



Cherokee Nation Career Services
Program Reporting Methods

Third Party Review
September 22, 2025

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Abstract

This paper reviews Cherokee Nation Career Services (CNCS), focusing primarily on the program data reporting environment and alignment of its services to achieve more measurable results. CNCS provides many valuable services for Cherokee Nation Citizens, serving over 7,000 people annually and with \$44 million in annual spend. While the reach of CNCS is substantial, there are several opportunities to design and deliver a more organized, measurable, accountable agency that systematically supports its clients along a path toward independent employment and personal autonomy. By aligning its continuum of services along that path, CNCS can then set goals for each service in achieving advancement toward a sustainable occupation, and within an individualized plan for each client. By marketing its services to active job seekers and those looking to reskill, advance their career, or enter the workforce, CNCS can invest in clients with a strengths-based case management approach. This approach will also help CNCS clearly delineate its role from Human Services. As the reach of the Cherokee Nation government expands, CNCS can elevate its role within the economy, providing critical services and measurable economic impact in areas where Cherokee Nation citizens have significant need.

	County Labor Force	Census: Identify as Native Alone %	Estimated Native Workforce	County Unemployment Rate	Estimated Unemployed, Native Alone
Adair	8,927	44.7%	3,990	3.8%	152
Cherokee	22,007	36.7%	8,077	3.4%	278
Craig	5,824	21.6%	1,258	3.1%	39
Delaware	19,839	23.8%	4,722	3.3%	154
Mayes	21,339	22.5%	4,801	2.8%	133
McIntosh	7,463	19.2%	1,433	4.5%	64
Muskogee	27,598	20.6%	5,685	4.0%	227
Nowata	4,497	19.1%	859	2.8%	24
Ottawa	21,896	21.4%	4,686	3.3%	155
Rogers	48,621	13.4%	6,515	2.7%	174
Sequoyah	17,376	23.3%	4,049	3.4%	138
Tulsa	347,981	7.2%	25,055	2.9%	724
Wagoner	41,783	10.2%	4,262	2.9%	122
Washington	22,623	11.5%	2,602	3.4%	88
Total	617,774	12.9%	77,993	3.0%	2,362

Introduction

Career Services agencies seek to reduce unemployment and underemployment through supplemental programs that create access to training and jobs while also removing personal or economic barriers to employment and advancement. Ideally, the assistance offered reaches a targeted population and effectively achieves the goal outcome of measurable increases of gainful employment and personal autonomy among targeted populations.

The presence of an effective and agile tribal career services agency is more necessary than ever. The needs of Cherokee Nation Citizens have changed dramatically in the last 4 decades. The significant loss of agricultural jobs and subsequent declines in rural populations, as well as workforce migration to service industry, tech, and healthcare fields has created a challenge for the preservation of culture and livelihood in rural communities where much of our history exists. However, the Cherokee Nation's capabilities have dramatically expanded over that time. The ability of our governmental agencies to strategically invest in innovative, responsive services for our citizens has reached the highest levels in history among any tribe. This presents an opportunity for CNCS to evolve and play a larger role in the Cherokee Nation Reservation economy through its service-oriented departments.

Cherokee Nation Career Services ("CNCS") today offers over a dozen different services across, but we have not yet focused on measuring community and economic impact. While our reach is significant, with over 7,000 participants in 2024 across 13 facilities and program expenditures of nearly \$44 million, additional measures are necessary to align both the goals for Career Services and the metrics and reports that relate action to progress.

This report will focus on several key areas that may be helpful for better alignment of resources and data within Career Services:

1. Program Organization for Goal Setting
2. Program Reporting Ideas
3. Program Observations Around Metrics & Performance
4. Recommendations & Action Plan

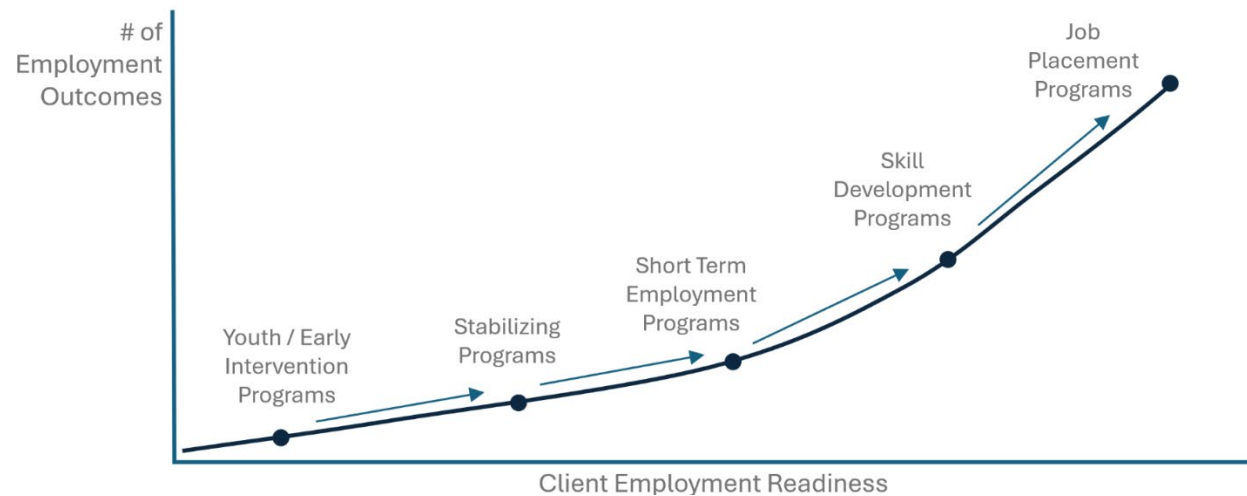
Section 1: Program Organization for Goal Setting

CNCS' impact could be more reliably measured by first forming program alignment around fundamental goals. Goals must go beyond counting jobs created but also measure how each program expands client readiness for employment and advancement. CNCS' programs have been added one-by-one as new funding opportunities have expanded over many years (i.e. new federal grants and tribal legislation for specific programs). This opportunistic approach to finding funds wherever they exist has been highly effective in expanding the scope and reach of services, but it's also led to a lack of a centrally focused, responsive economic and employment strategy. Rather than focusing efforts on need, efforts have been pragmatically directed towards opportunities to grow services. However, a responsive, attuned, needs-based set of goals is necessary to enable leaders to answer the basic questions of how we meet the needs of Cherokee Nation citizens through career-centric programming.

