



# PATRICK H. LAMBERT

## PRINCIPAL CHIEF

# 1<sup>ST</sup> YEAR IN OFFICE

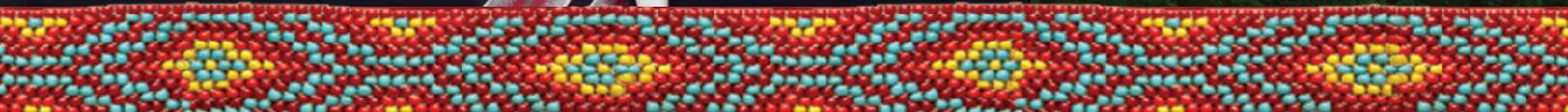


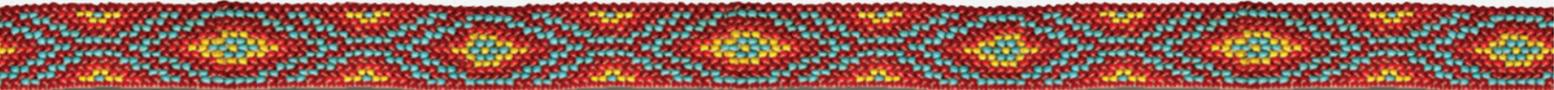
– PUTTING CHEROKEE FAMILIES FIRST –



**“The hallmark of my leadership style is ethics, honesty, and integrity above all else. Lead from these principles and the right results will follow.”**

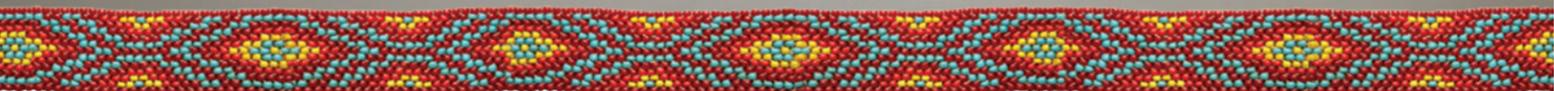
2016





# OʻEʻOʻG<sup>™</sup> DhʻoʻSʻPʻoʻY

Office of the Principal Chief



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## Dear Friend,

The Charter and Governing Document of our Tribe outlines the legal responsibilities and duties of the Office of the Principal Chief. It charges me with being the head of the Executive Branch, tasked with the day-to-day operations of our Tribe. However, a closer look also shows a sacred trust between the people and my office. Written between the lines and behind the black ink lies a hallowed responsibility to take care of the Cherokee people—the Principal People. Over the ages, Chiefs of our Tribe have stood watch and protected our people from threats. They have stood as guardians who protect our elders, train and enlighten our youth, and direct a clear path of progress for our Tribe.

**Like many of our previous Chiefs,** I look toward God for help in leading this Tribe. His strength guides our path and helps smooth the curves. I don't believe in chance or luck—I believe in God's will. I believe that our Tribe's success is directly attributed to Him. As long as I serve as Principal Chief, I am going to continue to seek His wisdom and His guidance.

**I understand** that sometimes I may not always take the politically popular positions of the day. I realize it would be a lot easier to sometimes leave things undone. However, for far too long politics has

directed this Tribe and left it adrift. Our problems don't go away simply because we ignore them or pretend they aren't there. You have elected a leader who will be honest with you, give you ideas on how to fix problems, and then lead our Tribe in a direction that helps all families.

**One year ago,** I took office amid a challenging time for the Tribe. We found ourselves \$96 million in debt, with no clear plan or effort to diversify our economy and a stagnant list of projects and services that were not seen to completion. Everywhere around us was a challenge—an opportunity. Immediately we got to work addressing issues right out of the gate.

Our Tribe needs attention and I have committed to lend every ounce of my experience, education, and energy into making this place work for you and your family again. You deserve a government worthy of my best effort and so that is why, every day I hold this office, I will dedicate myself to serving the families of this Tribe.

