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Cherokee Advocate...

...the official newspaper of the Cherokee Nation

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JANUARY 1995



Cherokee Nation stable, continues to progress

Progress, growth and stability have all been evident throughout the Cherokee Nation in 1994. Reflecting upon the past year, we all must think not only of what we have to be thankful for, but also what we have to be proud of. Often times, it takes great tragedy to make us take a closer look at ourselves.

In April of this past year, we lost one of our very close friends. Jim Danielson, executive director for social programs passed away, leaving many relatives, close friends and co-workers behind. This made us realize even more that the Cherokee Nation has been fortunate to have strong leadership, competent staff, and the

ability to serve as an example among Indian people.

The year, 1994 began with programmatic growth throughout the tribe. More focus was placed on the individual, the family and the community.

In January, the Cherokee Nation was awarded a grant for substance abuse reduction to make services more effective and more accessible to clients.

Around that same time, the WIC and food distribution programs both established new outlets within our service area. Celebrating its 17th anniversary, WIC opened new clinics in Pryor and Catoosa. Also, with the assistance of the Congressional Victory Against Hunger Award, the food distribution program established an outlet in Marble City and are preparing to open a third in Jay.

In order to better meet the needs of our members, the Cherokee Nation negotiated to provide contract health services at the five rural health clinics. Also in 1994, the health division broke ground at the site of the new Salina Clinic, and construction continued on the Wilma P. Mankiller Health Center in Stilwell.

Education and job training skills for our young people provide a means of securing our future. In 1994, a full assessment was done at the Talking Leaves Job Corps Center. Aladin Rodriques came on board as the new center director in September, and has been leading Talking Leaves in a new and positive direction. To enhance this progress even more, the students and staff recently moved into a newly constructed facility.

Also in education, Sequoyah

High School, for the first time in 15 years, sponsored a summer school. Classes were designed for students who needed additional credit for graduation.

In August it was announced that the Cherokee Nation Summer Youth Employment Program broke an all-time record with 561 youth employees, the largest number of participants since the programs' inception.

As the programs grow, so must the infrastructure of the tribe. In order to compete in the technological society in which we now live, Sequoyah High School began the establishment of a fiber optics computer network to provide students and instructors an outlet into the larger schools and libraries. Plans were also completed to link all Cherokee Nation offices together on a computer network.

Construction projects reached an all-time high with more than \$25 million allocated in 1994 for expansions and new construction. These projects include the Talking Leaves Job Corps Center, Wilma P. Mankiller Health Center, expansion at Sequoyah High School, and a new sewer system for the tribal complex.

All of this reflects growth and progress, and what is more important, the stability of the tribe. Looking back on 1994, much ground was covered to further direct the tribe toward its mission of self-sufficiency. In the following pages you will see an overview of the Cherokee Nation as it is today. As you read, take note of the size and scope of the government that belongs to you, the members of the Cherokee Nation.

Advocate Staff

New Year's Resolutions

The public affairs department brings back by popular demand our favorite New Year's Resolutions plus others that we thought would make good resolutions. We've found they are not only attainable and more realistic than one we do ourselves, it's much easier than writing a whole new set at the last minute each year!

- No one will ever get out of this world alive. Resolve, therefore, to maintain a reasonable sense of values.
- Take care of yourself. Good health is everyone's major source of wealth. Without it, happiness is almost impossible.
- Resolve to be cheerful and helpful. People will repay you in kind.
- Avoid angry, abrasive persons. They are generally vengeful.
- Avoid zealots. They are generally humorless.
- Resolve to listen more and to talk less. No one ever learns anything by talking.
- Be weary of advice. Wise men don't need it and fools won't heed it.
- Resolve to be tender with the young, compassionate with the aged, sympathetic with the striving and tolerant of the weak and the wrong. Sometime in life you will have been all of these.
- Do not equate money with success. There are many successful money-makers who are miserable failures as human beings. What counts most about success is how a person achieves it.

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GWY DəSfəy
Cherokee Advocate



Norma Harvey
publications coordinator

Will Chavez
staff writer

LYNN HOWARD, EDITOR

Sammy Still
photographer

Marsha Harlan
news bureau manager

John K. Guthrie
circulation

Larry Daugherty
projects manager

Sandy Reynolds
administrative assistant

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*To all our friends and
Loyal readers,
Have a Safe and
Prosperous New Year*

Voting is big responsibility of all Cherokees

Tribal leadership requires unique skills

The recent national elections resulted in a wholesale change in American politics, yet only 38 percent of eligible voters actually cast their ballots. What about the other 62 percent? What do they think? In our own 1994 Second Congressional District race, only 25 percent of the eligible voters went to the polls to select our representative to Congress. By doing so, they also spoke for the 75 percent who didn't vote.

A similar situation exists in Cherokee elections. The overwhelming majority of eligible Cherokee voters do not register and vote. In effect, they give up their right to select their government representatives to the small percentage of Cherokee citizens who do register and then cast their ballots.

Many people say they don't vote because they don't need or receive services from the Cherokee Nation. "I'm just proud to be Cherokee," they say of their tribal membership. Nonetheless, I urge you all to take the time to register and vote anyway. As one of the nearly 165,000 citizens of the Cherokee Nation, you have a right, some would say a duty, to participate in the decision-making of the Cherokee Nation by voting for the people you want to represent you in matters ranging from the day-to-day operation of tribal government to meeting with members of Congress or the President of the U.S.

We each have our own ideas about the kind of team we want to lead us into the 21st century. One of the most important ways we can express our views about Cherokee leadership is to register and to vote.

A countless number of people have asked both Charlie and I who we will endorse in the upcoming election, particularly for Principal Chief and Deputy Principal Chief. Because we care so much about the future of the Cherokee Nation, as you do, we will

Message from the Chief



By Wilma P. Mankiller, Cherokee Nation Principal Chief

certainly endorse a set of candidates at some point during the election season. Political ads for candidates will begin appearing in this issue of the Advocate. These ads are paid political ads and do not imply any kind of endorsement.

I am frequently asked to comment on the important characteristics of Cherokee Nation leaders. The leadership skills required to govern the Cherokee Nation are unique, in part because of the tribe's funding base. Most other governments receive their primary funding from either income taxes or other forms of taxation. The Cherokee Nation's primary source of revenue is income from tribal businesses and administration of grants and contracts. Much less of our funding comes from taxation of businesses on tribal land and we have no income tax or general sales tax at all. Therefore, the Cherokee Nation requires leadership skills that are different from governments that have an established funding based of taxation.

The continued stability of the Cherokee Nation requires leadership with ingenuity and skills in the development of programs and businesses. It also requires executive level administration, in addition to other qualities like honesty, fairness and the ability to get things done. With 2,000 jobs, many thousands of people receiving services ranging from health care to heat for the elderly and disabled in the winter, we need to very carefully choose our next leadership team.

As you can see from the review of the past year's activities and events, this has been an exciting time for us and we look forward to the new year with anticipation. Warm wishes to you and your family during this important time and I hope 1995 is a great year for you.

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Self-governance increases services for tribal members

A historic agreement signed by the Cherokee Nation and the United States in 1990 continues to reap benefits for Cherokee tribal members.

As the tribe enters its fifth year of the self-governance compact, the delivery of services to tribal members has increased in not only volume but also quality.

The compact, authorized under Title III of the amended Indian Self-Determination Act of 1972, provides the Cherokee Nation with the authority to plan, conduct, consolidate and administer programs and receive direct funding to deliver services to tribal members.

According to Principal Chief Wilma P. Mankiller, the compact has allowed the tribe to advance toward the goal of self-sufficiency.

"When we signed the compact, it virtually eliminated the middle man, the Department of Interior, and allowed for us to make our own decisions regarding the funding of specific programs," Mankiller said.

"Through self-governance, we are able to determine the services needed by tribal members and fulfill those needs without the bureaucratic delays of the past," Mankiller said. "Likewise, financial accountability is enhanced because the tribe is in a better position to

monitor funding."

According to Mankiller, each year the tribe negotiates a funding agreement with the federal government. By receiving direct funding from Congress, the tribe is allowed to meet the needs of tribal members at a reduced cost, saving tribal and federal government expenses as well as delays in services.

The Fiscal Year 1995 funding agreement provides for more than \$13 million to be used for programs such as safety and management, credit and finance, law enforcement, Indian Child Welfare, social programs and the tribal court system.

"Each of these programs is enhanced by the fact that we determine how the money is best used, rather than having someone else tell us how to spend it," Chief Mankiller said.

According to Mankiller, the Cherokee Nation is continuing to move toward the self-governance status it once held.

"Self-governance is a significant step toward the Cherokee Nation once again assuming control over our resources. It allows us to recover some of the authority lost at the turn of the century," Mankiller said.

Compact gives tribe more autonomy over health care funds

Continually moving toward the goal of self-reliance, the Cherokee Nation has entered its second year of a self-governance compact with the United States, specifically, Indian Health Service.

According to Principal Chief Wilma P. Mankiller, the agreement has changed the relationship between the tribal and federal governments and allows Cherokee people to move closer toward the goal of self-reliance.

"By allowing the Cherokee Nation to make its own choices about how to improve our health care system, we are one step closer to self-sufficiency," Chief Mankiller said.

Entering into the compact in 1993, Cherokee Nation officials will negotiate a funding agreement each year to provide quality health care services to tribal members.

According to Pamela E. Iron, executive director of health services, the tribe successfully negotiated for more than \$24 million for the 1995 fiscal year.

"We negotiated the funding agreement based upon the needs of the individuals we serve," Iron said. "One of the major benefits of compacting is that it allows tribes to tailor programs and services around the needs of the people."

This year's annual funding agreement provides for the Cherokee Nation to expend more than \$12 million toward clinical services which include the five tribally-operated clinics, dental services, mental health

and alcohol and substance abuse programs.

"Clinical services are the largest line item in the agreement due to the fact that it is a category that encompasses a lot of areas of treatment," Iron said.

The Fiscal Year 1995 agreement also provides for the tribe to offer contract health services, which according to Iron are services not readily available at one of the tribe's five rural clinics or either of the two Indian Health Service Hospitals located within the Cherokee Nation.

By contracting to provide contract health services, the Cherokee Nation will be able to utilize local providers while bypassing the bureaucratic process formerly involved with the program, Iron said.

"Before we began providing contract health, specific services required patients to be referred to one of the two IHS facilities before they could be referred to yet another provider, usually one that was in Tulsa or some other distant location," Iron said. "Now, if a patient must be referred, we can ensure they are given the opportunity to seek treatment in a timely manner."

Other components addressed in the funding agreement include preventative health care, equipment and continuing education.

According to Iron, the compact not only allows the tribe to provide a wider range of services to tribal members but also, services that more appropriately address their needs.

Tribe compacts for Indian Reservation Roads Program

As the Cherokee Nation continues to progress in the area of self-governance, many programs that once were administered by the Bureau of Indian Affairs are now being handled by the tribe. A prime example of this transition is the Indian Reservation Roads Program.

In the Fiscal Year 1995 annual funding agreement between the Cherokee Nation and the United States, more than \$4 million was added for implementation of the roads program.

"The self-governance compact has allowed tribes to begin assuming control of programs formerly administered by the BIA," said George Bearpaw, executive director of tribal operations. "By compacting for programs such as this, tribes can localize the priority of some of the projects funded in the agreement."

According to Bearpaw, the Indian Reservation Roads Program is funded by the Department of Transportation and was previously administered according to an agreement between the Department of Transportation and the Department of Interior.

"The Cherokee Nation will initiate and complete construction projects in accordance with the agreement of those two agencies," Bearpaw said. "All work will be completed according to the standards established by the Federal Highway Administration, the Bureau of Indian Affairs and the American Association of State Highway Transportation Officials."

There are more than 30 roads within the Cherokee Nation's jurisdiction on the priority list for either repair or construction, Bearpaw said.

The program, which began Oct. 1 for the Cherokee Nation, is currently addressing two roads, Dry Creek Road in Cherokee County and Duck Lane Road in Adair County.

"The two roads were funded for construction work approximately two years ago, together equaling more than \$2 million," said Bearpaw. "On Oct. 1, when the agreement became effective, we immediately began where the Bureau left off."

Due to the fact that the BIA experienced major problems with the roads projects funded in FY 1994, the balance of the program was also added to this year's compact and we have assumed the projects they began as well, Bearpaw said.

Another major benefit of contracting the program is that it will allow the Cherokee Nation to have flexibility in staffing.

"The roads program is yet another way we can provide employment opportunities to Cherokee people."

According to Bearpaw, road construction is a slow and expensive process and while only two roads are currently being addressed, the Cherokee Nation will begin reviewing future projects as soon as funding is available.



Name: Charles H. Head
Title: Self-governance coordinator
Education: Bachelor of Science Degree in Accounting.
Experience: More than 17 years experience as an accountant in corporate and management accounting, with Bureau of Indian Affairs and Cherokee Nation.

Division provides infrastructure to tribe

Although the growth and success of the Cherokee Nation can be easily identified in most services and programs, the magnitude of operations is even more apparent in what is perhaps the most overlooked, yet crucial functions of the tribe, those programs that provide infrastructure.

The Tribal Operations Division, under the leadership of Executive Director George Bearpaw, is comprised of such entities as human resources, finance, administrative services, economic and business development, business enterprises, construction, natural resources, real estate services, community development and the roads program.

Each of these programs serve as foundational support to either tribal programs or communities, said Bearpaw.

"It would be merely impossible to operate an organization of this size without a strong support system," he said. "Having more than 100 programs and services, requires us to have effective accounting services, personnel procedures, and other components that are instrumental in tying all the programs together."

According to Bearpaw, programs such as the human resources department, accounting, administrative services, construction and natural resources are necessary links within the tribal organization.

We have recently restructured our personnel department, and in keeping up with the current trend, re-named it the human resources department, said Bearpaw.

"Great improvements have been made and now, not only does the department oversee personnel issues relating to more than 1,300 employees, but also administers a benefits and compensa-

tion program as well as an employee assistance program designed to help employees on a more personal level," he said.

The finance department is another example of the tribal organization's vast infrastructure.

"Our accounting department is responsible for administering a \$2 million monthly payroll and handles more than 7,250 transactions per month. Accounting also is responsible for the tribe's more than \$86 million in revenues," he said. "Overseeing the budgets of every individual program the tribe offers is an enormous task and a job our staff does well. The accounting department has received an excellence of financial reporting award for 9 years consecutively."

According to Bearpaw, the tribal operations division not only provides an infrastructure for tribal programs and services but also for communities and tribal members themselves.

"Programs such as community development, business enterprises, business and economic development and real estate services are designed to serve as infrastructure for tribal members," he said.

Community development serves tribal members through environmental services, youth services, water and sanitation programs, drug and alcohol prevention programs, as well as housing construction, maintenance and weatherization programs.

"We're building a foundation for communities by assisting with waterlines, rehabilitating housing units, organizing community efforts toward improvement and reaching out to those who find themselves in a less fortunate situations."

Our business and economic development program as well as business enterprises serves communities and individual tribal members by helping them establish an economic base.



Name: George Bearpaw
Title: Executive Director of Tribal Operations
Education: Bachelor of Science Degree in accounting and business administration.
Experience: Has nearly 20 years in administrative experience in both the public sector and tribal government.



Name: George Long
Title: Deputy Executive Director Tribal Operations
Education: Bachelor's Degree in Education and graduate work in economics.
Experience: Has nearly 20 years administrative experience in both the public sector and tribal government.



Name: Frank Farrell
Title: Director of Natural Resources.
Education: Associate's Degree in Agriculture and Bachelor of Science Degree in Agronomy.
Experience: Has nearly 35 years experience in working with the State Department of Agriculture, Bureau of Indian Affairs and the Cherokee Nation.

Construction Projects plays vital role in growth tribe

The growth of the Cherokee Nation can be measured in many different ways not just by its tribal membership.

Growth in the number of tribal building projects, additions and renovations could also be used as a measuring stick for the tribe's growth.

Cherokee Nation Construction Projects has played a vital part in seeing that the tribe continues to have modern facilities for its operations. Construction oversees the bidding, contracting and actual implementation of all new construction projects and was instrumental in constructing millions of dollars worth of new facilities for the tribe in 1994.

A new \$12 million, Talking Leaves Job Corps Center was completed in December in Tahlequah and the \$7.6 million Wilma P. Mankiller Health Center is near completion in Stilwell. Both projects were overseen by Bud Squirrel, construction projects manager.

According to Squirrel, the health center in Stilwell will be completed in late February and will begin providing services in March.

Construction projects is also overseeing a \$1.3 million sewer project which will link the W.W. Keeler Tribal Complex with the Tahlequah sewer system. The project is expected to be completed in mid-summer 1995.

Construction will soon begin on a new clinic in Salina. The

\$1.2 million, 12,200 square-foot clinic, will replace the current clinic and expected to be completed in July 1995.

Also in 1995 construction projects will continue remodeling Sequoyah High School. The \$2 million in renovations will include a new cafeteria/student union combination, 20 new dorm rooms and improvements for handicap students.

Also at Sequoyah, construction of a chapel for students will begin in early 1995. The chapel will provide a place for Sequoyah students to worship near campus.

According to Squirrel, by the end of 1995, construction projects will be in the \$30 million dollar range for the number of construction projects completed or ongoing.



Name: Allan Harder
Title: Director of Human Resources
Education: Bachelor's Degree from Northeastern State University and a Master's Degree in finance.
Experience: Has numerous years of experience in management as a small-businessman and director of the tribe's economic and business development department.



Name: Annette Jenkins
Title: Director of Real Estate Services.
Education: Bachelor's Degree in Business Administration.
Experience: Has 23 years experience as a licensed abstractor/title examiner and realty officer.



Name: Rebecca Mitchell
Title: Director of Administrative Services
Education: Bachelor's Degree from Northeastern State University.
Experience: Has numerous years of experience as a purchasing manager in both the public sector and tribal government.



Name: Dewayne Couch
Title: Director of Finance
Education: Bachelor's Degree in accounting.
Experience: Has nearly 30 years experience in finance in both the public sector and tribal government.

Principal Chief Mankiller won't seek third term

Cherokee Nation Principal Chief Wilma Mankiller announced last April that she will not seek a third term to the post she has held since 1985.

Mankiller made her decision public in a meeting of tribal employees, after meeting with tribal administrators, Deputy Chief John Ketcher and the tribal council earlier in the day. She said she wanted to personally reassure employees of the tribe's stability and to thank them again for their work. She also briefed them on several current tribal issues. "I've always said that our employees are my mainstay," she said. "It's employees who make things work, not political leaders who come and go."

Wilma Mankiller first made history in 1983 when she was elected deputy chief of her tribe, the first woman to hold that position. But she made international headlines and focused widespread attention on the Cherokee Nation in 1985 when she moved into the principal chief's slot, becoming the first woman to lead a major Indian tribe. In 1987 she defeated two male opponents to win a full four-year term of her own and in 1991 clearly outdistanced opposition with a record 83 percent of the vote.

The surprise announcement came one year before filing period opens for the 1995 general tribal election. With the tribal election just months away, she urged employees "to get involved and work to maintain honest, professional government."

Mankiller said she feels the timing of her announcement was in the "best long-term best interest of the tribe."

"This will provide the opportunity for leadership to emerge for the '95 election," Mankiller said. "This is a major transition. I trust the Cherokee voters to elect good, stable leadership to carry on the progress we've made."

"People don't own these positions. I've always said that a good leader will use ideas and programs and then pass the baton onto someone else."

Mankiller began her career at the Cherokee Nation in 1977 as a grant writer and is responsible for securing funding for many programs operating today. She founded the community development department in 1981 and launched the Bell Project, a community self-help project that became a model for community development nationwide. In 1983 Principal Chief Ross Swimmer asked her to run as his deputy chief.

"This has been an incredible, positive experience. When I walked through the door of the Stilwell clinic to ask for a job 17 years ago, I had no idea I'd ever be in this position or have had the honor to lead this great tribe. People forget that I didn't



CHEROKEE NATION
PRINCIPAL CHIEF WILMA P. MANKILLER

wake up one day and say 'I'm going to be Chief of the Cherokee Nation.' I was recruited for deputy chief and it was similar for principal chief in '87. Once it happened I was enthusiastic and have thoroughly enjoyed it. I have been lucky to have a job I love so much.

