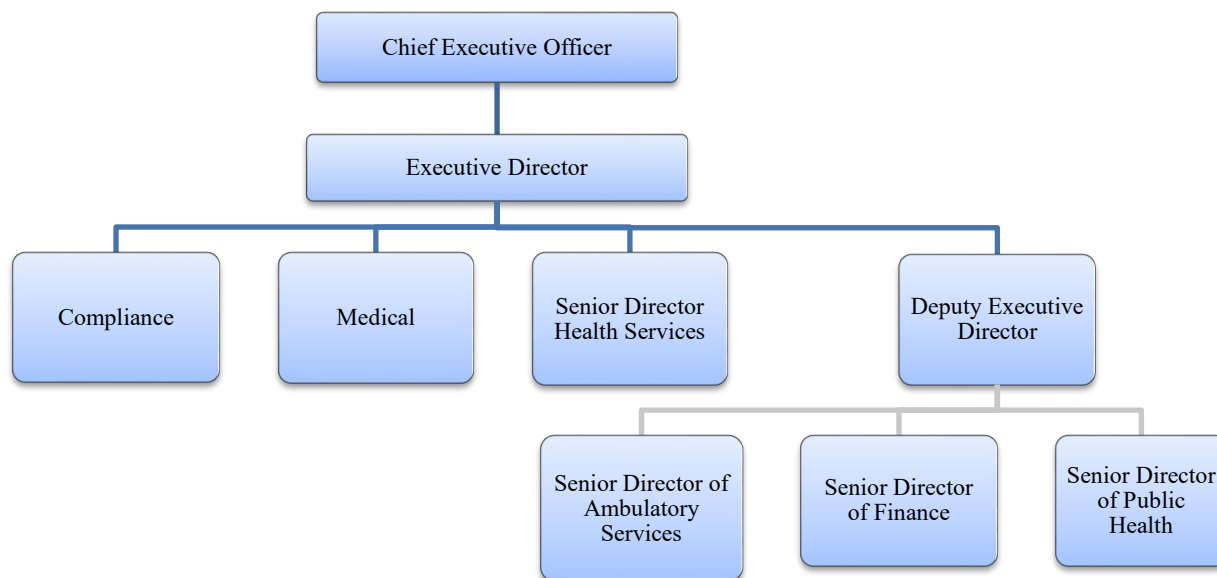


Figure 64 Health Services Org Chart

Expenditures and Authorized Positions

The Health Services' funding is shown in the table below (see figure 65) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
CAPITAL PROJECTS	\$ 9,258,923	\$ 13,500,000	\$ 15,138,425
DHHS GENERAL	22,351,450	40,341,769	25,250,982
IHS SELF GOVERNANCE HEALTH	355,762,428	667,242,349	861,715,130
INDIRECT COST POOL	3,139,092	4,437,467	4,502,534
PRIVATE	410,083	342,531	419,782
STATE OF OKLAHOMA	414,262	521,355	200,110
TRIBALLY FUNDED	1,623,301	6,381,287	7,979,603
USDA	5,373,987	9,362,127	9,344,591
Grand Total	\$ 398,333,526	\$ 742,128,885	\$ 924,551,157

Figure 65 Health Services Funding by Funding Source

The table on the following page (see figure 66) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 37,799	\$ 97,721	\$ 22,721
BUILDING LEASE	109,864	204,601	204,672
CAPITAL ACQ <5K	3,888,895	4,568,020	1,225,360
CAPITAL ACQUISITIONS	6,469,719	83,463,547	63,776,350
CLIENT SERVICES	2,276,533	6,178,496	6,078,466
CONTRACTS	140,498,453	259,371,180	255,745,361
CONTRIBUTIONS	546,033	610,833	578,522
COST OF SALES	(1,162,468)	-	-
FOOD COST	8,259	88,467	85,967
INDIRECT COST	18,798,677	37,014,315	40,371,518
INSURANCE	1,188,268	1,350,923	1,690,453
INSURANCE RECOVERY	695	-	-
INTEREST/DEBT SERVICE	16,134,875	16,143,178	16,133,334
INTERNET	29,113	41,736	38,736
LEASE EQUIPMENT	607,194	1,243,368	1,396,867
MAILING COST	1,775,401	1,862,157	2,040,969
OTHER EXPENSES	(9,830,561)	2,000	2,000
PRINTING/COPYING	19,804	155,455	99,668
PROPERTY TAXES	615	-	-
RECRUITMENT	215,908	196,600	200,800
REPAIRS/MAINT	948,479	894,138	4,039,138
SALARIES/FRINGE	132,154,903	255,261,036	260,662,358
SPACE COST	636,079	676,716	622,097
STAFF DEVELOPMENT	1,615,365	2,304,641	2,013,097
SUPPLIES	20,128,109	45,786,452	69,807,238
TELEPHONE	1,310,260	2,242,587	1,958,800
TRANSFERS	55,105,368	14,284,146	187,500,000
TRANSPORTATION	1,219,109	1,587,693	1,737,967
TRAVEL	404,115	1,286,523	1,127,342
UTILITIES	3,198,663	5,212,356	5,391,356
Grand Total	\$ 398,333,526	\$ 742,128,885	\$ 924,551,157
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
ADMINISTRATIVE SUPPORT	96	96	103
CLINICAL SUPPORT SERVICES	108	114	125
COMMUNITY HEALTH/PREV SER	367	352	427
DIRECT CARE	1,970	2,030	2,171
GROUP LEADER	107	101	103
HEALTH SERVICES TOTAL	2,648	2,693	2,929

Figure 66 Summary Budget Data – Health Services

Financial Resources

Department Overview

The Financial Resources Department provides financial support for all departments within the Nation.

The Treasurer of the Nation fulfills the requirements of the Cherokee Nation Constitution, the executive directorship of the Financial Resources Department, duties assigned by the Principal Chief and general fiduciary duties.

The Accounting department is responsible for Accounts Payable, Accounts Receivable, Cash Management, General Ledger, Budgeting, Financial Reporting and Payroll operations of the Nation.

Acquisition Management is the Nation's duly authorized agent in the acquisition of goods and services, including but not limited to, review and processing of all approved purchase requisitions and issuance of purchase orders to respective vendors. Within Acquisition Management, the Contracts Office is responsible for reviewing, drafting and approving all professional, personal and various other types of agreements prior to execution by the Executive Director, the Principal Chief and/or any authorized designee, by affirming administrative, executive and legislative authorities and responsibilities of the Nation. Acquisition Management is responsible for ensuring compliance with all applicable local, state, federal and tribal laws, regulations and requirements governing the procurement process and the acquisition of personal, professional, and/or other various types of agreements.

Grant Services assists with the development of grant applications and the submission of the grant applications as well as the oversight of grant administration, including monitoring and evaluating compliance with applicable federal, state, or private funding or other requirements. The department provides support both internally and externally to insure timely and effective transmission of information.

Records Management is responsible for the safekeeping of records stored in the Warehouse. They scan documents to provide historical documentation for the Nation.

Support Services oversees and manages the Capital Assets and Material Management areas. Capital Assets monitors personal property owned and held in custody by the Nation and performs the annual physical inventory of items with a value of greater than or equal to \$5,000. Material Management is responsible for Receiving and Distribution, Inventory and warehousing of goods. Equipment, materials and supplies pass through this area for distribution to programs. Stock items are kept in bulk quantities in internal inventory so there is no delay to the programs.

The Individual Indian Monies (IIM) program is a trust program compacted from the Department of the Interior Office of Trust Funds Management. It has administrative control of the income received from Individual Indians' restricted and/or trust property. The IIM program is responsible for the collection, disbursement and maintenance of the accounts of Cherokees, Cherokee Adopted Delaware and Cherokee Adopted Shawnee.

Key Trends and Challenges Impacting the Department

Key challenges for Financial Resources includes maintaining the credibility of the financial system, maintaining the integrity of financial reporting and ensuring compliance with all applicable state, federal and tribal policies.

Key Performance Measures

Financial Resources			
	FY20 Actual	FY21 Actual	FY22 Budget
External agency audit reviews	8	11	10

Figure 67 Financial Resources Key Performance Measures

Goals and Objectives

- ❖ Obtain an unmodified audit opinion
- ❖ Have no material weaknesses on the Single Audit
- ❖ Obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting

Financial Resources Organizational Chart

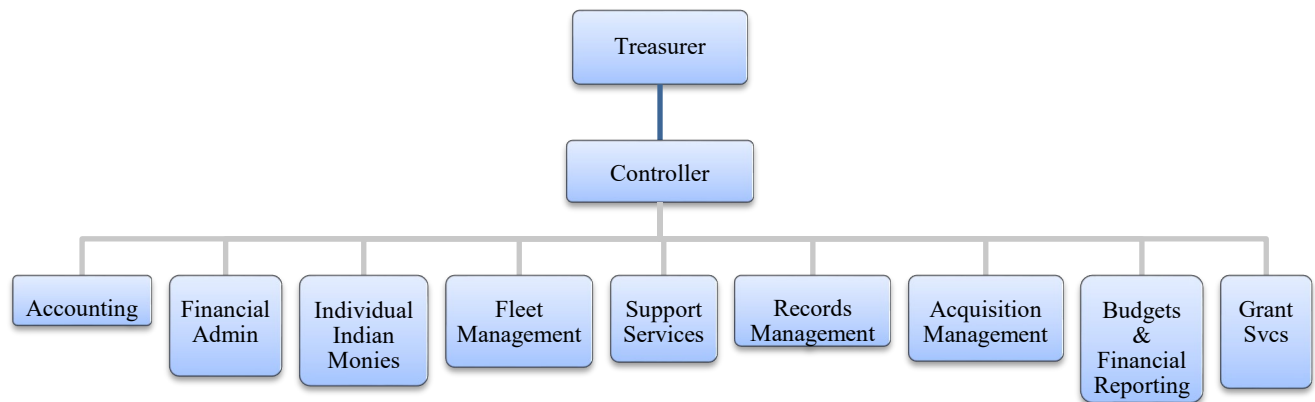


Figure 68 Financial Resources Org Chart

Expenditures and Authorized Positions

The Financial Resources' funding is shown in the table on the following page (see figure 69).

Funding Source	2020 Actual	2021 Budget	2022 Budget
DEPT OF TREASURY	\$ 220,791,115	\$ 2,072,018,562	\$1,314,776,562
DOI PL 102-477	-	2,092,826	
DOI SELF GOVERNANCE	149,576	4,060,524	10,069,899
FEDERAL OTHER	14,801	-	-
FRINGE POOL	(10,271,601)	-	-
HUD	339,139	300,000	300,000
IHS DISCRETIONARY	1,947,596	75,000	100,500
INDIRECT COST POOL	11,394,376	15,035,051	16,642,432
MOTOR FUELS TAX	9,144,922	8,500,500	9,503,000
OTHER	(643,773)	40,000	40,000
PRIVATE	15,000	-	-
TRIBALLY FUNDED	12,624,515	31,966,429	61,116,304
USDA	-	337,019	-
Grand Total	\$ 245,505,666	\$ 2,134,425,911	\$1,412,548,697

Figure 69 Financial Resources Funding by Funding Source

The table following (see figure 70 on the following page) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 59	\$ -	\$ -
CAPITAL ACQ <5K	1,044,401	25,000	80,000
CAPITAL ACQUISITIONS	(34,293,762)	152,502,492	213,508,921
CASH MATCH	-	1,163,844	1,520,179
CLIENT SERVICES	36,113,663	1,035,018,562	707,053,661
CONTRACTS	112,461,129	144,924,057	164,229,027
COST OF SALES	9,268	-	-
DEPRECIATION	15,468,686	11,282	11,282
FOOD COST	12,791	26,500	26,500
INDIRECT COST	166,463	633,375	7,264,460
INSURANCE	42,543	7,366	8,701
INTEREST/DEBT SERVICE	(643,773)	-	-
INTERNET	1,312	675	675
LEASE EQUIPMENT	95,326	30,811	33,561
MAILING COST	62,377	26,375	27,900
OTHER EXPENSES	(1,581,059)	613,182	618,182
PRINTING/COPYING	7,292	9,875	17,600
PROPERTY TAXES	10,357	30,000	40,000
RECRUITMENT	6,931	10,000	10,000
REPAIRS/MAINT	16,900	9,989	14,014
RESERVED BY APPROPRIATION	-	411,069,882	43,100,853
SALARIES/FRINGE	59,124,868	60,352,445	60,525,548
SCHOLARSHIPS	219,417	-	-
SPACE COST	772,151	989,353	1,009,353
STAFF DEVELOPMENT	84,891	64,267	98,500
SUPPLIES	2,703,972	109,010,697	10,013,268
TELEPHONE	223,650	62,590	87,927
TRANSFERS	25,384,437	214,323,585	199,731,478
TRANSPORTATION	2,951,066	3,447,398	3,449,148
TRAVEL	59,550	62,309	67,959
UTILITIES	38,018	-	-
Grand Total	\$220,562,923	\$ 2,134,425,911	\$1,412,548,697
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
FINANCIAL MANAGEMENT	123	126	136
FINANCIAL RESOURCES TOTAL	123	126	136

Figure 70 Summary Budget Data – Financial Resources

Transportation & Infrastructure Services

Department Overview

Transportation and Infrastructure is responsible for the development, advocacy, and implementation of the healthy community strategy. The strategy developed by Transportation and Infrastructure is the “Mutual Contributions Strategy” which is the formation of partnerships between Cherokee Nation and

communities for projects in which each party contributes resources, as applicable, including knowledge, information, technical assistance, community work, participation, and funding in order to create social capital. This program is intended to focus resources to advocate, inform, update and evaluate the implementation of the strategy both within Transportation and Infrastructure and among other service groups.

Primary Services

- ❖ Transportation Infrastructure
- ❖ Public Transit
- ❖ Environmental Health & Engineering
- ❖ Sanitation Facility Construction

Key Trends and Challenges Impacting the Department

Funding is the greatest challenge Transportation and Infrastructure faces.

Goals and Objectives

Provide health and safety infrastructure for Cherokee families across the reservation.

TRANSPORTATION/TRANSIT GOALS – DOT FHWA Roads - During FY20, 87.61 miles of roadways were improved. Of those miles, 80.46 were funded from MVT/MFT and .1 miles were funded from FHWA TTP. During FY21 7.15 miles of roadway completed. As of November 15, 2021, there was 20.37 miles of roadway that is under construction and 1 bridges

Federal Transit Program - This service is for Native Americans who are unable to utilize the commuter routes and do not qualify for New Freedom, Sooner Ride, or Temporary Assistance for Needy Families (TANF) assistance. The cost is 50 cents each way to each individual destination. Destinations that qualify for Demand Response rides are places of employment, governmental facilities, healthcare facilities, or financial institutions and grocery stores nearest to your pickup location. The number of rides provided by each transit agency are reported and tracked in order to evaluate the effectiveness of the program.

OFFICE OF ENVIRONMENTAL HEALTH/ENGINEERING/SANITATION FACILITY CONSTRUCTION GOALS – Goals would be to exceed if not meet those that were served for FY21.

Key Performance Measures

Community Service			
	FY20 Actual	FY21 Estimated	FY22 Budget
Miles of roadway improved upon	67	46	68
On demand transit rides	107,784	111,500	108,918

Figure 71 Transportation & Infrastructure Performance Measures

Transportation and Infrastructure Organizational Chart

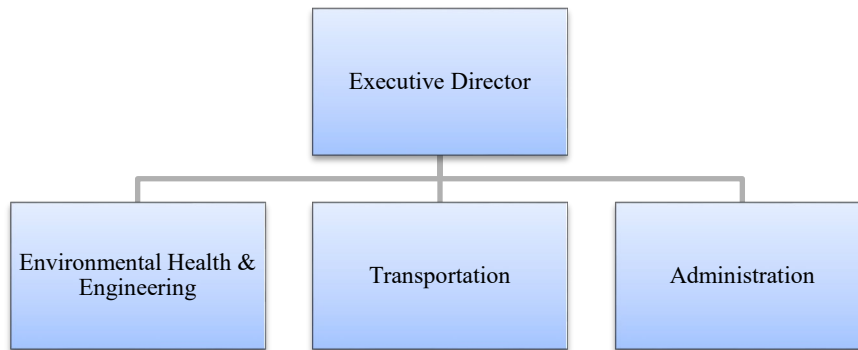


Figure 72 Transportation & Infrastructure Org Chart

Expenditures and Authorized Positions

The Transportation and Infrastructure funding is shown in the table below, (see figure 73) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DEPT OF TRANSPORTATION	\$ 8,915,498	\$ 97,539,592	\$ 97,539,592
DHHS GENERAL	-	10,000	-
DOI SELF GOVERNANCE ROADS	176,221	4,658,360	3,357,804
FEDERAL OTHER	912,288	3,128,354	2,560,683
HUD	42,263	50,000	50,000
IHS SELF GOVERNANCE TEH	6,592,697	19,099,155	19,099,155
INDIRECT COST POOL	444,237	481,802	481,802
MOTOR FUELS TAX	498,819	2,646,923	2,646,923
MOTOR VEHICLE TAX	3,557,852	9,438,730	10,014,490
TRIBALLY FUNDED	1,443,738	2,338,472	2,338,472
Grand Total	\$ 22,583,613	\$ 139,391,388	\$ 138,088,921

Figure 73 Transportation & Infrastructure Funding by Funding Source

The following table (see figure 74 on the following page) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 239	\$ 5,000	\$ 5,000
BUILDING LEASE	-	5,300	5,300
CAPITAL ACQ <5K	16,486	119,184	119,184
CAPITAL ACQUISITIONS	416,596	2,245,617	561,902
CLIENT SERVICES	342,639	327,143	362,451
CONTRACTS	15,380,715	130,348,095	130,778,698
DEPRECIATION	7,495	7,495	7,495
FOOD COST	1,669	12,000	12,000
INDIRECT COST	551,213	664,219	657,550
INSURANCE	42,987	35,030	34,530
INTERNET	13,051	10,000	13,000
LEASE EQUIPMENT	17,084	39,091	44,545
MAILING COST	1,697	2,500	2,500
OTHER EXPENSES	61,210	1,000	1,000
PRINTING/COPYING	500	21,100	21,100
RECRUITMENT	391	3,084	3,084
REPAIRS/MAINT	32,515	21,300	22,300
SALARIES/FRINGE	4,039,518	4,539,144	4,442,021
SPACE COST	115,878	139,961	139,961
STAFF DEVELOPMENT	91,859	75,887	79,887
SUPPLIES	102,859	241,074	239,814
TELEPHONE	59,857	72,935	64,935
TRANSFERS	1,034,131	105,000	103,000
TRANSPORTATION	203,778	264,492	277,927
TRAVEL	32,165	73,568	77,568
UTILITIES	17,081	12,169	12,169
Grand Total	\$ 22,583,613	\$ 139,391,388	\$ 138,088,921
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
BUSINESS ENTERPRISE	4	4	-
EXEC DIR	5	5	5
COMMUNITY DEVELOPMENT	6	6	-
ENGINEER & SANITATION FA	32	35	33
ROADS DEPARTMENT	25	25	27
TRANSPORTATION & INFRASTRUCTURE TOTAL	72	75	65

Figure 74 Summary Budget Data – Transportation & Infrastructure

Human Resources

Department Overview / Primary Services

Human Resources (HR) is a resource to the entire Cherokee Nation. HR provides services in the following functional areas:

Employee Relations: HR routinely advises CN Management on Cherokee Nation Human Resources Policies including application of disciplinary policies, discipline appeals, Administrative Appeals Board (dismissal) hearings, employee complaints, EthicsPoint complaints, Oklahoma Employment Security Commission hearings (unemployment insurance).