Organizing Our Programs Around a System

The first step to establishing a strategic vision for CNCS is organizing what we have today. Understanding the impact of our programs is simplified when we organize within a few categories. By also aligning each of them to a single goal within a broader overall mission, we can create a continuum of services that all point in the same direction and each work to a common goal: Gainful, independent employment for Cherokee Nation Citizens.

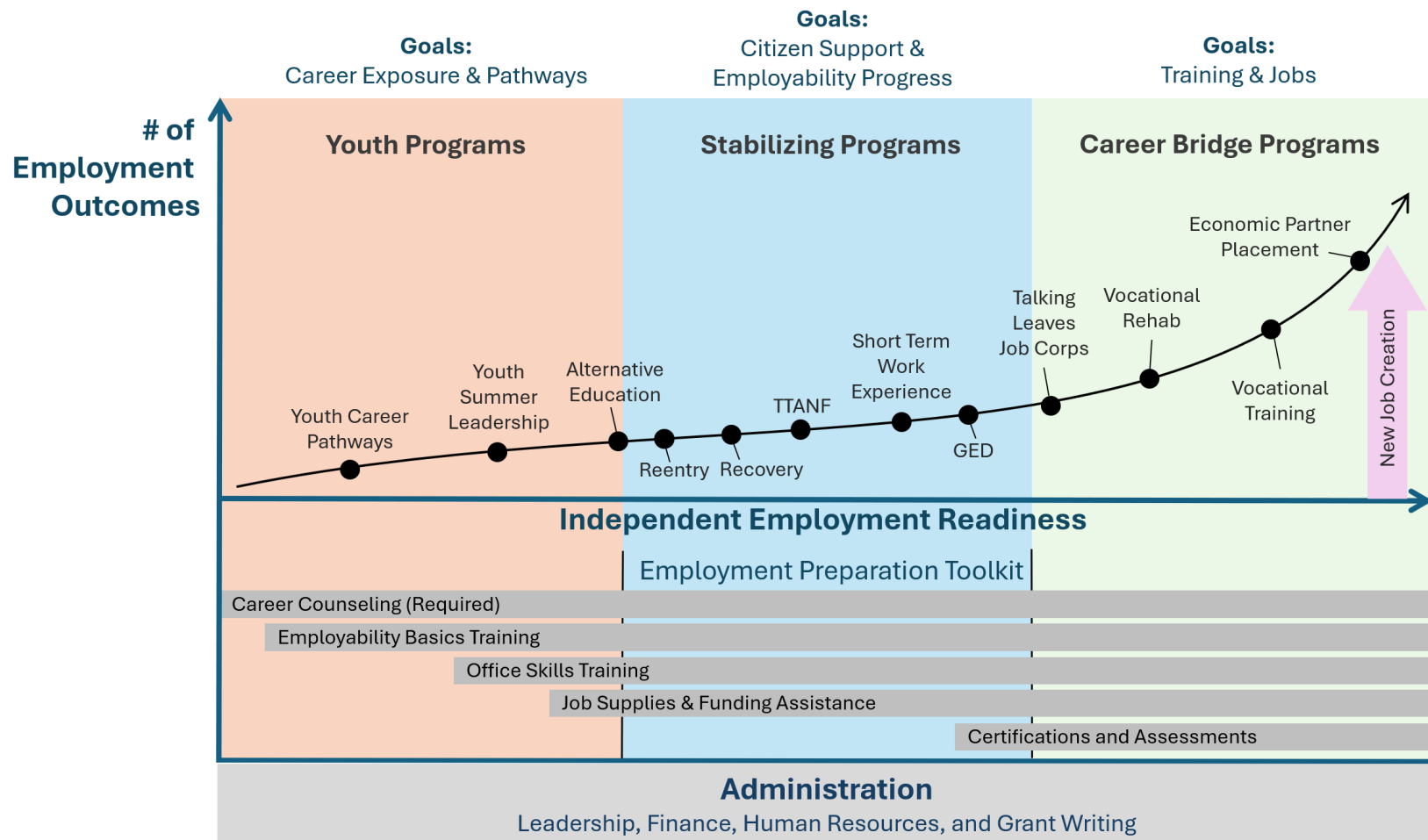
Right: A concept for evaluating programs within defined capabilities that are designed to support clients on their journey towards gainful employment, regardless of their current life situation upon program entry.



A. Program Purpose Framework & Definition

Within the continuum on the previous page, we can place our current and future services along the path and assign goals accordingly.

In the following pages, functions will be reviewed within this concept of an employment continuum and breaking the organization down into one of three areas: Administration, Employment Preparation Tools, and Programs.



B. Defining Career Services Functions

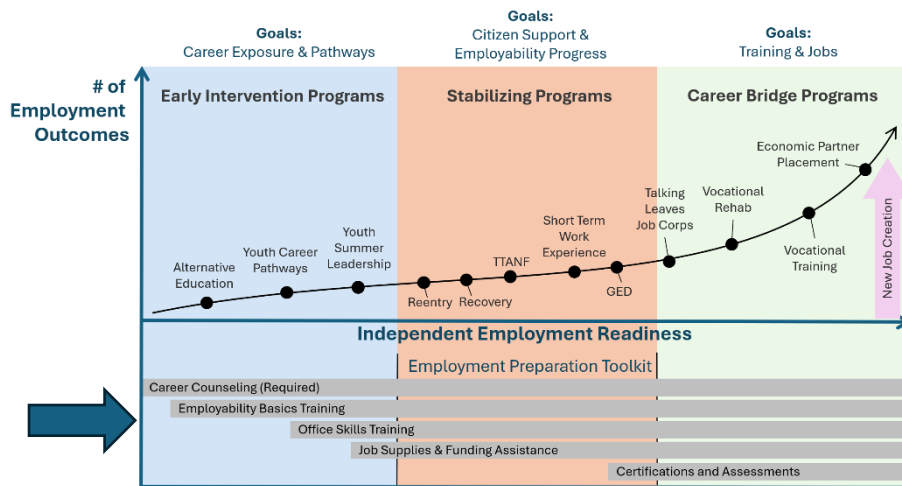
i. Administrative Functions

Made up of the management team and two small departments, Administration is the non-client facing personnel that focus on funding, leading, and organizing the agency. While most departments are standard for an administrative department, the addition of Grant Writing has been a highly successful strategy, as reflected by the presence of several well-funded grants that sustain programs today.