"I've been here 17 years. I've grown up here and become a grandmother. I've met with three U.S. Presidents, lobbied Congress for everything from Job Corps to Head Start and been given more awards and honors than any person deserves. But the thing I have appreciated most is when a group of male Cherokee elders still tells me they respect me and asks me to sit and talk with them."

A near-fatal car wreck, a bout with myasthenia

gravis and a kidney transplant in 1990 have added another dimension to her life. Her health, however, didn't enter into the decision not to run, she said. "I'm actually in good health now and I want to keep it that way. I'm not slowing down, but I will welcome some time for rest and reflection, though."

Mankiller's plans for beyond 1995 aren't definite, although "one thing I'm not going to do is run for another elective office," she said. "I've been involved in tribal issues and public service with native people for a long, long time. I'm not going to change that. I have several attractive options to consider."

Her decision, she said, is final. "I made a firm decision over a year ago and I haven't veered from it. If I thought there was a remote possibility I'd change my mind, I wouldn't make this announcement today."

"I've always had a fairly good sense of timing. That sense tells me now that it's time for a change, for me and for the Cherokee Nation. That doesn't mean it won't be hard, sad and tough, but it's the right thing to do."

"I'm not worried about the future of the Cherokee Nation. When it comes down to balloting, Cherokee people vote for responsible leadership and I trust they will do that in 1995."

She said a poll showed that the majority of tribal members responding are satisfied with their tribal government. "You're doing a good job," she told employees, "and don't let anyone tell you differently. Keep the political rhetoric in perspective."

Cherokee Deputy Chief Ketcher won't seek reelection

Cherokee Deputy Chief won't seek re-election

Cherokee Nation Deputy Chief John A. Ketcher announced Monday night that he will not seek re-election to another term in the June 1995 tribal election.

Ketcher, 72, has served as deputy chief since January 1986 when he was elected by the Cherokee Nation Tribal Council to succeed Wilma Mankiller. Mankiller, elected deputy chief in 1993, assumed the chief's position when Ross Swimmer resigned in December 1985 to become Assistant Secretary of the U.S. Department of Interior.

Ketcher was serving his first term on the tribal council when tapped by his colleagues to replace Mankiller. The two ran together as a team in the 1987 and 1991 elections, bringing to the offices a sense of community and grass roots involvement. Ketcher defeated former Councilwoman Barbara Scott in the 1985 runoff but drew no opponent for the '91 race.

"I have been in the Indian business for 40 years, including my career with the BIA. I have enjoyed this time by having the privilege working with my people for the past 12 years, which really puts the icing on the cake," Ketcher said.

"We are here because there is somebody out there to help. I hope we search our minds and souls to make sure our decisions are going to help our people. If we ask ourselves 'is this going to be good for our nation', then we can't go wrong."



DEPUTY CHIEF JOHN A. KETCHER

Ketcher also won't be a candidate for principal chief, he said.

He thanked Cherokee Nation staff, the tribal council and Chief Mankiller for their support. Mankiller was visibly moved as Ketcher made his announcement during the December council meeting. His wife and "strongest supporter," Colleen Talbot Ketcher, also was in the audience.

"John Ketcher is one of the finest men I have ever known," Mankiller said. "It has been an honor to serve with him. I appreciate his constant support, loyalty and friendship. I will miss working with him in the same capacity, but appreciate his decision. He's certainly earned his retirement! The Cherokee Nation is much richer today because of his many years of service to his people."

Mankiller announced in April that she wouldn't seek another term.

He had considered not running in 1991, but decided late in the season to run again with Mankiller. An 11/16 Cherokee, the bilingual Ketcher came out of retirement from the Bureau of Indian Affairs to run for tribal council in 1983. He is a native of Mayes County and attended Sequoyah High School and received a bachelor of education from Northeastern State University in 1952. He later received his masters of education from NSU.

He also is a veteran of the U.S. Navy, serving in World War II. His career with the BIA took him to Philadelphia, MS, Lawrence, KS, El Reno and Tahlequah. Positions ranged from arts and crafts specialist to guidance counselor and director of students.

As deputy chief, Ketcher has presided over the tribal council.

Tax Code enables tribe to put revenues toward programs and services

With self-sufficiency its mission, the Cherokee Nation has made great strides in the area of self-governance. One significant factor was the implementation of the Cherokee Nation Tax Code in 1990.

The tax code made it possible for the tribe to collect revenues on tobacco products sold within the jurisdiction of the Cherokee Nation and also paved the way for revenues to be collected on other goods.

According to Principal Chief Wilma P. Mankiller, implementation of the code enabled the tribe to put the earned revenues toward programs and services that were being drastically underfunded by the federal government.

"Since enacting the tax code, we have been able to boost programs such as education, social services and housing, therefore putting the money back into the people's hands," she said.



JULIAN K. FITE

Implementation of the tax code is overseen by a commission, whose primary function is to ensure all smokeshop enterprises are properly licensed by the tribe and taxes are collected.

Serving on the commission since its inception are Julian K. Fite of Muskogee, Diana Bond Dry Fishinghawk of Tahlequah and Jim Hummingbird of Stilwell. Chadwick Smith, tribal prosecutor, serves as tax advisor and supervises the commission's support staff.

DIANA BOND DRY
FISHINGHAWK

According to Mankiller, there was a stir of controversy surrounding the tax



JIM HUMMINGBIRD

commission, were adamantly opposed to our code, saying it would significantly

"Although the Cherokee Nation currently receives tax revenues from the sale of tobacco only, many tribes are exploring the possibility of taxing various other goods, including motor fuel. Our tribal council recently amended the tax code in an effort to make way for new possibilities." — Principal Chief Wilma P. Mankiller

issue when it was first proposed.

"Many people in Oklahoma, including the state tax

undercut tobacco sales by businesses who were required to remit state taxes," Mankiller said. "Although

this complaint was not limited to the Cherokee Nation, as many other tribes were also receiving revenues from smokeshop operations, we were able to enter into a compact with the state under which we provide an in-lieu payment equal to 25 percent of Oklahoma's excise tax.

Since then, 14 other tribes have signed similar agreements including Absentee Shawnee, Apache, Chickasaw, Choctaw, Citizen Band of Pottawatomie, Western Delaware, Iowa, Osage, Quapaw, Sac and Fox, Seminole, Wyandotte, Kickapoo and Tonkawa.

"Although the Cherokee Nation currently receives tax revenues from the sale of tobacco only, many tribes are exploring the possibility of taxing various other goods, including motor fuel," Mankiller said. "Our tribal council recently amended the tax code in an effort to make way for new possibilities."

Cherokee Nation Gaming Commission regulates tribal gaming facilities

The National Indian Gaming Commission was created in 1989 after a federal law in 1988 began requiring Indian tribes to regulate their gaming facilities in accordance with the Indian Gaming Regulation Act (IGRA).

According to George Bearpaw, executive director of tribal operations, the Cherokee Nation did not elect its own gaming commission until 1991.

"The tribe wanted to wait and see how the gaming



BILL LANGLEY

rules took shape before we took any action of our own," said Bearpaw.

The Cherokee Nation gaming commission is appointed by the principal



LARRY ADAIR

chief and approved by the tribal council. The commission regulates tribal gaming facilities and any other gaming facility which operates in the Cherokee



MARTHA VAUGHAN

Nation 14-county jurisdictional area, to make sure they are in compliance with the rules and regulations of the National Indian Gaming Act (NIGA).

Presently the Cherokee Nation operates three bingo facilities which the commission oversee. The three facilities pay a percentage of their income to the National Gaming Commission which oversees all of the tribes who are abiding by the NIGA.

The three commissioners for the Cherokee Nation are Bill Langley, chairman; Larry Adair and Martha Vaughan.

"The tribe wanted to wait and see how the gaming rules took shape before we took any action of our own." — George Bearpaw, executive director of tribal operations.



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Community Development assists the young and old



Name: Gwen Grayson
Title: Director of Community Development.
Education: Associate of Arts in Liberal Arts; Bachelor of Art Degree in Family Relations/Child Development/Sociology; Master's of Art in Sociology; Doctorial Candidate in Management.
Experience: 21 years in youth related fields and self-help programs.



Name: Jack Huggins
Title: Housing Program Manager.
Education: Bachelor of Science in Agriculture Education; Master of Science pending in Thesis Agriculture Education.
Experience: more than 35 years in education and business administration.



Name: Leah Proctor
Title: E.A.R.N. Program Manager.
Education: Bachelor of Art Degree in Sociology.
Experience: more than 16 years in social work and business administration.

As the its suggests, the Cherokee Nation Community Development Department works closely with Cherokee communities to develop ways to help communities help themselves.

The community development department is composed of federal, state and tribally funded programs divided into seven subdivisions. Those sub-divisions are



Name: Pat Gwin
Title: Associate Director of Environmental Services
Education: Bachelor of Science in Biology/Chemistry.
Experience: more than 11 years in policing and environmental health.



Name: Harley Buzzard
Title: Construction Inspector/Supervisor.
Education: Computer program and maintenance training; U.S. Military missile nuclear command center; Haskell Junior College.
Experience: more than 17 years in construction.

community services, engineering, water sanitation construction, employment assistance readiness network programs, environmental services, housing services, community based long-term care, and elderly services.

During the year each subdivision assists communities and tribal members of all ages throughout the 14-county service area with various needs.

In the elderly program, approximately 67,000 elderly were served during the year in 10 elderly centers located in four counties. Elderly were served meals, given health screenings and were given the opportunity to take adult education courses. In August, the program also assisted elderly participants at the Belefonte center with a trip to Spokane, Wash. for the 2nd Annual White House Conference on Aging. Elderly from the center raised money for the trip during the months preceding the conference.

Community development's HOME Program was formed to build new houses for tribal members who would not otherwise have the opportunity to own quality homes.

"We have been renovating sub-standard houses for years using the housing improvement program and community development block grants but this is our first program that lets us build new houses from the ground up," said Stann Hummingbird, Cherokee Nation housing manager. "The houses are constructed using a interest-free loan which the home-owners repay over a 20-year period."

HUD provided funding for 10 homes to be built for eligible applicants during fiscal year 1994 at an average cost of \$42,000 per home.

Communities were also served by Environmental Health Services (EHS). EHS completed a solid waste clean up project in the Bell area where 27,000 pounds

of trash was removed and installed 7,600 feet of water line at Kirk Mountain which is serving 10 families.

Youth in Serve America continued to be active in communities, particularly youth in Salina, which is the purpose of Serve America. Salina youth, who call themselves The Young Indians at Heart of Salina visited elders in a nursing home as one of their service projects and provided fans to the elderly in their community in the summer.

In August, Serve America coordinator, Nancy Scott, was chosen to participate in a nine month program at the Massachusetts Institute of Technology, (MIT). The program was designed to train her, and 13 others from across the United States in the Community Fellowship Program, through studies, research and development of youth programs that will most benefit their communities.

The Cherokee Nation Center for Substance Abuse Prevention (CSAP) conducted research to assess the feelings of Cherokee individuals and communities regarding drug and alcohol use and

self-esteem. The results will be used by community development groups and similar organizations in the future.

The program's research objective was conducted in conjunction with CSAP's continuing mission to reduce alcohol and drug use, said Linda Vann, CSAP director.

The Cherokee Nation Office of Environmental Services (OES) remained very active throughout the year mainly to inform tribal members about the dangers of indoor air pollution.

OES sponsored art and writing contests for area elementary schools, sponsored an indoor air seminar and explained the danger of radon gas in homes in northeastern Oklahoma. OES also teamed up with the Environmental Protection Agency (EPA) to educate the public on indoor air quality.

OES provided an "Indoor Air" packet to local public libraries containing pamphlets and brochures about indoor air pollution sources and solutions to help lower people's exposure to indoor air pollutants that may jeopardize their health.



Community development staff and members of the community work together to complete a rural waterline.



Name: Linda Vann
Title: Associate Director of Youth Services.
Education: Bachelor of Art Degree in Sociology/Phychology/Indian Studies; Master of Arts Degree pending.
Experience: more than 15 years in educaton and youth services.



Name: Sam Stool
Title: Manager of Elderly Program.
Education: High School graduate; College Coursework.
Experience: more than 18 years working in elderly programs.

Social Programs focus on self-sufficiency

The mission statement of the Cherokee Nation is to enable tribal members to become self-sufficient, which is the primary purpose of the tribe's social programs division.

According to Principal Chief Wilma P. Mankiller, the social programs division, divided into two components, education and tribal services, is designed to offer tribal members assistance with education, child care, employment and crisis intervention.

"Each of our social programs offer opportunities to tribal members," she said. "We strive to provide assistance to those who are trying to better themselves or their families and to those who find themselves in a situation where they need a helping hand."

A multi-million dollar budget allows the tribal services department to provide employment and vocational training, social services, Indian Child Welfare, child development services and a Youth Fair Chance Program.

According to S. Diane Kelley, deputy executive director of social programs, employment and vocational training is designed to provide qualified individuals with job training skills so that they may enter the work force and be more self-sufficient, while the social services component temporarily assists those who are in a crisis situation.

"Employment and vocational training helps those individuals who are lacking in skills to obtain the necessary training, thus enabling them to gain employment," Kelley said. "Social services provides temporary assistance to individuals or families who experience either a financial setback or a crisis."

The tribal services department also addresses the needs of families and specifically children by providing Indian Child Welfare and child development services.

According to Kelley, in recent years the Cherokee Nation has begun efforts to re-emphasize its children and youth services.

In doing so, the Indian Child Welfare program was restructured to include foster care and adoption services in addition to the existing child protective and advocacy services.

"Each of our social programs offer opportunities to tribal members. We strive to provide assistance to those who are trying to better themselves or their families and to those who find themselves in a situation where they need a helping hand."

*--Principal Chief
Wilma P. Mankiller*

"We are now able to, through our foster care and adoption programs, ensure that Cherokee children, who are removed from their homes, are placed with Cherokee families," Kelley said.

The Indian Child Welfare program is extensive, in that it is not limited to the tribe's jurisdictional area and works to ensure that Cherokee children nationwide are given the opportunities provided to them by the federal Indian Child Welfare Act.

The tribal services department also focuses on children through its child development services component.

In 1992, the tribal services department received a Child Care Block Grant which enabled them to begin providing quality child care to children six weeks to 13 years of age.

"One of the most outstanding features of our child care program is the fact that the children are presented with developmentally appropriate activities by certified teachers and child care providers," Kelley said.

In addition to the structured setting, the department also offers a child care development program designed to increase the availability, affordability, and quality of child care to children, families and providers within the tribe's 14-county jurisdictional area.

The Child Development Block Grant also addresses the needs of parents by providing them with parenting skills and assisting to further their education.

Also included among the programs currently serving youth is the Cherokee Nation Youth Fair Chance Program.

The recently initiated Youth Fair Chance program provides youth access to the types of services and support necessary to help them acquire the skills and knowledge they need to succeed in society.

The program targets areas populated by "at risk" youth and provides the support necessary for them to obtain job skills, develop careers and lead productive lives, Kelley said.

The social programs division also encompasses the education department which provides programs ranging from Head Start to adult literacy, including a job corps center and an Indian boarding school for grades 9-12.

"While the Cherokee Nation has always placed an emphasis on educating its people, in recent years we have expanded our education department to address the needs of specific groups," Mankiller said.

"In addition to our 'institutional' type services, we also provide supplemental programming by administering a \$1.6 million Johnson-O'Malley program and a near \$1 million higher education program to eligible students," Mankiller said.

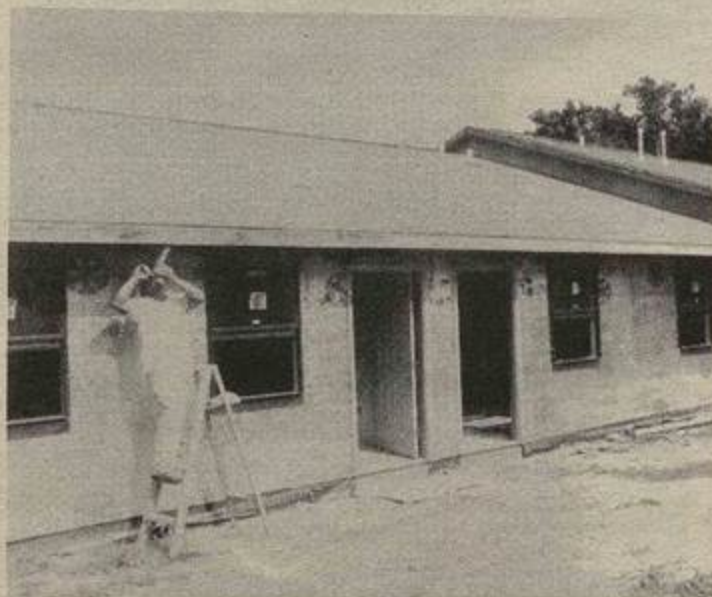
The education department also offers a gifted and talented program, designed to enhance the learning skills of above average students, as well as a language preservation program.

The Cherokee Nation currently provides early childhood education to more than 680 preschool children and serves approximately 19,000 students with the Johnson-O'Malley program. In addition, each year the higher education program provides more than 500 students with scholarships.

"Our social programs division is not only dedicated to promoting self-sufficiency, but also to assisting individuals with the means of becoming self-sufficient," Mankiller said.



Name: S. Diane Kelley
Title: Deputy Executive Director of Social Programs
Education: Bachelor of Science Degree in Education.
Experience: Taught in the Public School and State Vo-tech systems. Has served more than 10 years in an administrative position within the social programs division of the Cherokee Nation.





Name: Jerry Snell
Title: Associate Director of Social Services
Education: Bachelor of Arts in Education
Experience: Has more than 20 years experience with the social programs division of the Cherokee Nation.



Name: Dean Ferguson
Title: Associate Director of Employment and Training
Education: Bachelor of Arts from Northeastern State University
Experience: Has worked for the tribe for more than 14 years in the tribal services department and Talking Leaves Job Corps Center.



Name: Lauri Hand
Title: Associate Director of Child Development Services
Education: Bachelor of Arts in Child Development, graduate work in special education.
Experience: Has worked in the field of education and with at-risk youth for more than 17 years.

Tribal Services offers assistance to individuals

Each year the Cherokee Nation Tribal Services Department expands its services from the year before; and 1994 was no exception.

Divided into five components, employment and vocational training, social service family assistance, Indian Child Welfare, child development services and the Youth Fair Chance Program, the department is now providing services to more people than ever before.

According to S. Diane Kelley, executive director of social programs, as part of the social programs division, the tribal services department has been successful in initiating programs designed to meet the needs of eligible individuals.

By providing services from job training and development to child welfare and youth services, the department promotes self-sufficiency while offering a helping hand to those in need.

"Each of the five components directly address the issue of family and self-sufficiency," Kelley said. "We realize that most people who seek assistance are either doing so to further their own self-sufficiency or that of their family."

The employment and vocational training services component offers a variety of programs designed to assist individuals in obtaining the necessary skills required to be self-supportive. Included in that service is the job development program which actually helps individu-

"Each of the five components directly address the issue of family and self-sufficiency. We realize that most people who seek assistance are either doing so to further their own self-sufficiency or that of their family."

*--S. Diane Kelley
 Deputy Executive Director
 Social Programs*

als find jobs suitable to their skills.

The second component, social service family assistance, provides crisis intervention type services to eligible applicants, Kelley said.

According to Kelley, crisis intervention programs include those services necessary for individuals to sustain themselves in everyday life, such as the basic essentials of food, shelter and clothing. The social service family assistance component also addresses crisis situations by providing burial, Low Income Home Energy and disaster assistance programs.

The tribal services department also addresses the needs of youth and children through its Indian Child Welfare program, child development services, and Youth Fair Chance Program.

In recent years, the Indian Child Welfare program has been restructured to include adoption and foster care services in addition to the child protection and court advocacy services, Kelley said.

The Indian Child Welfare program provides services directly related to the needs of children.

"These efforts are aimed at enhancing the overall quality of life for children, as well as enforcing the basic human right to live and grow up in an environment that meets the needs of each child."

The fourth component, child development services, provides a child care center for children six weeks to 13 years of age as well as a child care subsidy program and an adult literacy program entitled, Even Start.

At the child care center, children are presented with developmentally appropriate activities by certified teachers and staff. The center also offers developmental assessments, screening for early detection of delays and parent education.

The child care development program is designed to increase the availability, affordability and quality of child care to children, families and providers within the tribe's 14-county service area. The program provides child care subsidies, locator assistance, training and technical assistance to providers, licensure and monitoring of child

care facilities, and parent and public education regarding child care.