Employment: HR provides on-boarding to all groups within the Cherokee Nation, including advertising and recruitment, applicant screening and referral, applicant references and background investigations (also included is the adjudication process for “youth sensitive” and law enforcement positions).

Compensation: Periodic review and maintenance of Cherokee Nation employee compensation program is provided. Responsibility for Performance Management Program falls within the HR Compensation Group and facilitates alignment of individual employee performance. Our performance management program provides individual employee performance data to further employee development and as a basis for annual merit pay decisions.

Employee Benefits: Periodic review of Cherokee Nation employee benefits plans is conducted. These include the following insurance coverages: health, life, dental, vision, short and long term disability, and various specialized voluntary products. Annual Benefits Open Enrollment is conducted to allow employees to make benefits coverage changes.

Employee Development: Provides information and learning experiences to employees, for the purpose of strengthening individuals, teams and the overall effectiveness of the Cherokee Nation. Our vision is to improve the performance, well-being and the quality of work-life of our customers; thus strengthening and enhancing their ability to serve the Cherokee people. Employee Development is responsible for New Employee Orientation, Educating Employees, Employee Engagement Surveys, Employee ID Badges, and numerous other projects as assigned.

Key Trends and Challenges Impacting the Department

- ❖ Increase in Health Services staffing
- ❖ Transitioning to a paperless system
- ❖ Improving the performance management system

Goals and Objectives

To provide quality services in an efficient and expedient manner, process quality paperwork that meets auditing requirements, and increase efficiency for onboarding and retention. Human Resources will be reviewing current processes and implementing changes and improvements where necessary and beneficial to Cherokee Nation.

Key Performance Measures

Human Resources			
	FY20 Actual	FY21 Actual	FY22 Budget
Organization-wide employee count	4,523	4,121	5,231

Figure 75 Human Resources Performance Measures

Human Resources Organizational Chart

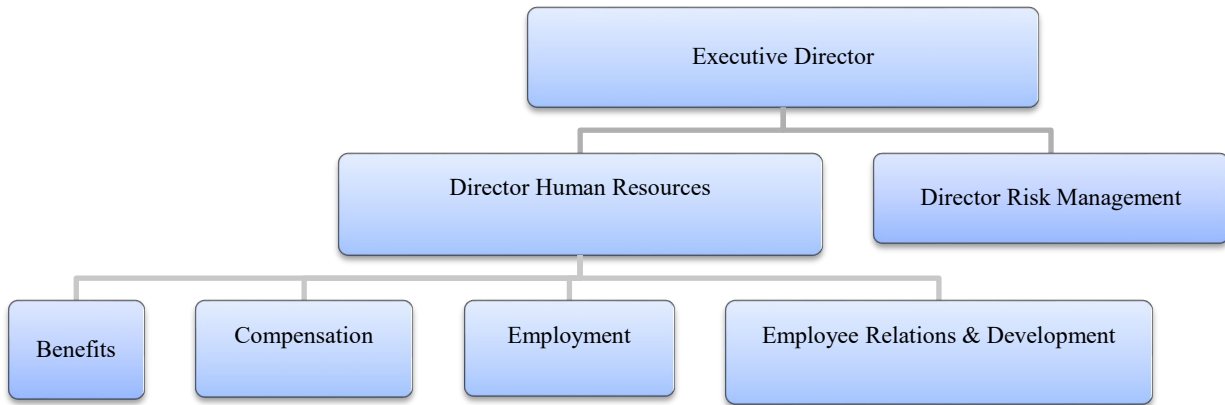


Figure 76 Human Resources Org Chart

Expenditures and Authorized Positions

The Human Resources' funding is shown in the table below (see figure 77) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
IHS SELF GOVERNANCE HEALTH	\$ 144,320	\$ 432,258	\$ 432,258
INDIRECT COST POOL	6,576,271	6,853,390	8,166,688
Grand Total	\$ 6,720,591	\$ 7,285,648	\$ 8,598,946

Figure 77 Human Resources Funding by Funding Source

The table on the following page (see figure 78) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
BUILDING LEASE	\$ -	\$ 780	\$ 780
CAPITAL ACQ <5K	3,005	28,150	31,150
CONTRACTS	473,351	777,918	932,758
FOOD COST	935	3,500	5,500
INSURANCE	2,025,958	1,735,956	1,735,956
INTERNET	678	1,150	1,150
MAILING COST	6,901	10,150	10,150
OTHER EXPENSES	99,845	10,000	15,000
PRINTING/COPYING	21,071	13,378	20,400
RECRUITMENT	40,995	63,652	82,500
REPAIRS/MAINT	517	-	510
SALARIES/FRINGE	3,734,175	4,279,683	5,288,313
SPACE COST	177,990	220,430	290,724
STAFF DEVELOPMENT	6,388	23,235	23,235
SUPPLIES	74,299	60,411	79,479
TELEPHONE	32,009	31,558	40,597
TRANSPORTATION	18,537	21,244	28,744
TRAVEL	3,938	4,453	12,000
Grand Total	\$ 6,720,591	\$ 7,285,648	\$ 8,598,946
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
HUMAN RESOURCES ADMIN	50	54	56
RISK MANAGEMENT	12	13	16
HUMAN RESOURCES TOTAL	62	67	72

Figure 78 Summary Budget Data – Human Resources

Management Resources

Department Overview

The Management Resources Department provides executive direction to Facility Management, Natural Resources, Planning and Development, and Special Projects.

Facilities Management provides for the management and oversight of buildings, grounds, structures, properties and projects owned by Cherokee Nation. It is our responsibility to ensure a safe and functional environment for Cherokee Nation employees, Tribal Citizens and visitors.

Natural Resources is responsible for the development, preservation, maintenance, and protection of our Tribe's land base and natural resources through proper management and conservation practices. This includes waterways, historical sites, land leases, and a buffalo sanctuary.

Planning & Development (P&D) is the hub for all Cherokee Nation construction and renovation projects. Once funds are appropriated, P&D is responsible to work with Cherokee Nation staff through all phases of the process flow (planning, designing and construction) until completion. P&D ensures compliance of federal rules/regulations and/or Cherokee Nation's policies and procedures associated with the appropriated funds. Also, P&D is responsible for overseeing the Nation's overall space planning along with reviewing and approving any space leasing agreements.

Special Projects functions include: hospitality, special requests and other special projects that are not planned for in advance.

Primary Services

Facilities Management includes Housekeeping and Maintenance. These areas provide the upkeep and services to equipment and buildings. These services include: electrical, plumbing, carpentry, cleaning floors, custodial services, and grounds works.

Natural Resources provide for the Trust Management of our Tribal natural resources as required by the CN Self Governance compact.

P&D represents the Nation as owner representative for all construction projects.

Key Trends and Challenges Impacting the Department

Natural Resources is responsible for maintenance and upkeep of Tribal land within the 14-counties and sometimes requires a semi to haul equipment to the farthest communities like Ochelata, Collinsville and Catoosa. To continue our trust responsibility with BIA, funding for equipment upgrading is needed.

Challenges that impact Facilities Management are building upkeep. This trend is expected to continue as buildings age and we acquired older buildings to renovate for office space.

Goals and Objectives

- ❖ Facilities Management's goals is to upkeep and maintain the Cherokee Nation Complex and building leases within Cherokee Nation space cost pool.
- ❖ Natural Resources Objective: Manage land in compliance with all applicable rules, regulations, and authorities.
- ❖ P&D staff strives to meet time lines along with completing projects within or below budgetary authority to assist programs in cost saving measures.

Key Performance Measures

Management Resources			
	FY20 Actual	FY21 Actual	FY22 Budget
Number of Buildings Maintained	40	40	40

Figure 79 Management Resources Performance Measures

Management Resources Organizational Chart

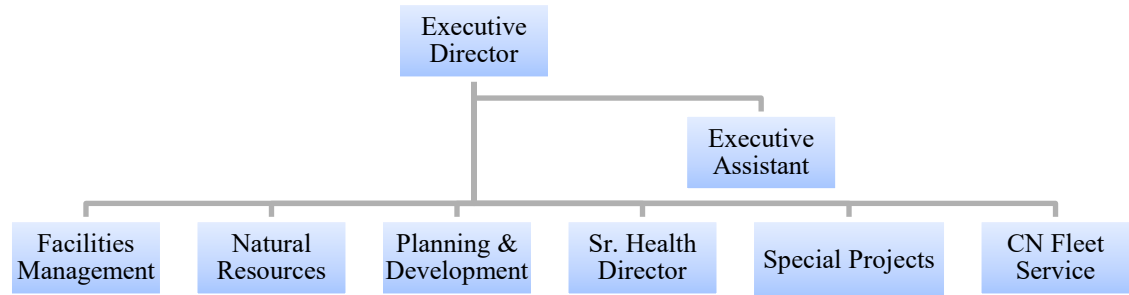


Figure 80 Management Resources Org Chart

Expenditures and Authorized Positions

The Management Resources' funding is shown below, (see figure 81) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
CAPITAL PROJECTS	\$ 22,891,362	\$ 73,286,419	\$ 271,990,143
DOI GENERAL	-	150,000	121,222
FRINGE POOL	10,435	146,175	140,175
INDIRECT COST POOL	1,023,205	1,668,499	1,668,499
INTERNAL LEASE POOL	4,945,762	5,959,161	5,330,048
TRIBALLY FUNDED	679,526	1,090,659	1,090,659
Grand Total	\$ 29,550,290	\$ 82,300,913	\$ 280,340,746

Figure 81 Management Resources Funding by Funding Source

The table following (see figure 82 on the following page) shows summary budget for all expenditure/expense accounts and authorized positions for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
BUILDING LEASE	\$ 5,640	\$ 5,600	\$ 5,800
CAPITAL ACQ <5K	(50,940)	44,044	28,000
CAPITAL ACQUISITIONS	21,602,205	72,519,419	271,735,143
CONTRACTS	1,522,195	1,396,355	810,060
DEPRECIATION	1,002,797	1,018,950	965,606
FOOD COST	2,095	4,900	4,900
INDIRECT COST	56,519	91,454	91,404
INSURANCE	249,927	268,600	253,010
INTERNET	492	750	750
LEASE EQUIPMENT	2,862	4,000	4,000
MAILING COST	14	245	245
OTHER EXPENSES	4,143	2,500	2,500
PRINTING/COPYING	124	725	725
PROPERTY TAXES	83,382	87,935	87,935
RECRUITMENT	545	200	200
REPAIRS/MAINT	396,298	669,765	451,227
SALARIES/FRINGE	3,152,692	4,308,897	4,317,796
SPACE COST	297,355	265,211	314,911
STAFF DEVELOPMENT	1,628	14,329	9,829
SUPPLIES	333,051	477,978	256,607
TELEPHONE	48,466	95,628	56,261
TRANSPORTATION	126,481	124,244	135,825
TRAVEL	25	31,585	33,100
UTILITIES	712,294	867,599	774,912
Grand Total	\$ 29,550,290	\$ 82,300,913	\$ 280,340,746
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
FACILITIES MGMT	69	69	68
MANAGEMENT RESOURCES ADMIN	9	8	8
NATURAL RESOURCES	24	21	-
PLANNING DEVELOPMENT	11	11	10
SEQUOYAH HIGH SCHOOL FACILITIES	16	16	-
MANAGEMENT RESOURCES TOTAL	129	125	86

Figure 82 Summary Budget Data – Management Resources

Commerce Services

Department Overview

The Cherokee Nation Commerce Services department is committed to securing and enhancing the financial well-being of people, businesses and communities. This is accomplished through:

Small Business Assistance Center

- ❖ Technical assistance to entrepreneurs
- ❖ Consumer and commercial financing

- ❖ Business development workshops and classes
- ❖ Retail incubator in downtown Tahlequah
- ❖ The Kawi Café – a hands on entrepreneur training center and café

Self Sufficiency Programs

- ❖ Mortgage Assistance Program- down payment assistance to first time home buyers
- ❖ Financial education
- ❖ Volunteer Income Tax Assistance Program – free tax preparation and filing services
- ❖ Matched savings programs
- ❖ Financial Empowerment Program – comprehensive services for Housing Authority of Cherokee Nation residents to increase their self-sufficiency through financial education, comprehensive referral services and assistance with accessing county or state benefits

Community Tourism

- ❖ Cherokee Arts Center – equipment and space for artist use, artist studio rental, expansion of Cherokee art forms through classroom instruction
- ❖ The Spider Gallery
- ❖ Artist as entrepreneurs development
- ❖ Cherokee National Holiday
- ❖ Tourism related business planning and development assistance to individuals and communities

Primary Services

- ❖ Financial education
- ❖ Self-Sufficiency counseling
- ❖ Business coaching
- ❖ Business and consumer lending
- ❖ Mortgage Assistance Program distributions
- ❖ Kawi Café operation (entrepreneurship training)
- ❖ The Spider Gallery operation (income generation for Cherokee artists)
- ❖ Cherokee Arts Center operation (income generation for Cherokee artists and expansion of Cherokee arts)

Key Trends and Challenges Impacting the Department

The need for commercial and consumer loan funds continues to increase; we attempt to address this ever growing need through seeking grants to capitalize our revolving loan fund.

Goals and Objectives

- ❖ Provide \$1.5M in business loans to startup or expanding businesses
- ❖ \$125,000 investment in community tourism and business development
- ❖ Assist artists and communities with the generation of at least \$50,000 in income
- ❖ Create or maintain 150 jobs through commercial lending, training and coaching efforts
- ❖ Train 1,500 existing or aspiring entrepreneurs with 100% of them finding the training useful
- ❖ Increase Cherokee National Holiday Community games and Holiday Cultural event participation by 5% (assuming by spring in person gatherings are safe)
- ❖ Assist 125 first time homeowners with mortgage down payment assistance
- ❖ Train 600 first time homebuyers with 100% of them finding the training useful
- ❖ Help 1,000 families increase financial management skills
- ❖ At least 10% of families participating in self-sufficiency will reduce their non-housing debt to income ratio

- ❖ MAP foreclosure rate in comparison to the CN reservation foreclosure rate will be within 3% of the low range based on Federal Reserve delinquency data

Key Performance Measures

Commerce Services			
	FY20 Actual	FY21 Estimated	FY22 Budget
One Stop Business Center participants	3,699	1,464	4,000
Individual Development Account participants	74	54	5
Consumer Loans	1,532	890	1,800
Commercial Loans	12	3	5

Figure 83 Commerce Services Performance Measures

Commerce Services Organizational Chart

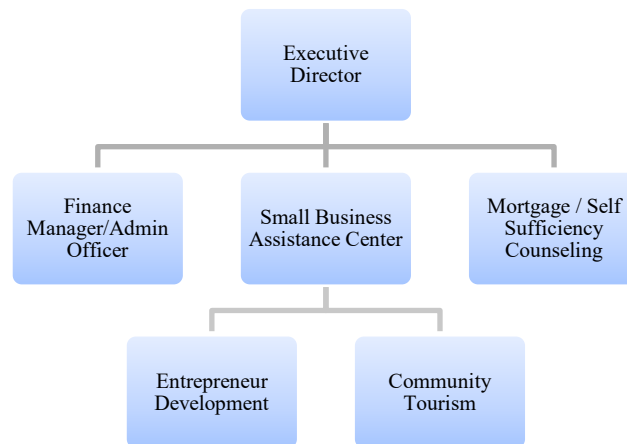


Figure 84 Commerce Services Org Chart

Expenditures and Authorized Positions

The Commerce Services' funding is shown in the table below (see figure 85) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DOI SELF GOVERNANCE	\$ 396,993	\$ 546,982	\$ 546,982
ENTERPRISE	308,614	801,397	755,941
FEDERAL OTHER	327,786	280,606	131,150
HUD	2,492,912	4,778,347	4,705,530
INDIRECT COST POOL	359,781	367,776	367,776
PRIVATE	16,350	21,739	21,739
TRIBALLY FUNDED	606,648	1,083,637	1,147,860
USDA	713,460	2,655,937	393,746
Grand Total	\$ 5,222,544	\$ 10,536,421	\$ 8,070,724

Figure 85 Commerce Services Funding by Funding Source

The table below (see figure 86) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 22,567	\$ 31,943	\$ 33,443
BUILDING LEASE	7,140	11,301	10,477
CAPITAL ACQ <5K	23,291	56,483	5,000
CLIENT SERVICES	1,296,460	3,770,217	3,721,652
CONTRACTS	380,136	443,455	275,789
CONTRIBUTIONS	334,971	2,095,040	217,747
COST OF SALES	28,489	-	-
FOOD COST	3,014	46,800	46,600
INDIRECT COST	255,874	398,767	363,026
INSURANCE	3,904	7,614	5,814
INTEREST/DEBT SERVICE	8,690	8,541	8,541
INTERNET	5,522	7,100	5,800
MAILING COST	7,013	17,625	13,625
OTHER EXPENSES	314,108	613,284	612,310
PRINTING/COPYING	3,096	8,900	6,900
RECRUITMENT	191	30	30
REPAIRS/MAINT	20,960	5,081	6,500
SALARIES/FRINGE	1,951,152	2,191,330	2,157,922
SPACE COST	243,273	291,390	259,000
STAFF DEVELOPMENT	58,184	60,750	22,750
SUPPLIES	84,913	197,098	106,192
TELEPHONE	31,196	44,439	38,450
TRANSFERS	102,197	176,606	131,150
TRANSPORTATION	11,344	16,441	12,280
TRAVEL	23,820	36,186	9,726
UTILITIES	1,040	-	-
Grand Total	\$ 5,222,544	\$ 10,536,421	\$ 8,070,724
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
CN NATIONAL HOLIDAY	1	1	1
COMMERCE SVCS EXEC DIR	4	4	4
SMALL BUSINESS ASSISTANCE CENTER	33	32	30
COMMERCE SERVICES TOTAL	38	37	35

Figure 86 Summary Budget Data – Commerce Services

Human Services

Department Overview

Human Services provides a multitude of services for Cherokee citizens. The departments within Human Services include Child Support Services, Child Care & Development, Indian Child Welfare and Family Assistance.

Primary Services

Child Care & Development

Currently, there are two Child Development Centers (Stilwell and Tahlequah). These centers serve over 200 children each year. Begin construction on Pryor Child Development Center and expansion of Tahlequah Child Development Center and Stilwell Child Development Center.

The Child Care Subsidy program provides payments to providers (in-home care, child care centers and relative providers). Approximately 2,500 children each year receive subsidized child care from over 400 providers.