- a. Leadership Staffing
- b. Finance
- c. Compliance
- d. Grant Writing

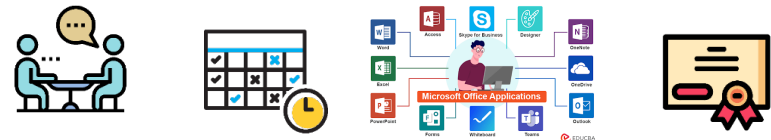
ii. Employment Preparation Tools / Toolkit

These services are provided today as tools that prepare clients for the work environment. They are broadly prescribed to clients by CNCS Career Counselors, separate from and regardless of employment program enrollment. They provide the building blocks to employment readiness as clients participate in career-focused programs and prepare to enter or reenter the workforce.



Employment Preparation Toolkit

Fundamental skills for the workplace, like dress, punctuality, computer use, office program skills, etc.



iii. Programs

The primary focus of this report, CNCS Programs are the defined offerings with curriculums, timeframes, and proprietary resources for delivering training and career services directly to clients. Career Counselors admit clients into specific programs based on internal criteria and client needs and goals. Most Career Services clients participate in more than one program.

Categorizing our programs helps delineate the broad purpose of each, simplifying an otherwise extensive list. Below, a categorization is proposed and used throughout this report to assist with establishing a systematic continuum for clients and a logical framework for establishing goals.

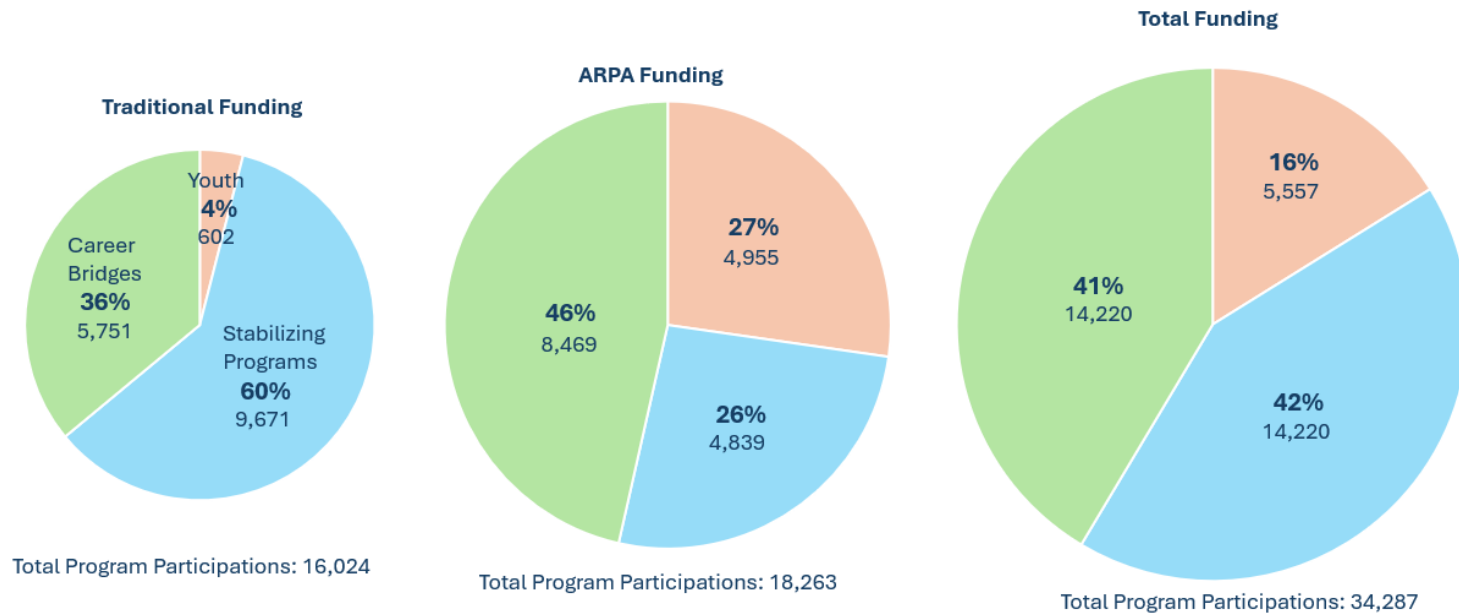
Category	Program
New Job Creation	Economic Development Business Incentive Program
	Tribal Employment Rights Office
Career Bridges	Economic Partner Placement Program
	Vocational Training Program
	Talking Leaves Job Corps
	Alternative Education / GED Program
Household Stabilization	Short-Term Work Experience Program
	Tribal Training Program
	Tribal Temporary Assistance for Needy Families (TTANF)
	Recovery
	Reentry
Youth Programs	Youth Summer Leadership Program
	Youth Career Pathways Summer Work Program
	Youth Career Exploration Weeks

C. Defining & Categorizing Our Client Base

To understand how to set the right goals for CNCS, it's important that we first understand the makeup of our client base within the categories established. When not funded heavily by ARPA funds, most program participants sought and received stabilizing services, such as cash support and short-term work experience. When significant ARPA funding allowed CNCS to expand, there was a major shift in participation based on a 1,000% increase in vocational training program participation.

The temporary ARPA resulted in a substantial shift in the makeup of our clients from Stabilization to Career Bridges. This is important because it demonstrates that we can self-determine our client base based on who we market programs to and how we prioritize funding and client recruitment. The client shift implies that our traditional approach outside of ARPA may not have completely captured the number of career-ready clients in need of support and is/was designed to address needs at the left, less-employable side of the continuum. While this focus is extremely helpful to those in need, it creates a potential overlap with needs being met by other agencies, such as Human Services.

Total Program Participations from 2020-2024
Delivered to a Total Client Count of ~13,500 individuals



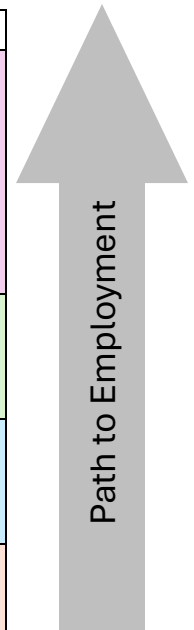
Section 2: Future Program Data Reporting Ideas

A. Program Goalsetting That Leads to Outcome Measurement

To help establish baseline goals along the continuum, each category can contain a broad goal that moves clients closer to and eventually in an independent employment scenario. Currently at CNCS, there are few mentioned goals within each program that are reported and no organization of services aligned to a targeted outcome. Given the number of clients in need of significant pre-employment support, providing services that measurably move clients closer to employment and remove employment barriers is important. Doing so could lead to improved conversations about how to best handle each client's individual challenges and also make it possible to logically evaluate the overall impact of Career Services. It would also help us generate more intentional analysis around what works and what doesn't based on results compared to goals.