**Since taking office,** I have taken the concerns of this Tribe to the state of North Carolina, and even to the President of the United States. The first thing I ever mentioned to President Obama was the need to protect our children and community by

reopening the access road beside Cherokee School. I also spoke to him about the fact that the people of the Eastern Band deserve the right to continue traditional harvesting in Great Smoky Mountains National Park—because that land is traditional Cherokee land. I also had the opportunity to lead the fight to help ensure that Swain County continues to offer the Cherokee language as a foreign language class instead of an elective. These efforts help stretch the Tribe's voice and reach beyond our borders and strengthen our stand to protect what we hold dear—our language, our culture, and our children.

**Earlier this year** I had the honor of signing one of the signature achievements of my administration—the complete payoff of our Tribal debt. This achievement, along with a whole host of other accomplishments like restructuring the minors' Per-Capita payout and establishing a Per-Capita loan program and the construction of Big Cove's new community center and day care, the Rehabilitation Center in Snowbird, the 5% 401(k) increase for Tribal employees, and the increase of criminal penalties for those that push drugs in our communities, is part of my commitment to ensuring that the government continues to place Cherokee families first.

**These accomplishments are real milestones** for our Tribe, but I didn't do all of this work on my own. I had the help of Tribal Council members, Tribal employees, and countless community members and faith

leaders. So while the debates may sometimes be loud and contentious, it doesn't stop my push to propel this Tribe forward to meet our challenges head on. For the first time in a long time, Tribal Government is having a conversation and a healthy debate about the direction of this Tribe—and that's a good thing. I have put forward an ambitious agenda that will ensure our future is brighter than our past. I'm staying focused on how we can continue working to preserve our culture and language so that our young people will never know a time when Cherokee wasn't spoken. I'm partnering with state and federal agencies to lead the largest and most strategic effort our community has ever seen to combat the infiltration of drugs in our communities. And, I will continue my work of helping ensure that our Tribal elders receive the services and care they deserve. I'll need your help to do this. I'll need your voice, time, and energy in helping make sure that our challenges don't define us for generations. I am honored and humbled by this position and will do all I can do to serve you with ethical and trustworthy goals and actions.

Yours always,

Patrick H. Lambert  
Principal Chief



# Notes from the Community

I want to take this time to reflect and recognize the reasons we are standing together as a Tribe. There have been times when I needed your support to remind me how important this journey is for all of us. I want to wholeheartedly thank you for that support. It is sincerely valued, and I have not forgotten the reasons you elected me to be your Principal Chief. Your encouragement gives me strength, and your wisdom is respected.

Before I filed to run for the Office of the Principal Chief, my family came together and we made the decision collectively. I immediately realized this would be unlike anything I had ever experienced before. I remember the long nights, the numerous visits to members of our communities, and the lengthy discussions of how to create a government that would work for our people in an honest and fair way. Our people deserve a government that respects our enrolled members and puts our people first.

During my campaign, I left a notepad and box readily available for you to write personal messages directly to me. From those messages, there were notes of inspiration, hope, prayer, and support. These messages helped form the leadership plan I developed. There have been many successful events and changes, and there have been trying times as well. During the hard times, I turn to these notes of encouragement and your words comfort me. From your words, I know I am doing the job you elected me to do.

The conversations I have with people range from drug addiction to home construction, and everything else in between. It is my belief that every one of our enrolled members should have the opportunity to be successful and live a fulfilling life. We have resources to make those aspirations a reality, but without accountability and ethical standards we will fail. My campaign promise was to tighten up areas of wasteful spending, and to also ensure that we develop a new sense of community support. This became a priority after I took office in October 2015. Once in office, it was your encouragement and support that empowered me to make necessary changes and to work even harder for those who voiced the need for change, and to enact their vision for a future of hope. I have made many tough decisions, and I want every enrolled member to know that I will stick to the values of integrity, honesty, trust, and honor that we agreed upon when I asked for your support over a year ago. The community we are building is strongly rooted in a resilient and confident culture. Our ancestors bravely

faced adversity and maintained our principles throughout historic events. They passed down a culture and way of life that we cherish and respect, and it is up to us to treasure and value these ideals and incorporate them into our modern-day world.