The Child Care Licensing program works in conjunction with OKDHS to provide services for eligible providers. Approximately 400 providers contract with Cherokee Nation.

The Child Care Resource and Referral program works with clients and providers. The Cherokee Parents program assists parents. Cherokee Connections program assists relative providers. Trainings for providers and parents are offered weekly.

Child Support Services

The essential child support services include establishing paternity via Affidavit of paternity or genetic testing; establishing child support orders based upon the statutory guidelines, monitoring and enforcing those child support orders when necessary through an array of enforcement tools that could include suspension of appropriate licenses, income withholding orders, passport revocations, bank levies, liens, tax intercepts, and court actions that could result in incarceration as a last resort. The program also collects and distributes payments for all child support cases. The program looks at each case individually to determine the most appropriate enforcement action to utilize. Once the program has hired two additional establishment child support specialists, the program hopes to provide court-ordered informational training regarding child support virtually again. The training is put together to provide basic child support education and information on successful co-parenting tips.

Indian Child Welfare

The Department of Indian Child Welfare (ICW) is the agency within Cherokee Nation responsible for administering the Title IV-B program and insuring compliance with the Child and Family Services Plan (CFSP). ICW is comprised of four major components. These components are family preservation services, child protection services, court and permanency services, and employee and resource family development. Within the organization framework of the Cherokee Nation, ICW is part of the Service Team of the Cherokee Nation government.

Cherokee Nation Indian Child Welfare gained approval from the Department of Health and Human Services – Administration of Children and Families, to operate as a Direct Title IV-E agency in January of 2019. This approval allows Cherokee Nation Indian Child Welfare to operate much like the state

agency. ICW pays its' own foster parents, is able to gain reimbursement for additional administrative costs to operate the agency, and gain access to some services that were not available previously.

- ❖ **Cherokee Children Cultural Connection (4C)** ICW operates a grant that provides direct services to Cherokee children 4-18 years of age who are in the custody of CN, in a guardianship through CN District court and reside in Cherokee or Adair County or are in the custody of the Department of Human Services and reside in Cherokee or Adair County. 4C strives to strengthen and expand existing infrastructure of our child serving programs by providing holistic cultural and interest activities. These activities focus on culture, stability, and bonding to improve outcomes for Cherokee children therefore restoring resiliency and self-image and establishing a new connectedness to their tribe to stand strong, overcoming the trauma and abuse they have endured.
- ❖ **Family Preservation Services (FPS)** provides remedial active efforts to families who have abused or neglected, or who have been identified to be at risk of abusing or neglecting, their children. These services are intensive, hands-on and tailored to the family's needs. Services include but are not limited to parenting education, problem solving, budgeting and court support.
- ❖ **Child Protective Services (CPS)** is responsible for the investigation of harm, or threatened harm, to a child's health and welfare by the acts or omissions of the child's parent(s), legal guardian, or caretaker. This unit is also responsible for any recommendations for resolution of safety issues whether it is preservation services to prevent removal or legal action up to and including removal of the child from the home.
- ❖ **Court and Permanency Services (CAPS)** provides assistance to Indian families that are involved in the juvenile court system; both state and tribal. These services are designed to reunite the Indian family that has experienced a breakup as a result of child maltreatment by the custodial caretaker. This group is also responsible for finding and recommending both temporary and permanent placements.
- ❖ **Resource Family Recruitment, Certification, Training and Retention Services** is responsible for the recruitment of foster and adoptive families for children who have been removed from their homes due to abuse or neglect. A pre-service training is provided to all resource families before they can be certified. Families must go through a certification process in order for them to be a permanent resource family for Cherokee children and any other Indian child needing temporary or permanent placement. To help families' better care for our children and to retain our families, continuing education training is provided as well as other retention activities. This program maintains a list of potential homes for children in need of placement as a result of court intervention.
- ❖ **Employee Training Services** is responsible to provide training and training opportunities to new employees as well as current employees. This allows new employees to become better acclimated to ICW and for current employees to stay abreast of current developments in the ICW field.

Family Assistance

The Family Assistance Department is made up of an array of tribal and federally funded Human Services programs designed to provide direct services for Tribal Citizens living throughout the Cherokee Nation jurisdiction. We have three BIA funded programs, General Assistance, Burial Assistance, Emergency Assistance, a DHS funded program LIHEAP (energy assistance program), and a Title 6 programs that

partially funds the senior nutrition program. USDA funds the Food Distribution program, while NAHASDA supports financial housing assistance components. The Cherokee Nation funds the School Clothing Program, Burial Assistance, and Elders in Need, Elder Protection Services (VOCA), Senior Nutrition, Community Family Advocacy Program and the Tribal Emergency Assistance Program.

Major Financial or Programmatic Changes Occurring In This Budget

Child Care & Development

Increased funding brought additional requirements for the Subsidy and Resource and Referral programs. Policies and procedures in Subsidy, Licensing and Resource & Referral have been updated to adhere to these changes. The changes will increase the cost of providing subsidized child care. Cherokee Nation Child Care and Development is in full compliance with all laws and regulations.

Child Care and Development received CARES, CRRSA and ARPA funding to assist with rising costs due to the pandemic. Additional funds were used to pay providers based on enrollment rather than attendance, this allowed providers to remain open even if they had low attendance. Providers that remained open received an additional \$10.00 per child per day add-on to assist with expenses. Emergency grants were also made available to providers.

Client co-payments were paid to alleviate some stress on the parents. Policy and procedure changes were implemented to create easier and safer certification processes. These funds will continue to be used to provide additional assistance to providers and clients until the pandemic is over.

Child Support Services

The program received approval for three positions to be opened in FY22 due to growth within the program. There are no additional changes that occurred in this year's budget.

Indian Child Welfare

ICW operates a Safe Babies (SB) grant. The overall program goal of SB is to strengthen and expand the service deliver for children involved in the child welfare system, decrease recidivism, and improve outcomes for children and their families. The program serves families where at least one child in the family is 0-3 years of age and is in the custody of Cherokee Nation. Examples of services provided are evidenced based interventions such as parenting education, home visits, transportation and parent skill building to assist in breaking the cycle of abuse and neglect. Families involved in the SB program receive at least two visits per week, have more involvement with the court system, as well as wrap around services to meet identified needs to assist in reaching timely permanency for the child.

Family Assistance

Without the assistance of CARES Act funding this past fiscal year would have posed similar budget challenges, as in years' past, for the Family Assistance Department. The operational, administrative budget for Family Assistance under the Self-Governance funds continues to be a concern. The supplemental programs, such as LIHEAP and NAHASDA-HUD, offer some support for the administrative costs, but the bulk of the expenses and costs fall on the Self-Governance budget. This budget experiences a deficit each year and we need to add additional staff to support all of the programs, existing, new, and special projects that are assigned to the department. Our gen funded programs, Tribal Emergency Assistance, Elders in Need, Community Advocates, and Tribal Burial continue to present budgetary challenges in having enough funds to cover the increased need for these services. Without the assistance of CARES Act and now ARPA funding, there would be fewer people served through gen funded programs. We typically have to ask for additional gen funds in February or March of each year to

cover the remaining year's expenses. The client requests and numbers continue to increase in all programs.

Key Trends and Challenges Impacting the Department

Child Care & Development

The demand for child care services continues to increase. The number of children requiring quality child care increases every year. Unfortunately, the number of quality providers is decreasing every year. This trend is generally due to the high cost of providing child care as well as the additional requirements imposed by the new federal and state guidelines.

Should the COVID-19 policies expire 12/31/21, we may see some of our providers closing and/or the number of subsidy children decrease as providers will not be able to make a living on pre-pandemic payment rates.

Implementing the new policy changes will affect the cost of providing services to clients. Increasing payment rates to providers is an attempt to assist our providers to continue to provide quality child care. We will implement other provider assistance programs as well.

In FY22, the state of Oklahoma will implement a revision of the QRIS (Quality Rating Improvement System) from a 3 star rating system to a 5 star rating system. This will require a revision of the Cherokee Nation provider payment system as we follow the state's QRIS rating system for the provider payment rates.

Child Support Services

The program received approval for three positions to be opened in FY22 due to growth within the program. There are no additional changes that occurred in this year's budget.

- ❖ Critical trends in the program are a continued upswing of incoming applications in FY21- 866 total. There has been a 50% increase in new applications compared to FY20- (574), and we will be monitoring FY22 for any additional growth. The gains of new applicants have been challenging on processing with a reduced onsite workforce due to the pandemic for half of the fiscal year. The program also worked with only one intake specialist for the entire fiscal year.
- ❖ A continued challenge in FY21 was reducing full-time office staff for approximately half of the fiscal year due to the ongoing pandemic. This challenge is certainly not unique to this program but a challenge to be noted. The program has been continuing to work to reduce any backlog of in-office procedures being completed. This has also required staff to readjust to working back in the office and re-establishing normal office operations with safety precautions still in place.
- ❖ The program did successfully implement an online payment portal for payments by the end of FY21. This was designed to assist with any future pandemics or natural disasters that could occur. The pandemic certainly caused this to become more of a priority as wanting to make sure there are other avenues for payments to come into the office even if needing to be closed to the public.
- ❖ Another challenge this program saw this year was many child support obligors' loss of jobs and work hours due to the pandemic. Total Collections were lower than in FY20 due to loss of employment occurring to many non-custodial parties ordered to pay support for their children. The assigned cases staff spent a lot of their time visiting with clients about other referral sources they may be eligible for as they worked to provide for their children.

- ❖ The pandemic spurred the program to look at other future projects to assist in completing business even if not able to come into office full time. Some of these trends include the program adding fillable applications to the program's website this year and looking at ways to have face-time type meeting appointments. The program also incorporated text messaging services to communicate directly with clients without coming into the office.
- ❖ Another challenge directly stemming from the pandemic is that many clients experienced a constant slowdown when receiving payments. The program will be focused on how it can incorporate debit cards used instead of checks into this coming year.
- ❖ While the program continues to meet the policy period of issuing payments within two business days of ensuring payment is received, the issue stems from the actual delivery of mail slowing down, causing regular payment delays.
- ❖ As the office begins a new fiscal year, the goal is to continue with the necessary work on all 2,450+ cases, including establishing paternity, new child support orders, modification of existing orders, and utilizing enforcement tools to ensure regular payment.
- ❖ The program will review future grant opportunities in FY22 to see if we can develop plans that will assist Cherokee citizens and benefit all program participants.

Indian Child Welfare

Indian Child Welfare continues to see a steady increase in families requiring services. COVID-19 has both increased and decreased some of the yearly averages and totals, for example, court numbers are down due to tribal courts being closed for several months.

Goals and Objectives

Child Care & Development

- ❖ Increase the number of quality child care providers
- ❖ Increase the availability of child care to eligible families.
- ❖ Create grants to increase the quality of care for providers.
- ❖ Create new provider and client friendly procedures.
- ❖ Increase number of trainings provided to child care providers.
- ❖ Implement paperless procedures for clients and providers.
- ❖ Create provider quality and facility improvement grants.
- ❖ Increase payment rates to providers
- ❖ Strengthen child care workforce

Child Support Services

In FY22, the goals of Child Support services include the following:

- ❖ Providing the essential child support services in a holistic manner that include: paternity establishments through Affidavits of paternity or genetic testing and continuing to increase paternity establishment orders by 5%, establishing child support orders that are fair and equitable and increasing the orders by 5%, modifying child support orders, and enforcing child support orders through an array of enforcement tools
- ❖ Focus on re-establishing payments on those cases in which jobs were lost in FY21.

- ❖ Continue maintaining tribal dockets and participating in all state county dockets within the CN reservation jurisdiction to facilitate child support legal actions.
- ❖ Ensure that our application packet is fillable online via the CN website page.
- ❖ Another goal is to work with CN Financial Resources to develop a solid plan for pursuing ACH-type payments while also ensuring the MTS database payment information can be uploaded to the Lawson system for reconciliation purposes. The goal is to ensure this office can utilize EFT capabilities.
- ❖ Continue to work on customer-friendly processes and policies that help facilitate services in the best manner possible.

Indian Child Welfare

The goals of ICW focus on three broad areas:

- (1) Safety and protection of children
- (2) Permanency planning
- (3) Prevention

The overall structure for the service-delivery system within ICW reflects the philosophy of a “continuum of care”. This continuum incorporates a network of interrelated combinations of child protection, parenting, family violence prevention, court advocacy, reunification efforts, foster care, adoptive care, foster and adoptive family training, recruitment, retention and supports to ensure a well-qualified workforce.

Family Assistance

Decrease time frame from application, approval, to payment or completion of application

Continue to provide services to identify/locate eligible citizens

Increase participation in assistance programs

Key Performance Measures

Human Services			
	FY20 Actual	FY21 Actual	FY22 Budget
Active child support clients served	7,811	8,179	8,752
Senior meals served	52,336	82,623	55,654
Burial assistance	413	500	385
Advocate home visits/referrals	736	775	800
Emergency assistance	706	200	300
Elderly victims of crime	77	87	97
Youth truancy/delinquency intervention	12	20	10

Figure 87 Human Services Performance Measures

Human Services Organizational Chart

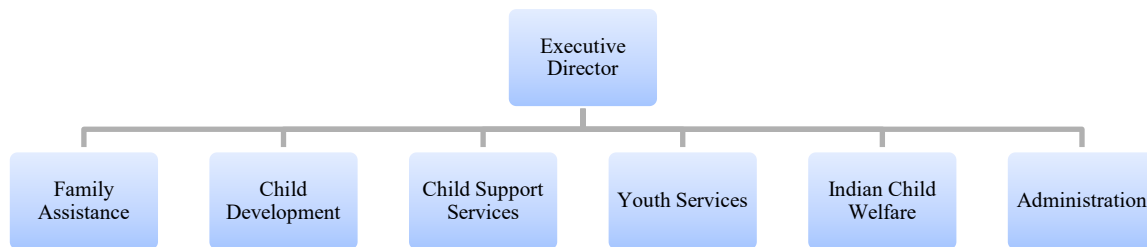


Figure 88 Human Services Org Chart

Expenditures and Authorized Positions

The Human Services' funding is shown in the table below (see figure 89) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DHHS GENERAL	\$ 12,225,098	\$ 18,367,049	\$ 15,945,687
DOI PL 102-477	26,166,012	67,408,845	186,054,632
DOI SELF GOVERNANCE	3,284,464	6,929,065	5,969,191
FEDERAL OTHER	858,634	3,280,400	2,547,682
HUD	2,182,515	3,676,423	1,608,505
INDIRECT COST POOL	672,879	796,400	796,400
OTHER	74,598	147,000	147,000
STATE OF OKLAHOMA	435,290	491,064	
TRIBALLY FUNDED	4,382,312	5,010,602	5,027,556
USDA	14,842,148	18,390,699	17,076,359
Grand Total	\$ 65,123,952	\$ 124,497,547	\$ 235,173,012

Figure 89 Human Services Funding by Funding Source

The table following (see Figure 90 on the following page) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ -	\$ 6,100	\$ 5,100
BUILDING LEASE	236,016	710,330	724,579
CAPITAL ACQ <5K	363,479	256,807	111,350
CAPITAL ACQUISITIONS	240,356	23,863,246	38,104,242
CLIENT SERVICES	17,636,557	23,252,465	18,949,829
CONTRACTS	19,627,381	42,510,769	105,356,807
CONTRIBUTIONS	403,494	1,074,861	1,086,861
FOOD COST	3,077	4,858	8,767
INDIRECT COST	2,901,207	3,552,980	3,840,145
INSURANCE	94,268	124,792	331,988
INSURANCE RECOVERY	(2,337)	-	-
INTERNET	291,666	167,100	184,183
LEASE EQUIPMENT	67,393	69,300	85,375
MAILING COST	59,349	61,941	356,100
OTHER EXPENSES	17,774	66,750	159,850
PRINTING/COPYING	44,003	78,825	58,300
RECRUITMENT	7,368	13,650	14,810
REPAIRS/MAINT	555,241	735,057	1,202,553
SALARIES/FRINGE	20,036,766	24,440,600	24,717,908
SPACE COST	185,164	170,922	211,516
STAFF DEVELOPMENT	59,509	302,012	516,026
SUPPLIES	998,633	1,527,061	1,097,537
TELEPHONE	371,960	497,378	671,818
TRANSFERS	76,750	-	36,500,180
TRANSPORTATION	428,226	543,391	482,864
TRAVEL	124,362	211,102	206,129
UTILITIES	296,290	255,250	188,195
Grand Total	\$ 65,123,952	\$ 124,497,547	\$ 235,173,012
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
CHILD DEVELOPMENT	133	135	135
CHILD SUPPORT ENFORCEMENT	40	38	41
CHILDREN, YOUTH & FAM SVS	20	22	19
FAMILY & ELDERLY ASSIST	59	50	50
FOOD DISTRIBUTION	74	75	81
HUMAN SVS EXEC DIRECTOR	9	9	10
INDIAN CHILD WELFARE	145	150	155
SPECIAL PROGRAMS	4	14	14
HUMAN SERVICES TOTAL	339	493	505

Figure 90 Summary Budget Data – Human Services

Government Resources

Department Overview

Government Resources is made up of four departments: the Office of Self-Governance (OSG), Evaluation and Compliance, Real Estate Services, and Tribal Registration.

The Office of Self-Governance (OSG) has the primary responsibility for Self-Governance (SG) oversight functions for the Nation. This department is responsible for negotiating and implementing compacts and funding agreements associated with Self-Governance programs, services, functions and activities with the Department of the Interior (DOI), Federal Highway Administration (FHWA), P.L. 102-477, and with the Indian Health Service (IHS). This office is also responsible for monitoring and oversight functions for all SG funded programs, participating in rulemaking or policy development at the federal or tribal level.

OSG staff represents the Nation on national and regional inter-tribal working groups while insuring that the Nation's views and interests are represented as well as maintaining business relationships on the same level. The OSG coordinates funding and programmatic issues (internal and external), serves as advisor to internal departments and other tribal governments, reconciles the Annual Funding Agreement (AFA) with funding received, monitors internal compliance with awards and negotiates disputed items with the Federal agencies. This OSG also reviews Self-Governance operations and coordinates annual data reports to the agencies on program accomplishments. Reporting by this independent office gives Administration the necessary information to evaluate the effectiveness of the programs.

Evaluation and Compliance provides ongoing inspection, identification, evaluation and documentation of systems of financial compliance and operational policies. Staff members recommend systems and procedures to aid in the deficiencies of internal controls, fraud, waste and abuse of resources. They also recommend policies, procedures, forms, records and data collection systems to prevent or help resolve audit findings.

Real Estate Services is responsible for administering the laws, regulations, policies and procedures to protect and manage trust and restricted lands of individual Indian landowners and the land owned by Cherokee Nation itself. Functions of the department include, but are not limited to: Leasing for Business, Hunting, Agriculture, Wind/Solar and Residential purposes on tribal, trust & restricted land; Fee to Trust applications; Land acquisitions; Rights of way/Easements; Rights of Entry; Service Line Agreements; Deed Approvals on restricted land; Mortgage Approvals on restricted land; Restriction removal applications; Probate Inventories; Probate prep work; Reports for Distribution; Inventory/heirship Research; Administrative Law Judgments for trust land; Quiet Title research; Realty litigation responses; Last Will & Testaments for tribal citizens; Site inspections; Trespasses; Jurisdiction verification for Marshal Service and Indian Child Welfare; Impact Aide Verifications for Department of Education and schools in 14-county reservation area; County research; and Maps/platting.