According to Kelley, the Even Start program provides adult literacy to parents by offering parenting skills and assistance in furthering their education from any level.

The Youth Fair Chance Program also addresses the needs of children, essentially by providing them with the opportunity to succeed, Kelley said.

Youth Fair Chance, implemented in 1994, targets disadvantaged youth by providing them with access to the types of services and support necessary to help them acquire the skills and knowledge they need to succeed in the world of work and to participate fully in society, Kelley said.

According to Kelley, the purpose of the program is to provide an integrated array of services designed to increase the chances for "at risk" youth to obtain jobs, develop careers and lead productive lives.

All five components work independently of one another toward the same goal.

"The tribal services staff is dedicated to helping people and to helping people help themselves," Kelley said.

"The tribal services staff is dedicated to helping people and to helping people help themselves."

*--S. Diane Kelley
 Deputy Executive Director
 Social Programs*



Program gives youth a fair chance for success

Teens and young adults face much more stress than their predecessors and many resort to crime and using drugs to find solutions to their problems.

The Cherokee Nation hopes to give youth in its 14-county service area a chance to succeed by using a \$2.38 million dollar federal grant received this past year for training and educating young people, called Youth Fair Chance.

The Youth Fair Chance Program is a comprehensive community-based approach designed to combat the barriers to education and employment that young people face every day. It targets teenagers and young adults in small neighborhoods with no more than 25,000 residents. The program provides a variety of services that focus on solutions to common youth problems, like limited training and job opportunities, drug and gang involvement and teen pregnancy.

The Youth Fair Chance program targets disadvantaged youth by providing them with access to the types of services and support necessary to help them acquire the skills and knowledge they need to succeed in the world of work and to participate fully in society, said Diane Kelley, deputy executive director of social programs.

According to Kelley, the purpose of the program is to provide an integrated array of services designed to increase the chances for "at risk" youth to obtain jobs, develop careers and lead productive lives.

"With this program we want to increase the participation of previously underserved or unserved youth residing in surrounding communities. We also want to increase the rates of schools completion, enrollment in advanced education or training and employment," said Larry Ketcher, associate director of tribal services who oversees the Youth Fair Chance Program.

The grant for the program was awarded by the U.S. Depart-

ment of Labor and is authorized by the Job Training Partnership Act (JTPA) Amendments of 1992. The Cherokee Nation was the only tribal government chosen to receive a grant out of the 16 projects approved for funding nationally.

"I am delighted that the Cherokee Nation was selected for this competitive and important grant. The Youth Fair Chance Program is an ideal program for the Cherokee Nation because it incorporates components we strive for in Cherokee Nation programs. Integration of service partnerships between agency and schools helps us focus on long-term solutions to common problems," said Principal Chief Wilma Mankiller.

Burial assistance program available to tribal members

With the cost of burial expenses continually increasing, families are finding that the financial burden brought by the death of a loved one can be severe, especially for those families who have no life insurance or death benefit plan.

Implementing two burial assistance programs in 1988, allowed the Cherokee Nation to offer disadvantaged Indian families an opportunity to pay for the substantial expenses related to funeral arrangements. The tribe's Contracted Burial Fund and a Non-contracted Burial Fund are two ways in which the Cherokee Nation can help.

According to Jerry Snell, associate deputy director of tribal services, the Cherokee Nation Burial Fund consists of a contractual agreement with approximately 30 funeral homes in the tribe's 14-county service area. The agreement allows the funeral home to provide a complete funeral service for \$1,350.

"The contracted service makes it possible for eligible families to totally eliminate the expense of a funeral," Snell said.

To be eligible for assistance, the deceased must have been a quarter or more blood member of the Cherokee Nation, verifiable with a Certificate Degree of Indian Blood (CDIB) card; deceased must have been a resident of the Cherokee Nation at the time of death; immediate family income can not exceed the national poverty level income guideline; and the deceased can not have resources such as life insurance, burial policies or social security benefits that exceed \$750.

To qualify for the contracted service, all arrangements must be made with a funeral home with which the tribe has a contractual agreement.

The tribe's non-contractual fund is also an option. This service is provided if a family is not eligible for the contractual burial service or for any reason, chooses not to use a contractual funeral home.

The non-contracted fund allows the Cherokee Nation to make a single payment of up to \$750 toward the purchase of any funeral service the family selects, Snell said.

To be eligible for this service, the deceased must be 1/4 or more blood degree member of a federally recognized Indian tribe, verifiable by a CDIB card; must have been a resident of the Cherokee Nation at the time of death; immediate family income can not exceed the national poverty level income guidelines and the deceased can not have resources such as life insurance, burial policies or social security benefits that exceed \$750.

Both burial fund programs require application be made before final funeral arrangements are completed, Snell said.

For more information, contact a family advocate of the Cherokee Nation Tribal Services Department in Tahlequah at (918) 456-0671 or toll free in Oklahoma at 1-800-256-0671.

Advocates may also be reached by contacting any of the following Cherokee Nation field offices, Sallisaw, 775-6226; Bartlesville, 336-0971; Locust Grove, 479-5807; Stilwell, 696-3124; Vinita, 256-8595; Claremore, 341-8430; Catoosa, 266-3683; Jay 253-4219; Warner, 463-3694; Miami, 542-6863, or the Pryor office at 825-2116.



Name: William Clark

Title: Associate Director of

Indian Child Welfare Services

Education: Associate of Science, Bachelor of Arts in Psychology and Sociology, Master's of Science in Counseling and Psychology, doctoral work toward Psychology.

Experience: Has worked with Child Welfare for more than 10 years including Oklahoma Child Welfare Services and the Cherokee Nation Indian Child Welfare Program. Has worked with youth as a counselor and educator since 1973.




Name: Larry Ketcher

Title: Associate Director of the

Youth Fair Chance Program

Education: Bachelor of Science Degree in Education from Northeastern State University and a management certificate from the University of Tulsa.

Experience: More than 20 years of working with youth and education-related programs including serving as the executive director Talking Leaves Job Corps.



Cherokee Nation

Working Together for

- Youth Employment
- Youth Education
- Youth Quality of Life Improvement
- Youth Juvenile Delinquency Diversion
- Youth Teen Pregnancy Education
- Youth Health Care/Education
- Youth Community Involvement
- Youth Community Center
- Youth Crime Prevention

Education seen as one top priorities for Cherokee Nation



Name: Jim Quetone
Title: Director of Education.

Education: Bachelor of Science and a Master's degree in education

Experience: Has taught and served as an administrator in the education field for more than 30 years.



Name: Aladin Rodrigues
Title: Director of Talking Leaves Job Corps.

Education: Bachelor of Arts in social science
Experience: More than 17-years of Job Corps management experience.

As Native Americans near the end of the 20th century, stronger, prouder and wiser, one ingredient that some may say brought back self-sufficiency into Indian Country will be education.

Native Americans throughout the United States have seen the value of a good education in succeeding in today's modern society while at the same time retaining their native heritage.

The Cherokee Nation has always been a tribe which values education and has throughout modern history established its own goals and guidelines dealing with education. Education will always be one of the tribe's top priorities.

"We reorganized our department this year to get a different focus on the future. This change will allow us to perform research in all areas of our department to help different educational programs and to help the kids in the public schools because that is who we help the most," said Jim Quetone, director of education.

In 1994, as in years past, the tribe's education department continued to expand into new avenues of learning. The growing number of tribal members continue to reap the benefits of the education department staff's drive to expand the educational opportunities found within the Cherokee Nation.

"While the Cherokee Nation has always placed an emphasis on educating its people, in recent years we have expanded our education department to address the needs of specific groups," said Principal Chief Wilma Mankiller.

Programs such as Head Start continue to expand with centers now in 11 counties in the tribe's 14-county jurisdictional area and 680 students enrolled. Operating on a \$2.9 million budget each year, the program is considered to be a model Head Start program throughout the state and country and was recognized as such throughout the year.

"The Head Start Program continues to grow and we expect it to expand to other communities in the coming year," said Quetone.

Other programs experiencing growth are the Johnson-O'Malley Program and higher education. The JOM Program is a supplemental program which administers a \$1.6 million dollars to 19,000 students throughout the 14-county area to assist Indian students with specialized educational needs. The higher education program provided 500, \$500 scholarships to Indian students each semester of the past year.

"The higher education department expanded and we reached out to more students this year to provide information on how to pay for a college education because it is becoming more difficult for students to qualify for funding these day," said Quetone.

According to Quetone, the education department plans to expand into the Tulsa Public School system with the JOM Program. Other programs such as Head Start and language are also expected to expand to the TPS system.

Another important component in the education department is the community based adult education program. This program helps Indian adults increase their education level and helps them work toward receiving a General Education Degree (GED).

Adult education also serves as an outreach to communities as well as providing educational opportunities. Participants in the adult education program are given educational opportunities and provided with information about other programs within the Cherokee Nation that could provide them with help, said Quetone.

During 1994 more Cherokee tribal members became interested in learning more about their Cherokee heritage and the Cherokee language.

kee language.

The tribe worked especially hard in 1994 to establish language programs for students of all ages. The Head Start Program is teaching Cherokee with success to its students while leaders within the education department continue to strive to preserve the Cherokee language and culture for future generations.

A 13 week Cherokee language course which enables students who complete the course to teach other Cherokees how to speak, read and write the language, is presently being administered by the education department. The department is also attempting to implement Cherokee language courses into local elementary and secondary schools. In accordance with a Oklahoma state house bill 1017, Oklahoma schools must implement a program of study of at least one language other than English in their curriculum. Tribal leaders are working with schools in northeastern Oklahoma to implement Cherokee, using a curriculum developed by the education department.

"We are proud of our language program and are looking forward to having the opportunity to continue working with area schools," said Quetone.

Sequoyah High School is also beginning its own bilingual education program using a three-year Title VII grant for Transitional Bilingual Education. The program will make use of the language, culture and expertise of the Cherokee, Choctaw, Creek and Seminole Nations to develop a culturally related curriculum and those tribal languages will be part of the program.

At Sequoyah High School the school has experienced a face lift inside and out. The school's dorms and learning facilities has been renovated, the gymnasium has been renovated and added to and new areas of study have been added to the curriculum. The most significant change has been the continued increase in enrollment at Sequoyah over the last few years. The school's enrollment has increased from 247 at the end of the last school year, to 320 students during the fall semester.

"The education staff has been busy this year and has performed well throughout the year. We anticipate continuing to provide a number of services to tribal members and expanding services in all areas," said Quetone.

"The higher education department expanded and we reached out to more students this year to provide information on how to pay for a college education because it is becoming more difficult for students to qualify for funding these day."

-- Jim Quetone, director of education



CHARLES HEAD, self-governance coordinator reads to children in the Head Start Program as part of the tribe's Read Aloud Program.

Sequoyah High School prepares students for 21st century

Sequoyah High School made great leaps during the past year in reaching its goal of becoming a model high school.

Sequoyah's faculty and administration along with Cherokee Nation leaders have steered the high school on a course which will prepare the students who attend there for the 21st century.

New curriculum offerings, the refurbishing of the school's dorms and classrooms, and academic successes have brought the school to the attention to Indian students who live in the Tahlequah area. More local students are beginning to enroll at the school than in years past which has increased the overall number of enrolled students considerably.

New staff have brought new ideas and their expertise to Sequoyah. A Drop-Out Prevention Program (D.O.P.P.) was initiated to provide activities and incentives for students to encourage them to remain in school. The program consists of four components: classroom

activities, competitive activities, a home-school liaison and incentives.

To address the need for bilingual education, Sequoyah was granted a three-year Title VII grant for a Transitional Bilingual Education Project. The grant will address limited English proficiency and encourage excellence in math and science for Sequoyah students. The program consists of four components: instructional, faculty training, curriculum development and summer school. All four components will make use of the language, culture and expertise of the Cherokee, Choctaw, Creek and Seminole Nations to develop a culturally related curriculum and those tribal languages will be part of the program.

According to Gloria Matthews, a social studies teacher at Sequoyah who is the part-time director and teacher for the program, emphasis will be placed in simplifying English with Indian languages.

"It is believed that Indian students learn better within

their own culture that is why the core subjects of English, math and science will be taught using the student's culture," said Matthews. "This will be a unique program in the area and something we hope the community will view as an asset."

Another new program to Sequoyah is the school's agreement with Northeastern State University to allow Sequoyah students to concurrently enroll at the university to gain college credits. The program is open to junior and senior students who are performing well academically and who have elective hours.

Five senior students enrolled at NSU, taking seven hours each. All five have attained their high school credits and the courses they are taking in college will count toward their final high school grade point average.

"We are an active high school. Top students in the area may see what we have going here and come to Sequoyah, which will enhance our school even more," said Gary Smallwood, principal.

Talking Leaves Job Corps Center provides future work force

Vocational training, such as the training provided by the nation's Job Corps centers, produces a vital part of the country's work force.

Nationwide, Job Corps celebrated its 30th anniversary of providing vocational training. One of two Indian emphasis centers in the U.S., the Talking Leaves Job Corps Center in Tahlequah has been offering vocational training for Indian youth for 16 years. With the opening of a new, modern \$12 million Job Corps center in Tahlequah, students are receiving even better vocational training.

The new center houses all the training areas which were offered at the previous site but provides a more modern atmosphere. There are also male and female dorms available for students. The female dorms will also be able to accommodate students who are single mothers in a solo parent wing.

"The living and learning conditions for the students have improved immensely. The classrooms are better lit and there is an overall better atmosphere. We expect to get better results from the students because of this," said Aladin Rodrigues, center director.

More recreational facilities are also be available for students. A gymnasium, two lighted softball fields and lighted basketball and volleyball courts are some of the recreational facilities available to students. Other recreational facilities include weight room, a game room and a hand ball court.

"The facility was really done well, a good job was done on the construction and design of all the buildings," said Rodrigues.

The biggest priority for the staff at TLJC in the coming year will be to improve the center's performance standards and its ranking among other Job Corps centers in the region. According to Rodrigues, the Talking Leaves center should benefit from his long experience in working with Job Corps centers throughout the nation. He plans to meet constantly with the center's staff who are in direct contact with students to correct problems when they occur.

"All the improvements won't happen overnight but we hope to be in the acceptable range by the end of the year. We have a very good staff here and we will have this facility directed toward improving our performance standards," said Rodrigues.

In the past few years, the Talking Leaves Job Corps Center has been recognized for having efficient recruitment and placement staffs. According to Rodrigues,

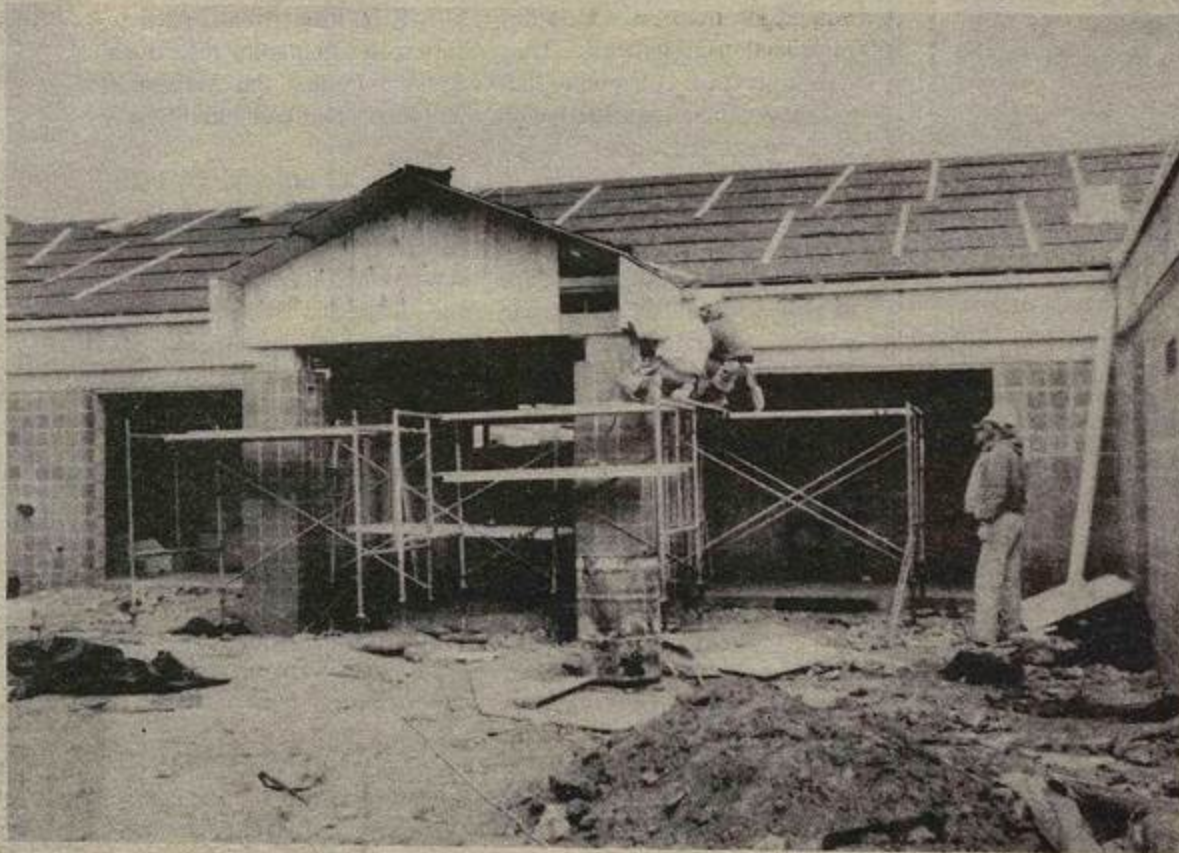
along with vocational and educational training, the staff will begin teaching social skills to students to increase their chances of keeping a job and getting along with co-workers after they are placed in a job.

"We want our students to find jobs and to stay with those jobs. We hope to provide good role models here to train students in social skills so our students will be productive citizens," said Rodrigues. "The students now have a better environment to learn and grow in which makes them feel safe and makes them feel they can call this place home."

The Talking Leaves Job Corps Center is operated by the Cherokee Nation and funded by the U.S. Department

of Labor. Auto body and mechanics; building maintenance, business and clerical, carpentry, cosmetology, culinary arts, diesel mechanics, electrical wiring, health occupations and welding are the areas of training taught at the school. All occupational studies are open to both male and female Indian students between the ages of 16-24.

Students also have the opportunity to complete basic education requirements, including GED testing, at no cost, however, applicants need not be high school dropouts. Unemployed and underemployed high school graduates are also eligible. Eligible students may participate in the Job Corps program for up to two years.





Name: David Mullan, Jr.
Title: Director of Office of Law and Justice.
Education: Master's Degree in International Management; Juris Doctorate from University of Tulsa Law School.
Experience: practicing attorney since 1981.



Name: Chadwick Smith
Title: Tribal Prosecutor.
Education: Bachelor's in Education; Master's in Public Administration; Juris Doctorate from University of Tulsa College of Law.
Experience: served as tribal planning director in 1975-77 and has been a practicing attorney since 1982.



Name: Patrick Ragsdale
Title: Director of the Cherokee Nation Marshal Service.
Education: graduated from Oklahoma Central University.
Experience: 23 years with Bureau of Indian Affairs and serving as the acting assistant secretary.



Name: Mike McCoy
Title: Captain of the Cherokee Nation Marshal Service.
Education: graduated from the Oklahoma Basic Police School, numerous training and firearms certificates including the Advance Firearms Instructor Training.
Experience: has been in law enforcement since 1987.

Law and Justice is one of the most diverse divisions in tribe

As one of the five major divisions of the Cherokee Nation government, the division of law and justice is one of the most diverse.

Under the direction of David A. Mullan Jr., the law and justice staff provide legal consultation to the principal chief, and all tribal programs and services.

"We review and offer legal counsel to all departments on issues ranging from health care to environmental causes," Mullan said. "Due to the size and diversity of the Cherokee Nation, there are a multitude of legal issues that must be addressed on a daily basis."

As director of the division of law and justice, Mullan oversees the activities of the tribal prosecutor, probation officer and tax commission staff, and he provides assistance to the tribe's Election, environmental and gaming commissions.

The tribal prosecutor's office prosecutes crimes committed in Indian Country and represents the Cherokee Nation in juvenile and Indian Child Welfare Act cases before the tribe's district court, Mullan said.