Proposed Program Goals

Category	Goal	Measurable Outcomes
New Job Creation	Create Cherokee Nation job opportunities	<ul style="list-style-type: none">• Total Job Opportunities Created• Total Job Opportunities in System• Number of Cherokee Nation Citizens Hired Via the Program• Total Number of Cherokee Nation Citizens Employed by Partner Firms
Career Bridges	Train Cherokee Nation Citizens for Employment & Assist with Placement	<ul style="list-style-type: none">• Total Job Placements / Hires in Trained Field• Total New Client Program Completions• Total Degrees & Certifications
Household Stabilization	Support Cherokee Nation Citizens Through Unemployable Stages of Life	<ul style="list-style-type: none">• Conversion Rate to Career Bridge Programs• Program Retention Rates• Employment Barriers Removed (Drivers License, GED)
Early Interventions	Provide Career Exposure and Pathways for Youth Ages 16-24	<ul style="list-style-type: none">• Number of Enrollees• Retention to Completion Rate



B. Reporting Principles & Examples

Note: Extensive statistical analysis for individual program review and report formation is included in the Appendix B-H of this report.

i. Reporting Package Standardization

CNCS future reporting packages would be more beneficial to tribal leadership by making the following changes:

- a. Reports structured by program rather than funding source and that answer the questions leadership needs to know:
 - a. What were the outcomes of this program relative to its goals?
 - b. What is the investment in this program and is it effective in achieving outcomes relative to the investment?
- b. Funding source activity reports, which are the primary format of CNCS reports today, should be shown separately and in simplified form allowing Administration leadership to verify and review how CNCS is utilizing funds, such as the Career Readiness Act. Funding-specific reports serve a governance purpose rather than program performance.

ii. Program Reporting Approach

Each program should always show several key elements within its reports whenever possible:

1. The total investment in the program (total expenditures)
2. The primary outcomes achieved with that investment
 - a. Programs organized with roles within the overall system of moving clients toward employment
 - b. In a quantified manner
 - c. Always presented relative to goals and trends (comparisons to goals, prior years, trend charts, etc.)
3. Secondary metrics that illustrate how the program was effective

Report Element Example:



Current Reporting Format Sample

Work Experience Numbers:

Eighteen (18) participants entered the program, and six (6) gained full-time employment.

Training Services Numbers:

Seven (7) participants entered the program, and one (1) gained full-time employment.

JOBS/Tribal TANF Program

The Tribal Temporary Assistance for Needy Families (TTANF) program provides financial assistance, job training, and other services to eligible Tribal TANF recipients. The program continues to assist Native Americans in achieving self-sufficiency by offering monthly cash assistance, supportive services, job training, and other activities to strengthen their family.

During the month of December 2024, TTANF reports:

- 202 active family and child only cases
- Cash assistance totaling \$46,668.56
- Support services payments totaling \$12,096.10
 - 0 Transition Incentive Payments totaling \$0.00
 - 13 unsubsidized employment work incentives totaling \$1,153.68
 - 7 subsidized employment, education, volunteer incentive totaling \$1,153.68
 - 5 adult support services totaling \$3,153.68
 - 23 youth support services totaling \$2,542.42

This month TANF staff attended:

- Employee Christmas Party December 6, Tahlequah, OK
- Director participated in AEW Meeting on December 6, Virtue
- Director attended Transfr Demo at our Career Readiness Cam
- Career Services Staff Development, December 17, Catoosa, C
- Submitted TTANF Annual Report to CN Grants and Compliance
 - Grants and Compliance submitted to OLDC Portal, De

Recommended Report Format Sample

	May-24	May-25	YTD Goal	YTD vs. Goal	YTD vs. Prior Year
Total Expenditures (\$ Millions)	\$3.2	\$3.5	\$3.6	(2.8%)	+9.4%
Total Number of Clients Served	200	250	225	+11.1%	+25.0%
Outcomes:					
Total Confirmed Permanent Jobs Achieved by Clients	20	40	24	+66.7%	+100.0%
Confirmed Jobs as a % of Total Clients Served	10%	16%	11%	+45.5%	+60.0%
Permanent Jobs as a % of Estimated Tribal Unemployment	5%	10%	12%	(16.7%)	+100.0%
Temporary, Subsidized Jobs Hired	120	145	130	+11.5%	+20.8%
Average Length of Temp Job	245	180	120	+50.0%	(26.5%)
Barrier Removal Metrics:					
Total Career/Training Certifications Achieved	25	35	30	+16.7%	+40.0%
Total High School Equivalencies Achieved	10	15	12	+25.0%	+50.0%
Total Household Stabilization Clients	80	85	80	+6.3%	+6.3%
Total Employment Barriers Removed (Drivers License, GED, etc.)	25	35	30	+16.7%	+40.0%
Total Youth Served	10	20	15	+33.3%	+100.0%

Consolidated and Program-Specific Reports can be created using data that is being collected by CNCS staff today. This would allow CNCS to measure effectiveness of each program relative to a goal and prior periods.

C. Best Practice Example: Talking Leaves Job Corps (TLJC)



Outcome Measurement System

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Direct Centers Services Report Card by Rank (DCSOMS-10R)

Report Period: 7/1/2024 - 1/31/2025

Center ID	Center Name	Overall Rating	Overall Ranking	Retention Measures		Credential Attainment				Measurable Skill Gain		
				90 - Day Retention Ranking	180 - Day Retention Ranking	HSD/HSE Attainment Ranking	CTT Completion Ranking	Combination HSD/HSE and CTT Attainment Ranking	CTT Primary IRC Attainment Ranking	Literacy Gain Ranking	Numeracy Gain Ranking	Off Center Work Based Learning Ranking
090400	Phoenix	84.2%	26	15	49	20	42	47	42	57	48	49
061300	Talking Leaves	84.1%	27	14	23	26	31	10	62	19	3	79
091000	Fred G. Acosta	83.3%	28	4	9	107	5	74	55	66	53	9

TLJC, as a standalone federal program, reports metrics within its program relative to other periods, and goals. While this level of program compartmentalization is not as simple within other tribally created programs at CNCS, there are several best practices that can be gleaned from the Job Corps Program that could be incorporated across CNCS:

1. System for measuring program efficacy based on progress towards employability (GED/HSE, Technical Certifications)
2. Reporting Methodology that allows for continuous monitoring and improvement of outcomes
 - a. Standard recurring periods for uploading of standard metrics to a database
 - b. Standard reporting formatting
 - c. Aggregate score for overall rating of program success

It's reasonable to conclude that this approach delivers results:

- Cherokee Nation's Job Corps program ranks in the top 25% of Job Corp
- Despite its rural setting, TLJC has among the highest retention rates
- TLJC is in the top 10 Job Corps in the country at the combined accomplishment of both a GED and Career Tech Training, which demonstrates a clear advancement toward employability for each client.