My campaign motto was "Putting Cherokee Families First." This message resonated with many, and it is slowly becoming the reality. Our Constituent Services Department handles hundreds of calls a week, and this department is responsible for assisting enrolled members in a number of areas. The efficiency of the Office of the Principal Chief is picking up speed and returning services to our people in a more competent and expeditious manner. We are tirelessly working for everyone to have the help they need and deserve. It is very fulfilling to see Cherokee families and individuals come to my office and see their issues resolved. Their relief and appreciation is touching, and the satisfaction of helping our Tribal members is one that cannot be matched. We still have a long road ahead, but strategic planning and a deep-seated faith is half the battle.

Over the past year, I have worked tirelessly to fill in gaps for Cherokee families who were held back. I have been diligently correcting policies that only allowed a few to take advantage of certain programs, while others were ignored and left out. There is still a lot of work to do, and some of this work will be challenging. But I want you to know that when things are tough, I will turn to your messages of support and move forward confidently knowing that the end result will be equal opportunities and better prospects for our children. I am not afraid to tackle a challenge or problem, that once resolved, will benefit and better the lives of our Cherokee people.

If you are reading this and didn't get to leave me a message, I will gladly still take them. I want you to know the following: This is YOUR government—I work for YOU—I am YOUR voice. Come by my office and speak with my staff about any questions or concerns you may have as an employee, community member, or if you just have a free moment to visit. I appreciate the opportunity to connect with everyone in the community when we have community events. Remember: This government is still young, but we are rapidly developing. I am thankful for your wisdom, direction, and assistance with our success.

Sgi!





## An Open Letter from the First Lady, Cyndi

(Wife of Principal Chief Patrick Lambert)

I am writing to you today to give you my personal view of a man I know. A man I have known for more than half my life. A man who gives with his heart always. A man with a heart as big as a mountain. He was a compassionate person even as a young boy. I remember being told a story about him giving a classmate his new coat at school one day. The kid didn't have one on this cold day so Patrick gave him his. His mom had just bought it for him so it was quite new but he didn't care. He knew this young boy needed it more than he did. His mom wasn't too happy about it but she understood because that's who he is—that's the way he was raised.

There are so many stories just like that I could tell you but instead I will tell you that his heart and his compassion for others is what I love the most about him. When he decided to run for Principal Chief of the

Eastern Band the first time, I know it was about giving back to his Tribe, doing all he can for others, and serving our people in a way he never could before. That idea has not changed. He still believes that others deserve a fair shot at a better life. He believes our mothers are the backbone of our Tribe and our children are our future and we need to take care of both. He believes compassion begins at home and we need to lend a hand to help each other when we can. He believes being honest, truthful, and kind is how we should always be. That's how he was raised. Most importantly he believes if we work together, stand together, and always do the right thing, then we all win.

He doesn't look for a pat on the back or public recognition; that's not him. All he wants is for our Tribe to prosper and secure our future by preparing for it the best way we know how.

Since October 5, 2015, and even before then, this man has lost sleep thinking about our people and what he could do to make our lives better; how he

can help our Tribe in a good way. On average he is up every morning before 5 a.m. and gets home close to 9 p.m. He goes to sleep thinking those same thoughts and wakes up with a plan to get those ideas moving. I don't know how he does it but I do know it's because he cares.

He spent his first year in office leading by example—with truth, accountability, compassion and hard work, and he will continue to be that kind of leader. There aren't too many people in an elected position that are capable of being truly transparent unless they are willing to expose the openness of their heart. If you know his heart then you know you can trust him.

This first year as a Chief's wife has been extremely busy but I know this man makes decisions that are right in his heart. That's where his strength comes from. I tell him all the time the people are his strength and God is his guide. I also know some decisions are tough to make at times but he has to remember it will affect our future and it has to be right. He doesn't take his job and daily decision-making lightly—he's thoughtful

and mindful of what the outcome will be and that his decisions will be the best decisions for all of us—not just a few.