The Tribal Registration office processes Certificate of Degree of Indian Blood (CDIB)/ Tribal Citizenship applications and issues CDIB, Citizenship and Photo ID cards. Also, this office issues Indian Preference Letters, provides Tribal verifications, verifies Eagle Feather applications and provides other registration services as needed. To be eligible for a CDIB/Tribal Citizenship with the Cherokee Nation, you must be able to provide documents that connect you to an enrolled lineal ancestor, who is listed on the "Dawes Roll" Final Rolls of Citizens and Freedmen of the Five Civilized Tribes, Cherokee Nation with a blood degree.

Primary Services

- ❖ Responsible for negotiating and implementing SG compacts and funding agreements, as well as monitoring and oversight functions for all SG funded programs
- ❖ Participate in rulemaking or policy development at the federal or tribal level
- ❖ Represents the Nation on national and regional inter-tribal working groups while maintaining business relationships on the same level
- ❖ Serves as advisor to internal departments and other tribal governments
- ❖ Review/approve applications for CDIB and/or Tribal citizenship
- ❖ Issue Tribal Photo ID cards and replacements upon request
- ❖ Provide CDIB/Tribal citizenship verifications to multiple service agencies
- ❖ Process deceased notices and relinquishment requests

Key Trends and Challenges Impacting the Department

Self-governance functions are moving away from the federal government towards a system that requires more self-monitoring and regulatory interpretation. Thus, maintaining a well-versed, professional staff is paramount. Unfortunately, this Office has undergone personnel changes over the last few years and currently has many vacancies. Thus, the current challenges are to keep existing staff current with the regulatory environment, acquire/train new staff, and navigate the CN towards more efficient self-governance operations.

Goals and Objectives

- ❖ To assure the self-governance programs operate within proper regulatory parameters and the maximum amount of funding is derived from our partners
- ❖ Monitor earmarked funds
- ❖ Monitor reauthorization bills
- ❖ Negotiate new Program Agreement upon reauthorization
- ❖ Evaluate renegotiation of Direct Contract Support Costs (IHS)
- ❖ Coordinate with Health Services to evaluate renegotiation of IHS funding agreement
- ❖ Limit risk
- ❖ Protect assets
- ❖ Continue to certify CDIB/Tribal citizenship applications
- ❖ Reduce CDIB backlog
- ❖ Continue to work on data cleanup
- ❖ Continue to manage and maintain the current work load in all three registration programs
- ❖ Administer the laws, regulations, policies and procedures to protect and manage trust and restricted lands of Indian landowners and land owned by the Cherokee Nation

Key Performance Measures for Self-Governance

Government Resources			
	FY20 Actual	FY21 Actual	FY22 Budget
New Certificate of Degree of Indian Blood cards issued	7,598	14,840	12,000
New Tribal Citizens registered	6,648	13,103	10,000
Tribal Photo IDs issued	12,404	14,009	15,000

Figure 91 Government Resources Performance Measures

Government Resources Organizational Chart

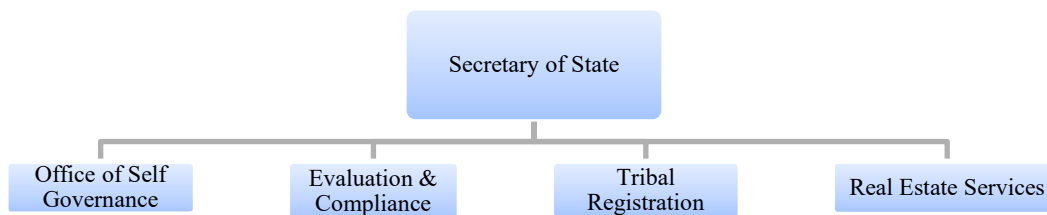


Figure 92 Government Resources Org Chart

Expenditures and Authorized Positions

The Government Resources' funding is shown in the table below (see figure 93) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DOI SELF GOVERNANCE	\$ 2,552,651	\$ 3,325,410	\$ 3,373,674
HUD	202,255	270,886	270,886
IHS SELF GOVERNANCE OFFICE	22,332	207,342	205,106
INDIRECT COST POOL	687,264	1,032,742	1,124,742
TRIBALLY FUNDED	1,921,971	5,232,209	4,663,249
Grand Total	\$ 5,386,473	\$ 10,068,589	\$ 9,637,657

Figure 93 Government Resources Funding by Funding Source

The table on the following page (see figure 94) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ -	\$ 250	\$ 250
BUILDING LEASE	1,819	2,680	2,680
CAPITAL ACQ <5K	6,109	1,000	6,496
CAPITAL ACQUISITIONS	882,851	3,847,131	3,121,014
CLIENT SERVICES	-	300	300
CONTRACTS	245,036	764,701	794,039
FOOD COST	1,185	2,647	2,642
INDIRECT COST	373,475	465,656	481,834
INSURANCE	6,143	5,647	7,047
INTERNET	2,363	2,310	2,310
LEASE EQUIPMENT	2,890	6,000	6,000
MAILING COST	24,433	32,200	32,200
OTHER EXPENSES	4,177	6,150	6,150
PRINTING/COPYING	2,347	7,050	7,050
PROPERTY TAXES	14,913	15,500	16,728
RECRUITMENT	229	300	300
REPAIRS/MAINT	2,395	10,075	7,384
SALARIES/FRINGE	3,357,191	4,210,592	4,452,607
SPACE COST	190,391	214,596	213,620
STAFF DEVELOPMENT	14,182	51,100	31,500
SUPPLIES	122,198	161,833	189,487
TELEPHONE	43,213	49,530	49,580
TRANSPORTATION	29,251	35,750	35,920
TRAVEL	56,474	172,272	167,200
UTILITIES	3,205	3,319	3,319
Grand Total	\$5,386,473	\$ 10,068,589	\$ 9,637,657
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
EVALUATION & COMPLIANCE	8	8	8
GOVERNMENT RESOURCES	6	6	7
REAL ESTATE SERVICES	16	16	16
REGISTRATION	38	35	38
GOVERNMENT RESOURCES TOTAL	68	65	69

Figure 94 Summary Budget Data – Government Resources

Marshal Service

Department Overview

The Marshal Service (MS) carries out the law enforcement functions of the Cherokee Nation. Services provided are professional law enforcement services, effective partnerships, quality technical assistance, creative problem solving and innovative policing in Indian Country for the protection of life, property and resources in Indian Country.

The Marshal Service is active and serves in other areas as well. Community meetings and activities are attended regularly by MS staff to answer questions about the services that we provide within the Tribal

Reservation. Each year the MS has over 10K calls for service throughout the Tribal Reservation. MS are trainers in basic fire arms instruction; Council on Law Enforcement Education and Training (CLEET) instructors, trainers of patrol tactics, Special Operations Training (SOT) trainees, domestic assault trainees, defensive tactics trainees, and basic Special Weapons and Tactics (SWAT) trainees and many are certified dive instructors. Several Marshals are cross deputized with the U.S. Marshal Service.

Primary Services

The Marshal Service provides safety for the Cherokee people and their communities, tribal complex and Cherokee Nation properties; Preserve public peace and order; prevention, detection and investigation of crime; Apprehension of offenders; Protect persons and property; Enforce laws applicable to Indian County.

Patrol – most fundamental function of a law enforcement program in Indian Country

- ❖ Rural communities
- ❖ Housing communities and sites
- ❖ Cities and assist other agencies where cooperative agreements have been entered into
- ❖ Community meetings

Officers take reports regarding crimes, provide public safety, community problem-solving and provide education

Security:

- ❖ Secure the safety of CN employees, citizens and visitors
- ❖ Routinely patrol all CN Properties
- ❖ Check for security violations on CN Property
- ❖ Observe/Report suspicious person(s) or activity
- ❖ Provide security to CN Events
- ❖ Assist with traffic control and parking
- ❖ Render first aid
- ❖ Assist Motorist on CN Property
- ❖ Jump start vehicles
- ❖ Unlocked vehicles
- ❖ Provide air for flat/low tires
- ❖ Respond to minor accidents in parking lots

CN Emergency Management coordinates tribal emergency operations including:

- ❖ Monitoring potentially severe events
- ❖ Evaluating the possibility for securing state, federal disaster assistance
- ❖ Managing tribal resources
- ❖ Providing emergency public information
- ❖ Developing and distributing situation reports
- ❖ Conducting preliminary damage assessments
- ❖ Operational Management

The Emergency Management Incident Management Team is the first Type 3 Tribal Incident Management team across the U.S.

- ❖ Comprised of staff from the departments within Cherokee Nation.

- ❖ The team prepares and responds to disasters and emergencies that occur within the Cherokee Nation and as requested from other tribal nations, state and federal agencies.

Key Trends and Challenges Impacting the Department

The McGirt vs Oklahoma decision has had a major impact on personnel workload and finances. Processes and partnerships are being discussed on how to transition sex offenders residing, working and going to school into the Cherokee Nation registration, as well as working to enter cross deputation agreements to assist in criminal justice matters across the reservation. Discussion is underway about existing processes and software programs for transition/integration into the Cherokee Nation criminal justice system.

Goals and Objectives

The goal of the Cherokee Nation Marshal Service is to keep the Cherokee communities safe and violence free thus exercising and maintaining tribal sovereignty.

- ❖ Objective 1: Increase safety to patrols
- ❖ Objective 2: Decrease response time to emergency calls
- ❖ Objective 3: Establish and maintain working relationships with other law enforcement entities.

Key Performance Measures

Marshal Service			
	FY20 Actual	FY21 Actual	FY22 Budget
Marshal Officers and Security Officers	44	48	56
Service calls	10,231	10,500	17,777
Security incident reports	37	55	123
Security vehicle assists	160	117	129

Figure 95 Marshal Service Performance Measures

Marshal Service Organizational Chart

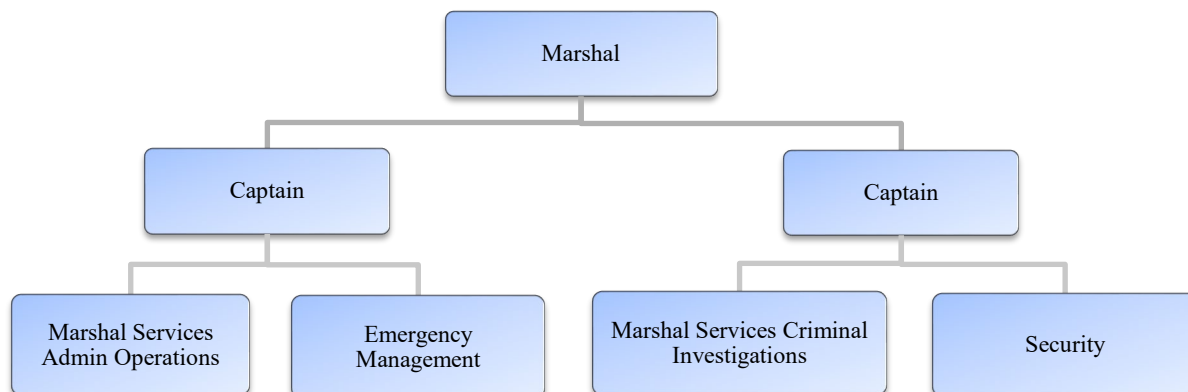


Figure 96 Marshal Service Org Chart

Expenditures and Authorized Positions

The Marshal Service's funding is shown in the table below (see figure 97) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DHHS GENERAL	\$ 392,531	\$ 399,367	
DOI SELF GOVERNANCE	1,942,558	1,766,337	1,766,337
FEDERAL OTHER	1,710,032	4,267,500	2,710,025
HUD	484,085		
INDIRECT COST POOL	892,817	998,636	1,073,720
MOTOR FUELS TAX	446,503	436,030	436,030
TRIBALLY FUNDED	1,764,221	8,807,100	8,890,418
Grand Total	\$ 7,632,747	\$ 16,674,970	\$ 14,876,530

Figure 97 Marshal Service Funding by Funding Source

The table following (see figure 98 on the following page) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ -	\$ 400	\$ 100
BUILDING LEASE	480	480	480
CAPITAL ACQ <5K	198,727	362,540	1,178
CAPITAL ACQUISITIONS	1,579,374	3,098,070	1,768,910
CLIENT SERVICES	(6)	-	-
CONTRACTS	543,355	4,550,551	4,237,201
DEPRECIATION	47,630	52,458	62,242
FOOD COST	3,965	6,750	8,700
INDIRECT COST	458,481	825,567	784,944
INSURANCE	122,159	127,160	140,350
INSURANCE RECOVERY	(53,806)	-	-
INTERNET	1,260	1,452	1,212
LEASE EQUIPMENT	23,316	1,000	
MAILING COST	233	650	400
OTHER EXPENSES	269,953	28,788	28,488
PRINTING/COPYING	105	4,810	3,110
RECRUITMENT	2,253	1,154	1,029
REPAIRS/MAINT	61,733	54,700	87,334
SALARIES/FRINGE	3,521,154	5,562,595	6,050,449
SPACE COST	75,212	80,795	74,514
STAFF DEVELOPMENT	49,738	98,012	86,869
SUPPLIES	383,893	1,286,669	747,651
TELEPHONE	105,752	102,245	126,331
TRANSPORTATION	146,591	264,010	281,890
TRAVEL	86,359	159,954	377,416
UTILITIES	4,837	4,160	5,732
Grand Total	\$ 7,632,747	\$ 16,674,970	\$ 14,876,530
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
MARSHAL SERVICE	47	45	65
SECURITY	13	13	13
MARSHAL SERVICES TOTAL	60	58	78

Figure 98 Summary Budget Data – Marshal Service

Gaming Commission

Department Overview

The Cherokee Nation Gaming Commission (CNGC or Commission) was established as the independent regulatory body charged with overseeing the conduct of gaming by authorized Tribal entities. Further, the Commission is responsible for ensuring compliance with the Indian Gaming Regulatory Act, the regulations of the National Indian Gaming Commission, and the provisions of the Tribal-State compacts entered into between the Cherokee Nation and the State of Oklahoma.

The Commission consists of five (5) Gaming Commissioners. Each Commissioner is appointed by the Principal Chief and confirmed by the Tribal Council for a term of three (3) years. In addition, the

Commission, at full capacity, employs sixty three (63) staff members to carry out its duties and responsibilities on a daily basis. In order to ensure that all gaming is conducted fairly and honestly, the Commission conducts background investigations and licenses all employees working in the gaming facilities. Gaming vendors are also licensed in the Commission's continuing efforts to provide for the protection of Tribal assets. Currently, the Commission licenses over 2,866 employees and 910 vendors.

The Commission also reviews and approves all games played at the gaming facilities. All games are evaluated against the appropriate federal and/or Tribal-State compact requirements for allowable games. The Commission currently oversees gaming activity in eleven (11) gaming facilities:

Roland	Catoosa	Catoosa Smoke Shop
Tahlequah	Sallisaw	West Siloam Springs
Fort Gibson	Ramona	Grove
South Coffeyville	Roland Travel Plaza	

In exercising the authorities provided under federal and tribal law, the Commission actively administers regulations designed to protect all facets of the gaming facilities. Among these efforts, the Commission performs the following functions (including, but not limited to):

- ❖ Performs background investigations on all gaming facility employees and vendors
- ❖ Issues gaming permits and/or licenses to gaming facility employees and vendors
- ❖ Reviews and approves gaming facility licenses
- ❖ Reviews and approves all games offered in the gaming facilities
- ❖ Conducts internal audits on gaming facility operations to determine the level of compliance with all applicable regulations
- ❖ Causes external audits – both financial and compliance – of all gaming facilities to be conducted on an annual basis
- ❖ Monitors and supervises the payment of fees due to regulatory agencies
- ❖ Provides procedures for the resolution of gaming disputes between the gaming public and licensed gaming facilities

To accomplish these tasks on a daily basis, the Commission employs staff in Administrative, Compliance, Licensing, and Audit capacities.

The Administrative department provides daily oversight of the Commission's operations, including the overall administration and coordination of the Commission's daily functions. The Director oversees the operations of the Compliance, Licensing, and Audit departments, interacts with Cherokee Nation Entertainment management, prepares and manages the Commission's annual budget, and performs all other administrative duties for the Commission.

The Compliance Department is tasked with performing numerous functions on the part of the Commission, the primary responsibility of which is to perform compliance assessments, and review and monitoring of all activities related to the conduct of gaming in the facilities. The Compliance Department's goals are to ensure compliance with the Tribal Internal Control Standards, the Tribal-State compacts, and Commission rules and regulations through optimal and standardized processes. The Compliance Department personnel currently utilize numerous databases and tracking programs to produce effective gaming reports for the Commission to ensure its compliance with all tribal, federal, and state regulations.

The Licensing Department conducts background investigations of gaming facility employees, vendors, and vendor employees, as applicable. Licensing conducts approximately 5,000 background investigations

on an annual basis. The results of the background investigation are provided to the Gaming Commissioners as a part of the process of determining whether an individual is given the privilege of receiving a gaming permit or license. The Commission provides individual licensing information to the National Indian Gaming Commission and to the State Compliance Agency.

The Audit Department was formed as an independent review and reporting body within the Commission. The Audit Department is also tasked with multiple responsibilities; chief among them is the assessment of each gaming facility's level of compliance with the internal control standards issued by the National Indian Gaming Commission and the subsequent Tribal Internal Controls Standards, as well as the standards, rules and regulations adopted by the Commission; any relevant Cherokee Nation Entertainment, LLC (CNE) policies and procedures approved by the Commission as a part of either Compact or MICS/TICS requirements are also evaluated. During the course of a year, the Audit staff is required by federal statute to complete audits of the various functional departments and business processes at each gaming facility.

Audit also reviews and monitors the financial reporting requirements of the gaming facilities. This includes the review of fee payments, based upon gaming revenues, due to the National Indian Gaming Commission as a part of federal statutes and payments made in accordance with the terms of the Tribal-State Compact. Further, the auditors will review and monitor the monetary variances (overages & shortages) incurred by the gaming facility staff.

In Fiscal Year 21, the Cherokee Nation Gaming Commission intends to enact and implement statutory requirements as mandated by the NIGC, Cherokee Nation, and Tribal State Compact. CNGC will continue to rise to meet the challenges brought by COVID 19 which has required changes to System of Internal Controls brought about by the Pandemic Policy. The goals and objectives identified in the CNGC strategic plan will continue to guide the efforts of each department within the Gaming Commission.