Section 3: Career Services Observations

A. CNCS Program Financial Reporting Limitations

In the process of data collection for CNCS, it was noticed that the agency does not record accounting data in a manner that allows for the reporting of costs expended on individual programs such as Economic Development or Vocational Training. This is because those programs utilize funding from multiple sources (Tribal, PL 102-477, ARPA) and costs are booked in the accounting system based on their funding source, rather than by program. There are accounting practices that would enable better visibility to program-specific financial reporting. If implemented, this would improve CNCS' ability to analyze both the cost and related effectiveness and outcomes of each program, allowing leadership to answer more insightful questions about our services, such as:

- What is the overall cost of each of our programs relative to the results (ie. Job Placements, GED's, Certifications) they achieved?
- What areas can we invest in and see the most impact?
- How much does it cost to create a job for each program?
- If we invest a certain amount in a program, how many people should we expect that funding to reach and what is the breakdown of costs?

Current Cost Capture Capability

Career Services Expenditures By Year

(\$ Millions)	2023	2024
CNCS Employee Costs	\$11.0	\$14.5
Wages	8.9	10.7
Fringe	1.5	2.9
Other Employment Related Costs	0.6	0.9
Program Participant Employment Costs	\$28.3	\$12.9
Work Experience Wages	0.0	0.0
Economic Partner Placement Wages	0.0	0.3
Other Program Participant Wages	24.1	9.9
Program Participant Fringe (All)	4.1	2.8
Program Operating Expense	\$8.0	\$8.1
Client Support	\$18.2	\$8.4
Participant Assessments/Testing	0.0	0.0
Participant Cash Support	0.8	1.2
Participant Training Fees/Expenses	16.4	5.3
Program Participant Non-Cash Support	1.0	1.9
Total Expenditures	\$65.5	\$43.9

The ability to match costs with program activity would allow CNCS to set operational metrics and measure investment results.

This is currently not a capability due to how costs are recorded in the accounting system

Recommended Cost Capture Capability

		2023	2024
New Job Creation	Economic Development Business Incentive Program	2,500	2,125
	Tribal Employment Rights Office	1,500	1,275
	Total New Job Creation	\$ 4,000	\$ 3,400
Career Bridges	Economic Partner Placement Program	1,655	1,407
	Vocational Training Program	3,358	2,854
	Talking Leaves Job Corps	1,234	1,049
	Alternative Education / GED Program	755	642
	Career Bridges Total	\$ 7,002	\$ 5,952
Household Stabilization	Short-Term Work Experience Program	3,456	2,938
	Tribal Training Program	1,212	1,030
	TTANF	2,540	2,159
	Recovery	500	425
	Reentry	700	595
	Household Stabilization Total	\$ 8,408	\$ 7,147
Youth Programs	Youth Summer Leadership Program	250	213
	Youth Career Pathways Summer Work Program	750	638
	Youth Career Exploration Weeks	100	85
	Youth Programs Total	\$ 1,100	\$ 935

B. Program Accessibility May Influence Participation

CNCS program utilization may be impacted by the manner clients become aware of and access programs. Today, community awareness and word of mouth, combined with access to a physical location, are the primary means by which program enrollment occurs. While this is effective for a large subset of populations in rural areas, it may influence the concentration of users to those who most frequently utilize Cherokee Nation services and share the availability between one another. By lacking in-depth program details and enrollment capability on the Career Services website, the broader population of those who may be career-ready, but in need of vocational training or job placement may be underrepresented in our client makeup.

C. Program Overuse

Overuse of programs is an issue CNCS also contends with. From 2020 to 2024, 21.4% or 675 out of the 3,151 clients that utilized subsidized work programs, such as tribal training, partner placement (OJT) and work experience, did so within 3 or more years. 60 people participated during 4 of the 5 years analyzed. While there are valid reasons for this occurrence, current reporting and policies would need to be updated to ensure that there are controls around how participants utilize programs. This control mechanism could hold both long-term users of services accountable, as well as the employers that may leave employees on Cherokee Nation subsidization for periods of time longer than program parameters.

Several data points that are currently collected could be assembled into a report that provides transparency to long-term users of subsidized work programs:

- Participant length of time at Economic Partner Placement Program (OJT)
- Number of new clients vs. repeat
- A chart that shows percentages of clients' methods for learning about programs by type (website, word of mouth, etc.)
- Overall average participant time in CNCS programs (active and terminated)
- Exception Report: List of clients in subsidized work program over defined amounts of time

For exception scenarios, it may be helpful to escalate approval to senior leadership when allowing a participant to extend services beyond a defined limit. This may be especially helpful as ARPA funds expire and program participation becomes more limited.

D. Rethinking Career Services' Role in the Cherokee Nation Reservation Economy

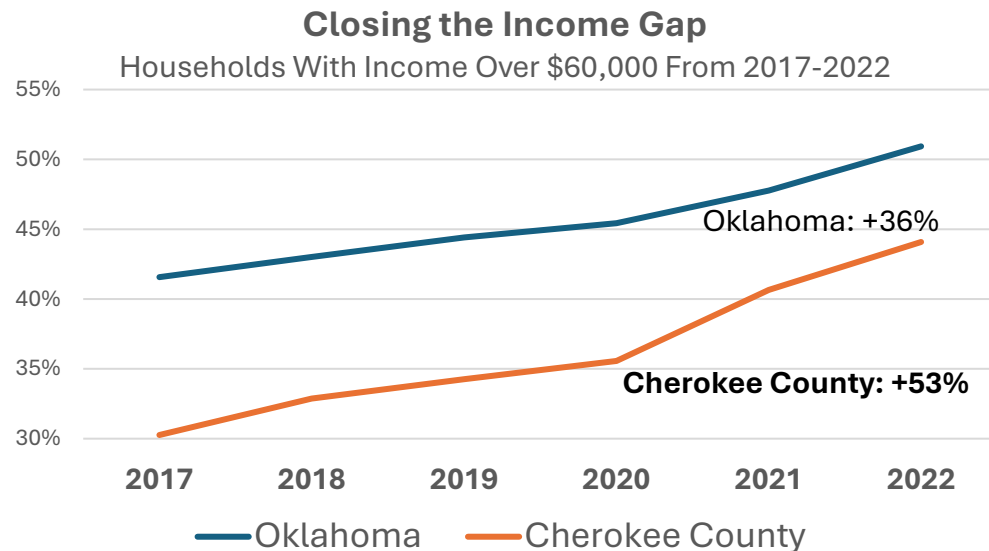
The role of CNCS today is multi-faceted but concentrated heavily on individual assistance programs whose measures of success are individual outcomes. The overall impact of the agency relative to the overall need remains unmeasured. Lacking such measurement, it is impossible for the Cherokee Nation Administration to set economic policy and evaluate its impact.