The probation officer provides probation services predominantly juvenile delinquency cases, although Mullan anticipates that adult in criminal cases may eventually become a significant part of his responsibilities.

"Not only does J.R. Claphan, our probation officer, provide probation services but he also takes preventative action and works with at-risk youth in an effort to keep them in school and out of the legal system," Mullan said.

The director of this division is also responsible for coordinating the use of outside attorneys for the defense and prosecution of the tribe's claims in the state and federal courts.



Chad Smith teaches Cherokee history course.

Marshal service working hard to establish better police services

Officers from the Cherokee Nation Marshal Service, have discovered that "routine policing" does not exist in Indian Country.

Officers from the Cherokee Nation Marshal Service are working hard to establish better police services in Indian Country.

According to Pat Ragsdale, director, the Marshal Service duties are a bit more complex than those of city or state officials.

"When the Marshals are in the field, it's necessary for them to be more than just enforcement officers of the state, tribal and federal governments which they represent," Ragsdale said. They have to become community liaisons to the Indian and non-Indian constituents and explain the issues relative to law enforcement and the meaning of Indian Country jurisdiction. This is more complex than the normal practice of police when they are dealing with the general public."

The problems encountered by the Marshal Service are often community-related problems. Poor economy and lack of positive influences are just two examples of what stimulates some of our more prominent crime areas, Ragsdale said.

"A poor economy is directly related to illegal activity including drug abuse, gang violence and child abuse," he said. "Often the stem of the problem is that there are no positive influences or activities for the people to be

involved with."

One way of addressing the dilemmas of Indian Country is to perform what is commonly referred to as "community policing."

"Our officers make every effort to be visible in the communities and to let people know we're primarily there for their protection as well as to ensure they live within the limits of the law," he said. "We intend to focus on measures to provide vigorous enforcement coupled with community education and prevention activities, such as the D.A.R.E. Program and participation in community recreation activities which the Marshal's co-sponsor with community leaders."

With 13 officers, the Marshals cover a vast amount of territory, although the heaviest concentration of activity is in Cherokee, Adair and Delaware Counties. While they specifically address issues on Indian trust lands, the Marshal Service has cross-deputization agreements with most of the county law enforcement agencies in the tribe's 14-county service area and each officer has been deputized as U.S. Deputy Marshals.

According to Ragsdale, the types of cases are similar to that of local and state agencies.

"During this past year, we have been successful in solving some major child abuse cases. We recently worked two cases where the first perpetrator received a 40 year prison sentence and the second, a 39 year sentence," he said. "We have also initiated a youth plan that we hope will deter gang-related ac-

tivities."

While the cases may be similar to that of local and state agencies, Ragsdale said the laws surrounding Indian Country require specialized training.

"Because of special circumstances surrounding Indian Country, the Marshals are required to be well-versed in city, state and

federal procedures," said Ragsdale. "Each of our officers have attended federal police trainings and are more than qualified to do their jobs."

The Marshal Service is headquartered in Tahlequah near the W.W. Keeler Tribal Complex, however there are officers consistently stationed in Claremore.

Tribe's district court brings law, order to Indian Country

Implementation of the Cherokee Nation District Court and criminal penal code in 1990 has proved successful in bringing law and order to Indian Country.

According to David Mullan, director of the tribe's office of law and justice, the court was established to provide effective law enforcement in areas where the state had no jurisdiction, and that is exactly what has been done.

In 1990, the U.S. federal courts determined the state of Oklahoma had no jurisdiction over certain crimes committed in "Indian Country, which includes trust and restricted lands and "dependent Indian communities" as defined by federal law. Therefore, some individuals believed they could commit crimes in Indian Country and nothing would happen to them.

"With approximately 110,000 acres of restricted and trust property within the Cherokee Nation jurisdiction, it was apparent that our tribe would have to enforce its law, or face a dramatic increase in crime rates," Mullan said.

The system is similar to that of state and federal courts in that the Cherokee District Court has jurisdiction over certain criminal offenses when Indian persons are alleged to have committed the crimes and when the crimes have occurred in Indian Country. The district court has a chief and associate district judges as well as a court clerk. Criminal cases are investigated by the Cherokee Nation Marshal Service and prosecuted by the tribal prosecutor, Chadwick Smith.

With a standing docket on the first and fourth Fridays of each month, the court hears cases ranging from assault and battery to matters pertaining to juvenile delinquency and the Indian Child Welfare Act. All proceedings are heard in the tribal courthouse located in the center of Tahlequah, Oklahoma.

The court has been successful in deterring crime, because people now realize they can't expect to commit a crime on Indian Country and get away with it, Mullan said.



Explanation of Public Affairs Department duties listed

Question: What would you do if... A monthly newspaper had to be published by tomorrow and an in-house newsletter had to go out today. Media representatives from the 14 counties of the Cherokee Nation are asking questions about a news release, and two television stations want an interview with the Chief this afternoon. Answer: Call the Public Affairs Department.

The Public Affairs Department of the Cherokee Nation is as diverse in its duties and responsibilities as any department within the tribe, but very few people realize exactly what they do.

Lynn Howard is the Director of Public Affairs, and she has the task of overseeing a department some might call the imagemaker of the Cherokee Nation. "The Public Affairs Department is the hub of the tribe. We are the first stop for anyone needing information about internal affairs," Howard said. "If the media calls, they talk to us first. If an Individual outside the tribe needs

information, they talk to us first. If the Press Secretary of the United States of America requests an interview with the Chief, she talks to us first."

Marsha Harlan is the News Bureau Manager for The Public Affairs Department. Through the Director of the department, Harlan oversees the publication of the official newspaper of the Cherokee Nation, The Cherokee Advocate, and the Cherokee Phoenix, a bi-weekly newsletter distributed to over 1,300 employees.

"We strive to keep the members and employees of the Cherokee Nation informed about important issues that have a daily impact on their lives," Harlan said. "We also do stories reflecting the wonderful past and future of the Tribe, and how we can all benefit through special programs and services offered by the Cherokee Nation."

The Public Affairs Department works with other areas of the Tribe to assist them with graphic design for

brochures, newsletters, and typesetting. Computer graphics are handled by Norma Harvey, publications coordinator.

This Department also has on staff a chief photographer, Sammy Still, and a photographic assistant, Bobby Watkins. Will Chavez is the staff writer, John Guthrie, clerk and circulation and Sandy Reynolds is the administrative assistant.

A new addition to the Public affairs department is Larry Daugherty who will work as projects manager.

"Everyday these people are working with the media or advising other departments in how to deal with them. They schedule interviews, serve as the tribal spokesperson if necessary, and coordinate my busy schedule," said Cherokee Nation Principal Chief Wilma P. Mankiller. "The Public Affairs Department endeavors to build the image of the Cherokee Nation and its people in the eyes of the nation and in the eyes of the world."

Cherokee Nation will soon be on Information Super Highway

The Cherokee Nation Information Systems Department and the National Aeronautics and Space Administration (NASA) have been working together to form a partnership which will provide access to the Internet, the Information Super Highway.

According to Wayne Low, manager of the tribe's information systems department, the Internet is a national and international collection of large and small computers all interconnected to provide an international network of computers. It is estimated that there are presently three million plus computers connected to the Internet and the number of computers with access to the system is increasing astronomically every week.

The access to Internet will be provided through the NASA Science Internet who will also be providing all the necessary hardware for installation of the system. Low has been working with Sheli Jones Meylor, who supports the NASA Science Internet, and Dr. Gary Coulter of NASA Headquarters, to establish the Internet link. The NASA Science Internet is located at the NASA Ames Research Center in Moffett Field California. It is promoting scientific and educational uses of the Internet system to those groups wanting to form a partnership with NASA.

According to Low, NASA will provide opportunities to use the its educational resources using the Internet system, such as the recent pictures taken by NASA by its space probes and telescopes.

The Internet system will also provide many new communication capabilities between the Cherokee Nation and other parts of the world, said Low.

One of the communication capabilities of the system will allow users to send electronic mail anywhere in the world to other users of the system using a computer. Electronic mail can now be sent to U.S. Senators or Congressman as well as to the president and vice president of the United States. Another capability will allow the tribe to perform research on many different topics such as Indian law and Supreme Court decisions.

Installation of the Internet began in November and initially it will be available only to Cherokee Nation employees who work in the W.W. Keeler Complex and Sequoyah High School.

In December, installation of the telephone lines for the system were completed. After establishing a name on the Internet the tribe will receive a one last component needed to access the system from NASA in early January. According to Low, in the near future, a Cherokee Nation network will be completed that will link all Cherokee Nation offices in the tribe's 14-county service area.

The system will be expanded in fiscal year 1995 and the beginning of fiscal year 1996. Expansion will also depend on each department's requirements for having Internet Access, Low said.

Cherokee Nation field offices listed

The Cherokee Nation is reminding tribal members of the 12 field offices located throughout the tribe's 14-county service area.

Various program representatives are available on select days in the field offices to answer specific questions relating to programs or departments. Each office also is staffed to answer general information questions regarding the tribe and its programs and services.

The following is a list of field offices and the times they are open.

Catoosa Field Office

310 Chief Stand Watie Drive

266-3683; open 1st & 3rd Tuesdays of each month, 9 a.m. to 3 p.m.

Bartlesville Field Office

1003 SW Virginia

336-0971; open Monday from 8 a.m. to 5 p.m.

Sallisaw Field Office

PO Box 508, West Ruth Street

775-6226; open Monday through Thursday, 8 a.m. to 5 p.m.

Jay Field Office

PO Box 369, 1015 West Washbourne

253-4219; open Monday through Thursday, 8 a.m. to 5 p.m.

Miami Field Office

102 East Central Avenue

542-6863; open Monday through Thursday, 8 a.m. to 5 p.m.

Stilwell Field Office

PO Box 913, Corner of 3rd and Oak

696-3124; open Monday through Thursday, 8 a.m. to 5 p.m.

Pryor Field Office

PO Box 812, 8 South Elliot

825-2116; open Monday through Thursday, 8 a.m. to 5 p.m.

Locust Grove Field Office

PO Box 551, Willard Stone Circle

479-5807; open Monday through Thursday, 8 a.m. to 5 p.m.

Vinita Field Office

PO Box 981, McNellis Road

256-8595; open Monday through Thursday, 8 a.m. to 5 p.m.

Claremore Field Office

Claremore Indian Hospital

341-8430; open Wednesday, 8 a.m. to 5 p.m.

Warner Field Office

PO Box 726, Houston Johnson Heights

463-3694; open Monday through Thursday, 8 a.m. to noon.

Bingo Outpost is a successful, profitable venture

It could be any day of the week, from mid-day to late night. A hush falls as a crowd of 1,400 anxiously await the next command. The old-timers are focused, the new-comers jittery. The command is given and 1,399 people sigh as one when a piercing scream is heard from the back of the room. BINGO !!!

The Cherokee Nation Bingo Outpost, a business enterprise of the Cherokee Nation, was established in 1991, after the Federal Government passed a law in 1988, permitting Indian tribes to enter into various types of gaming operations. Bingo is considered to be class two gaming.

The Cherokee Nation applied for a Housing and Urban Development action grant, and received the venture capital funding, and followed with a BIA loan to start the first of three Bingo halls.

Tommy Thompson, chief executive officer of the Bingo Outpost Inc., enterprise, notes that great care was taken by the Cherokee Nation before establishing the Bingo Outpost. "There have been various gaming operations across the country in predominantly Indian communities that were a detriment to the tribe," Thompson said. "There was a great deal of discussion before making the decision to pursue the idea."

According to Thompson, the idea was a good one. "Since opening the first Cherokee Nation Bingo Outpost in Roland, Oklahoma, the Cherokee Nation has opened two additional halls, one in Catoosa, and the other in West Siloam Springs," he said. "These have paid dividends to the Cherokee Nation in excess of \$3 million since the first hall opened in 1991."

The future of The Cherokee Nation's business enterprises was taken into consideration when constructing the three facilities. Each was built for alternative purposes so they could be converted into manufacturing plants or retail operations if one day gaming

was not profitable for the tribe.

On any given day or night, seven days a week, the Cherokee Nation Outpost's can seat over 3400 people who have a chance to win \$1 million. The Outposts have also proven to be a boost for the local economies employing over 420 people.

The Catoosa Outpost is the number two bingo facility in the nation on the MEGA network as far as attendance and MEGA representation. MEGA is a national bingo game played nightly via-satellite between approximately 50 Indian bingo halls across the country for a \$1 million grand prize. Four players from the Cherokee Nation Bingo Outpost have qualified for the grand prize.

Todd Davis is the marketing director for the Cherokee Nation Bingo Outpost, and he feels that service to the player is their responsibility.

"We don't have customers we have 'special guests', Davis said. "We have smoking and non-smoking sections, a complete security staff, along with a very knowledgeable management staff. All clerks on the floor are in tuxedo attire, and we have tableside food service that can be ordered while you play."

According to Thompson, Cherokee Nation Bingo Outpost has become a very successful and profitable business venture.



Name: Sharon Swepston
Title: Manager of Cherokee Nation Business Enterprises.
Education: Bachelors of Science degree in Accounting and Business Administration.
Experience: more than 8 years experience in Accounting and Business Enterprise finance and operations.

Enterprises strengthen the tribe through self-sufficiency

The Cherokee Nation receives a significant portion of its revenues from federal and state funding, although it also depends largely on tribal enterprises to supplement many of the operating costs of the tribe.

Sharon Swepston, manager of business enterprises for the Cherokee Nation oversees the daily workings of this department. She notes that money from enterprises benefit the tribe in numerous ways.

"The revenues received from the tribally-operated enterprises are combined with the general operating fund," Swepston said. "This helps support and fund programs such as health, education and social services."

Current enterprises that the Cherokee Nation operates include:

Cherokee Nation Gift Shops, located in Sallisaw and Tahlequah, provide a retail outlet for fine Native American arts and crafts.

Cherokee Nation Poultry Operation, located in the Kenwood Community, raises and sells approximately 1,250,000 broiler chicks per year.

Home Health Services, provides professional nursing services in patients' homes both to tribal members and the general public.

Cherokee Nation Landfill, The Cherokee Nation Landfill is a sanitary landfill open to the public located at Stillwell, Oklahoma.

Tsa-la-Gi Apartment Complex, The apartment Complex is a 202 HUD elderly housing complex located in Sallisaw, Oklahoma.

Other Cherokee Nation enterprises which are not directly managed by the Business Enterprise Department, but provide direct revenue to the tribe include:

Cherokee Nation Industries, an award winning wire and cable harness company located in Stillwell, Oklahoma. This enterprise employs over 300 people

Cherokee Nation Distributors, (Wholly a subsidiary of CNI), is a distributor of AMP and Matrix Science Connectors and other related products.

Cherokee Nation Outpost, Inc., acts as the corporate office of the

Cherokee Nation's Class II gaming facilities. Currently the Cherokee Nation operates three facilities in Roland, Catoosa, and West Siloam Springs, Oklahoma.

"The business enterprises of the Cherokee Nation exist today, as they did yesterday, and as they will tomorrow, to strengthen our tribe through self-sufficiency, and to empower the everyday lives of the members of the Cherokee Nation," said Cherokee Nation Principal Chief Wilma P. Mankiller.



Economic and Business Development encourages economic activity

The Economic and Business Department of the Cherokee Nation operates with a two-fold mission: (1) Business Development to facilitate opportunities for the Cherokee Nation to increase revenues, and (2) Economic Development to provide information and opportunities for individual Cherokee tribal members, and Cherokee communities to increase their standard of living.

To encourage entrepreneurial activity, the E&BD Department has initiated a series of workshops for individuals interested in starting their own business. These workshops are offered free of charge through April for anyone who is interested in starting their own business.

Top professionals from many fields are being utilized to provide potential Cherokee business owners with the best available business information.

In keeping with the same theme, the department recently hosted a conference called "An Income of Her Own." This conference focused on encouraging entrepreneurial activity among young women by showcasing successful women business owners.

The E&BD Department is also partnering with two other local agencies and has established a Tahlequah chapter of the statewide Home-Based Business Organization.

The chapter recently held its organizational meeting and chose "sa-La-Gi" as the chapter's name.

The department works closely with individuals and communities interested in preparing business plans and obtaining financing for their ideas. All areas of technical assistance, writing business plans, and marketing are provided through the department.

In addition E&BD recently applied for micro-lending funds through the Department of Agriculture. If funded these dollars will assist qualified tribal members with financing their small business ventures.

The E&BD department has become active in the Manufacturing Alliance of Northeastern Oklahoma. A broker-agent is being hired by the Alliance that will work closely with manufacturers within the Cherokee Nation by providing needed technical assistance. The broker-agent will play an active role in developing a Cherokee manufacturing council in the future.

Recently, the E&BD department has been working closely with the WIC program to establish a Farmer's Market for the upcoming spring and summer. The program will provide WIC clients with a source of fresh fruits and vegetables and give Cherokee entrepreneurs an opportunity to increase their earnings by growing and selling produce.

The E&BD department is also active in local, regional, state, and national economic planning. The department works

closely with local chambers, civic groups, sub-state planning districts, and many other agencies to encourage economic activity within the Cherokee Nation. Recently the Department staff attended and assisted the West Siloam Springs community with establishing a Chamber of Commerce to aid in the attraction of industry into that area.

The E&BD Department takes a proactive approach to developing business.

In April the department will attend a business trade show in Phoenix, Arizona, to meet with business professionals and attract industry into the Cherokee Nation.

Business proposals are also solicited and accepted through the Department. Because of the potential extensive debt involved with business development, these proposals are put through an extensive evaluation process to decide the feasibility of the project.

The E&BD Department also contains the Credit and Finance and Marketing Divisions. These divisions are involved in activities and programs including the employee loan program, the annual Cherokee Nation Holiday, and promotions such as art shows and dedication ceremonies.

The Economic and Business Development Department is dedicated to building strong community infrastructure, improving the standard of living for Cherokee families, and attracting much needed industry into the Cherokee Nation.



Name: Rhonda G. Clemons
Title: Director of Economic and Business Development.
Education: Bachelor of Science in Business Administration, and Masters in Business Administration.

Experience: former Connors State College Instructor and Director of Mid-Management Program. Began working for the Cherokee Nation in Community Development.

Tribally-owned enterprise increases technical abilities

Cherokee Nation Industries Inc., is a Cherokee owned enterprise, and an important element of the self-sufficiency mission being pursued by the Cherokee Nation of Oklahoma.

The company began in 1969 when W. Keeler, then Chief of the Cherokee Nation, wanted to boost the staggering unemployment rate among the Cherokee in northeastern Oklahoma.

Today Ross O. Swimmer is President of CNI. Swimmer is the former Principal Chief of the Cherokee Nation, and former Assistant Secretary of the Interior.

"The original 1,200 square foot shop Chief Keeler opened in 1969 has been replaced by a 77,000 square foot facility," Swimmer said. "CNI's work force grew from eight people in 1969, to a workforce that today exceeds 300, 90 percent of which are local Cherokees."

The initial objective of CNI was to stimulate economic development for the Cherokee Nation by organizing the purchase of services and goods on Cherokee lands.

"In 1969, when the company was formed, it was providing circuit board assembly services to the Western Electric corporation," Swimmer said. "In the late 1970's, the company's focus was shifted to manufacturing cable harnesses for the military."

Currently CNI is an electrical/electronic manufacturer of wiring harnesses, cable as-

semblies, black boxes, printed circuit cards, and has numerous other capabilities.

CNI has continually increased its technological base. "Currently we are expanding our expertise into the NASA space program through a contract with Rockwell International," said Merideth Fraley, Director of Marketing for CNI. "We will assemble the electrical interconnect system of the solar power module to be used on the Space Center Freedom."

Fraley notes that another important contract which increases CNI's technical abilities is through the Boeing Company.

"CNI has recently reached an agreement with Boeing," Fraley said. "We are scheduled to build the electrical support harnesses for the AWACS system on the 747 aircraft."

Prime Contractors employing CNI include Boeing Defense and Space, FMC Corporation, General Dynamics Land Systems, General Electric, and Martin Marietta, to name a few.

Sales have increased steadily over the past 25 years. The first year in operation the company had \$250,000 in sales. Today, CNI is a \$15 million operation. The company's best year to date was 1988 when sales topped \$25 million.

In 1989 Cherokee Nation Distributors, a subsidiary division of CNI was created to distribute electronic parts for in-house as-

semblers and the Federal prison industries.

Swimmer is especially satisfied with CND's newest project.