Major Financial or Programmatic changes occurring in this budget

The budget of the Gaming Commission was reduced due to the challenges brought about by COVID 19; however CNGC has utilized virtual training to fulfill training requirements mandated by the NIGC and State Tribal Compact. The Gaming Commission will be revising existing regulations and internal controls, as well as drafting and adopting new regulations to comply with the new gaming ordinance. A Special Project Analyst will be hired to draft regulations and perform other necessary functions. This consolidation of Special Projects Officer and Administrative Officer positions will not impact the budget. It is uncertain how the proposed fee increase to the tribes by the NIGC will impact the budget.

Key Trends and Challenges Facing the Gaming Commission

The Gaming Commission will approach its operations from a fiscally conservative perspective in Fiscal Year 21. However, there are recurring expenditures that are required for each department which are necessary expenditures such as software programs for Compliance, Audit, Administration, and Licensing.

Goals and Objectives

The Commission expects to fully implement the provisions of the modified Tribal Internal Controls, Licensing ordinance, which will include the revision of existing regulations and the development of new regulations to meet new statutory requirements.

Key Performance Measures

Gaming Commission			
	FY20 Actual	FY21 Estimated	FY22 Budget
Number of gaming licenses	3,776	3,968	3,961
Number of gaming facilities	11	11	11

Figure 99 Gaming Commission Performance Measure

Gaming Commission Organizational Chart



Figure 100 Gaming Commission Org Chart

Expenditures and Authorized Positions

The Cherokee Nation Gaming Commission's funding is shown in the table following (see figure 101 below) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
TRIBALLY FUNDED	\$ 3,378,037	\$ 5,016,250	\$ 5,016,250
Grand Total	\$ 3,378,037	\$ 5,016,250	\$ 5,016,250

Figure 101 Gaming Commission Funding by Funding Source

The table on the following page (see figure 102) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ -	\$ 500	\$ -
CAPITAL ACQ <5K	29,165	-	-
CAPITAL ACQUISITIONS	-	8,000	45,000
CONTRACTS	245,571	380,000	375,000
FOOD COST	2,518	7,200	10,000
INDIRECT COST	344,940	478,098	474,792
INSURANCE	4,446	4,500	6,500
INTERNET	13,019	15,000	65,000
LEASE EQUIPMENT	16,986	17,000	20,000
MAILING COST	1,752	1,500	1,500
OTHER EXPENSES	(196,454)	10,000	11,600
PRINTING/COPYING	2,087	1,000	1,000
RECRUITMENT	47,311	1,000	1,000
REPAIRS/MAINT	30	-	-
SALARIES/FRINGE	2,591,993	3,787,595	3,680,854
SPACE COST	91,582	97,107	110,000
STAFF DEVELOPMENT	18,088	17,750	50,000
SUPPLIES	45,654	70,000	30,004
TELEPHONE	49,559	46,000	50,000
TRANSPORTATION	32,260	32,000	34,000
TRAVEL	37,529	42,000	50,000
Grand Total	\$ 3,378,037	\$ 5,016,250	\$ 5,016,250
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
GAMING COMMISSION	64	63	63
GAMING COMMISSION TOTAL	64	63	63

Figure 102 Summary Budget Data – Gaming Commission

Information Technology

Department Overview

Information Technology consists of Government IT and Health IT as well as Mailroom and Office Services. Government IT consists of Information Technology staffing, Network & Internet Systems, Financial Systems, and Office Services (includes mailroom staff and telephone operators). The Government Information Technology team is located in the WW Keeler Complex in Tahlequah. The function and services of the IT department are to provide technology solutions to help deliver effective and efficient tribal services for the needs of Cherokee citizens. Health IT consists of Health IT Staffing, Technical Services, Project Management, Health Information Systems, Health Information Security, Health Applications, and Training. Health IT is located at the TEC Building at the intersection of Water & Choctaw in Tahlequah. The function and services of the Health IT department are to provide technology solutions to help deliver effective and efficient tribal health services for the needs of the Cherokee Nation.

Primary Services

- ❖ The IT staffing is primarily to support our enterprise applications, telecommunications and data infrastructure as well as client support.
- ❖ The Infrastructure & Operations team members support the licensing for all software, hardware and communications services (voice, data, and internet) utilized by the entire Cherokee Nation organization.
- ❖ The Enterprise Applications (Financial Systems) team serves as primary for installation and maintenance required to support the Cherokee Nation financial systems (Infor).
- ❖ The Office Services is made up of the Cherokee Nation's mailroom and telephone operators; the mailroom receives and distributes mail throughout the Cherokee Nation organization. The telephone operators receive and direct telephone inquiries throughout the Cherokee Nation organization.
- ❖ The Office Service Reimbursement is for Office Services which includes internet, telephone, cell phone, mailing, printing/copying, and other office services.
- ❖ Facilitate provision of health care services to patients across various health delivery systems and networks.

Major Financial or Programmatic Changes Occurring in This Budget

Cherokee Nation IT is working to modernize its systems, replacing and upgrading aging equipment and systems. The systems that support Finance/Accounting and HR will begin their first major upgrade in over 15 years with a move to the cloud. This work will start in FY22 but not complete until FY23. Cherokee Nation Government's Microsoft applications will migrate to the cloud with the implementation of Microsoft 365, adding new productivity tools and helping to provide work capabilities from anywhere.

Investments have been made in information security tools and work is in progress to implement those tools, with that work completing by the end of FY22. Efforts are also underway to plan and document Cherokee Nation's disaster recovery and business continuity methodologies and strategies.

The expansion of the use of Salesforce will continue for both Cherokee Nation Government and Health IT. Government IT is slated to add capabilities for Grants Management and Natural Resources within the Gadugi Portal, as well as other initiatives selected by the IT Steering Committee in coming months. The call center supporting the Gadugi Portal will migrate from the Verizon OneTalk system to a more robust call center application that will allow agents to work from onscreen scripts and expand the methods, including SMS, by which citizens can request help.

The budget for FY22 includes additional Salesforce Administrator and Developer positions to support the expansion of the Gadugi Portal. The IT department receives reimbursement under an MOU with Cherokee Nation Businesses for the salary and fringe costs of the Executive CIO.

Key Trends and Challenges Impacting the Department

Cherokee Nation IT, like much of the country, has been impacted by supply chain issues. It often takes months to receive equipment, which makes it harder to quickly respond to requests from departments within Cherokee Nation Government.

Cherokee Nation IT has been approved for ARPA funding and are working to meet the challenge of implementing the technologies for which have been approved within the allotted timeframe, while still maintaining quality day-to-day support.

The McGirt decision has an impact on Government IT as additional facilities and systems are required to support the changing nature and additional duties of Cherokee Nation law enforcement. Additional technology consultation and advisement is required to assist through this transition, but it is difficult to provide this currently with Government IT's limited headcount.

Cyber threats are a very real challenge as IT works to maintain a secure environment at Cherokee Nation. While investments have been made in detection and response technologies, additional investments in Information Security personnel are needed.

The absence of a Project Management Office or Business Process Improvement department at Cherokee Nation complicates the implementation of new technologies and upgrades of existing technologies. Dedicated project management is critical to ensure the success of larger projects and initiatives. Investment in business process improvement personnel would ensure that our processes are good and sound before we apply technology to them. Otherwise, there is always a risk that bad processes will be automated.

Goals and Objectives

The target objective of the Information Technology department is to provide technologies that make it easier for staff to support citizens while also making it easier for citizens to interact with and receive services from their tribal government. We work to provide the enterprise applications, telecommunications, and data infrastructure to support these staff and citizen interactions in a safe and secure manner.

Key Performance Measures

Information Technology			
	FY20 Actual	FY21 Actual	FY22 Budget
# of service tickets opened	18,432	21,594	21,570
# of service tickets closed	15,523	17,278	17,731
Average Days Open	1	1	1

Figure 103 Information Technology Performance Measures

Information Technology Organizational Chart

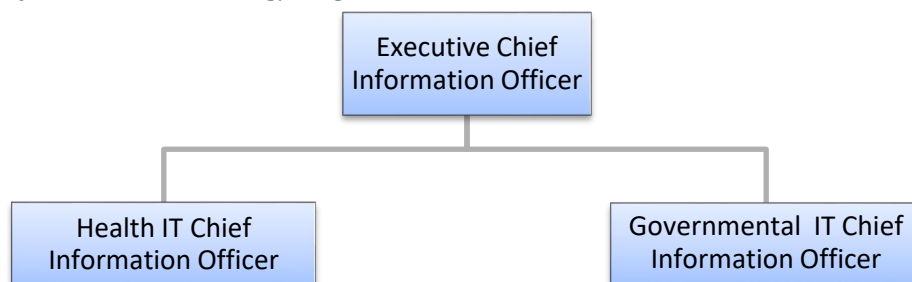


Figure 104 Information Technology Org Chart

The Information Technology funding is shown in the table below (see figure 105) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
IHS SELF GOVERNANCE HEALTH	\$ 5,672,789	\$ 7,538,498	\$ 7,562,478
INDIRECT COST POOL	16,867,500	19,240,775	20,305,716
Grand Total	\$ 22,540,289	\$ 26,779,273	\$ 27,868,194

Figure 105 Information Technology Funding by Funding Source

The table below (see figure 106) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
BUILDING LEASE	\$ 1,440	\$ 1,440	\$ 1,440
CAPITAL ACQ <5K	1,474,664	2,246,324	2,341,850
CAPITAL ACQUISITIONS	32,045	50,000	327,189
CONTRACTS	4,282,128	7,460,292	6,306,898
DEPRECIATION	327,601	369,800	129,500
FOOD COST	-	3,000	3,000
INDIRECT COST	395,087	403,924	511,891
INSURANCE	18,531	20,300	22,210
INTERNET	788,123	82,500	58,871
LEASE EQUIPMENT	261,059	11,150	10,000
MAILING COST	806,348	700	700
PRINTING/COPYING	19,067	-	-
RECRUITMENT	4,013	1,300	1,300
REPAIRS/MAINT	-	1,000	500
SALARIES/FRINGE	8,875,081	10,250,243	12,452,909
SPACE COST	184,036	173,000	188,500
STAFF DEVELOPMENT	63,876	87,500	77,500
SUPPLIES	1,120,452	670,000	545,000
TELEPHONE	3,453,901	4,516,000	4,524,700
TRANSPORTATION	79,332	90,800	99,236
TRAVEL	26,304	115,000	115,000
UTILITIES	327,202	225,000	150,000
Grand Total	\$ 22,540,289	\$ 26,779,273	\$ 27,868,194
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
INFORMATION SYSTEMS	128	131	139
INFORMATION TECHNOLOGY TOTAL	128	131	139

Figure 106 Summary Budget Data – Information Technology

Career Services

Department Overview

The mission of Career Services is to develop and encourage individuals to achieve and maintain work habits and skills that promote employability and self-sufficiency through programs encompassing education, training, rehabilitation and supportive services. Services include assessments, career counseling, job referrals, case management, adult education classes, contractor certification, Indian preference monitoring, firefighting, financial assistance for tuition/books/fees, supportive devices, supportive services, and economic development.

Primary Services

High School Equivalency Instruction, Vocational Training, Work Experience, On-the-Job Training, Testing, Nursing Scholarships, In-House Training (Building Trades, Business Technology, Child Care Occupations, Surgery Technology), Adaptive Devices, Supportive Services, Direct Placement/Direct Employment, Summer Youth Employment, Tribal Employment Rights Office (TERO) Business Certification, Cherokee Preference Compliance, Job/Resource/Hiring Fairs, Oklahoma Job Corps Academy High School Diploma/High School Equivalency, Residential Services, Graduate Placement, Employment Referral, Career Planning, Career Counseling, Cash Assistance, Transitional Services, Diversion Assistance, Children and Youth Services.

Major Financial or Programmatic Changes Occurring in This Budget

While there has been an influx of Covid-19 funding, Covid-19 has negatively affected Career Services programs since March of 2020 and will continue for the foreseeable future, which is an influencing factor in the ability to provide services by staff to students/clients.

Key Trends and Challenges Impacting the Department

Challenges continue to be a lack of space for staff, lack of staff, and the lack of a comprehensive database for the entire department.

JOBS/TANF (Temporary Assistance for Needy Families)

A key trend impacting the program has been a decrease in parent involved cases due to the COVID-19 Pandemic but also due to increased federal, state, and tribal resources to current and potential clientele. The expanded unemployment insurance benefits played a large role in decreasing the need for general welfare related services due to the amount and length of time supplemental payments were received by potentially eligible parent cases. Although the program has experienced a trend of parent cases decreasing, it has seen a rise in child-only cases as more newly appointed guardians are gaining custody of immediate and extended family members.

Challenges impacting the program have been seeking new diverse services that align with imposed federal limitations preventing a duplicative service; many apparent needs have been addressed through direct assistance and supplemental funding received by various internal and external agencies as provided by both the Coronavirus Aid, Relief, and Economic Security (CARES) Act and American Rescue Plan Act (ARPA).

Talking Leaves JCC

Distance learning has and will present an engagement and learning hindrance for students. Many of the vocational trades need an in-person demonstration and explanation of functions and processes to reinforce skills. Students not being on campus creates a compliance problem with various testing, wellness, and

administrative regulations. When students return, maintaining social distancing, complying with Center for Disease Control (CDC) guidelines, wearing masks, and other challenges will impact service operations.

Vocational Rehabilitation (VR)

With the onset of the COVID-19 virus many training facilities have gone to on-line training. Many clients are older and do not have the technical expertise to be successful with this type of training nor do they have the necessary equipment such as computers, printers, scanners, or high speed internet. These older individuals tend to do better receiving classroom or hands-on training. Since these consumers are considered the most High Risk population in regards to COVID-19 they are reluctant to enter into training at this time. This has the possibility of impacting VR meeting the goals and objectives for this fiscal year.

Goals and Objectives

The goal of Career Services is Jobs. All services we provide are to increase individuals' employability so that they can attain and retain unsubsidized employment and become self-sufficient.

Objectives:

- ❖ Increase the number of individuals who receive an Oklahoma Job Corps Academy High School Diploma or a High School Equivalency.
- ❖ Provide individuals with vocational training to increase their skills.
- ❖ Provide individuals with work experience and on-the-job training.
- ❖ Place individuals in unsubsidized employment.
- ❖ Assist individuals to retain employment or acquire a promotion at their current job.
- ❖ Provide individuals with Career Skills Training.
- ❖ Maintain a Job Bank of individuals interested in employment.
- ❖ Increase the number of Indian-Owned Businesses.
- ❖ Host Job Fairs for employment opportunities for individuals.
- ❖ Participate in Community and Educational Resource Fairs.

Key Performance Measures

Career Services			
	FY20 Actual	FY21 Estimated	FY22 Budget
Total office contacts	42,003	67,914	61,872
Total participants served	2,471	3,621	3,572
Vocational training participants	1,313	1,732	1,839
GED/HSE training	184	235	209
Entered unsubsidized employment	269	747	640

Figure 107 Career Services Performance Measures

Career Services Organizational Chart

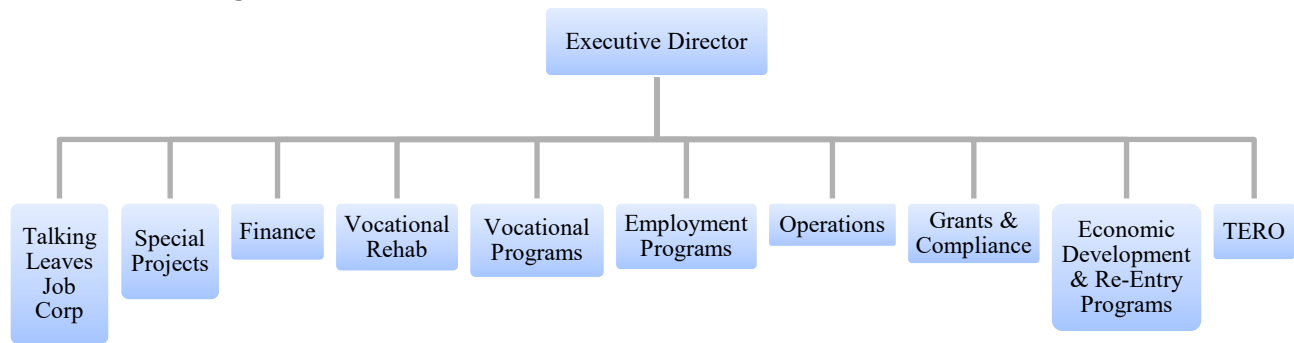


Figure 108 Career Services Org Chart

Expenditures and Authorized Positions

The Career Services' funding is shown in the following table (see figure 109) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DEPT OF EDUCATION	\$ 757,122	\$ 672,222	\$ 672,222
DEPT OF LABOR	6,790,905	15,870,916	12,489,847
DHHS GENERAL	1,836,936	11,430,824	16,213,949
DOI GENERAL	266,447	2,029,307	1,829,307
DOI PL 102-477	9,441,387	26,086,006	26,086,006
DOI SELF GOVERNANCE	112,844	223,127	223,127
FEDERAL OTHER	221,488	4,506,673	4,254,672
HUD	223,278	308,544	308,544
INDIRECT COST POOL	382,140	510,333	518,356
MOTOR FUELS TAX	149,730	202,500	202,500
TRIBALLY FUNDED	3,788,777	6,481,381	6,481,381
USDA	13,573	99,777	99,777
Grand Total	\$ 23,984,626	\$ 68,421,610	\$ 69,379,688

Figure 109 Career Services Funding by Funding Source

The table on the following page (see figure 110) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 2,876	\$ 110,700	\$ 113,498
BUILDING LEASE	40,629	264,466	256,721
CAPITAL ACQ <5K	35,749	3,500	9,000
CAPITAL ACQUISITIONS	60,107	190,943	173,379
CLIENT SERVICES	4,403,287	31,200,052	32,151,276
CONTRACTS	461,777	1,295,203	1,309,772
FOOD COST	2,227	173,650	181,150
INDIRECT COST	1,665,203	3,596,577	3,495,808
INSURANCE	44,073	21,214	25,293
INTERNET	85,455	-	2,400
LEASE EQUIPMENT	70,925	52,145	44,000
MAILING COST	69,115	83,350	86,650
OTHER EXPENSES	10,790	199,633	144,664
PRINTING/COPYING	11,858	47,200	51,500
PROPERTY TAXES	-	13,000	18,822
RECRUITMENT	87,649	60,241	35,950
REPAIRS/MAINT	72,576	444,650	403,132
SALARIES/FRINGE	12,562,203	19,252,786	19,257,851
SCHOLARSHIPS	1,992,898	6,633,016	7,171,507
SPACE COST	506,838	400,579	394,879
STAFF DEVELOPMENT	100,039	280,960	268,820
SUPPLIES	845,555	1,543,664	1,405,024
TELEPHONE	201,480	292,771	363,449
TRANSPORTATION	189,130	539,718	524,718
TRAVEL	127,244	1,288,872	1,063,165
UTILITIES	334,944	432,720	427,260
Grand Total	\$ 23,984,626	\$ 68,421,610	\$ 69,379,688
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
ADULT EDUCATION	6	6	6
EMPLOYMENT & TRNG CAREER SVC	172	175	200
TALKING LEAVES JOB CORPS	91	94	94
CAREER SERVICES TOTAL	269	275	300

Figure 110 Summary Budget Data – Career Services

Housing Authority of the Cherokee Nation

Department Overview

The Housing Authority of the Cherokee Nation (HACN) was created in 1966 to provide decent, safe, and sanitary housing within the Cherokee Nation. Today, fifty two years later, we continue that original mission and are dedicated to providing housing assistance through a number of programs.