As Cherokee Nation Reservation economy continues to evolve, so does the job of preserving and promoting Cherokee culture and wellbeing through economic stabilization. CNCS, as the primary subject matter expert agency on employment related matters in the Cherokee Nation, has critical insight and a major role in that dynamic. It may be enabling for both Cherokee Nation Administration members and leaders of Career Services to regularly report and discuss certain economic metrics and related big picture goals that help set the agenda for CNCS and how they aspire to impact the Cherokee Nation Reservation workforce and employment economics.

Potential Metrics for CNCS Strategic Planning:

- County Specific Unemployment Rate
- Cherokee Nation Reservation Household Income by Bracket
- Industry-Specific Workforce Projections

Examples/Ideas for economic impact analysis using currently publicly available data are in the [Appendix I-K](#)



Section 4: Conclusion & Recommended Action Items

CNCS has aggregated an array of valuable services and funding sources that allow it to serve the thousands of clients today, supported by team of employees that work diligently to maximize CNCS' impact on individual families. Staff in the agency embrace the client journey and work extremely hard to support each of their clients along the path to employment readiness and ultimately into a career.

However, to maximize our impact and continue to adapt to a fast-changing labor market, a more systematic approach to the Cherokee Nation workforce is needed. To create the ability to set and measure intentional, big picture goals, a few changes to CNCS practices are required:

- For CNCS to report the statistical impact it is making on the Cherokee Nation Reservation workforce, it will first have to more clearly define its role in that economic endeavor and systematically link each activity to outcomes that it defines as part of that role.
- To know the success of each program relative to a goal, programs need to be accounted for individually (similar to TLJC), in spite of using multiple funding sources. This can be accomplished through modifications to general ledger coding.
- Career Services target client-base can be better defined to ensure that program investments are targeting the goals that the Administration seeks to achieve and to also avoid overlap with other departments.
- Reports that establish metrics for each department and then report them on a recurring basis with comparisons to goals, previous periods, and that show overall trends could be implemented immediately. (see statistics in Appendix)
- As ARPA funds expire, it will be a necessity to ensure all funds are used wisely to accomplish the goals that fall within the scope of Career Services through program duration limitations.

- More targeted programs based on industry and county needs may help us better position for future workforce changes, one of which may be the need for reskilling areas of the workforce most disrupted by technology advancements, such as Artificial Intelligence

Action Plan

Based on the recommendations above, the more specific steps below may help implement the ideas in the near future:

1. Conduct a strategic planning session with Cherokee Nation leaders to establish a vision for the type of aspirational impact that Career Services can make on the Cherokee Nation Reservation workforce
 - a. Goals for reducing unemployment
 - b. Goals for closing the income gap between natives and non-native populations
 - c. Goals for preparing the Cherokee Nation Reservation for changes to the workforce and employment environment
2. As part of the annual budgeting process, or shortly after, establish specific goals for each program that can be benchmarked in future reports.
3. Work with Cherokee Nation Businesses to share best practice report templates and create a new monthly or quarterly report format.
4. Work with Cherokee Nation Accounting/Finance to create a way to code expenses to individual programs.
5. Update the Career Services Website and work with IT to move intake forms, or expression of interest forms, available online.
6. Implement immediate changes using currently available data to create a report that adds transparency to long-term participants in subsidized employment programs. Partner with Cherokee Nation leadership and Career Counselors to brainstorm a mitigation plan.

Appendix

A. Program Name Mapping to Current State

Internal Program Name/ Reference	This Report Name/Reference	Alternate Internal Names
Alternative Education (GED)	Alternative Education / GED	
Resident Services (GED)	Alternative Education / GED	
Career Development	Alternative Education / GED	
Tribal Summer Youth Employment (SYCP)	Youth Career Pathways	Summer Youth Career Pathways
Tribal Training Program (TT)	Tribal Training	Work Experience, Day Work, Day Training
Tribal Economic Development (OJT)	New Job Creation Program	
On-the-Job Training (OJT)	Economic Partner Placement	Tribal Economic Development (listed as a service under this program)
Direct Placement (DP)	Job Supplies & Funding Assistance Service	
Vocational Assistance (VA or VT)	Vocational Training	
Tribal Career Tech (VA or VT)	Vocational Training	
Coming Home Reentry (RE)	Reentry	
Second Chance Act Reentry (RE)	Reentry	
Recovery Employment (RE)	Recovery	
Vocational Rehabilitation (RE)	Recovery	
Tribal Temporary Assistance to Needy Families (JOBS/TTANF) (NOT IN DATABASE)	Tribal Temporary Assistance to Needy Families (TTANF)	
Talking Leaves Job Corps (TLJC) (NOT IN DATABASE)	Talking Leaves Job Corps (TLJC)	
EDA Pub Works Economic Adjustment Assist Non-Traditional Employment Training (No data)	XXXXXXXX	
DOJ CTAS PA3 2020 (No data)	Various, as this funds the expanded activity multiple existing programs. This report shows those programs, with the funding of this grant embedded in each.	
PL 102-477 (Not a program)	Various, as this funds the expanded activity multiple existing programs. This report shows those programs, with the funding of PL 102-477 embedded in each.	