He has so many ideas that can bring so much good to our Tribe, and just maybe he will not run out of time to get them done. But for now what he has accomplished in a year is historic, it's unprecedented and unbelievable...but that's him; that's how he gets things done and that is how he has become successful. He works hard, he works long hours and sacrifices time with family to get our Tribe in a better position than it has ever been. He never feels entitled, never is boastful, and never expects anything in return. All he asks is for a little respect, a little understanding, and a little trust. And if you know his heart like I do, then you know you can trust him, just like I do.

Sincerely,

Cyndi Lambert



# Chief's 1<sup>st</sup>-Year Accomplishments Putting Cherokee Families First

## Campaign Promises Kept:

- Cut wasteful spending
- Restore faith in our Tribal Government
- Reinstate 5% 401(k) match
- Strengthen services to our families
- Protect minors' money by staggering payments
- Conduct all dealings as Principal Chief with honesty and truthfulness
- Protect and double programs that provide Christmas checks and fuel assistance
- Propose more Veteran services
- Work to improve lives of our members
- Be accountable for decisions/actions
- Find answers to questions of illegal dealings and get to the bottom of any corruption committed
- Clean up the dirty and run-down streets and roadways

## Legislation Passed:

- To create a constitution
- To reinstate 5% 401(k)
- To conduct a Tribal census
- Entered agreement with town of Murphy for fire/EMS services, saving the Tribe millions of dollars
- Doubled Christmas checks for our elders
- Staggered payments for our minors in conjunction with Junaluska Leadership Council's legislation
- Began 638 contract with BIA
- Paid off the Tribal debt in the amount of almost \$97,000,000—saving over \$6,000,000 in interest payments to banks
- Building of a bowling alley, saving the Tribe \$8.5 million by cost sharing the expense with TCGE
- Created a Department of Justice
- Plan, build, and operate a homeless shelter/soup kitchen
- Worked with Election Board to pass a new election ordinance
- Term limits for Chief and Vice Chief



## \$500 LOAN

on Per-Capita distributions to help individuals and families in times of need throughout the year.

• 0% interest, small fee • Simple application • One-time or recurring

## Working Every Day:

- Passed 2015–16 Budget with a savings of \$20 million
- Budgeted \$4 million for our Cherokee schools
- Formalized Tribe's Title IV-E plan
- Testified before the House Indian Affairs Subcommittee on the Lands Reacquisition Act bill
- Made agreement with Swain County Schools to permit Cherokee Language 101 and 102 courses to continue to count as foreign language credits
- Met with the presidents of Duke Power and Verizon to advance efforts for better communications on our Boundary
- Organized Legal Summit
- Launched several areas of Forensic Audits
- Brought forth the results from the first Forensic Audit in April regarding credit card charges from the previous administration
- Established team called the Project Development Working Group
- Working on improving the look of the Cherokee Veterans Memorial Park
- Met with Park officials to discuss regulations on "gathering"
- Signed 638 contract with the BIA for the Jail and Justice Center
- Signed settlement with Duke Energy for \$1.7 million paid to the Tribe for damages from 2009 fire in Big Cove

## Lambert Administration Firsts:

- First 100 Days Report
- Hired a Veterans Service Coordinator
- Easter Eggstravaganza
- Six-Month Report
- Graduate Awards Dinner
- Mother's Day Celebration
- Spring Garden Fair
- Keeping Cherokee Beautiful Street Sweep
- Monthly Bingo games for elders
- Father's Day Festivities
- Summer Splash
- Back to School Bash (3 total)
- Rode with Sanitation crew on their morning route
- Community Prayer Circle
- Community Day Eating Contest
- Hosted Heroin Summit