Primary Services

The Housing Authority of the Cherokee Nation (HACN) provides decent, safe, secure, sanitary, and affordable housing opportunities within the Cherokee Nation. HACN carries out the goals and objectives as set forth in the Cherokee Nation's Indian Housing Plan as submitted and approved by HUD. They are also responsible for preparing the annual Indian Housing Plan and the Annual Performance Report, on behalf of the Cherokee Nation, as required by HUD.

HACN works with regional and national membership organizations to promote and advocate for Indian Housing opportunities and programs, including; Inter-Tribal Council of the Five Civilized Tribes, Southern Plains Indian Housing Association, AMERIND Risk Management Corporation, National Congress of American Indians, and the National American Indian Housing Council (NAIHC). The Executive Director was elected as the Chairman of NAIHC for a two-year term ending in 2020. The Deputy Executive Director is the elected Region IV (Southern Plains) member of the Board of Directors of NAIHC. The Director of Housing Management also serves as the Region IV (Southern Plains) member on the Board of Directors of AMERIND Risk. AMERIND is a member-owned organization of Tribes and Indian Housing Authorities, that thorough a risk pool, provides affordable and sustainable insurance for Native communities and businesses.

Major Financial or Programmatic Changes Occurring During This Budget

None expected for FY22.

Key Performance Measures

Housing Authority of Cherokee Nation			
	FY20 Actual	FY21 Actual	FY22 Budget
HJSCA housing rehabilitation	26	100	100
Home Improvement Program	1	2	2
Minor emergency repair	69	100	100
Self Help emergency assistance repair	223	200	200
Replacement homes	6	12	12
Housing accessibility & rehab	235	200	200

Figure 111 HACN Key Performance Measures

Goals and Objectives

Carry out the goals and objectives, as set forth in the Cherokee Nation's Indian Housing Plan as submitted to and approved by the US Department of Housing and Urban Development (HUD).

HACN will provide housing services through the Cherokee Nation's HUD-VASH demonstration project. As a Tribal HUD-VASH project, we work with the US Department of Veteran's Affairs to provide housing assistance to eligible homeless Veteran's. The program also provides the VA with a Case Manager who works directly with the Cherokee Nation program to provide other supportive programs through the VA.

Expenditures and Authorized Positions

The HACN's funding is shown in the table on the following page (see figure 112) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DEPT OF TREASURY		\$ 27,433,464	\$ 24,300,952
DOI SELF GOVERNANCE	51,189	274,714	9,824,477
ENTERPRISE	464,542	897,081	897,081
HUD	23,934,209	31,740,505	50,572,657
MOTOR FUELS TAX	237,953		
TRIBALLY FUNDED	1,622,815	17,500,000	19,106,574
Grand Total	\$ 26,310,708	\$ 77,845,764	\$ 104,701,741

Figure 112 HACN Funding by Funding Source

The table below (see figure 113) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 1,703	\$ -	\$ -
CAPITAL ACQ <5K	\$ -	\$ 500	\$ -
CLIENT SERVICES	\$ 10,452	\$ 17,032	\$ -
CONTRACTS	\$ 25,554,943	\$ 76,991,229	\$ 104,701,741
DEPRECIATION	\$ 19,495	\$ 38,990	\$ -
INDIRECT COST	\$ 38,927	\$ 84,349	\$ -
INSURANCE	\$ 17,124	\$ 8,700	\$ -
INTERNET	\$ 1,308	\$ 1,000	\$ -
LEASE EQUIPMENT	\$ 2,407	\$ 1,664	\$ -
MAILING COST	\$ 2,730	\$ 3,560	\$ -
OTHER EXPENSES	\$ 499	\$ 300	\$ -
RECRUITMENT	\$ 270	\$ -	\$ -
REPAIRS/MAINT	\$ 66,706	\$ 86,000	\$ -
SALARIES/FRINGE	\$ 414,140	\$ 459,159	\$ -
SPACE COST	\$ 25,834	\$ 21,266	\$ -
STAFF DEVELOPMENT	\$ 525	\$ 500	\$ -
SUPPLIES	\$ 21,314	\$ 18,935	\$ -
TELEPHONE	\$ 9,815	\$ 10,480	\$ -
TRANSPORTATION	3,701	3,600	-
UTILITIES	118,816	98,500	-
Grand Total	\$ 26,310,708	\$ 77,845,764	\$ 104,701,741
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
The positions within this division are paid from a component unit of the Nation. There are no FTEs working for the nation from this funding.	-	-	-
HOUSING AUTHORITY OF CN TOTAL	-	-	-

Figure 113 Summary Budget Data – HACN

Tax Commission

Department Overview

The Tax Commission's mission is to raise revenues in a fair and efficient manner, to enable the Nation to provide services to citizens of the Nation by providing increased revenue for Tribal Economic Development and Self-Sufficiency. The Tax Commission consists of three main areas: Motor Vehicles, Revenue and Taxation, and Motor Fuels.

Motor Vehicles' main function is to register and tag all types of motor vehicles, travel trailers, manufactured homes, ATV's etc. for Cherokee citizens living within the State of Oklahoma. Revenue and Taxation licenses and regulates any retail business located on restricted or trust land within the reservation. These include sales tax, cigarette tax, tobacco tax, license fees and alcohol tax.

Primary Services

Provide citizens with the ability to register and tag their vehicles and the ability to establish retail businesses on restricted and trust land.

Key Trends and Challenges Impacting the Department

Challenges impacting the Tax Commission include the continued lack of office space and increased cost, the ongoing expansion of internet connectivity (T-1 lines for tag offices) for an imaging/scanning system, and maintaining dependable employees.

Goals and Objectives

The goal of the Tax Commission is to raise revenue in a fair and efficient manner.

Key Performance Measures

Tax Commission			
	FY20 Actual	FY21 Actual	FY22 Budget
Motor Vehicle number of receipts	40,318	45,826	
Boat/Motor number of receipts	1,554	2,061	

Figure 114 Tax Commission Key Performance Measures

Tax Commission Organizational Chart

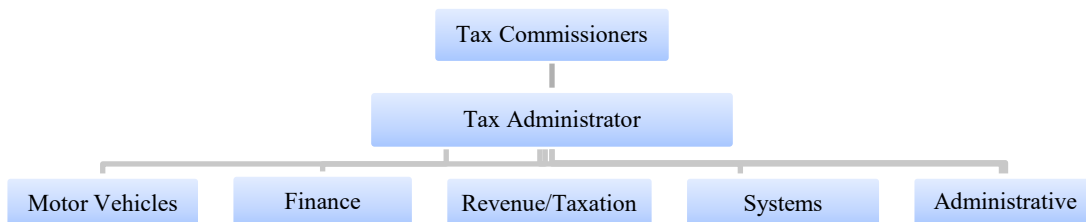


Figure 115 Tax Commission Org Chart

Expenditures and Authorized Positions

The Tax Commission's funding is shown in the table following (see figure 116) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
MOTOR VEHICLE TAX	\$ 17,777,044	\$ 17,595,600	\$ 18,124,600
TRIBALLY FUNDED	14,087,672	14,294,838	13,774,748
Grand Total	\$ 31,864,717	\$ 31,890,438	\$ 31,899,348

Figure 116 Tax Commission Funding by Funding Source

The table below (see figure 117) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 339	\$ 2,500	\$ 2,500
BUILDING LEASE	51,336	127,000	127,500
CAPITAL ACQ <5K	62,624	90,000	90,000
CAPITAL ACQUISITIONS	42,985	-	40,000
CONTRACTS	13,655,766	13,570,797	13,196,191
FOOD COST	237	1,900	1,900
INDIRECT COST	435,006	588,325	600,000
INSURANCE	4,834	7,000	7,000
INTERNET	65,267	57,200	57,200
LEASE EQUIPMENT	49,131	77,500	77,500
MAILING COST	198,510	142,000	182,000
OTHER EXPENSES	330,289	268,750	309,000
PRINTING/COPYING	136,764	366,500	516,500
RECRUITMENT	4,310	6,850	6,850
REPAIRS/MAINT	1,631	2,500	2,000
RESERVED BY APPROPRIATION	-	10,966,487	11,230,580
SALARIES/FRINGE	2,940,529	3,564,141	3,697,692
SPACE COST	150,405	180,000	180,000
STAFF DEVELOPMENT	343	4,000	4,000
SUPPLIES	39,975	101,000	101,000
TELEPHONE	36,043	38,500	69,490
TRANSFERS	13,638,037	1,692,838	1,359,245
TRANSPORTATION	11,666	17,150	17,150
TRAVEL	300	10,500	10,500
UTILITIES	8,392	7,000	13,550
Grand Total	\$ 31,864,717	\$ 31,890,438	\$ 31,899,348
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
TAX COMMISSION	72	70	74
TAX COMMISSION TOTAL	72	70	74

Figure 117 Summary Budget Data – Tax Commission

Election Commission

Department Overview

The Election Commission (EC) is an autonomous entity of the Cherokee Nation that has the sole responsibility and explicit authority for the conduct of all Cherokee Nation Elections. The Election Commission consists of five (5) Members, two (2) appointed by the Council, two (2) appointed by the Principal Chief and one (1) selected by those four appointees, with this fifth member being confirmed by the Principal Chief and the Council.

Primary Services

The primary services of the Election Commission are to prepare for future elections, conduct elections, register Cherokee citizens to vote, and educate Cherokee citizens about the processes and procedures of Cherokee Nation Elections. When available, the EC travels to Community Meetings held by the Tribal Councilors within the 14 county reservation as well as attends other Cherokee Nation events, visits schools and clinics in non-election years.

Major Financial and Programmatic Changes Occurring During This Budget

FY22 is a decrease from FY21 due to it being a non-election year.

Key Trends and Challenges Impacting the Department

COVID-19 dramatically affected the way the Election Commission conducted the 2021 Election Cycle, and will continue to do so. With over 30 locations and 150+ election workers, everyone and every place will be equipped and trained to maintain strict CDC guidelines for cleanliness. Candidate Filing will be done by only allowing 2 citizens in to file at one time and all voters will be provided with masks and their own pen to cast their vote.

Goals and Objectives

The objective of the Election Commission is to maintain the highest level of integrity in carrying out CNCA Title 26 Elections, for the purpose of conducting all Cherokee Nation elections. The EC is committed to maintaining a current and accurate voter registration database, maximizing voter registration & education and provide our Cherokee Citizens with the best services possible while conducting fair, honest and impartial elections.

Key Performance Measures

Election Commission			
	FY20 Actual	FY21 Actual	FY22 Budget
Registered voters	73,998	75,840	78,000

Figure 118 Election Commission Performance Measure

Election Commission Organizational Chart

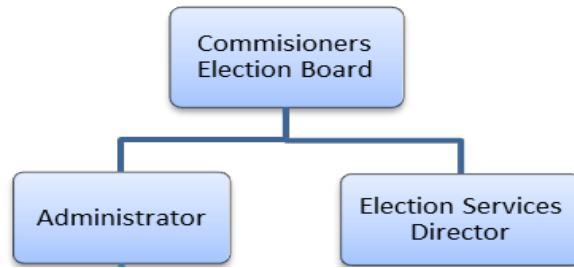


Figure 119 Election Commission Org Chart

Expenditures and Authorized Positions

The Election Commission's funding is shown in the table (see figure 120 below) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
TRIBALLY FUNDED	\$ 589,921	\$ 1,077,729	\$ 862,246
Grand Total	\$ 589,921	\$ 1,077,729	\$ 862,246

Figure 120 Election Commission Funding by Funding Source

The table on the following page (see figure 121) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ -	\$ 2,000	\$ 2,000
BUILDING LEASE	600	600	600
CAPITAL ACQ <5K	6,949	7,000	10,000
CONTRACTS	225,917	575,809	402,150
FOOD COST	-	1,000	-
INDIRECT COST	37,993	59,380	51,882
INSURANCE	2,387	3,000	3,000
LEASE EQUIPMENT	2,099	3,100	6,000
MAILING COST	2,578	19,500	19,500
OTHER EXPENSES	1,579	5,000	5,000
PRINTING/COPYING	-	5,000	-
RECRUITMENT	-	1,900	600
REPAIRS/MAINT	20	-	-
SALARIES/FRINGE	211,314	273,140	251,314
SPACE COST	44,347	49,100	49,000
STAFF DEVELOPMENT	-	1,200	1,200
SUPPLIES	40,297	50,000	40,000
TELEPHONE	8,828	13,000	13,000
TRANSPORTATION	5,013	7,000	6,000
TRAVEL	-	1,000	1,000
Grand Total	\$ 589,921	\$ 1,077,729	\$ 862,246
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
ELECTION COMMISSION	5	5	4
ELECTION COMMISSION TOTAL	5	5	4

Figure 121 Summary Budget Data – Election Commission

Cherokee Publications

Department Overview

The Cherokee Publications Department produces and develops platforms that report on the tribe's government, current events and Cherokee culture, people and history. This department is responsible for the publication and distribution of the Cherokee Phoenix newspaper, the weekly Cherokee Phoenix newsletter email, the maintenance of the newspaper's website cherokeephoenix.org and the maintenance of the newspaper's social media accounts. The Cherokee Phoenix is a vital entity within the Cherokee Nation because all departments, programs and strategic initiatives are supported by it continued and increased circulation. The Cherokee Phoenix is the main information source for the majority of tribal citizens.

Key Trends and Challenges Impacting the Department

The Cherokee Phoenix faces similar challenges confronting the media industry as a whole: reduced readership in print publications resulting in reduced revenue in print advertising, and increased interest in multimedia and mobile content. These reader preference and advertising revenue changes necessitate expanding the sources and methods of revenue development and subscriber retention. This department also faces the challenge of recruiting and retaining quality personnel.

Goals and Objectives

The goals for FY22 are to maintain the progress made under the business plan approved by the Editorial Board, continue to improve and expand the Cherokee Phoenix and the ways in which news and information vital to Cherokee Nation citizens is distributed, as well as develop new revenue opportunities in order to move the department toward financial sustainability. In regards to personnel, the goal is to stay competitive in the current job market and recruit and retain quality news writing and sales personnel.

Key Performance Measures

Cherokee publications			
	FY20 Actual	FY21 Actual	FY22 Budget
Newspaper subscriptions	1,765	1,500	2,000
Newspaper distribution	7,900	7,200	7,300
Monthly website visitors	111,029	54,791	60,000
E-newsletter subscribers	20,672	17,275	20,000
Social Media followers	37,991	41,913	42,500

Figure 122 Cherokee Publications Performance Measure

Cherokee Publications Organizational Chart



Figure 123 Cherokee Publications Org Chart

Expenditures and Authorized Positions

The Cherokee Publications' funding is shown in the table below (see figure 124) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
INDIRECT COST POOL	\$ 423,734	\$ 468,860	\$ 468,860
TRIBALLY FUNDED	717,328	649,320	649,320
Grand Total	\$ 1,141,062	\$ 1,118,180	\$ 1,118,180

Figure 124 Cherokee Publications Funding by Funding Source

The table on the following page (see figure 125) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
CAPITAL ACQ <5K	\$ 11,331	\$ 1,500	\$ 1,500
CONTRACTS	39,547	56,080	56,080
FOOD COST	438	-	-
INDIRECT COST	71,042	63,299	63,213
INSURANCE	1,080	1,100	1,100
INTERNET	180	435	435
MAILING COST	71,353	73,500	60,850
OTHER EXPENSES	17,668	4,505	4,505
PRINTING/COPYING	3,701	3,100	3,100
RECRUITMENT	180	-	-
REPAIRS/MAINT	49	-	-
SALARIES/FRINGE	784,064	825,836	838,572
SPACE COST	45,282	50,045	50,045
STAFF DEVELOPMENT	4,313	1,500	1,500
SUPPLIES	20,782	1,600	1,600
TELEPHONE	16,981	14,180	14,180
TRANSFERS	25,857	10,000	10,000
TRANSPORTATION	12,308	11,500	11,500
TRAVEL	14,904	-	-
Grand Total	\$ 1,141,062	\$ 1,118,180	\$ 1,118,180
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
CHEROKEE PUBLICATIONS	14	14	14
CHEROKEE PUBLICATIONS TOTAL	14	14	14

Figure 125 Summary Budget Data – Cherokee Publications

Secretary of Natural Resources

Department Overview / Primary Services

The Secretary of Natural Resources (SONR) is tasked with advising the Chief and Tribal Council on natural resources issues and working to advance the Cherokee Nation's top environmental priorities. The SONR serves as the highest level of Executive management for several subdivisions. The Department of the Secretary of Natural Resources is comprised of the following:

Environmental Programs – Division responsible for administering programs that address the Cherokee Nation's environmental concerns associated with the current and future quality of our land, water and air.

Sanitary Landfill - wholly owned MSWLF operation in Adair County on Tribal Trust Property

GeoData - Conducts GIS Services for the tribe

Ethnobiology – Houses the CN SeedBank/Native Plant Site and CN Medicine Keepers projects

Tribal Historic Preservation Office - conducts reviews necessary to ensure cultural and historic preservation

Wildlife Conservation - Conducts wildlife conservation efforts on tribal lands. Operates fishing and hunting programming, including licensing, per the Hunting and Fishing Compact.

Land Management and Agriculture - Responsible for the maintenance and upkeep of tribal lands and additionally manages the Bison herd at Bull Hollow.

Conservation District - Operates under a Cooperative agreement with USDA, with the purpose of expanding conservation programs and opportunities across the reservation.

Major Financial and Programmatic Changes Occurring During This Budget

SONR conducted a reorganization in FY21 resulting in the following programmatic and financial changes:

- ❖ The Wildlife Conservation department budget was established to support the expansion of programing to include the Sequoyah Hunting preserve and the draw hunt program.
- ❖ Land Management and Agriculture (formally Natural Resources) was moved under the SONR office and the budget was expanded to include staff to repair and replace fencing on tribal properties.

Key Trends and Challenges Impacting the Department

The largest challenges facing the department are the rapid expansion of services and supply chain issues, which make planned procurements difficult.

Goals and Objectives

Environmental Programs – provide technical assistance for regulatory compliance

Sanitary Landfill- adherence to 40CFR258

GeoData- assist and provide GIS services to the Tribal Historic Preservation Office

Ethnobiology – preservation of CN cultural and distribution of cultural material

Tribal Historic Preservation Office- Conduct/completion of required 36CFR800 part 106

Wildlife Conservation- provide 150,000 Fishing & Wildlife license services to CN citizens; conduct 7 controlled hunts; conduct a min of 4 outreach events; develop 1 additional program

Land Management and Agriculture- Maintain all tribal properties, bale 1500 bale of hay, replace/repair fences on a min of 12 tribal properties a year, establish a cattle operation, maintain the buffalo herd numbers.