"CND recently landed a 3 year, \$3.9 million contract with McDonnell Douglas in St. Louis, to distribute fuse connectors for the F15 fighter jets," Swimmer said. "This contract will increase CND's profits by 20 percent over the next three years."

Nearly 26 years ago W.W. Keeler had a wish for the Cherokee Nation that is being realized daily through Cherokee Nation Industries. Self-sufficiency and Self-determination.



Health Service Division continues to move forward



Name: Pamela E. Iron
Title: Executive Director for the Health Service Division.
Education: Bachelor's Degree in Speech Pathology and Audiology. Master's Work in Guidance and Counseling.
Experience: more than 20 years in all aspects of health care.



Name: Jeannie Lunsford
Title: Senior Associate Director of Health Services.
Education: Health Care Administration.
Experience: more than 22 years in both private and tribal health administration.



Name: Rick Kelly
Title: Senior Associate Director in administration and fiscal management services.
Education: Master's Work toward Business Administration.
Experience: more than 16 years in tribal business administration.

Receiving quality and timely health care has been a concern of many people throughout the United States during the past year. With health care reform stalled in Washington D.C. the Cherokee Nation Health Service Division continues to move forward in providing quality health care to its tribal members.

The Cherokee Nation Health Services Division staff is approximately 500 strong, making up almost a third of the total number of tribal employees currently employed by the tribe. It is also the largest division of the five tribal divisions.

"The importance of our staff cannot be underestimated. Without our more than competent staff the health services division would not be able to provide all the services it provides today," said Pamela E. Iron, executive director of the health services division.

The health services division is in its second year of a self-governance compact with the IHS which has enabled the tribe to receive more money for health care. It also has given the tribe more autonomy with spending its share of health care monies. Under the compact the tribe is authorized to plan, conduct, consolidate, administer, redesign services and reallocate funding.

The tribe will be receiving 2.6 million dollars in additional funds for fiscal year 1995 to operate the new Stilwell health center. Also, an additional 1.5 million in funding for contract health care will be received at the tribe's five health centers to be used for specialty care and tests.

There are four major components of the Cherokee Nation Health Services Division. They are the office of program operation management, the office of administration and fiscal management, the office of professional services and the office of health policy, planning and evaluation.

The office of program operations management is the largest of the four components. It is made up of medical services which oversees the tribe's five clinics and emergency medical services. The component also in-

cludes the Jack Brown Center and community health services.

The office of administration and fiscal management continued to provide direction and leadership for administrative and fiscal management functions for the health services division throughout the year. The office will be administering a larger share of funding for health services for fiscal year 1995 than in previous years due to the self-governance compact entered into between the Cherokee Nation and the federal government.

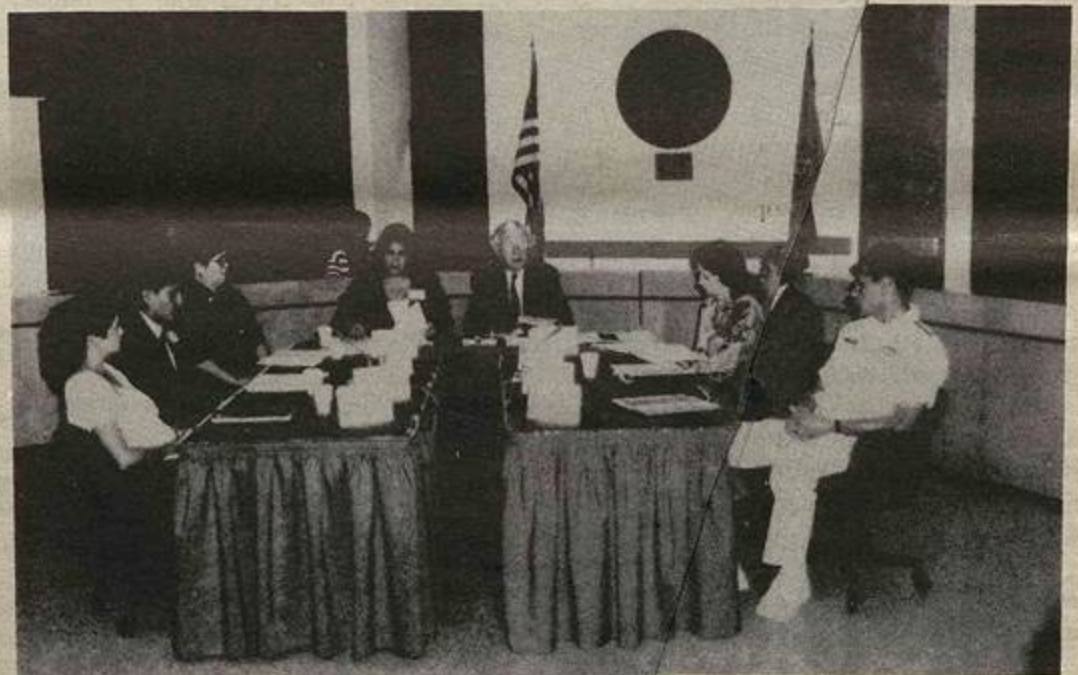
The office of professional services headed by medical director, Dr. David Kingfisher. The services under the office include the food and nutrition department; recruitment; nursing services; behavioral health services; and health promotion/disease prevention.

Keeping abreast of all policy issues affecting Indian health care is

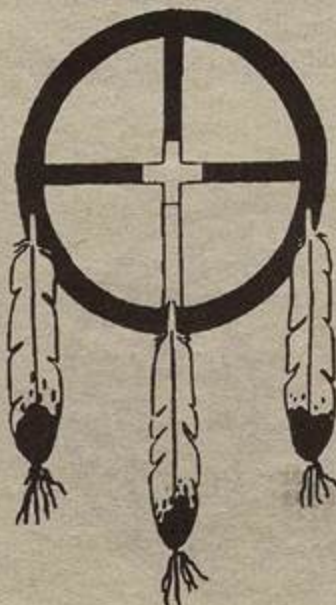
the function of the office of health policy, planning and evaluation. The office is also responsible for the development of policy options and coordination of systems development.

"The staff of the health services division realize the importance of providing the best possible health care to tribal members. We are honored to be able to provide many different services to the tribe and hope to continue having a model health services division that will continue to make the tribe proud," said Iron.

"The staff of the health services division realize the importance of providing the best possible health care to tribal members. We are honored to be able to provide many different services to the tribe and hope to continue having a model health services division that will continue to make the tribe proud." -- Pamela E. Iron, executive director of health services division.



Dr. Philip R. Lee, head of U.S. Public Health Service and Dr. Michael Trujillo, director of Indian Health Service, visit with tribal officials.



Wilma P. Mankiller Health Center is scheduled to begin services in March.

Community health services provides link to people

The programs and agencies within community health services provide a link to people in the communities within the Cherokee Nation jurisdictional area.

Community health has three major components which are community health representatives, health education and developmental disabilities.

Community health representatives (CHRs) have been in service with the tribe for more than 26 years. Cherokee Nation CHRs are called upon to provide many different tasks including health screenings, transporting the elderly and disabled, setting up health screenings in communities and interpreting the Cherokee language for some patients.

"I am extremely proud of the CHRs and their support staff. They are the program and are responsible for its success and longevity," said Ida Sue Gray, CHR manager.

The health education program is designed to decrease health care costs for the Indian population by promoting good health practices through health education programs. The tribe's health educators reach the public through community outreach events, by traveling to schools and by using clinic-based programs.

One of the main focuses of tribal health educators has been to bring home to Cherokee communities the danger of HIV and AIDS. Health educators are informing communities that HIV and AIDS are

no longer confined to urban areas but is now also reaching rural areas. Throughout the year health educators participated in forums that educated tribal members and employees about the dangers of HIV and AIDS.

The community health department was instrumental in forming the AIDS Coalition for Indian Outreach (ACIO) to promote HIV/AIDS education and outreach, not only for Cherokee tribal members, but for Native Americans throughout Oklahoma.

In its attempt to cover all health areas the Cherokee Nation also has services for the disabled.

Disabilities services is a non-profit Medicaid contracted agency. It provides individuals eligible through Department of Human Services guidelines, with vocational orientation to live in their own home and develop skills that increase independent living.

Disabilities services offers developmental disabilities and vocational rehabilitation services. The services offer physical and mental therapy, counseling, assistance with vocational training and transportation to and from the workplace, in addition to many other types of services to the developmental disabled.

In November of last year, disability services' vocational rehabilitation program received an award of excellence for providing outstanding services to its clients, from the Oklahoma Department of Human Services.



Name: Brenda M. Patterson
Title: Interim Director of the Jack Brown Center.
Education: Bachelor of Science Degree in Psychology/Sociology.
Experience: 21 years of working with youth and substance abuse programs.

Tribe's food, nutrition program works to combat hunger

Hunger in this country has received a lot of attention during the last few years.

It is not limited to one geographic region of this country anymore, it has become a nationwide problem. There are people who go to bed hungry every night and face hunger everyday.

The Cherokee Nation's Food and Nutrition Department works hard throughout the year to combat hunger in the tribe's 14-county jurisdictional area. The department consists of a food distribution program and a Women, Infants, and Children (WIC) Program. The staff of both programs reached as far as its resources would allow to serve those in need in 1994.

The Tahlequah Food Outlet, which opened in 1993, continued to serve approximately 9,000 people each month. Funding was secured to open another food outlet in Marble City, in Sequoyah County. Since its opening in August, the number of clients using the Marble City outlet from throughout Sequoyah County has increased each month.

"We are proud to have a food outlet in Marble City. It is one example of good community representation by the councilmembers who brought it to the tribe's attention an outlet was needed in Marble City," said Principal Chief Wilma Mankiller.

The outlet took the place of what had been a tailgate site in Marble City. A tailgate site utilizes trucks to deliver donated foods to selected communities

for distribution. There are 25 tailgate sites throughout the Cherokee Nation's 14-county jurisdictional area to serve those clients not using the food outlets.

"Our idea for the food outlet is to give people a better choice of foods. They can choose the foods they want and they don't have to take what they don't want. At a tailgate site people are not given a choice of what foods they get which sometimes creates waste when people don't use the foods given to them," said Sherrie Perry, director of food distribution. "The food outlet also enables people to get the food they need in a dignified manner."

Another food outlet will open soon in Jay. This outlet will serve communities in Delaware County.

The WIC Program also expanded its services to ensure women and children in the program received proper nutrition.

The WIC Program initiated a Farmer's Market Program early in the summer to provide eligible WIC participants the chance to purchase fresh fruits and vegetables during the summer growing season. WIC participants used coupons to purchase produce at participating markets in Adair, Cherokee and Delaware Counties. A total of 2,500 coupons in the amount of \$12,500 was redeemed by participants with the greatest financial need. The WIC Program hopes to increase the number of participating markets in 1995.

The Cherokee Nation WIC

Program also helped celebrate the National WIC Program's 20th Anniversary in July. The tribe celebrated its 17th anniversary of being involved with WIC.

"The tribe had a WIC program before a lot of large states did," said Brenda Kirk, director of food and nutrition.

Throughout the year the

tribe's WIC Program serves approximately 7,000 clients. There are 15 WIC sites throughout the nine districts of the Cherokee Nation, including those in each tribal clinic and Hastings and Claremore hospitals.

"I truly believe this is one of the best programs in the nation," said Kirk.



Tribal member takes advantage of the Tahlequah food outlet.



Name: Brenda K. Kirk
Title: Associate Director for the Food and Nutrition Program.
Education: Bachelor of Science Degree in Home Economics, Foods and Nutrition.
Experience: more than eight years in the economics, food and nutrition field.



Name: Rhonda B. Stanley
Title: Director of Community Health Services.
Education: Bachelor's Degree in Nursing.
Experience: more than nine years in the nursing field.

Medical services is a vital part of health services division



Name: David Kingfisher
Title: Director of Medical Services.

Education: Bachelor of Arts Degree in Philosophy; Juris Doctorate Degree; and Medical Doctorate Degree.
Experience: more than 12 years in the medical field including a family practice.



Name: Robert Baker
Title: Director of Health policy/planning and evaluation.

Education: Bachelor of Science Degree in Pre-Medical Science and working on his Master's Degree in Public Health and Administration.
Experience: more than three years in the health field and administrative health.



Name: Rhonda Y. Cochran
Title: Associate Director for Behavioral Health Services.
Education: MSW, LCSW, CADC, NCAC II, CCS, Oklahoma State Department Health Certification-Post HIV Counseling.
Experience: more than 17 years working in the health field.

Cherokee Nation's Medical Services is comprised of three programs which are a vital part of the tribe's health services division.

The three programs are ambulatory clinic services, emergency medical services and the eye care program. The largest program is the ambulatory clinic services which is comprised of the five rural health centers in Nowata, Jay, Salina, Sallisaw and Stilwell.



"Combined, the five clinics served more than 10,000 patients in 1994," said Pamela E. Iron, executive director of the health services division.

The Redbird Smith Health Center in Sallisaw, which was opened in 1992, is the most modern and largest clinic. It has been the fastest growing clinic in the number of new patient charts during the past two years.

Even more patients are expected to be served in the coming year with the opening of an even more modern and larger clinic in Stilwell and the building of a new clinic in Salina.

The 36,374 square foot Wilma P. Mankiller Health Center will have 100 additional staff and will provide more services. It will also house optometry, dental, x-ray services, laboratory,

pharmacy, nursing and other services that are currently offered at the separate health and dental clinics in Stilwell. The clinic is expected to open in February 1995.

"The new clinic in Stilwell is something tribal members in Adair County have needed for a long time. The clinic will have much to offer and we are extremely excited and proud that it will be opening soon," said Iron.

A new clinic in Salina is scheduled to begin being constructed in early 1995. The 12,200 square foot clinic will provide the same services currently provided at the current clinic but

will provide more space for patients and staff.

The EMS unit provides emergency medical services to primarily W.W. Hastings Hospital and Cherokee County and the eye care program operates a mobile eye clinic which provides eye examinations and referrals to tribal members. The clinic currently rotates to four of the five tribal clinics. The mobile eye clinic was initiated by a grant from the W.W. Kellogg Foundation in 1990 and Northeastern State University Optometry School provides fourth year students and supervision for patient care.



Cherokee Nation EMS assists with traffic accident.

EMS continues to expand

Cherokee Nation's Emergency Medical Services (EMS) continues to expand to serve tribal members and Cherokee County.

Operating with 31 staff people, the EMS program is made up of a comprehensive EMS Training Program and an advanced level of ambulance service.

The program coordinates the training and resources of tribal staff and community volunteers to improve the delivery of EMS services to rural Indian communities within the Cherokee Nation. It also provides an ambulance service with fully trained, highly qualified emergency medical technicians (EMTs). A trained paramedic is on duty at the Tahlequah facility seven days a

week, 24 hours a day.

The EMS Training Program consists of an Oklahoma State Department EMS Division certified training facility in Tahlequah and a comprehensive outreach training program for rural communities. Throughout the year, the training facility trains persons wanting to qualify as an EMT.

Operating on a fee for service basis, the EMS medical technicians answered approximately 2,500 calls in 1994. The number of calls answered by EMS will likely increase with the implementation of a 911 emergency phone system in Cherokee County in the near future.

EMS will have more resources to answer calls with since

a new ambulance was recently added to the four already operated by EMS.

"The purchase of a new ambulance was very significant for us since the ambulances we have now have more than 100,000 miles on them," said Linda Ford, EMS director.

A mass casualty unit is also utilized by EMS which contains enough equipment and supplies to handle up to 150 casualties, according to Ford. The truck has been used in recent natural disasters and a hazardous material spill.

"We have responded several times to calls outside the county for numerous situations. Other counties are starting to call on us more," said Ford.

Other EMS services include a specialized rescue team which can rescue people in confined spaces, water and rough terrain and the Jaws of Life, purchased in early 1994, which can quickly cut open a car to extract a person who is trapped in a car after an accident.

The tribe's EMS program also participated in the efforts, with citizens in Cherokee County, to have the 911 emergency phone system placed on the ballot during the elections held in Cherokee County during November. EMS also helped bring to attention the need for the 911 system to Cherokee County citizens by going into communities to explain how the system will work. Seventy-five percent of the citizens who voted in November voted yes for the 911 system.

Cherokee Nation health centers and clinics

Sam Hider Community Clinic
1015 Washburn
Jay, Okla. 74346
(918) 253-4271

Nowata Health Clinic
304 W. Cherokee
Nowata, Okla. 74048
(918) 273-0192

Stilwell Indian Health Clinic
1311 W. Locust
Stilwell, Okla. 74960
(918) 696-6911

Redbird Smith Health Center
301 S. J.T. Stites Avenue
Sallisaw, Okla. 74955
(918) 775-9159

Salina Community Clinic
P.O. Box 936
Salina, Okla. 74365
(918) 434-5397

Indian Health Service Facilities

W.W. Hastings Hospital
100 South Bliss Avenue
Tahlequah, Okla. 74464
(918) 458-3100

Claremore Indian Hospital
101 South Moore Avenue
Claremore, Okla. 74017-5091
(918) 342-6200

Health Promotion/Disease Prevention Program teaches tribal members about benefits of having healthy lifestyles

Observing the Cherokee Nation one would see immediately that health issues are a major concern to the leadership of the tribe.

Every year millions of dollars are spent by the tribe's health services division meeting the health care needs of tribal members.

The cost of health care is rising every year. Having the resources to take care of most of the health needs of tribal members is important but health promotion and prevention of illness may be a solution to keep health care costs down.

The mission of the Cherokee Nation Health Promotion/Disease Prevention Program is to teach tribal members about the benefits of having a healthy lifestyle, a lifestyle of fitness and good health without drugs and alcohol.

The program also coordinates various types of health screenings.

Using a grant from the Robert Wood Johnson Foundation called the "Healthy Nations: Reducing Substance Abuse Among Native Americans" Grant, the

five person staff in HP/DP for the first time developed and implemented programs which will help to keep children and adults healthy and drug free. HP/DP also worked with programs and departments within the tribe's health services division to promote healthy activities.

"We are proud of being able to establish our own role as a coordinating unit. In implementing wellness activities throughout the year, we have worked with and assisted other programs in the tribe to avoid overlapping of duties. We have established and defined our direction," said Lisa Perkins, HP/DP coordinator.

One of the highlights during the year for HP/DP was assisting Stilwell Elementary School to establish a wellness program.

HP/DP provided a fitness curriculum and training for the instructors of the wellness program which has increased the student's knowledge of physical fitness and nutrition as well as improve children's attitudes toward health and wellness.

Other accomplishments HP/DP had was organizing smoking cessation classes and compiling a phone book with the toll-free 800 numbers of drug prevention agencies in the Cherokee Nation's 14-county service area.

More than 75 tribal members and employees completed the smoking cessation classes held at W.W. Hastings Hospital, four tribal clinics and the W.W. Keeler Tribal Complex.

A major accomplishment for the HP/DP program was the establishment of links with the Stilwell community to organize a substance abuse prevention program. The accomplishment was part of HP/DP efforts to work with the Stilwell school system and the city's social service agencies, among others, to encourage community involved in preventing drug abuse.

"This was the staff's first full year together. Each of us performed distinct roles but we all worked well together which made us successful in assisting with and coordinating wellness activities for the entire service area," said Perkins.

Behavioral health continues to expand services

During the past year behavioral health services including substance abuse prevention and outpatient services, mental health services and social services came to the aid of many teens and adults with substance abuse, behavioral health and social problems.

Behavioral health services serves a number of tribal members through its tribal health centers and is continuing to expand its facilities to reach those who need assistance.

A treatment center for Native Americans adults with substance abuse problems will be opened in Locust Grove in 1995. Clients who are admitted will receive intensive treatment for problems associated with alcohol and drug use. Individualized plans for treatment will be negotiated and implemented to develop new life skills and to eliminate substance abuse and other self-destructive behaviors.

The treatment center will be a 14-bed, co-educational, residential treatment facility. The minimum length of stay will be 45 days. A self-contained program that provides recreational, vocational, occupation, spiritual, cultural and psychological treatment components, as well as substance abuse counseling will be offered.

"We are pleased that the Cherokee Nation has purchased a building in Locust Grove for an adult treatment center. We will be renovating the building soon and finding staff for the center," said Rhonda Cochran, associate director for behavioral health.

Behavioral health also encompasses the Jack Brown Treatment Center.