## Drastic Reduction in Waste

### TRAVEL EXPENSES

 **CUT \$893,673.65**  
compared to previous year.

### FUEL EXPENSES

**CUT \$350,368.01**  
compared to previous year.

### CREDIT CARD EXPENSES

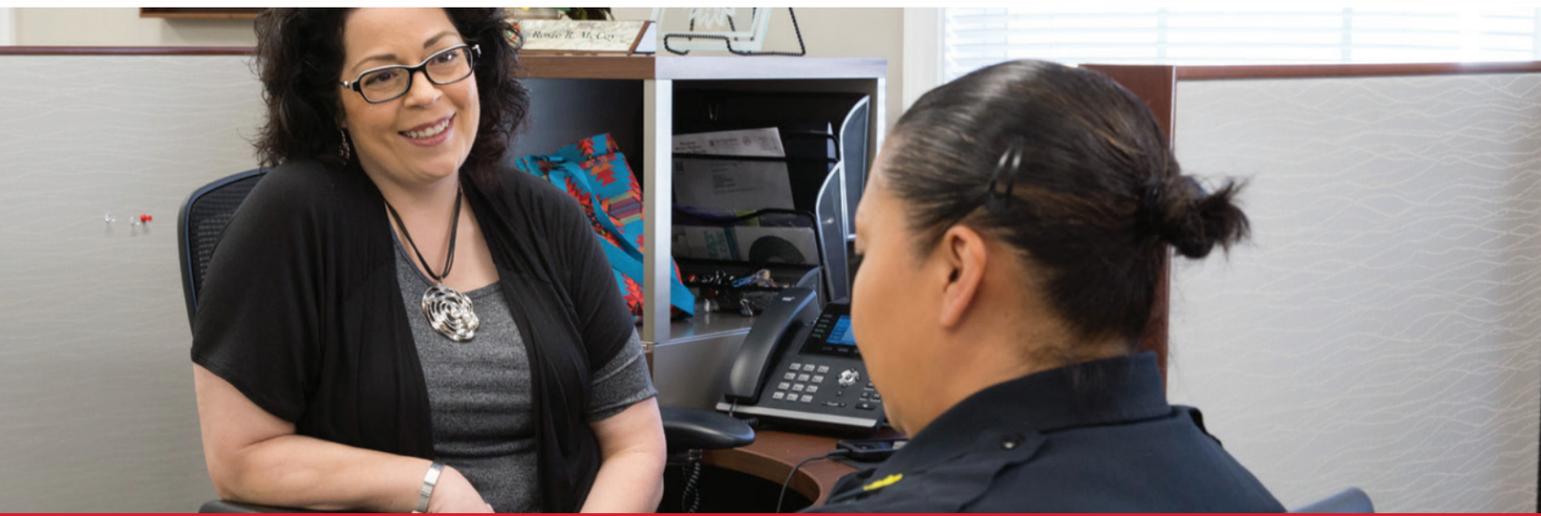
 **CUT \$712,120.15**  
compared to previous year.

**CUT A TOTAL OF OVER  
\$1,900,000**  
in first year compared to  
previous administration  
in prior year.

**OVER  
42.5%**  
saved compared to previous  
administration in the prior year.

# Working Together to Make Our Tribe Work for You.

Our Constituent Services Team assists Cherokee families in resolving problems.



Located inside the Executive Office, there is a team of dedicated staff employed by Principal Chief Lambert. These staff members are charged with a specific task: Work with individual community members to resolve problems and issues. Principal Chief Lambert's Constituent Services staff have resolved over 2,400 individual cases since his inauguration in October of 2015. "Those cases range from families needing assistance regarding the land transfer process, to the process of how to access emergency housing, or how to get a wheelchair ramp for a disabled member's home," said Principal Chief Lambert. "We help individuals learn what services the Tribe provides, assist them with the necessary paperwork, or make phone calls on the person's behalf. Essentially, we are making Tribal Government work for the enrolled member."

Charlotte Saunooke serves as the Director of Constituent Services for Principal Chief Lambert, and she leads a team of three Constituent Services Representatives: Denise Walkingstick, Rosie R. McCoy, and Celia Smith. Each team member is charged with daily caseloads to resolve. "When Principal Chief Lambert took office, he quickly realized the need for a team of workers whose objective was providing much-needed support and assistance to the public on a full-time basis. These staff members would be responsible for continuously helping constituents throughout the workday. His mission was to aid as many people as possible," said Charlotte. "When someone calls our office, comes to the Chief's office, or stops us on the street, it is our job to find out the necessary information pertaining to the individual's situation. Once we assess the circumstance, we can begin assisting the individual by either referring them to the correct program, or contacting the appropriate entity for that person to help resolve their circumstance. It is a very interactive process with the constituent, and there is a level of trust that is established between the representative and the client." Oftentimes, the Constituent Services Representative is able to solve the problem while the individual is there.