Tribal Career Readiness Act	Various, as this funds the expanded activity multiple existing programs. This report shows those programs, with the funding of CRA embedded in each.	
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B. CNCS Expenditures by Category, 2021-2024

(\$ Millions)	2020	2021	2022	2023	2024
CNCS Employee Costs		\$11.1	\$10.2	\$11.0	\$14.5
Wages		7.5	8.3	8.9	10.7
Fringe		3.3	1.5	1.5	2.9
Other Employment Related Costs		0.3	0.4	0.6	0.9
Program Participant Employment Costs		\$4.2	\$20.4	\$28.3	\$12.9
Work Experience Wages		1.4	0.1	0.0	0.0
Economic Partner Placement Wages		0.3	0.1	0.0	0.3
Other Program Participant Wages		1.2	17.2	24.1	9.9
Program Participant Fringe (All)		1.3	3.1	4.1	2.8
Program Operating Expense		\$5.3	\$6.1	\$8.0	\$8.1
Client Support		\$6.3	\$14.3	\$18.2	\$8.4
Participant Assessments/Testing		0.0	0.0	0.0	0.0
Participant Cash Support		0.6	0.6	0.8	1.2
Participant Training Fees/Expenses		5.2	13.1	16.4	5.3
Program Participant Non-Cash Support		0.5	0.6	1.0	1.9
Total Expenditures		\$26.9	\$51.0	\$65.5	\$43.9

C. Consolidated Career Services Participation Statistics

	2020	2021	2022	2023	2024	Total
Total Expenditures	Not Available	\$26.9M	\$51.0M	\$65.5M	\$43.9M	
Total Number of Clients Served	3,260	3,146	6,527	7,456	7,310	~13,500 individuals
Outcomes:						
Total Confirmed Permanent Jobs Achieved by Clients	426	367	398	455	509	
Confirmed Jobs as a % of Total Clients Served	13%	12%	6%	6%	7%	
Permanent Jobs as a % of Estimated Tribal Unemployment				5.7%		
Temporary, Subsidized Jobs Hired	941	1,081	2,901	4,804	3,074	
Average Length of Temp Job						
Barrier Removal Metrics:						
Total Career/Training Certifications Achieved	366	571	343	734	866	
Total High School Equivalencies Achieved	43	152	49	139	118	
Total Household Stabilization Clients	2,206	1,804	2,479	3,392	3,716	
Total Employment Barriers Removed (Drivers License, GED, etc.)						
Total Youth Served	22	262	1,625	2,533	1,212	
Job Placement Achievement by Source						
TERO	97	51	75	81	66	
Vocational Training	174	119	111	153	209	
Economic Partner Placement	57	68	42	75	62	
Tribal Training & Work Experience	98	129	170	146	172	
Total Permanent Jobs Achieved	426	367	398	455	509	

D. Employment Preparation Tool Participation Statistics

Tool	Metric	2020	2021	2022	2023	2024
Career Counseling	Clients Supported	2,505	2,727	6,301	8,078	7,694
Business Technology	Participants	24	38	23	22	23
Employability Basics Trainings	Participants	149	531	597	596	1,524
Job Supplies & Funding Assistance	Work Supplies Assistance Participants	36	25	34	45	102
Testing / Assessments	How many people utilized this service?	1,166	1,892	1,531	2,298	2,503
Testing / Assessments	How many certifications were awarded?	1,245	1,995	1,600	2,406	2,638

E. New Job Creation Statistics

Program	Metric	2020	2021	2022	2023	2024
Economic Development	Active Business Partnerships	23	25	18	21	32
	New Business Partnerships Created	0	16	3	11	19
	Permanent Hires Resulting From Program	57	68	42	75	62
	Total Wage Investment Per Hire					
TERO	Number of referrals to employers	193	109	157	167	103
	Total Expenditures					
	Jobs filled by Cherokees	97	51	75	81	66
	New Companies Certified	111	125	140	205	223
	Total Companies Certified	794	751	806	886	980

F. Career Bridges

Program		2020	2021	2022	2023	2024
GED	GED Graduates	29	40	39	77	81
	GED Enrolled Students	N/A	182	303	488	274
Vocational Training	Degree / Certificated Achieved	338	347	323	622	774
	Achieved Employment	174	119	111	153	209
	Total Clients Served	1096	889	1262	2339	3003
	Successful Completions	481	454	429	869	1035
	Completion Rate	44%	51%	34%	37%	34%
	Completed Education Training Objective	143	107	106	247	261
Economic Partner Placement	Clients directly hired after OJT/Partner Placement	57	68	42	75	62
	OJT Clients	114	126	124	250	165
	Permanent Hire Conversion Rate	50%	54%	34%	30%	38%
Talking Leaves Job Corps	# of Graduates	90	129	16	54	69
	# of Enrollees	247	30	188	260	264
	Graduation Rate	36%	430%	9%	21%	26%
	High School Diplomas/GED's Completed (HSD/HSE)	14	112	10	62	37
	Career Technical Training Completion (CTT)	14	112	10	23	31
	Combination HSD/HSE/CTT Completion	14	112	10	46	10
	CTT Primary Industry Recognized Credentials (IRC)	14	112	10	89	61

G. Household Stabilization Statistics

		2020	2021	2022	2023	2024
Total # of Household Stabilization Clients Who Advanced to Career Bridge Programs						
Recovery	Clients Served				90	449
	Total Expenditures					
	Drivers License Reinstatements					
	GED					
	Resumes built					
Reentry	Clients Served	476	452	469	355	685
	Total Expenditures					
	Drivers' license attainment or reinstatement			41	32	70
	Certifications Achieved (via Assessments Tool)				134	168
TTANF	Clients Served	909	649	820	896	854
	Total Expenditures					
	Supportive Services	509	499	555	1,101	949
	Cash Assistance	909	649	820	896	854
Tribal Training & Work Experience	# of people served	821	703	1,190	2,051	1,728
	Total Expenditures					
	# of hires to permanent employment	98	129	170	146	172

H. Youth Programs Statistics

		2020	2021	2022	2023	2024
Youth Programs	Total Number of Youth Participants	22	262	1,625	2,533	1,212
	Total Youth Wages Paid					
	Career Pathways / Summer Work Participants	6	252	1,587	2,503	1,181
	Summer Youth Leadership Participants	16	10	16	13	16
	Career Exploration Participants	0	0	22	17	15