The Jack Brown Treatment Center, situated on the campus on Sequoyah High School, provides residential treatment to teenage students who have substance abuse problems. More than 40 teens who were referred to the center were discharged after completing treatment and the center served teens from approximately 45 different tribes throughout the year. This cultural diversity enables residents to become familiar with the beliefs, customs and practices of many different tribes.

Standard therapy practices are available to clients who use the facility as well as art therapy taught by a registered art therapist. Native American methods of therapy are also used such as a sweat lodge.

"We are pleased that the Cherokee Nation has purchased a building in Locust Grove for an adult treatment center. We will be renovating the building soon and finding staff for the center." -- said Rhonda Cochran, associate director for behavioral health.

Nursing services continues to fill positions needed

In a time when nurses are needed in the medical field the Cherokee Nation's Nursing Services is continuing to fill the positions needed in public health nursing and home health.

The public health nurses (PHN) operate out of the tribe's five clinics and W.W. Hastings and Claremore Hospitals. PHNs perform many tasks each week during the year for Indian Health Service (IHS) eligible Indian patients throughout the Cherokee Nation's jurisdiction area.

Some of the duties performed by PHNs include handling patients released from surrounding hospitals who are not using home health care. The PHN assigned to the patient may make appointments for the patient at the nearest tribal clinic, ensure a patient is receiving the treatment they need and teach people to take care of themselves after being released from the hospital.

PHNs work heavily with tribal community health representatives to provide the best care possible to the patient and to avoid duplicating services. PHNs also provide high levels of immunizations to children and follow-up on those children who miss their scheduled immunizations. In cases where a child needs further care the PHN will refer them to a pediatrician.

The Cherokee Nation's Home Health Agency is a free standing, not for profit home health care agency. The agency provides professional nursing services in seven counties of the 14-county jurisdiction area through training family members and patients to eventually care for themselves while recovering at home. The training decreases medical costs by allowing shorter periods of hospitalization.

The agency serves Indians and non-Indians who have payment source such as medicare or private insurance and patients must be referred by their physician to be eligible for the program.

In the past year the agency instituted Infusion Therapy and Physical Therapy, for all areas covered by the agency and adopted the Oklahoma Association of Home Care's code of ethics. The code provides members of the association with a set of guidelines for professional and ethical conduct within the state's home health care industry.

In September, the agency was granted licensure by the Oklahoma State Health Department (OSHD) to operate a home health agency in Oklahoma. The licensure allows the OSHD to survey all agencies, not just Medicare participant agencies, to ensure home care patients receive quality care.



Public Health Nurse, Carolyn Holbird, administers a flu vaccine to a Cherokee Nation employee.

Council amends tax code to include fuel

A recent ruling by the 10th Circuit Court of Appeals that exempts Indian tribes from paying state taxes on motor fuel sold on Indian Country lands has stirred much controversy.

In *Chickasaw Nation vs Oklahoma Tax Commission*, the court ruled that Indian tribes are exempt from paying the tax charged by states when motor fuels are sold on lands designated as Indian Country.

Although the ruling does not affect individual tribal members, as it was specific to tribally-owned businesses, it has caused much controversy with petroleum marketers and the Oklahoma Tax Commission who are hoping the U.S. Supreme Court will overturn the lower court's decision.

According to George Bearpaw, executive director of tribal operations, retail petroleum marketers are upset because they are afraid of having their prices undercut by tribally-owned businesses, while the Oklahoma Tax Commission is concerned about the loss of revenue to the state.

"Other tribes are already involved in the gasoline

business and have remained competitive with other petroleum marketers," he said. "It simply would not be sound business to undercut non-tribal competitors so much that the tribe itself doesn't reap any benefit. The tax revenues that would have gone to the state are being put toward tribal budgets."

According to Bearpaw, the Cherokee Nation does not currently operate any gasoline businesses; however, tribal council recently passed an amendment to the Cherokee Nation Tax Code that opens the door for such an endeavor in the future.

"We're not in the gasoline business right now and have made no definite plans to do so, however we are keeping a close eye on the case and have passed the legislation that would allow us to go into that field in the future if it proves to be of benefit to tribal members," he said.

According to Bearpaw, the major tribes in Oklahoma, including the Cherokee Nation, have passed legislation imposing taxes nearly equal to the tax imposed by

the state, so that eliminates the severely undercut prices feared by petroleum marketers.

"The motor fuel issue is similar to the tobacco tax issue tribes faced in 1990. Like the tobacco issue, a motor fuel tax would be collected by tribes and revenues would go toward programs that serve tribal members," he said.

As for the concerns of the Oklahoma Tax Commission, Bearpaw said, Indian tribes put forth a significant amount of money into the system that benefits the general public.

"Tax revenues have been used to extend waterlines that serve both Indians and non-Indians and maintenance of tourist sites that bring visitors to Oklahoma. A portion of any revenues raised by the tribal tax could be budgeted to supplement Cherokee Nation's roads program, which benefits Indian and non-Indian alike," Bearpaw said.

"Our goal is to work hand-in-hand with the state, while providing the best services possible to our people, who by the way are not dependent on state operated programs because they can come to us for assistance."

Arkansas Riverbed ownership

In 1970 the U.S. Supreme Court ruled that the Cherokee, Choctaw, and Chickasaw Nations, not the State of Oklahoma, own a 96-mile stretch of the Arkansas Riverbed.

In 1907, tribes in Indian Territory were forced to give up most of their land for allotment to tribal members. The Arkansas Riverbed was not allotted but instead put into federal trust for "use and benefit of the three tribes," according to the 1906 Act. In 1908 the Secretary of the U.S. Department of Interior wrongly advised the State of Oklahoma that it held title to the Arkansas Riverbed.

When Wilma Mankiller became Principal Chief of the Cherokees she began working with the Choctaws and Chickasaws to protect the three Nations' legal interest in this property. "The history of trying to see that justice is done in this case is extraordinary," Mankiller said. "For years we have negotiated with various governmental administrations for settlement, but no single federal agency wants to pay the government's obligation."

"Once again this year we explored introducing federal legislation as a way of recovering damages for lost land and resources as a result of the McClellan-Kerr Navigation System," Mankiller said. "We have also been pursuing claims against the federal government for mismanagement, and for breach of trust obligations."

During the 1950's and 1960's the U.S. Corps of Engineers built the McClellan-Kerr Navigation system on the Verdigris and Arkansas Rivers. No compensation has ever been paid to the Cherokees, Chickasaws, or Choctaws for tribal lands, or minerals taken from the river during construction.

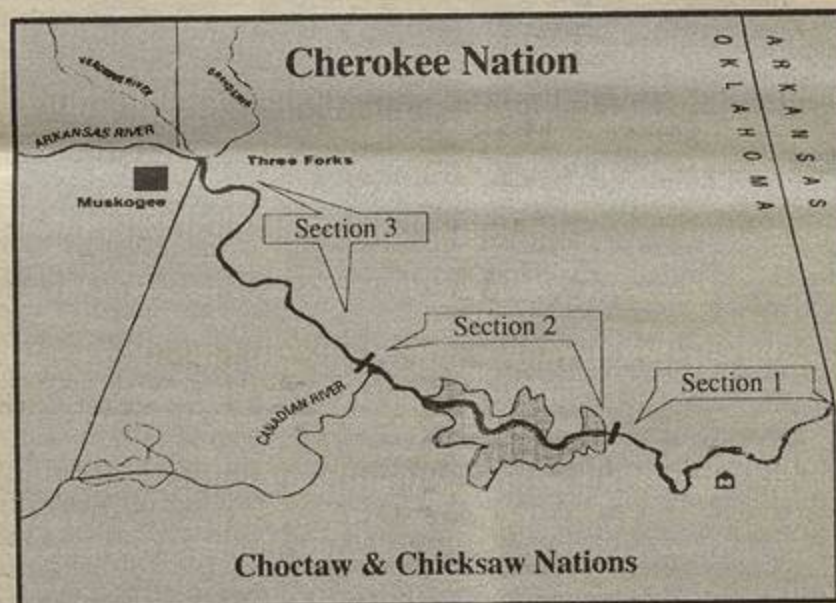
Because of the federal government's asserted right of "navigational servitude," the Corps of Engineers controls the flow of traffic in the river.

If negotiations with the government continue as they have in the past it is likely more than 3,000 individuals and companies occupying approximately 11,000 acres of Cherokee land will be considered trespassers and forced by the federal government to relocate.

In order for the Cherokee Nation to protect its rights in the land, several thousand lawsuits must be filed against these people to remove them from tribal property. Some estimate it would take more than two decades to settle this in court.

During 1993 and 1994 efforts by the Cherokee Nation to negotiate a settlement increased, but breakdowns in negotiations between the three tribes and the Departments of Justice and the Interior had a detrimental effect on congressional support for a reasonable settlement.

Sections 1 & 2 = Cherokee, Choctaw & Chickasaw ownership
Section 3 = Cherokee Nation ownership



Section 1

28 miles west from the Arkansas border, approximately 11,000 acres. This section contains land exposed due to the manmade movement of the river channel during construction of the navigation system. Because of potential for oil and gas leases, this is the only portion of the 96-mile stretch of the riverbed which has any real value to the tribes but it is currently occupied by approximately 3,000 individuals and companies. Many of these individuals are Cherokee. In order to realize any benefit from this land, several thousand lawsuits must be filed against these people to remove them from tribal property. Some estimate it would take more than two decades to settle this in court.

Section 2

This 30-32 mile portion of the original Arkansas Riverbed channel is under Kerr Reservoir. Because this lake is owned by the U.S. Army Corps of Engineers, this portion of the riverbed is basically useless. All of the tribes' property in this section is under water and can't be accessed.

Section 3

Of the portion owned solely by the Cherokee Nation, only 100 acres is usable. These 100 acres are scattered in small plots over a 34-36 mile stretch to the Canadian River. Much of these 100 acres can't be accessed by road. The remaining 5,000 acres of Cherokee property is under water and not accessible.

Tribal leaders discuss prospects of opening a motel

The Cherokee Nation is once again preparing a proposal to renovate and restore The Lodge of the Cherokees.

The Lodge of the Cherokees was closed in 1988, in order to temporarily house the Talking Leaves Job Corps organization while a new facility was under construction.

The Cherokee Nation contracted with the Department of Labor to build a \$6 million dollar facility to house the center's more than 200 students.

Tribal administrators have been exploring ways to best use the former lodge after Talking Leaves Job Corps relocates.

One option that has been considered is to buy into a motel franchise. In order to do that the building would have to be renovated to meet franchise standards and the costs of doing this far outweigh the potential for profit.

Tribal Administration has done extensive research for the motel renovation project and worked to uncover the most profitable alternatives for the Tribe's financial interests.

The Cherokee Nation conducted feasibility and market studies and these concluded that the market was marginal for this kind of project and did not appear to be at all profitable.

The Idea to bring the motel back is not completely out of the question. Administrators note that years from now if traffic counts are up and tourism has grown it is possible to reconsider reviving the motel concept.

Tribal Administration feels this site could best be used for office space, as meeting rooms and suites, and as a training facility for various tribal departments.

The tribe has at least six programs that are leasing buildings and offices outside of the tribal complex. This would be an ideal opportunity to situate them on Cherokee Nation properties, and begin to utilize the Lodge to it's fullest potential.

Delawares continue efforts toward self-recognition

Since 1867, the members of the Delaware Tribe of Indians have been a part of the Cherokee Nation, with full rights of Cherokee citizenship.

Former Delaware Chief Lewis Ketchum endeavored to change that status by proposing a complete separation of the Delawares from the Cherokee Nation, and separate federal recognition of his tribe.

In a letter to Ketchum from Patrick Hayes, Deputy Commissioner of Indian Affairs, Hayes noted that the federal government's relationship with the Delaware Tribe is through the Cherokee Nation.

The Delaware's status was defined by the agreement of 1867 between the Cherokee and Delaware Tribe and was later confirmed by Congress. Moreover, decisions of the Supreme Court have made it clear the Delaware's are full citizens of the Cherokee Nation with political and property rights.

According to Cherokee Nation Principal Chief Wilma P. Mankiller, before the Delawares separate several issues and concerns must be addressed so members of both tribes will understand how they and their families could be affected. These matters of concern include:

1. After separation, who will exercise criminal jurisdiction over Delaware allotments? What impact will separation/separate federal recognition have on each service program administered by The Cherokee Nation.

2. Under the Indian Gaming and Regulatory Act, Delawares will not be able to take land into trust anywhere in Oklahoma for purposes of operating a gaming facility.

3. If separation is accomplished, will Delawares who now live on Cherokee allotted lands retain their federal protection since they would no longer be members of the five tribes. M. Sharon Blackwell, Interior Solicitor for The Department of the Interior, recently gave an opinion

that there is some doubt the allotments would retain their federal protection.

4. Whether Delawares understand that by separating from the Cherokee Nation, the Delaware Tribe and individual Delawares must agree to relinquish all claims to all assets and property of The Cherokee Nation, including claims (and proceeds thereof) against the United States.

5. Whether each individual Delaware be given a choice to remain as a member of The Cherokee Nation, or whether a majority vote to separate shall result in the separation of all Delawares. In the latter case, should there be a mechanism to allow those Delawares who wish to remain with Cherokee Nation to re-enroll.

In a letter to Lewis Ketchum, Mankiller said she believes only an act of congress can separate the Delaware Tribe from Cherokee Nation and that separation cannot be obtained through the BIA's administrative recognition process.

Cherokee/Delaware Discussion

11 CNC § 35:

§ 35. Recognition of Delaware Tribe of Cherokee Nation—Rights and duties of Delaware Tribe and Cherokee Nation and citizens thereof—Proposal of and conduct of referendum upon governing document for Delaware Tribe—Election of tribal officers

A. The Cherokee Nation hereby recognizes that since 1867 the Delaware Tribe of Indians has maintained a separate, distinct identity within the Cherokee Nation with its citizens having full rights of Cherokee Citizenship.

B. The Cherokee Nation does recognize the Delaware citizens to be members of the separate, domesticated Delaware Tribe with all inherent rights retained by the Delaware Tribe not specifically restricted by the Congress of the United States.

C. The Cherokee Nation shall assist, as requested by Delaware Tribal resolution, to purchase and have placed in trust, land on which to develop income generation economic business and industry. No monies shall be committed for this purpose from the Cherokee Nation except as shall be authorized and appropriated by the Cherokee Nation. Revenues derived from land so placed in trust or businesses established are to be used for the exclusive benefit of the Delaware Tribal Council by such resolutions as may be appropriate.

D. The Cherokee Nation will permit independent operation of the Delaware Tribe, its elected officials, citizens and businesses, except upon request by resolution from the Cherokee Nation.

E. The Delaware Tribe will conduct its business in a manner to permit independent operation of the Cherokee Nation, its elected officials, citizens and businesses, except upon request by resolution from the Cherokee Nation.

F. Delaware Tribal citizens that are on or descendants from the Dawes Roll, June 21, 1906 (34 Stat. 325) shall remain full citizens of the Cherokee Nation pursuant to the Constitution of the Cherokee Nation; provided, that no elected officer of the Delaware Tribe of Indians shall seek or hold office within the Cherokee Nation tribal government, nor shall an elected official of the Cherokee Nation tribal government seek or hold office within the Delaware Tribe of the Cherokee Nation.

G. The Cherokee nation will assist the Delaware Tribe through the Cherokee Nation's recognized government to government status with the United States to protect legally and governmentally the Delaware Tribe's citizens, property, industries and businesses. No appropriations from the Cherokee Nation shall be used for such protection. Funds available from the United States government may be requested by the Delaware Tribe for such purposes.

H. The Delaware Tribe shall not attempt efforts that would lead to a separation of the citizens or tribal government from the Cherokee Nation nor shall it seek federal funding for programs separate from the Cherokee Nation.

Cherokee/Delaware Discussion

The Cherokee Nation shall remain the only tribal organization to administer federal programs, grants in aid or other special funding that may be available from time to time from the federal government, except, as provided in subsection (G) of this section; provided that all benefits of federal, state or local funds that might become available to the Cherokee Nation shall be available to citizens of the Delaware Tribe on the same basis as all other Cherokee citizens.

I. The Delaware Tribe is prohibited from adopting any governing document or passing any tribal laws, ordinances or resolutions that are contravenient to or inconsistent with the Constitution and laws of the Cherokee Nation. Any disputes regarding this provision or other laws affecting the relationship of the Delaware Tribe and the Cherokee Nation shall be resolved by the Cherokee Nation Tribunal after the filing of an appropriate action by one of the parties.

J. The Cherokee Nation hereby authorizes and requests the Delaware Tribe of Cherokee Nation to propose and present a governing document, properly titled, to the Delaware citizens for their adoption or rejection. The authorized voters, for purposes of this election, shall be those Delaware citizens whose names are currently on file with the Bureau of Indian Affairs as being eligible to participate in per capita payments of the Delaware Tribe and who have attained the age of 18 years. Said referendum shall be supervised by the Bureau of Indian Affairs.

K. Upon approval of the Delaware citizens of a governing document, an election for tribal officers shall be held and a referendum regarding use and/or distribution of judgement funds belonging to the Delaware Tribe shall be held.

L. The Principal Chief of The Cherokee Nation shall appoint two (2) people and they shall select a third person of their choosing to meet with appropriate people to see that this section is executed.

Powers of the Cherokee Nation government explained

The powers of the government of the Cherokee Nation are divided into three separate departments: Legislative, Executive and Judicial. The Legislature consists of one legislative body called the Council of the Cherokee Nation.

The Council consists of 15 members, who are members by blood of the Cherokee Nation of Oklahoma, and are elected by district. The term of each Council member is four years and until a successor is duly elected.

All meetings of the Council and of its committees are open to the public except, when discussion concerns employment retention or discharge, the moral turpitude of a tribal member is discussed, or when the decorum of the audience shall prejudice orderly administration of business.

The Council has the power to establish laws which it deems necessary and proper for the good of the Nation. All members of the Council of the Cherokee Nation of Oklahoma are bound by oath to support the constitution of the United States of America, do

everything within the individuals power to promote the culture, heritage and traditions of the Cherokee Nation, and to perform the duties of their respective offices with fidelity.

The Council of the Cherokee Nation has moved into 1995, leaving behind a year filled with accomplishments that strengthen the foundation of the tribe, as well as open doors for advancement and prosperity well into the next century.

During 1994, the Council Authorized a grant application to promote the education of the Cherokee culture, using the tribes education department and the Cherokee Heritage Center.

In addition, the Council authorized applications to the Office of Indian education to allow the continuation of the Tribe's Cherokee language efforts.

The Council also made plans to apply to the Farmers Home Administration for a housing grant, to the Department of Health and Human Services for Head Start Expansion, and completed a statement of intent between the Chero-

kee Nation and the University of Oklahoma Health Sciences Center to develop health promotion and disease prevention services.

In other business, a proclamation declaring September as "National Professional Alcohol and Drug Counselors Month" was unanimously passed, as well as authorization of a proposal to the U.S. Department of Housing and Urban Development for the Emergency Shelter Grants program.

Nine legislative acts were passed by the Council in 1994.

1. An Act amending the Cherokee Nation Tribal Gaming Act. The purpose of this Act is to amend the current Cherokee Nation Tribal Gaming Act, and to provide for the regulation and licensing of gaming on lands under the jurisdiction of the Cherokee Nation.

2. An Act amending the Cherokee Nation law regarding tribal election rules and regulations.

3. An Act relating to Cherokee Nation law authorizing a continuing resolution for the general fund and self-

governance programs to operate at the fiscal year 1994, budget level.

4. An Act amending Cherokee Nation law regarding absentee ballots and the handling of spoiled ballots.

5. An Act relating to attorneys fees. This Act prohibits any award of costs or attorney fees in any administrative or court cases, except where the council adopts legislation authorizing such awards.

6. An Act approving the implementation of the Tribal Governance Compact between the Cherokee Nation and the United States of America and for other purposes, Department of Interior to administer B.I.A. appropriations as tribal programs.

7. An act approving the implementation of the tribal governance compact between the Cherokee Nation and the United States of America, regarding administration of Indian health service appropriations.