Conservation District- Hire personnel and begin program development.

Key Performance Measures

Secretary of Natural Resources			
	FY20 Actual	FY21 Actual	FY22 Budget
Environmental Reviews	698	1,023	884
Methamphetamine Inspections	28	19	29
Lead-Based Paint Inspections/Risk Assessments	105	192	144
Asbestos Inspections	133	223	163
COVID-19 Environmental Sampling	1,821	2,037	2,000

Figure 126 Secretary of Natural Resources Performance Measures

Secretary of Natural Resources Organizational Chart



Figure 127 Secretary of Natural Resources Org Chart

Expenditures and Authorized Positions

The Secretary of Natural Resource's funding is shown in the following table (see figure 128 on the following page) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DEPT OF TRANSPORTATION	\$ 33,968	\$ 76,837	\$ 76,837
DHHS GENERAL	69,642	91,093	-
DOI SELF GOVERNANCE	626,397	1,307,621	1,558,204
ENTERPRISE	4,483,029	2,314,901	2,314,901
EPA	1,512,348	2,486,039	2,241,547
FEDERAL OTHER	1,590,868	2,292,284	2,190,052
HUD	760,942	862,151	917,255
IHS SELF GOVERNANCE OFFICE	117,603	181,481	181,481
IHS SELF GOVERNANCE TEH	57,640	88,427	88,427
INDIRECT COST POOL	937,690	1,052,781	1,052,781
MOTOR VEHICLE TAX	518,329	649,204	649,204
PRIVATE	214,528	2,606,229	2,656,680
TRIBALLY FUNDED	1,712,490	2,132,025	2,510,168
USDA	5,765	63,240	59,061
Grand Total	\$ 12,641,239	\$ 16,204,313	\$ 16,496,598

Figure 128 Secretary of Natural Resources Funding by Funding Source

The table on the following page (see figure 129) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 380	\$ 3,305	\$ 4,525
BUILDING LEASE	26,621	34,470	42,490
CAPITAL ACQ <5K	32,926	123,024	116,005
CAPITAL ACQUISITIONS	4,301,864	1,658,060	796,170
CLIENT SERVICES	359,292	491,241	572,263
CONTRACTS	583,879	2,820,401	3,809,049
CONTRIBUTIONS	-	209,982	12,700
DEPRECIATION	664,254	441,405	591,232
FOOD COST	6,715	13,800	14,500
INDIRECT COST	590,454	847,057	863,236
INSURANCE	74,920	89,872	104,730
INTEREST/DEBT SERVICE	45,678	11,325	32,410
INTERNET	51,096	65,930	70,591
LEASE EQUIPMENT	5,616	9,150	12,000
MAILING COST	73,587	106,896	97,879
OTHER EXPENSES	94,468	134,734	180,562
PRINTING/COPYING	33,585	49,931	51,926
PROPERTY TAXES	12,184	22,127	25,412
RECRUITMENT	259	200	500
REPAIRS/MAINT	154,062	353,610	385,560
RESERVED BY APPROPRIATION	-	1,480,000	1,480,000
SALARIES/FRINGE	4,727,444	5,592,722	5,447,543
SPACE COST	107,856	114,985	146,975
STAFF DEVELOPMENT	33,726	68,285	98,652
SUPPLIES	241,360	715,055	690,341
TELEPHONE	99,443	127,518	120,428
TRANSFERS	-	-	32,484
TRANSPORTATION	220,214	374,377	416,383
TRAVEL	44,576	172,721	207,742
UTILITIES	54,781	72,130	72,310
Grand Total	\$ 12,641,239	\$ 16,204,313	\$ 16,496,598
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
ENVIROMENTAL RESOURCES	16	18	19
ENVIR PROGRAMS	26	27	25
LANDFILL	9	10	10
NATURAL RESOURCES	-	-	22
WILDLIFE PROGRAM	2	2	3
SNR TOTAL	53	57	79

Figure 129 Summary Budget Data – Secretary of Natural Resources

Language

Department Overview

The Department of Cherokee Language was created in July of 2020 to centralize and better coordinate Cherokee Nation language initiatives, principally the ensured effectiveness of second language learner programs. Programs within the department include the Cherokee Language Master-Apprentice Program (CLMAP), Cherokee Immersion Charter School (CICS), Cherokee Language Program, Institute of Excellence, 14th Generation, Teacher Bridge, Speaker Services, and the Sequoyah High School Immersion Enhancement Program.

Primary Services

The department's primary services revolve around two areas – (1) Building speakers through programs for youth like the Immersion School or 14th Generation or adults in the Master-Apprentice Program or Institute of Excellence and (2) Working with first language speakers in documentation and utilization of Cherokee. As a subset of #2, Speaker Services seeks to support speakers and improve their quality of life under the concept that the work done by this program will extend our speakers' lives.

As part of the overall work of the department, language materials and translations are created on a regular basis. While most of this content is created for internal usage, they are available for public utilization upon request.

Major Financial and Programmatic Changes Occurring During This Budget

Since its founding in 2020, the Language Department has grown and will continue to grow both in terms of budget and personnel. Internally, the department has been greenlit for seven ARFA projects that include the purchase of Greasy School as a second Immersion school site, a Cherokee Language Digital Dictionary and Archive project, a Cherokee Curriculum project, Certified Teachers in CLMAP, and several grants that will be adding new budgets and personnel; new budgets are estimated around \$27 million and new personnel at 45 or so. It is also possible that some of the submitted projects that were highlighted as “yellow” will be approved so the budget and personnel could easily change further in the coming months. These projects will require a departmental reorg within the coming month.

Key Trends and Challenges Impacting the Department

Given the loss of cultural and linguistic knowledge that occurs with each speaker that passes, the greatest challenge for the department is twofold. On one hand, it is documenting and capturing the Cherokee language beyond words and sentences, but grasping its narrative forms as well as its dialectical variations that exist community to community. On the other hand, it is utilizing our first language speakers as invaluable teachers and resources for our language teaching and curriculum development. Along with a speaker shortage, the department also faces difficulty in filling specialty positions such as those that require linguistic and Cherokee language knowledge or technical skills with additional minimal language proficiency requirements.

Goals and Objectives

On a departmental level, goals and objectives center on building internal capacity along with strengthening external coordination/cooperation with the Eastern Band of Cherokee Indians and their

language initiatives. This external coordination/cooperation extends to other indigenous peoples engaged in meaningful language revitalization as well such as the Hawaiians, Ojibwe, and Mohawk peoples. In terms of building internal capacity, the need to identify potential language warriors and leaders for the coming years will be an ongoing priority within the department.

CLMAP: For the coming year, CLMAP will formalize an Oral Interview Proficiency Assessment for adults that can be utilized outside of CLMAP. This assessment will be piloted and utilized within the language department will eventually be a cornerstone assessment for gauging Cherokee language proficiency. The program will also work on a system for CLMAP graduates that will, in a more formal and systematic process, place them in language roles that suit Cherokee Nation's needs as well as those of the graduate.

CICS: Primary Goals and objectives for Immersion involve (1) Completing the first phase of a curriculum redesign in coordination with the ARPA funded Curriculum Development Project; (2) Development of language proficiency assessments, both oral and written, for all grades at the Immersion school; (3) Redesign of the application process for students that emphasizes the school's cultural purpose; and (4) Opening of the Greasy Immersion School for 2 and 3 year olds with system in place to add on a grade level each year.

CLP: For the Cherokee Language Program, goals include (1) Completion of Cherokee II and III for college level Cherokee course (currently offered through Rogers State University and available online through Cherokee Nation on YouTube), (2) Completion of the Oklahoma Cherokee Subject Area Test in cooperation with the State of Oklahoma, (3) Completion of five radio show elder interview transcriptions as part of linguistic work with Dr. Chris Koops from the University of New Mexico.

14th Generation: In terms of instruction in the 7th/8th grade Immersion School classrooms, 14th Generation will maintain student proficiency for those at Intermediate-Mid or higher and improve those students at Intermediate-Low to Intermediate-Mid by the end of the school year. For non-Immersion students, the target will be to reach Intermediate-Low by the end of the year. In the afterschool and summer program, students will increase proficiency by one sub-level for those who attend 85% of the time unless the student is at Intermediate-High.

Institute of Excellence: For this grant program, at least 40 hours of Cherokee language forms will be recorded and documented. For the younger language speakers participating in the program, an increase in proficiency of one sub-level is the target.

Teacher Bridge: Goals and objectives for Teacher Bridge involve completion of planning phase of the instructional model with piloting of the content set for October of 2022. The first area of the content is Cherokee Language Arts.

Speaker Services: Establish process that requires maximum of 24 hours between speaker request and initial interview with speaker.

ARPA Certified Teacher CLMAP: By end of the first year, ten participants will be selected and will have completed the initial Immersion training and the first 6 month sequence in CLMAP. Participants will take an oral proficiency assessment in which they must rate at Intermediate-Mid to continue in the program.

Key Performance Measures

Language			
	FY20 Actual	FY21 Actual	FY22 Budget
Cherokee Charter School enrollment	119	98	118
Cherokee Teacher Training Scholarships	3	4	4
Word Translations (English to Cherokee)	172,000	200,000	200,000

Figure 130 Key Performance Measures – Language

Language Organizational Chart

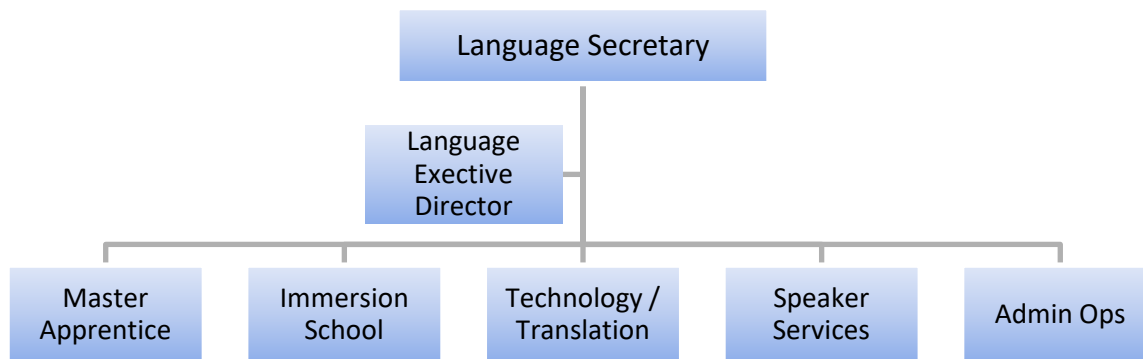


Figure 131 Language Org Chart

Expenditures and Authorized Positions

The Language's funding is shown in the following table (see figure 132 below) by funding source.

Funding Source	2020 Actual	2021 Budget	2022 Budget
DEPT OF EDUCATION	\$ 57,313	\$ 258,170	\$ 204,010
DHHS GENERAL	402,122	1,383,125	1,783,125
DOI GENERAL	-	654,000	654,000
DOI PL 102-477	-	-	223,291
DOI SELF GOVERNANCE	418,411	562,890	562,890
INDIRECT COST POOL	-	-	332,601
MOTOR VEHICLE TAX	2,945	118,737	105,000
OTHER	-	20,000	20,000
PRIVATE	30,058	20,250	-
STATE OF OKLAHOMA	595,299	575,453	575,453
TRIBALLY FUNDED	4,971,557	10,145,120	10,588,854
Grand Total	\$ 6,477,705	\$ 13,737,745	\$ 15,049,224

Figure 132 Language Funding by Funding Source

The table on the following page (see figure 133) shows summary budget data by management account category for all expenditure/expense accounts and authorized positions by division for the previous year actual, current year budget and approved next year budget.

Expenditures	2020 Actual	2021 Budget	2022 Budget
ADVERTISING	\$ 306	\$ -	\$ -
BUILDING LEASE	1,800	1,200	1,200
CAPITAL ACQ <5K	143,199	114,165	112,777
CAPITAL ACQUISITIONS	462,083	67,850	68,350
CLIENT SERVICES	266,418	1,324,826	666,280
CONTRACTS	449,968	630,103	1,167,458
CONTRIBUTIONS	102,801	276,625	101,625
FOOD COST	5,564	22,543	22,570
INDIRECT COST	524,069	746,936	865,102
INSURANCE	31,561	26,750	42,500
INTERNET	7,953	8,000	13,000
LEASE EQUIPMENT	12,239	18,364	10,764
MAILING COST	285	6,800	7,125
OTHER EXPENSES	103	530	530
PRINTING/COPYING	17,655	11,738	14,921
RECRUITMENT	628	-	-
REPAIRS/MAINT	276	2,000	6,700
SALARIES/FRINGE	3,806,597	4,543,194	6,098,416
SCHOLARSHIPS	38,501	168,880	198,880
SPACE COST	310,978	258,594	418,800
STAFF DEVELOPMENT	2,426	25,106	26,500
SUPPLIES	174,502	268,266	363,053
TELEPHONE	75,116	97,262	126,170
TRANSFERS		5,015,000	4,584,310
TRANSPORTATION	17,427	34,285	53,300
TRAVEL	25,250	68,728	78,893
Grand Total	\$ 6,477,705	\$ 13,737,745	\$ 15,049,224
Authorized Positions	2020 Actual	2021 Budget	2022 Budget
CULTURE	-	-	15
IMMERSION SCHOOL	-	-	47
MASTER APPRENTICE LANGUAGE	-	-	40
LANGUAGE TOTAL	-	-	102

Figure 133 Summary Budget Data – Language

Document-wide Criteria

Statistical/supplemental section

The Cherokee Nation is the federally-recognized government of the Cherokee people and has inherent sovereign status recognized by treaty and law. The seat of tribal government is the W.W. Keeler Complex near Tahlequah, Okla., the capital of the Cherokee Nation.

With more than 388,000 citizens, over 11,000 employees and a variety of tribal enterprises ranging from aerospace and defense contracts to entertainment venues, Cherokee Nation's economic impact in Oklahoma and surrounding areas is more than \$2 billion annually. The Cherokee Nation's largest subsidiary enterprises operate under Cherokee Nation Businesses. We are one of the largest employers in northeastern Oklahoma. We are the largest tribal nation in the United States.

Tribal Citizenship - Cherokee Nation citizenship does not require a specific blood quantum. It does require that you have at least one direct Cherokee ancestor listed on the Dawes Final Rolls, a federal census of those living in the Cherokee Nation that was used to allot Cherokee land to individual citizens in preparation for Oklahoma statehood.

To be eligible for a federal Certificate Degree of Indian Blood and Cherokee Nation tribal citizenship, you must be able to provide documents that connect you to a direct ancestor listed on the Dawes Final Rolls of Citizens of the Cherokee Nation with a blood degree. This roll was taken between 1899-1906 of Citizens and Freedmen residing in Indian Territory (now northeastern Oklahoma) prior to Oklahoma statehood in 1907. The Nation has approximately 388,777 citizens for 2020 as shown in the following chart below (see figure 134). In FY13, the Nation purchased the Social Security Death Index listing. The decline in Tribal Citizenship growth is attributable to the removal of citizens identified as deceased via the Index.

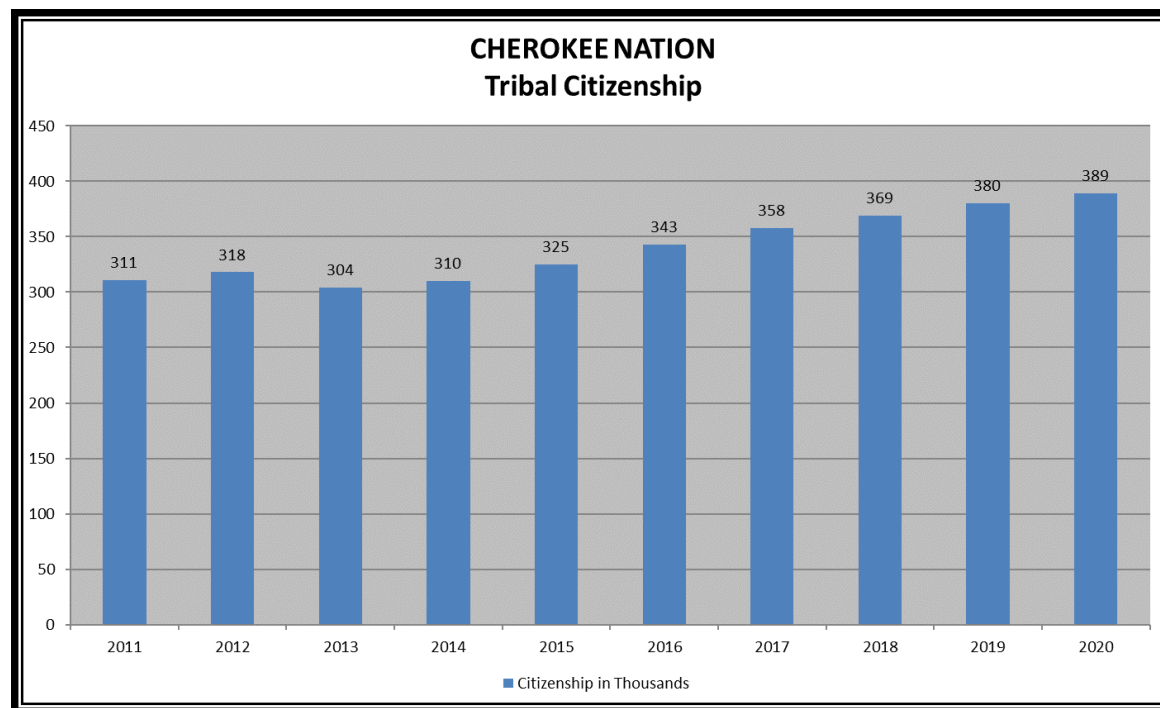
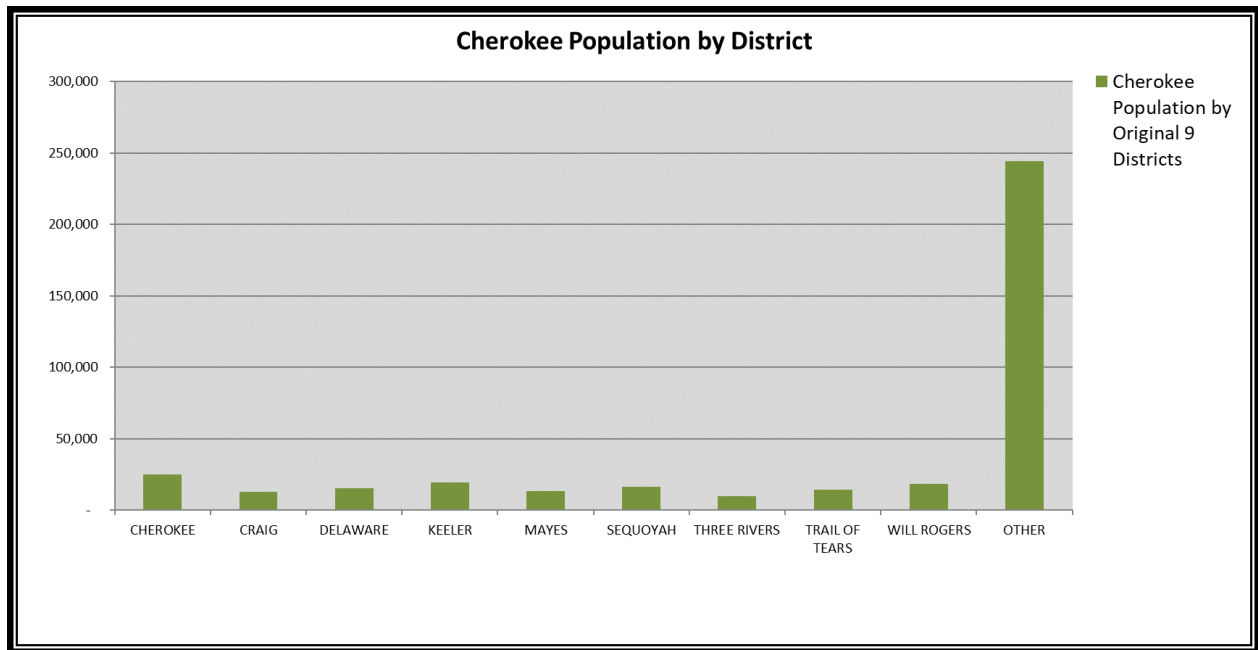


Figure 134 Tribal Citizenship

The following chart (see figure 135 below) shows citizen numbers by the original 9 tribal districts in Oklahoma.