I. Economic Statistics

County & Industry Specific Unemployment

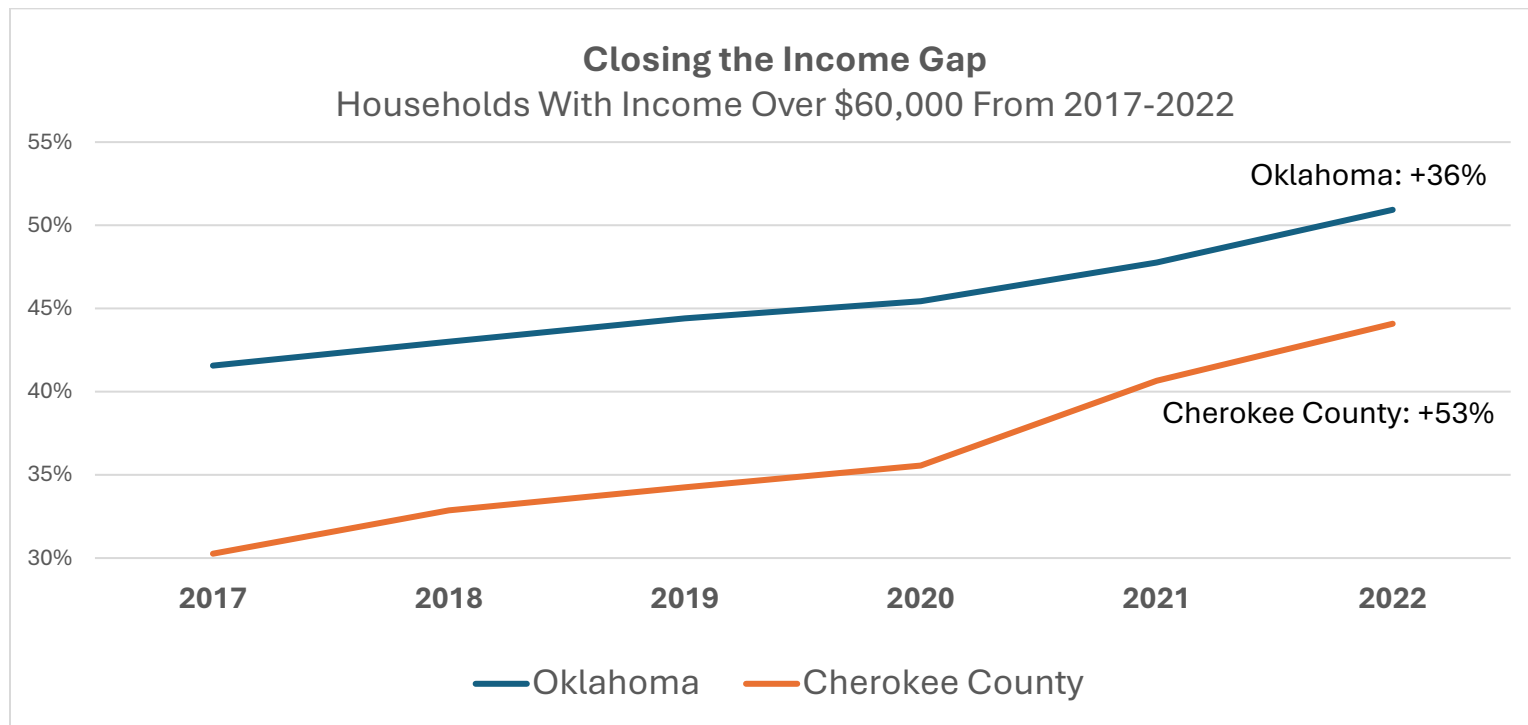
CNCS could potentially better target services based specific insights on the population of job seekers by county and industry. This would likely require a research firm or subscription, but the data is likely available. As an example, a very rough estimation of the size of the job seeking population according to publicly available data is included on the following page.

	County Labor Force	Census: Identify as Native Alone %	Estimated Native Workforce	County Unemployment Rate	Estimated Unemployed, Native Alone
Adair	8,927	44.7%	3,990	3.8%	152
Cherokee	22,007	36.7%	8,077	3.4%	278
Craig	5,824	21.6%	1,258	3.1%	39
Delaware	19,839	23.8%	4,722	3.3%	154
Mayes	21,339	22.5%	4,801	2.8%	133
McIntosh	7,463	19.2%	1,433	4.5%	64
Muskogee	27,598	20.6%	5,685	4.0%	227
Nowata	4,497	19.1%	859	2.8%	24
Ottawa	21,896	21.4%	4,686	3.3%	155
Rogers	48,621	13.4%	6,515	2.7%	174
Sequoyah	17,376	23.3%	4,049	3.4%	138
Tulsa	347,981	7.2%	25,055	2.9%	724
Wagoner	41,783	10.2%	4,262	2.9%	122
Washington	22,623	11.5%	2,602	3.4%	88
Total	617,774	12.9%	77,993	3.0%	2,362

J. Cherokee Nation Reservation Household Incomes

As mentioned above, one potential metric for consideration is household income. While tribal/rural incomes across the country still lag significantly below overall and regional averages, there is strong evidence that, as self-determination among tribes has improved, so has their efficacy in impacting Cherokee Nation Reservation economies. This is evident when looking at household income growth, which has seen a faster increase on some tribal reservations than the rest of the country.

Measuring the number of tribal families that move out of poverty and how many ascend to high income brackets would be a metric that is central to the mission of the Cherokee Nation. For CNCS, it would better be able to set 5+ year strategies around big picture goals and be accountable to creating plans that are tied to targeted economic outcomes.



K. Industry Specific Unemployment

While currently in use today by CNCS, industry and job specific data could be used in a more intentional and strategic manner to assist CNCS' efforts. CNCS could replicate a current successful plan to educate and certify Surgery Technicians in additional fields, with a goal to design and execute career programs that specifically target the fastest growing and most lucrative occupations that do not require a college degree.

Below, for illustration, is a listing of occupations in Oklahoma that are projected to be the fastest growing and do not require a college degree.

Profession	2021 Jobs	2030 Jobs	% Change	Median Annual Earnings	Avg Annual Openings	Typical Entry Education Level
Exercise Trainers and Group Fitness Instructors	2,492	3,833	54%	\$ 36,754	567	High School Diploma/GED
Physical Therapist Assistants	1,367	1,666	22%	59,925	218	Associate's degree
Industrial Truck and Tractor Operators	7,964	9,422	18%	38,085	1,098	No Requirement
Security and Fire Alarm Systems Installers	1,005	1,150	14%	47,070	164	High School Diploma/GED
Slaughterers and Meat Packers	1,851	2,117	14%	36,670	308	No Requirement
Tax Preparers	1,183	1,329	12%	35,402	188	High School Diploma/GED
Respiratory Therapists	1,784	2,001	12%	60,133	135	Associate's degree
Light Truck Drivers	11,122	12,352	11%	35,693	1,412	High School Diploma/GED
Refuse and Recyclable Material Collectors	2,092	2,315	11%	37,211	328	No Requirement
Transport, Storage & Distribution Managers	1,230	1,353	10%	74,464	121	High School Diploma/GED