8. An Act relating to the taxation

CONTINUED ON PAGE 25

Cherokee Nation Governing Body Tribal Council



Wilma Mankiller
Principal Chief
Route 1, Box 168
Stilwell, Okla. 74960
696-4552



Maudie McLemore Bazille
112 North Yorktown
Tulsa, Okla. 74110
585-8387, home
428-5630, work



Sam Ed Bush
P.O. Box 267
Marble City, Okla. 74945
775-5476, home



Joe Byrd
Rt. 6, Box 191-2
Tahlequah, Okla. 74464
456-0628, home
696-3622, work



John Ketcher
Deputy Principal Chief
908 South Mission
Tahlequah, Okla. 74464
456-8206



Mary Cooksey
P.O. Box 202
Marble City, Okla. 74945
775-5905, home



Don Crittenden
Route 1, Box 260
Tahlequah, Okla. 74464
772-3238, home



Harold DeMoss
Route 1, Box 235A
Inola, Okla. 74036
543-8261, home



James Garland Eagle
Route 5, Box 4250
Stilwell, Okla. 74960
696-5765, home



Mige Glory
Route 2, Box 8
Hulbert, Okla. 74441
772-2062, home



Paula Holder
1110 First Ave.
Warner, Okla. 74469
463-2207, home



Barbara Mitchell
P.O. Box 279
Kansas, Okla. 74347
868-3882, home
253-4213, work



Harold 'Jiggs' Phillips
Route 2, Box 403
Westville, Okla. 74965
723-3600, home



Greg Pitcher
Box 557
Vinita, Okla. 74301
256-3289, home



Troy Wayne Poteete
506 Stand Watie Blvd.
P.O. Box 359
Webbers Falls, Okla. 74470



Melvina Shotpouch
P.O. Box 155
Jay, Okla. 74346
253-8966, home
253-4523, work



William Smoke
HCR 60, Box 157
Spavinaw, Okla. 74366
589-2758, home
589-2743, work

Tribal Council works to empower the lives of people of the Cherokee Nation

CONTINUED FROM PAGE 24

and sale of motor fuels on land under the jurisdiction of the Cherokee Nation. The purpose of this Act is to impose and levy a tax on the use and sale of motor fuel on lands subject to the jurisdiction of Cherokee Nation and to provide for the licensing of fuel retailers



The January Tribal Council meeting will be held at 6 p.m., Jan. 16.

The February council meeting will be held Feb. 13.

within Cherokee country.

9. An Act Amending Cherokee Nation election law relating to the appeal process for disqualification of candidates, increasing the number of watchers candidates may submit, and rewording the absentee watcher process.

Every year the Tribal Council makes numerous decisions that affect the future of the Cherokee Nation and its members.

The Constitution of the Cherokee Nation of Oklahoma establishes the outline for our tribal government, and provides the framework for the laws that govern this country's second largest Indian tribe.

The Tribal Council works within that framework to empower the lives of the people of the Cherokee Nation.



Cherokee Nation Tribal Council 1991-95

Cherokee Nation Tribal Council Committees listed

- 1) Community Development/Tribal Services
- 2) Rules Committee: (Registration, Codes, Election, Law and Order, Judicial, Constitution Revision)
- 3) Resource Committee: (Land, Road, Economic & Development, Enterprises)
- 4) Employment Committee: (Tribal Personnel, Acquisition, TERO)
- 5) Executive & Finance Committee:
- 6) Education Committee: (Cherokee Language & Culture, Job Corps, Sequoyah)
- 7) Health:

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Tahlequah, OK 74465.

Executive support is critical to overall success of tribe



Name: Donald Vaughan
Title: Director of the Executive Support Unit.
Education: Bachelor and Masters Degrees in Business Education.
Experience: 14 1/2 years in Accounting and Business.



Name: Steve Woodall
Title: Director of Research and Analysis.
Education: Bachelor of Science in Sociology.
Experience: 15 years in self-employment in business. Previous experience in planning department of the Cherokee Nation and served as the acting health department director in the 1980s.



Name: Reva Reyes
Title: Director of Planning and Development Department
Education: Bachelor of Arts Degree and Masters of Arts Degree in Higher and Adult Education
Experience: Numerous years in education.

The Cherokee Nation is recognized as one of the most successful Indian tribes in the country. The success, is in part, due to a strong support system in place within the tribe.

According to Principal Chief Wilma P. Mankiller, the Cherokee Nation Executive Support Unit is critical to the overall success of the Cherokee Nation tribal government.

Under the direction of Don Vaughan, the executive support unit is responsible for staff development and training, internal audits, research and analysis, planning and development and self-governance related issues.

"The staff of each department assist each other and work with each other to accomplish tasks. Each department has hard workers and good workers. It would be a mistake to talk about just one department because all of them have performed well throughout the year," said Vaughan.

The staff training and development department remained very active in training employees and helping them cope with work and personal stress related factors by hosting stress management seminars.

The department also developed and administered an employee questionnaire for more than 1,200 employees which determined what types of training and development courses employees were interested in the most.

Making sure tribal programs and departments are operating to their fullest potential is one of the tasks internal auditing performs. Programs and departments are reviewed and evaluated to make sure they are operating efficiently and effectively. Internal auditing also assists in setting up procedures for keeping records and recording transactions for new programs.

The research and analysis department participated in new, innovative projects throughout the year. The department initiated plans to use a Global Positioning System (GPS) to map and inventory tribal roads and completed electrical and system hardware preparations and acquisition of all major equipment for

bringing the Geographic Information System (GIS) on-line. The GPS system allowed the tribe to map tribal roads and determine which roads need maintenance. The GIS system assisted the tribe's realty department in mapping tribal land and property.

The GIS system also helped inventory places and items of historical and cultural interest to the Cherokee Nation, within the tribe's 14-county service area, which the tribe is interested in preserving.

The planning and development department provides assistance to various departments and programs within and outside the tribe related to finding funding and how to apply for funding. The department also assists Cherokee Nation's executive directors by providing impact studies and briefing studies. The department conducted research and drafted a report on Carpal Tunnel Syndrome effects on Cherokee Nation employees which was presented to the executive directors. The syndrome effects the tendons in the wrists of employees who do repetitive work such as work on computers.

Self-governance is an important issue for the Cherokee Nation and in 1994 the executive support department continued to be heavily involved in self-governance issues.

During the year the executive support met with the Bureau of Indian Affairs (BIA) to continue to clarify the tasks and responsibilities of the Department of Interior Self-Governance Compact.

Executive support also helped the tribe's health services division negotiate a record share of funding for health services through an annual funding agreement governed by the compact of self-governance entered into by the Cherokee Nation and the Secretary of the Department of Health and Human Services in 1993. The self-governance office also negotiated a compact with the BIA to begin administering the BIA Roads Program.

"I appreciate the hard work of all of the staff. Each one has been dedicated fully to the responsibilities that go with their respective jobs," said Vaughan.

Planning and development is support service for tribe's directors, chief

The Cherokee Nation has grown considerably during the last 10 years and continues to grow rapidly.

As departments and services grow they depend on support services within the tribe for assistance. The planning and development department is one of the support services that assists the tribes' executive directors and Principal Chief Wilma P. Mankiller.

The department is a part of the tribe's executive support unit. It assists directors and the chief but also acts as a support service for tribal programs. Some of the services it provides to departments include, finding additional funding sources,

instructing departments in how to apply for funding sources, providing impact studies and providing briefing studies.

According to Reva Reyes, director of planning and development, the department will assist employees in using the internet system being installed at the Cherokee Nation. The internet system will allow the tribe to have access to information from all over the country and the world by using a computer and a phone modem.

"When the system is installed we will be able to get a huge amount of information more quickly and accurately," said Reyes.

According to Reyes, to

make the system even more beneficial for the tribe, the department will also use the information from the on-line system to help Cherokee communities.

According to Reyes, a needs assessment for employees was also recently finished by

the department. The services employees requested most were more information on finding funding sources for programs and more help with information dissemination.

The department is comprised up of Reyes and executive secretary Dana Drywater.



Name: Jeanne Mitzner
Title: Manager of Internal Audit Compliance.
Education: Master's in Business Administration.
Experience: Small Business Operation; Manufacturing/Distribution and Service Industries.



Name: Linda K. Goodrich
Title: Manager of Staff Training & Development
Education: Master of Social Work
Experience: 15 years in Federal Government (BIA) - 10 years in Washington, DC, central office, Division of Social Services.

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Registration processes nearly 2,000 CDIB cards per month



Name: R. Lee Fleming
Title: Tribal Registrar.
Education: Double Major in Indian Studies and Business Administration.
Experience: more than 10 years in genealogy and business administration.

The Cherokee Nation Registration Department processes nearly 2,000 applications for Certificate Degree of Indian Blood (CDIB) cards and tribal membership each month.

Of the 2,000 applications, approximately 1,000 applications are approved each month throughout the year, according to Lee Fleming, tribal registrar.

The main reason for the increase in tribal membership is the reduction in time it takes to process membership applications.

"The waiting period for CDIBs has been reduced to two to three days," Fleming said. "One reason for this is that, as of July, 1993, CDIB signature authority was delegated to me. I can sign CDIBs on a daily basis instead of waiting to have the cards signed once or twice a week by Dennis Wickliffe, the tribe's self-governance specialist from Muskogee Area Bureau of Indian Affairs office. This prevents delays in the

CDIB mail-out process."

Currently, as of Dec. 1, there are 164,765 registered members of the Cherokee Nation. This makes the Cherokee Nation the second largest tribal population in the U.S., following the Navajos.

The computerization of the Cherokee Nation membership rolls and the Dawes rolls, the development of a CDIB inventory data base, and the computerized cross-referencing of per capita payments received by original enrollees of the

Dawes commission also have helped speed up the application process, Fleming said.

Currently, a client may come in person to use a computer terminal to access the Dawes Rolls and search for names of possible relatives, Fleming said.

Registration employees are available to assist clients with examining the rolls, although

the staff is not equipped to do any research over the phone, Fleming said.

Fleming also listed the dedication and hard work of the 23 registration staff members as reasons for reduced application processing time.

Fleming encourages those wishing to apply for tribal membership to call or write for an information packet.



Tribal leaders from the Seminole Nation visits with registration personnel.

DECEASED NOTICE

IMPORTANT: Names of deceased tribal members cannot be removed from the rolls without verification. Deceased notices will not be taken over the telephone. If you know of a deceased tribal member, please complete the form (PRINT OR TYPE) below, have it notarized and mail it to the Cherokee Nation Registration Department, P.O. Box 948, Tahlequah, OK 74465.

Name of Deceased _____		
Address _____		
City _____	State _____	Zip _____
D.O.B for deceased _____		
Date and place of death _____		
Signature of person reporting and relationship to deceased _____		Date _____
Address _____		
Signature of Notary _____	Commission Expires _____	Date _____

CHANGE OF ADDRESS NOTICE

YOUR NAME	Print or type--Last Name, First Name, Middle Name, Maiden Name		D.O.B
	No. and Street, Apt., Suite, P.O. Box or R.D. No.		
OLD ADDRESS	City, State and Zip Code		
	No. and Street, Apt., Suite, P.O. Box or R.D. No. (In care of)		
NEW ADDRESS	City, State and Zip Code		
	SIGN HERE	Date New Address in effect	
Registration No.			
Mail form to: Cherokee Nation Registration Department P.O. Box 948 Tahlequah, OK 74465			

Services, programs provided by the Cherokee Nation

Headquarters for the Cherokee Nation are in Tahlequah, Okla. Field offices are located in Stilwell, Jay, Locust Grove, Pryor, Miami, Vinita, Warner, Catoosa, Bartlesville, Claremore and Sallisaw. Field representatives also visit clients on a regular basis in a number of other locations throughout the tribe's 14-county service area.

The Cherokee Nation Constitution organizes tribal government into three branches: executive, which includes Principal Chief Wilma Mankiller and Deputy Chief John Ketcher; legislative, which includes the 15-member Cherokee Nation Tribal Council; and the judicial, the Judicial Appeals Tribunal, a three-member panel that oversees internal tribal legal disputes.

Operationally, the Cherokee Nation is divided into five main divisions, social services, tribal operations, Marshal Service, health services and law and justice.

Public Affairs Department

The Cherokee Nation public affairs department publishes the monthly Cherokee Advocate (paid 5,000/readership 20,000); publishes the bi-weekly in-house newsletter, the Cherokee Phoenix, for more than 1,200 employees; prepares and distributes news releases to the media covering the 14 counties of the Cherokee Nation; provides general information to the public about the Cherokee Nation; assists other departments with additional graphic, typesetting and photographic needs; assists the tribal administration with special projects; is responsible for media relations, including advising other departments in dealings with the media, coordinating interviews, serving as tribal spokesperson upon request, assisting media representatives in getting necessary information; and coordinates Chief's media schedule.

Registration Department

The registration department helps people complete their applications for their Certificate Degree of Indian Blood (CDIB) card and tribal membership. The department has birth certificate applications for persons who have no birth certificate. They also help older persons obtain a delayed certificate of birth.

Executive Support Unit

The purpose of this department is to delegate and administer work units and personnel to provide for the functions and activities of Self-Governance, Staff Training and Development, Research and Analysis, Internal Audit and Compliance, Planning and Development and operational support for special projects for the Office of Principal Chief.

DIVISION OF SOCIAL PROGRAMS

Tribal Services Department

The programs in the Tribal Services Department are funded primarily by the Department of Labor and the Department of Interior (Bureau of Indian Affairs). In the department there are two sub-divisions; Employment and Vocational Training and the Social Service Family Assistance Division. The department is under

the direction of S. Diane Kelley. Kelley's office is located in the Tahlequah main tribal complex.

Tribal operations are located in Stilwell, 3rd and Oak Street, phone 696-3124; Sallisaw, I-40 and US 59 South, phone 775-6226; Bartlesville, Keeler Heights, 1003 SW Virginia St., phone 336-0971; Jay, Sam Hider Community Clinic, west wing, phone 253-4219; Locust Grove, Willard Stone Housing Project, phone 479-5807; Miami, Ottawa County Courthouse, phone 542-6863; Vinita, Buffington Heights, phone 256-8595; Pryor, phone 825-2116; Claremore, phone 341-8430; Warner, phone 463-3244; Miami, phone 542-6863; Catoosa, phone 266-1515; and Tahlequah, W.W. Keeler Tribal Complex, phone 456-0671.

Employment and Vocational Training Jobs Training Partnership Act (JTPA)—Provides valuable training and promotes self-sufficiency by combining Classroom Training and firsthand work experience. Applicants must possess a CDIB card, reside within the boundaries of the Cherokee Nation, and prove financial need.

Tribal Employment Rights Office—TERO assists employers in helping meet minority guidelines of any business receiving contracts from the Bureau or other government Indian programs which must meet the guidelines stated in the Section 7 (b) of the Indian Self Determination Act. TERO also provides legal assistance for Indians who feel they have been unfairly discriminated against in relation to employment.

Indian Adult Vocational Education—This program provides three types of adult vocational training: Horticulture, Office Occupation, and Medical Records. Must live in the Cherokee Nation service area and possess CDIB card.

Employment Assistance—These programs help Indian people obtain skills and find permanent employment. Eligible Indians must be at least 1/4 degree Indian to apply.

Tribal Work Experience Program (TWEP)—TWEP trains eligible participants in work experience and to develop good working habits. Participants must be at least 1/4 Indian, live in the service area of the Cherokee Nation and must be certified as eligible for general assistance (GA) by a Family Advocate.

Social Service/Family Assistance—Family Assistance helps families who, because of financial crisis or other crisis, are in need of support for necessary living requirements. Applicants must be at least 1/4 degree Indian, meet financial requirements and live in the service area of the Cherokee Nation.

Low Income Home Energy Assistance Program (LIHEAP)—LIHEAP helps make life more comfortable for those who cannot pay their monthly heating bills. Participants must be age 60 or older, or disabled, meet financial requirements, and possess a CDIB card.

Tribal Burial Assistance—The Cherokee Nation provides two burial assistance pro-

grams, the Cherokee Nation Burial Fund and the Contracted Burial Assistance Program.

Child and Social Work Services Unit Indian Child Welfare Program—This program offers many services, including court advocacy for families involved in the juvenile system, parenting education skills, counseling to children and families involved in abuse/neglect situations, referrals, community awareness presentations, home visitation and outreach, as well as many other child/family oriented services.

The Children's Justice Program—This program has been implemented to help reduce the trauma experienced by an abused child. A social worker is available to assist the family in reducing the child's trauma from the initial notification through the court proceedings.

Child Abuse Prevention Program—This program focuses on working with families who are "at risk," such as teen parents, single parents, or handicapped parents.

Even Start—This program operates in conjunction with Head Start, and is available for parents with a child seven years old or under.

Child Care Block Grant—This program operates a child development center and a child care assistance program. Parent must already be employed or in training.

Foster Care and Adoption Services—Provides foster care and adoption assistance within the jurisdiction of the Cherokee Nation.

Community Development Department—Community Development helps increase the capacity of the Cherokee people to solve their own problems by using their own resourcefulness, ingenuity and labor; thereby, decreasing the Cherokee people's dependency on government services. Services are provided to Indian communities in the 14-county service area of the Cherokee Nation. General eligibility is determined by need and willingness of community residents.

Office of Environmental Health—Conducts routine inspections of tribal facilities and performs compliance monitoring on environmental practices to benefit the Indian population.

Engineering Department—Provides engineering services to other Community Development departments.

Tribal Environmental Health—Provides water supply and sewer systems to raise the level of health and improve the environment.

Water & Sanitation Services Program—Provides water supply and sewer repair for Cherokee people.

Home Improvement Program—Repairs and upgrades substandard houses to make safe, decent and sanitary housing.

HUD Rehab Housing—Repairs and upgrades substandard houses to make safe, decent and sanitary housing using the self-help method.

Minor Emergency Program—Repairs certain areas of the applicants homes that constitute a danger to their health, safety

and/or well being. Applicants must be 55 or older and/or handicapped/disabled to be considered eligible.

Weatherization Program—Weatherization materials can be provided to the applicant or combined with Community Development Programs.

Community Elderly Programs—Provides community-based elder centers and serves nutritious meals, provides information, health screenings and home delivered meals to eligible persons in nine rural communities.

Community Involvement—A community-based outreach program that works with communities in addressing problems.

Community Youth Services—Provides (1) crisis intervention and counseling displaced youth in a 24-hour emergency shelter, (2) Community Outreach services in Cherokee and Sequoyah counties, and (3) a Drug Abuse Prevention Program in Cherokee County.

Drug and Alcohol Prevention—This program addresses the problems of rural Indian runaway and homeless youth through prevention and early intervention activities as well as improve the coordination of referrals for in-patient treatment.

The Center for Substance Abuse Prevention (CSAP)—Assists communities and other organizations in the development of projects that address the problem and abuse of alcohol, tobacco, drugs and other substances. The assistance will be provided, but not limited to, include leadership training, education, positive self-image publicity, and self-help projects or activities, which are designed to strengthen families and communities.

Serve-America—A mentoring program involving adult leaders with youth to develop leadership, problem solving skills and community organization that directly benefits the community.

Employment Assistance Readiness Network (EARN)—EARN assists General Assistance recipients to become self-sufficient through vocational training, small business development and support services.

202 Elderly Housing/Housing for the Elderly and Handicapped—Tahlequah: 23 units for the elderly and/or handicapped, 24 units for non-elderly handicapped. Phone (918) 456-5572 or 458-5478. **Grove:** 21 units for elderly and/or handicapped. Phone (918) 786-4357. **Locust Grove:** 25 units for elderly and/or handicapped. Phone (918) 479-6447. **Salina:** 25 units for the elderly and/or handicapped. Phone (918) 434-6109. **Muldrow:** 25 units for the elderly and/or handicapped. Phone (918) 456-2254.

Cherokee Community Loan Fund—Cherokee Community Initiatives, Inc. (CCI) is the administering agency for Cherokee Community Loan Fund.

Home Program—A new program which will fund the construction of ten new homes in the service area of the Cherokee

CONTINUED FROM PAGE 29

Nation.

Tribal Housing Maintenance Program--Repair and maintenance of tribal rent homes.

Education Department

The purpose of the education department is to enhance the mental, physical and social development of Cherokee children; to develop and support education programs which provide quality learning experiences for Cherokees of all ages; to provide services that are culturally and academically relevant to the needs and heritage of Cherokee people; and to utilize bilingual and community oriented people in staff capacities when and wherever possible.

Adult Education Program--This program helps to increase the educational levels of Indian adults and provide community based educational projects. Students must be of Indian descent and be 16 years of age or older.

Graduate Scholarship Program--This program is designed to assist graduate students with tuition, fees and books expenses. Fall term - June 1; Spring term - November 1.