The Cherokee Nation 14 county area covers the northeast corner of Oklahoma. This area is illustrated in the following map (see figure 136 on the following page).

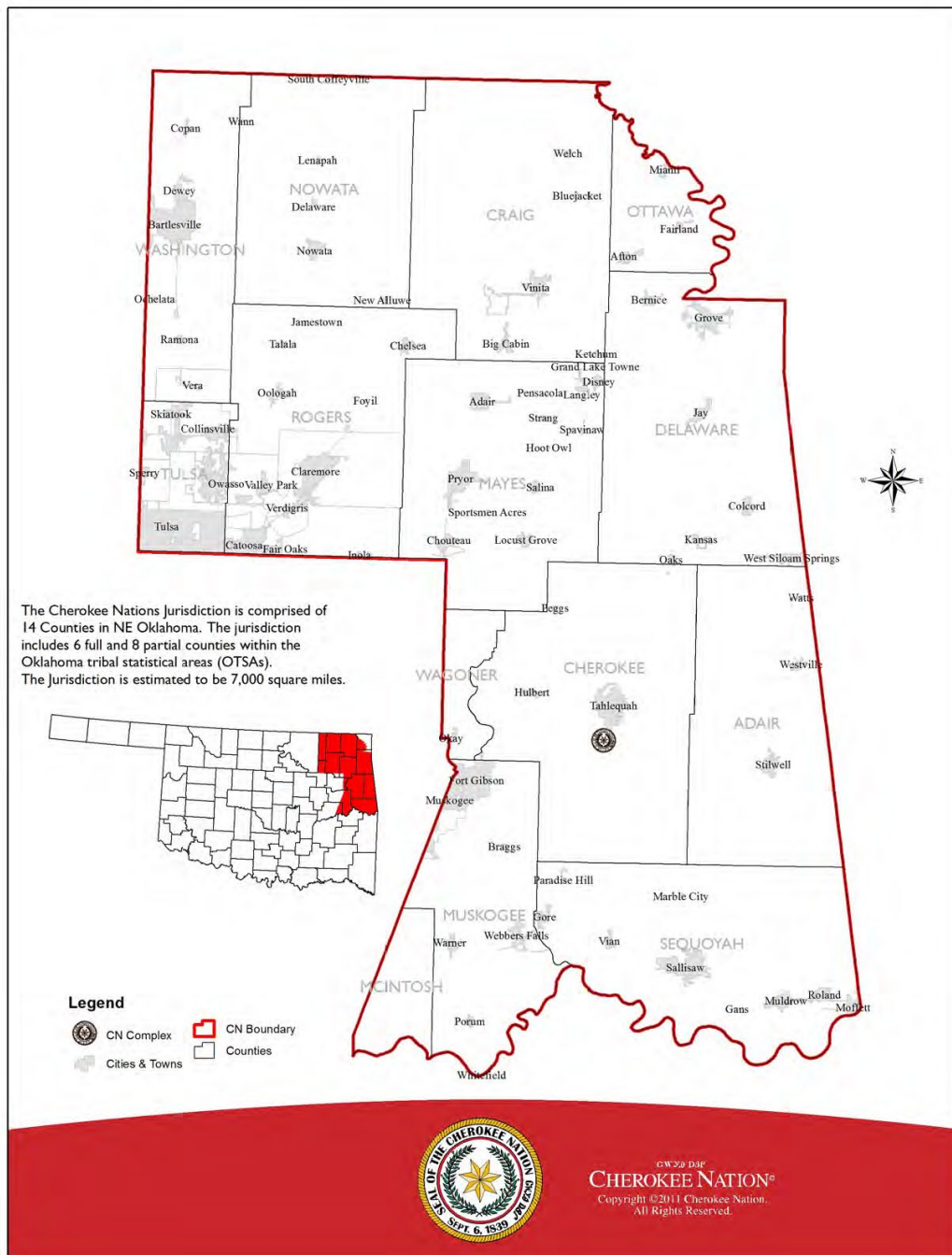
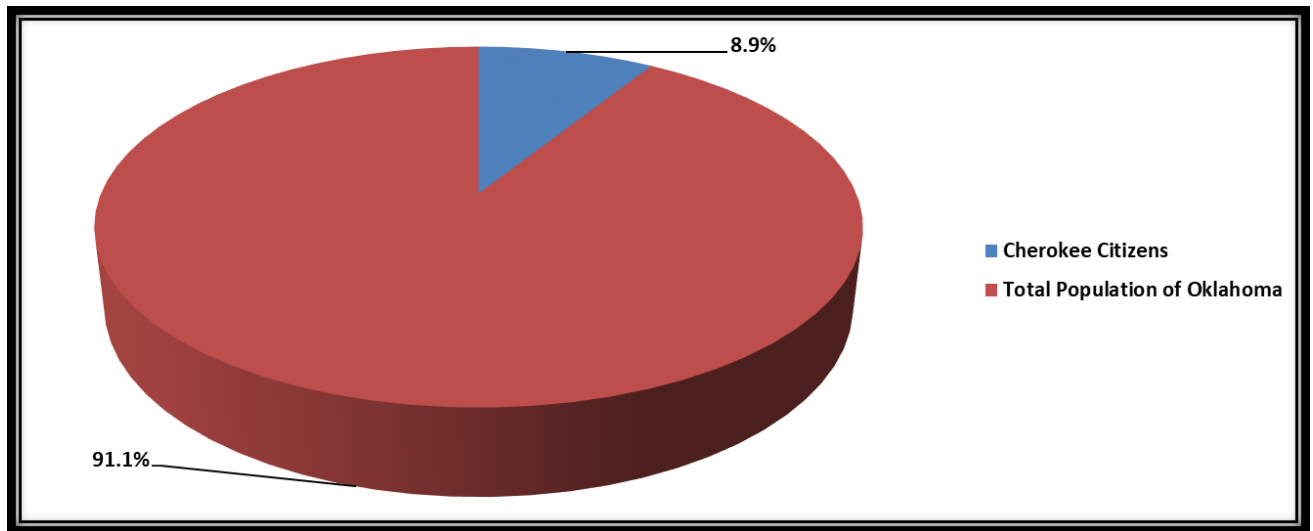


Figure 136 Cherokee Nation Reservation

The majority of the programs of the Cherokee Nation provide services for Cherokee citizens who reside within the 14 county reservation area. In recent years, programs have been added to be offered for all Cherokee citizens within Oklahoma. All services are offered to those Cherokee citizens who reside within the 14 county reservation of the Cherokee Nation. With the exception of health care facilities around the 14 county area which offer services to any citizen whether they be Native American or not. The roads and sanitation department is another exception, as this service department funds go to roadwork and sanitation services that any Oklahoma citizen in that area has access to. According to the Cherokee Nation Registration Department, of the 3.9M people in Oklahoma there are 144K citizens within the 14

county reservation boundaries of northeastern Oklahoma. The chart below (see figure 137) reflects the percentage of citizens residing within Oklahoma.



Tag Offices – The Cherokee Nation has tag offices in Tahlequah, Sallisaw, Adair, Collinsville, Catoosa and Jay, Oklahoma. Office hours are Monday through Friday from 8:15 am to 4:00 pm.

Glossary

Account – An entity that holds detail information and is attached to an accounting unit for the purpose of posting.

Accounting Unit – An accounting unit represents a program in a general ledger company.

Accrual Basis – The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).

ADA – Americans with Disabilities Act prohibits discrimination against people with disabilities in employment, transportation, public accommodation, communications, and governmental activities.

AFA – Annual Funding Agreement are legally binding and mutually enforceable written agreements negotiated and entered into annually between a self-governance Tribe/Consortium and BIA.

Anticipated Turnover – The percentage of employees that a company must replace within a given time period regardless of the reason they leave employment.

Appropriation -- The act of setting aside money for a specific purpose.

ARPA – American Recovery Plan Act of 2021.

Asset – Resources owned or held by a government which has monetary value.

Audit - A systematic and independent examination of books, accounts, statutory records, documents and vouchers of an organization to ascertain how far the financial statements as well as non-financial disclosures present a true and fair view of the concern.

Balanced Budget - A budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund.

Budget – A plan of financial activity for a fiscal year indicating all planned revenues and expenses for the budget period. The Nation's fiscal year is October 1 through September 30.

Budgetary Basis – This refers to the basis of accounting used to estimate financing sources and uses in the budget.

BIA – Bureau of Indian Affairs provides services directly or through contracts, grants, or compacts to 565 federally recognized tribes.

CAFR – A Comprehensive Annual Financial Report is a thorough and detailed presentation of the Nation's financial condition. It reports on the Nation's activities and balances for each fiscal year.

Carryover Funds – This is defined as estimated prior year funds that are unexpended at the end of the fiscal year. The only sources of funds to which a program is entitled to carry over are: earmarked Self Governance funds and grants where approval has been obtained from the funding agency and Motor Fuels Tax funds. All other requests to budget carry over will be evaluated on a case-by-case basis by the Treasurer.

Cash Matching Funds – This is actual cash paid by the Nation for a service or product. This includes any funds that were donated to the agency to off-set the costs of a specific item.

CCDBG – Child Care and Development Block Grant helps low-income families, families receiving public assistance and those families transitioning from public assistance in obtaining child care.

CDC – This is the Childhood Development Care Teacher for the Early Childhood Center.

CDIB – Certificate of Degree of Indian Blood is an official U. S. document that certifies an individual possesses a specific degree of Native American blood of a federally recognized Indian tribe, band, nation, pueblo, village, or community.

CLEET – Council on Law Enforcement Education and Training is a government law enforcement agency of the state of Oklahoma, which supports Oklahoma’s state, county, and local law enforcement agencies by providing education and training, which promotes professionalism and enhances competency within the ranks of Oklahoma law enforcement.

CNB – Cherokee Nation Businesses

CNE – Cherokee Nation Entertainment, LLC

CNMS – Cherokee Nation Marshal Service

DARE – Drug Abuse Resistance Education is an international substance abuse prevention education program that seeks to prevent use of controlled drugs, membership in gangs, and violent behavior.

Debt Service – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Deficit – The excess of an entity’s liabilities over its assets or the excess of expenses over revenues during a single accounting period.

Depreciation – Expiration in the service life of capital assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

DOI – The Department of the Interior is a Cabinet-level agency that manages American’s vast natural and cultural resources. The DOI protects America’s natural resources and heritage, honors our cultures and tribal communities, and supplies the energy to power our future.

Enterprise Fund – A fund that provides goods or services to the public for a fee that makes the entity self-supporting.

EPA – Environmental Protection Agency is an agency of the U. S. federal government which was created for the purpose of protecting human health and the environment by writing and enforcing regulations based on laws passed by Congress.

EPC – Environmental Protection Commission is an established board to oversee environmental programs.

ESA – Environmental Site Assessment is a report prepared for a real estate holding that identifies potential or existing environmental contamination liabilities.

Expenditures – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss. Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not.

Expenses – Charges incurred whether paid immediately or unpaid for operations, maintenance, interest or other charges.

FEMA – Federal Emergency Management Agency is an agency of the United States Department of Homeland Security to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

FHWA – Federal Highway Administration is a division of the United States Department of Transportation that specializes in highway transportation.

FTE – Full-time equivalent is a unit that indicates the workload of an employed person in a way that makes workloads comparable across various contexts. An FTE of 1.0 means that the person is equivalent to a full-time worker while an FTE of 0.5 signals that the worker is only half-time.

FRF– Fiscal Recovery Fund is funding from the Department of the Treasury issued as a result of the American Recovery Plan Act.

FUND – An independent accounting entity with a self-balancing set of accounts for recording all revenues and all related liabilities and residual equities or balances, along with any changes to the above. In other words, each fund is separate from every other fund and maintains records of all income and expenditures for the fund.

Fund Balance – This is the excess of the assets of a fund over its liabilities, reserves and carryover.

FVPSA – Family Violence Prevention and Services Act is the primary federal funding stream dedicated to the support of emergency shelter and related assistance for victims of domestic violence and their children.

GAAP – Generally accepted accounting principles is a common set of accounting principles, standards and procedures that companies use to compile their financial statements. GAAP are a combination of authoritative standards (issued by GASB) and simply the commonly accepted ways of recording and reporting accounting information.

GASB – The Governmental Accounting Standards Board that is the source of (GAAP) used by State and Local governments in the United States. The mission of GASB is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

GC – Gaming Commission

GED – A General Education Development that is the actual process of earning the equivalent of your high school diploma, which is called a GED certificate or credential, if you pass the GED Test offered by a testing service. Most commonly is incorrectly referred to as a General Educational Diploma or a General Equivalency Diploma.

General Fund – A fund used to record all resource inflows and outflows that are not associated with special-purpose funds.

GIS – Geographic Information System is a system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data.

Governmental Fund – A fund thru which most governmental functions of an entity are financed.

Grants – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital depending upon the grantee.

HACN – Housing Authority of the Cherokee Nation

HPO – Historic Preservation Office

HUD – The US Department of Housing and Urban Development is a Cabinet-level agency whose mission is to create strong, sustainable, inclusive communities and quality affordable homes for all.

ICW – Indian Child Welfare works on behalf of our Cherokee children and their families to insure safe and healthy homes for the children.

ICWA – Indian Child Welfare Act offers protections to Indian children, parents, guardians and tribes in cases in which a child has been removed from its home.

IDC – Indirect costs represent the expenses of doing business that are not readily identified with a particular grant, contract, project function or activity, but are necessary for the general operation of the organization and the conduct of activities it performs.

IHS – Indian Health Service is an agency within the Department of Health and Human Services that is responsible for providing federal health services to American Indians and Alaska Natives. The provision of health services to members of federally recognized tribes grew out of the special government-to-government relations between the federal government and Indian tribes.

IIM – Individual Indian Monies; the Bureau of Indian Affairs (BIA) approves the management of trust property that generates income, as well as non-income producing property. OST manages the income that is generated from the use of trust assets, and ensures that the funds are disbursed or invested and held in accounts for IIM beneficiaries. IIM accounts are established for individual trust beneficiaries. These accounts can be created for a number of different reasons.

Interest Income – This is interest earned on cash and investments held in the bank. Interest income projections are to be confirmed through the Accounting Department.

IT – Information Technology

JOM – Johnson O'Malley program; a federal program whose main objective is to ensure Indian children receive educational opportunities that would not otherwise be provided through the public school system. JOM is a supplemental program providing special services to Indian students based on the needs of individual communities.

Liabilities – Obligations of a company or organization. Amounts owed to lenders and suppliers.

Major Fund - Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

Matching In-kind Funds – This is actual services or goods that are donated to the Nation by a third party.

MICS – Minimum Internal Control Standards

Modified Accrual Basis of Accounting – The method of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues. These should be accrued to reflect properly the taxes levied and revenue earned.

NEPA – National Environmental Policy Act is a United States environmental law that promotes the enhancement and established the President's Council on Environmental Quality.

MOA/IPA – Memorandum of Agreement/Independent Practice Association

NAHASDA – Native American Housing Assistance and Self Determination Act of 1996 to simplify and reorganize the system of providing housing assistance to Native American communities to help improve the unsatisfactory conditions of infrastructure in Indian country.

Nonmajor Fund – Funds not meeting the criteria of Major Fund designation.

Non-recurring Funds – Non-recurring funds are funds provided for a single project on a one-time basis, carryover funds or interest proceeds. Non-recurring funds shall not be budgeted for recurring costs, i.e. full time permanent employees, capital costs that will require continuing overhead costs or maintenance, etc.

OSG – Office of Self-Governance is responsible for implementation of the Tribal Self-Governance Act of 1994, including development and implementation of regulations, policies, and guidance in support of self-governance initiatives.

Permanent Fund – A fund to preserve a sum of money as capital, and use it to generate interest income to provide payments for a specific obligation or benefit.

Proprietary Fund - Also known as enterprise funds and internal revenue funds, provide goods or services for a fee.

RAD – Rape Aggression Defense is dedicated to teaching women defense concepts and techniques against various types of assaults by utilizing easy, effective and proven self-defense tactics.

Recurring Funds – Funds available on an annual budget basis from recurring funding sources.

Resolution – A formal expression of opinion will, or intention voted by an official body (as a legislature) or assembled group.

Revenues – The yield from sources of income, such as taxes, licenses, fines, etc., that the Nation collects and receives. Revenue increases the assets of a fund, while not increasing a liability or representing a repayment of expenditure, a cancellation of a liability or an increase in contributed capital.

SBAC – Small Business Assistance Center

SG – Self-Governance

SMART – Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking is designed to protect children from sexual exploitation and violent crime, prevent child abuse and child pornography, promote internet safety, and honor the memory of child crime victims.

SOT – Special Operations Team is responsible for handling situations involving hostages, armed and barricaded suspects, and suicidal subjects.

STEM – Science, Technology, Engineering, and Math is an education grouping used in the United States, and elsewhere.

Surplus – The excess of an entity's assets over its liabilities or the excess of revenues over expenses during a single accounting period.

SWAT – Special Weapons and Tactics is a paramilitary unit of law-enforcement agencies.

TERO – Tribal Employment Rights Office is to protect and assert Indian employment and contracting rights for the economic, social, and cultural prosperity.

THIRA – Threat and Hazard Identification and Risk Assessment

Third Party Funds – These are funds received from outside parties for medical expense reimbursements. Estimates for third party income should normally be based upon prior year experience. Other estimates should be identified with notes attached to the budget forms and in consultation with the Treasurer.

TICS – Tribal Internal Controls Standards

Transfers – This is where an organization moves money from one fund to another to fund specific activities.

UST – Under-ground Storage Tank

VA – Veterans Administration

WIC – Women, Infants, and Children provides supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.

Wado – Thank you in Cherokee