Scholarship Program--This program provides graduate scholarships to members of the Cherokee Nation.

Higher Education Grant Program--This program provides undergraduate scholarship grants to eligible applicants with financial need, and who are already admitted to an accredited institution of learning.

Head Start Program--Provides preschool children from eligible families with a comprehensive program to meet their education, social health, nutritional and psychological needs.

School-Related Programs

Johnson-O'Malley Program--This is a federally funded program administered by Cherokee Nation to assist the specialized and unique educational needs of eligible Indian students. Students are eligible if they are tribal members and ages three through grade 12.

Tsa-La-Gi Library--Provides a variety of books, magazines and audio-visual materials for Cherokee Nation employees, students and community residents.

STEPP Program--A comprehensive educational program for parenting and pregnant teens. The STEPP program also conducts training for parents and schools on sex education, use of contraceptives and sexually transmitted diseases.

Cherokee Curriculum Project--This project is in the process of developing the Cherokee language and history to be pilot-tested in three area schools.

Cherokee Nation Tribal Youth Council--The Youth Council is comprised of fifteen elected Cherokee youth between the ages of 16 and 22 years old. This council learns about tribal government, stays abreast of tribal issues, and acts as a voice for Cherokee youth.

Eagleheart--A gifted and talented project funded by the Department of Education for a summer enrichment camp conducted each summer at Sequoyah High School for students ages 12-15.

Sequoyah High School

Sequoyah High School is operated by the Cherokee Nation for students in grades 9-12. The largest of students come from the 14-county area served by the Cherokee Nation, but there are also students from several different states. The school sustains the inherent worth and dignity of Indian people offering an educational system that recognizes and supports the individual differences brought through beliefs and values of Indian people. The boarding school has a fully certified faculty and is accredited as a senior high school by the Oklahoma State Department of Education and the North Central Regional Accrediting Association.

Talking Leaves Job Corps Center

The Talking Leaves Job Corps Center is an "Indian Emphasis" contract center operated by the Cherokee Nation. Although its enrollees are not exclusively American Indian, it provides a training program designed to serve the individual needs of each student. The center provides an opportunity for disadvantaged youth in the 14-county service area of the Cherokee Nation, as well as the states of Oklahoma, New Mexico, Texas, Louisiana and Arkansas between the ages of 16 and 24; inclusive, to further their education and training. Also, the states of Arizona, North Carolina and Mississippi.

The center provides educational and vocational skills training, work experience, counseling, health care, and other support services, thus breaking the cycle of poverty by improving lifetime earnings prospects and becoming responsible citizens.

DIVISION OF HEALTH SERVICE

Office of the Executive Director -- Provides overall direction and leadership for the division.

Office of Program Operations Management -- Provides direction and leadership for program operations.

Medical Services

Clinical Services: Clinical Services are available at five rural health centers. These services include: medical, nursing, pharmacy and laboratory at each of the five sites; dental services at Stilwell, Jay and Sallisaw; and x-ray services at Jay, Salina and Sallisaw. Many other health related programs are located at the clinic sites. Contact Janie Dibble, 456-0671 or the health center located at Jay 253-4271; Nowata, 273-0192; Salina, 434-5397; Sallisaw, 775-9159; and Stilwell, 696-6911.

Emergency Medical Services: Coordinates the training and resources of tribal staff and community volunteers to deliver emergency medical services. Training programs are conducted at schools, communities and other public agencies in EMT, Paramedic, First Aid and Safety, and Basic Life Support. Provides technical assistance to develop community First Responder Systems, improving the delivery of EMS service to rural Indian communities within Cherokee Nation. Provides Emergency Ambulance Service within Cherokee County. Contact Linda Ford, 458-5403.

Eye Care Services: The Mobile Eye Clinic

provides eye examinations and referrals. Clients must live within the services unit areas of the Cherokee Nation outpatient clinics at Jay, Salina or Stilwell and must have a medical chart at one of these clinics. Contact Janie Dibble at 456-0671.

Behavioral Health Services

Alcoholism and Substance Abuse: Provides outreach prevention and outpatient service to individuals and families with alcohol and drug abuse related problems. Contact Mike Fisher, 458-3100.

Adult Substance Abuse: A 24-hour inpatient treatment center at Locust Grove. Contact Rhonda Cochran, 456-0671.

Mental Health: Provides development and implementation of mental health services. Services all IHS eligible Indian patients utilizing the health services provided within the Cherokee Nation. Contact Ramona McLeMore, 458-3170 for Hastings Hospital, or Judy Paris at 341-8430 for Claremore Hospital.

Social Services: Provides social support for patients and their families at the Indian Hospitals and clinics. Contact Malcolm Montgomery at the Hastings Hospital, 458-3100, or Robert Guy at Claremore Hospital, 341-8430.

Employee Assistance Program: Provides confidential short term (3 visits) professional counseling, assessment and referral services; encourage voluntary contact by the employee or through an immediate supervisor; and provide assistance to employees in addressing personal difficulties such as substance abuse, depression, parent/child conflicts and blended family concerns. Another service available to employees is wellness. A general goal has been planned to help employees develop and maintain a balanced physical and mental outlook. With this in mind, the Wellness design promotes health lifestyles for employees as well as encourages them to reach their highest potential for well being. Contact Rhonda Cochran, 456-0671.

Jack Brown Center

A regional treatment program to aide children between the ages of 13 and 18 who have problems with substance abuse. The center is located at Sequoyah High School. Counseling services are available for the entire family. For referrals or more information contact, Beverly Patchell at 458-0496.

Community Health Services

Community Health Representatives: Provides technical and para-professional assistance to eligible Indians living within the boundaries of the Cherokee Nation. CHRs act as a liaison between health providers and patients. Provides reliable transportation to and from health facilities and other social service agencies for Indians in communities with a high Indian population and lower per capita income. Contact Ida Sue Gray at 456-0671.

Health Education: Helps to decrease health care costs for the Indian population by promoting good health practices. Serves all the Cherokee Nation population through school health and community education programs. Contact Mary Peters at 456-0671.

Developmental Disabilities and Vocational Rehabilitation: Provides individuals eli-

gible through DHS guidelines with vocational orientation throughout the community and the opportunity to live in personal homes and develop skills and increased independent living. Supportive assistance may be provided for 24-hour supervision. Contact Jorja Calico at 458-4415.

Food and Nutrition Services

Food Distribution: This program helps to promote the health and well being of the population by raising the levels of nutrition among low-income households. The program includes a nutrition education component. Serves eligible households in the 14-county area of the Cherokee Nation. Contact Sherrie Perry, 458-4483.

Women, Infants and Children (WIC): The special supplemental food program for Women, Infants and Children (WIC) serves as a link to health care. The program provides supplemental foods, nutrition and health education and referrals for health and social services. Cherokee Nation provides WIC services to low income pregnant, post-partum, breast-feeding women, infants and children under the age of 5 throughout the 14-county area. Contact Dana Craun, 456-0671.

Farmers' Market Nutrition Program: This program provides fresh, nutritious, unprepared fruits and vegetables from farmers'/farmers' markets to women, infants and children who are nutritionally at-risk and who are participating in the Cherokee Nation WIC Program. This program also expands the awareness, use and sales at Farmers' Markets. Contact Brenda Carter, 456-0671.

Office of Administration and Fiscal Management

Provides direction and leadership for administrative and fiscal management functions.

Office of Professional Services

Quality Improvement/Managed Care: Quality Improvement Nurse provides assistance to the Medical Services Department in quality improvement activities in the five (5) Cherokee Nation Rural Health Clinics. Patient complaints and concerns will also be handled through this office. Contact Rhonda Stanley, 456-0671.

Recruitment: A full-time recruiter for health professionals and para-professionals. Contact Jane Anderson, 456-0671.

Nursing Services

Public Health Nursing: Provides high levels of immunization, T.B. surveillance and patient education on health care and provides coordination of all public health nursing programs in the area to avoid duplication of services. Serves all IHS eligible Indian patients. Contact Dixie Stuart, 456-0671.

Home Health Agency: Provides professional nursing service in the 14-county area through training family members and patients. This decreases medical costs by allowing shorter periods of hospitalization. Serves native Americans and non-Indians which must have a payment source, i.e., Medicare, Private Insurance or Veterans Administration. Patients must be referred by their physician to be eligible for this program. Contact Susan Fisher,

CONTINUED ON PAGE 31

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458-6102.

Health Promotion/Disease Prevention-Robert Wood Johnson "Healthy Nations"

Provides health promotion/disease prevention activities, such as: education, wellness activities, etc.

Clinical Services, Behavioral Health Services

Provides patient care and program standards for behavioral health programs.

Ancillary Services: Provides technical assistance and program evaluations. Maintains inter-agency professional relationships.

Credentialed Medical Services: Provides technical assistance, patient care audits, accreditation and certification, continuing education and credentialing.

Alzheimer's Disease Clinic: The Alzheimer's Clinic at W.W. Hastings Hospital is conducting an important part of this research, examination of Alzheimer's among American Indians. The Cherokee Nation Alzheimer's Clinic has been operating since July, 1991.

Office of Health Policy Planning and Evaluation

Responsible for analysis of all policy issues affecting health care for Indians and for the development of policy options and coordination of systems development.

DIVISION OF TRIBAL OPERATIONS

Finance Department

This department is responsible for processing and providing the official financial information for all tribal programs and departments. The department works closely with department managers, program managers, tribal administration, the tribal council and several funding agencies. It is the depository for all revenues received by tribal programs, or on behalf of tribal programs. The functions of the accounting department and the revenue and expenditure information recorded by the department are audited on an annual basis by one of the nationally known Big Eight Auditing and Accounting firms in addition to periodic reviews by governmental agencies and special interest groups.

Administrative Services Department

Administrative Services Department oversees the following areas: **Office Services** - operates a core of support services such as telephone, photocopying, postal services, etc. for the tribe; **Purchasing** - performs the centralized purchasing and receiving function for all tribal activities as well as centralized monitoring, and review and repository for contractual documents between the tribe and outside concerns; **Risk Management** - responsible for all property and liability matters. Provides safety training and reviews tribal activities; **Information Services** - responsible for the planning, design, programming, and implementation and data entry work for all computer systems used by tribal activities; **Personnel** - responsible for the administration of personnel matters such as recruitment, testing, salary schedules, and required record keeping for all tribal activities. Also responsible for em-

ployee benefits such as health insurance, disability, retirement and employee-selected insurance programs; and **Building/Grounds Maintenance** - responsible for the maintenance and upkeep of all buildings, mechanical systems, grounds landscaping and upkeep, refuse service and custodial service for all tribal activities.

Department of Natural Resources

The major responsibilities are as follows:

Tribal Land Operations

Provides administrative and technical direction to assure the proper conservation, restoration, and management of land enterprises and other land operations projects including agricultural and forestry projects and other land enterprise projects. Develops plans and completes development projects on approximately 61,000 acres to enhance productivity to maximum capability. Provides labor, materials and supplies to complete needed development and maintenance projects. Completes practices to improve the overall productivity of tribal forest lands ensuring utilization and marketing of forest products to obtain maximum returns. Maintains trained personnel and equipment to suppress wildfires. Completes environmental site investigations in accordance with the National Environmental Policy Act (NEPA).

Chilocco Project - Provide for the proper development, conservation and utilization of 4,100 acres in Kay County, Oklahoma. Perform practices as recommended by completed soil conservation plans to ensure proper maintenance of crop and grazing land.

Ford Estate - Provides management for tribal land consisting of approximately 625 acres in the State of Texas.

Community Centers - Provides preventive maintenance to buildings and grounds of four (4) community centers located on Cherokee tribal land: (1) Belfonte, Sequoyah County; (2) Cherry Tree, Adair County; (3) Bull Hollow, Delaware County; and (4) Saline Courthouse, Delaware County.

Arkansas Riverbed Project - Provides administration and oversight for tribal resources along the Arkansas Riverbed Project. Work in conjunction with the Arkansas Riverbed Authority.

Tribal Land Enterprises

Landfill Operations - A type II sanitary landfill located on Cherokee tribal land in Adair County, Oklahoma operated in accordance with tribal, state and federal regulations.

Candy Mink Springs Wood Operations - The production and marketing of packaged firewood in .75 cubic foot bundles to wholesale distributors, providing employment to local tribal members.

Kenwood Wood Operations - Purchase seasoned and market bulk firewood at a profit, creating employment for local tribal members.

Poultry operations - Provides facilities, equipment and labor to grow broiler chickens by contract. **Tribal Roads Program** - Works in coordination with BIA Roads Program in identifying and prioritizing for the Indian Roads System within the juris-

diction boundaries of the Cherokee Nation.

Other Projects

Horticulture Project - Provides assistance to the tribal vo-tech horticulture program by providing work sites and assistance in the development of various training projects.

Tribal Real Estate Services

The Tribal Real Estate Services office has administrative jurisdiction on all trust, restricted and tribal property located within the Cherokee Nation jurisdiction. This involves the processing of leases, trust acquisitions, right-of-ways, removal of restrictions, as well as researching title files in order to prepare inventories, answer quiet titles actions, and provide title information to the owners of these properties. In addition, real estate services prepares appraisals and environmental assessments as needed to comply with regulations regarding the above responsibilities.

Contracts Department

The Contracts Department functions to maintain a central depository for funding documents and personal service agreements. Provides technical assistance in development of personal service agreements, leases, memorandums of agreement, and provides coordination in the development of procedures and policies for tribal or program units to achieve maximum operational efficiency.

Economic and Business Development - This department functions as the liaison for new tribal enterprises. The economic and business development department reviews business proposals, implements feasibility studies, and continually strives to further develop the economic base of the Cherokee Nation.

Credit and Finance - This component provides management and technical assistance to local credit associations; provides technical assistance, evaluations, and referral services to BIA and other business lending sources; processes funding applications for tribal and outside funding sources.

Business Development - This component is responsible for developing marketing plans for all programs of the Cherokee Nation. Emphasis and priority will be placed on plans for enterprises of the Nation, Economic Development, and the National Holiday.

Enterprises - Oversight for the operation of existing Tribal enterprises and possible expansion plus the potential development of additional enterprises will be done through the E&BD.

Economic Development - Economic development activities which encompass all the functions of the above departments will be undertaken along with resource development, business and industry recruitment and alliances necessary to accomplish the goals of economic development.

Construction Projects Administration - Comprehensive oversight on all construction projects. Activities include: developing and negotiating proposals for administration, design and construction funds; participating in design phase; negotiating for construction management services; oversight on construction projects;

coordinating acquisition of equipment; maximizing participation of Indian subcontractors and participating in overall tribal facilities planning and management.

Office of Environmental Services

This program was created by Congress in 1980 to provide legal authority resources to the federal government to halt hazardous waste releases that threaten human health and the environment. It provides funding for cleanup of hazardous waste sites with initial funding being used for preliminary assessment of waste sites.

DIVISION OF LAW AND JUSTICE

This division is responsible for overseeing, directing and coordinating the legal functions of the Cherokee Nation, including the delivery of justice through the Office of the Prosecutor in civil and criminal cases before the Cherokee Nation District Court. The Division of Law and Justice also provides legal consultation and assistance to the Principal Chief, the other Executive Divisions and their staff offices on general legal matters concerning the Nation; coordinates the use of outside attorneys for the defense or prosecution of the Nation's claims in the State and Federal Courts; and supports the legal functions of the Cherokee Nation Tax Commission and coordinates activities of the commission's staff.

DIVISION OF MARSHAL SERVICE

This division is responsible for all law enforcement activities within the Cherokee Nation. The Marshals shall enforce the Nation's criminal code; enforce and investigate major crimes under federal law in cooperation with federal authorities; and carry out their responsibilities under the law enforcement cooperative agreements entered into by the Cherokee Nation, The United States, the State of Oklahoma and its political subdivisions. Other responsibilities include enforcing relevant court orders and coordinating with various Tribal, State and Federal officials activities which are relevant to law enforcement objectives.

The mission of the Marshal Service is to ensure the peace, protection and security of the jurisdictional area of the Cherokee Nation. Objectives include the fostering of community awareness and involving community leadership to assure law enforcement service, develop community policing, and coordinate with other federal and state agencies to ensure maximum resources are brought to bear on shared objectives.

For more information on
the services and programs
the Cherokee Nation offers,
call (918) 456-0671, or toll
free in Oklahoma only,
1-800-256-0671.

As part of an effort to continually add to both the kinds of services the Cherokee Nation delivers and the type of information the Advocate should cover, we need your advice and input. Please take a few minutes to fill out the following questionnaire and return it to the Cherokee Nation in care of the Public Affairs Department, PO Box 948, Tahlequah, OK 74465. Thank you.

**WHICH OF THE FOLLOWING ISSUES
DO YOU THINK ARE MOST IMPORTANT
FOR THE CHEROKEE NATION TO ADDRESS?**

Communication

On a scale of 1 - 4, please rate the following in order of importance to you. One is considered most important; 4 is least important.

- a. More communication with enrolled tribal members through newsletters, meetings, and other informal kinds of communication.
- b. A periodic financial report to Cherokees on the financial status of the Cherokee Nation.
- c. Videotapes of Tribal Council meetings available for purchase at cost.
- d. More communication with enrolled tribal members through the Cherokee Advocate.

Please list the issues and events you would like to see covered in the Cherokee Advocate.

Services

On a scale of 1-10, please rate the lettered items in order of importance to you. (1 is most important; ten is least.)

- a. Housing for low and moderate income people.
- b. More services for the "working poor" (people with incomes slightly too high to be eligible for most services through the Cherokee Nation or other government agencies).
- c. Health care services for low and moderate income people.
- d. Services for the elderly. Also, please circle one of these to indicate your priority:

Help buying prescriptions	Transportation	Nursing home
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- e. Services for children and youth. Also, please circle two of the following to indicate your priority.

Day care	Alcohol & drug education	Recreation
Foster care	After school program	Scholarships
	Cultural activities	
- f. Economic development. Also, please circle one to indicate your priority.

Tribal-owned businesses	Individual-owned businesses
Business recruitment	Job training for individuals
- g. Justice System. Also, please circle one to indicate your priority.

Community policing	More police officers
More education about tribal court system	
More child welfare workers	
Citizens groups to monitor local police activities	
- h. Environmental services. Also, please circle one to indicate your priority.

Recycling	Wetlands development	Solid waste programs
Education about water and air quality		
Education about clear cutting	Development of sewer/waste systems	
- i. Educational services. Also, please circle two to indicate your priority.

Early childhood education	Cherokee language curriculum
Scholarships	Gift/talented programs
Help for low-achievers	Leadership development
Summer youth jobs	Tribal jr. or 4-year college
Expand SHS to grades 6-8	GED preparation
Youth volunteer corps	More summer activities for all ages

- j. Direct social services. Also, please circle one to indicate your priority.

1-time emergency financial aid	Emergency shelter
Battered women's shelter	On-the-job training
Mental health services	Physically disabled services
Self-help community projects	

- k. Community and leadership development. Also, please circle one to indicate your priority.

Community organizations	Youth organizations
Community buildings	Self-help projects

Elsewhere in this Advocate is a list of most of the services provided by the Cherokee Nation. Please list the three services you consider most important.

- 1.
- 2.
- 3.

SPEAKING OUT...

1. Do you view services provided by the Cherokee Nation as: (circle which apply)

A birthright A hand-out Assistance based on need

2. Do you think the Cherokee Nation should provide leadership to non-Indian communities to help solve common social problems like environmental issues, crime education? Circle one.

Yes

No

3. Do you think the Cherokee Nation should provide services to non-Indian people, as long as this helps bring additional services to the Cherokee people, or at least does not take away from services provided to Cherokees? Circle one.

Yes

No

4. Do you think that the Cherokee Nation should place on the 1995 election ballot a Constitutional amendment which would call for the election of an at-large council member to represent Cherokees not living within the historical boundaries? Circle one.

Yes

No

5. When you think about the Cherokee Nation, what 3 things do you like least?

- 1.
- 2.
- 3.

6. What 3 things do you like most?

- 1.
- 2.
- 3.

7. We are developing a set of questions to ask each of the 1995 candidates for Chief and Deputy Chief. Which are the qualities you think are most important for Chief and Deputy Chief. Please rate them 1 - 14 in the order of importance to you, with 1 being the highest.

Honesty
Toughness
Competence
Compassion
Executive Experience
Speaks Cherokee
Outgoing

Quiet
Calm in a crisis
Outspoken
Physically attractive
Family values
Spiritual
Business experience