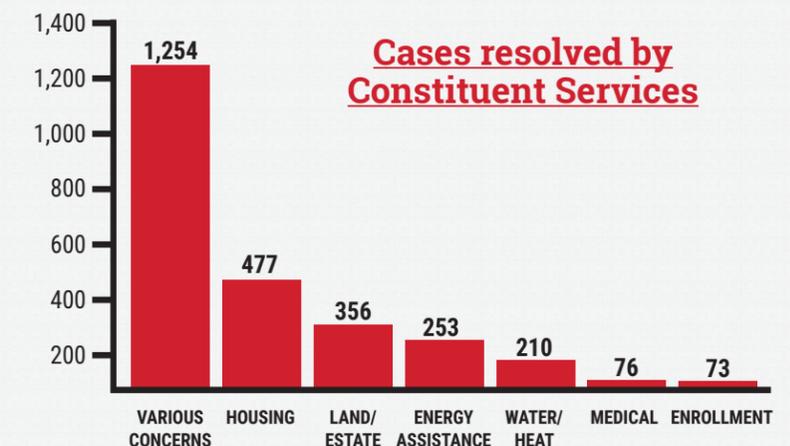
"Each case is unique," said Rosie R. McCoy. "Some of the issues we help people with are short and can be settled in as little as five minutes, while others can take several months." Learning to navigate the complex system of Tribal services can be daunting for citizens, but the Constituent Services Team has learned the different policies, income requirements, and required paperwork needed to help make the process as short and efficient as possible. "I love my job. The fact that we help so many people, it makes me proud to be a part of this team and administration. Helping someone solve an issue is a wonderful feeling, and that is what Constituent Services is about."

On occasion the Constituent Services Team comes across a problem within Tribal Government, which is then brought to the attention of Principal Chief Lambert. Denise Walkingstick shared this experience. "While working with a Tribal elder on an issue, the elder mentioned that she participated in the Tribe's meal delivery program for elders. She stated that meals were only delivered three days a week during the summer. That concerned me, so I brought this to Chief Lambert's attention. He then made sure that our senior citizens began receiving meals five days a week, and an additional two packaged meals on the weekend. Chief Lambert recognized the need our senior citizens had, and it was very satisfying to see that issue resolved for all our Tribal elders who needed this service. That's why our Constituent Services Program matters."

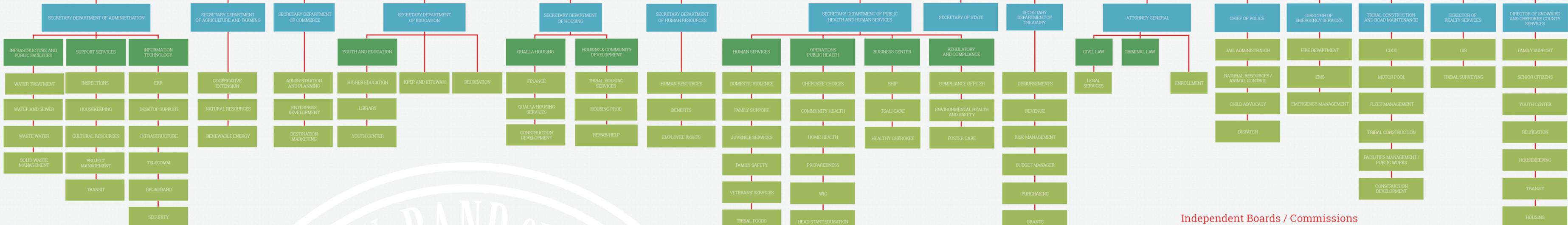
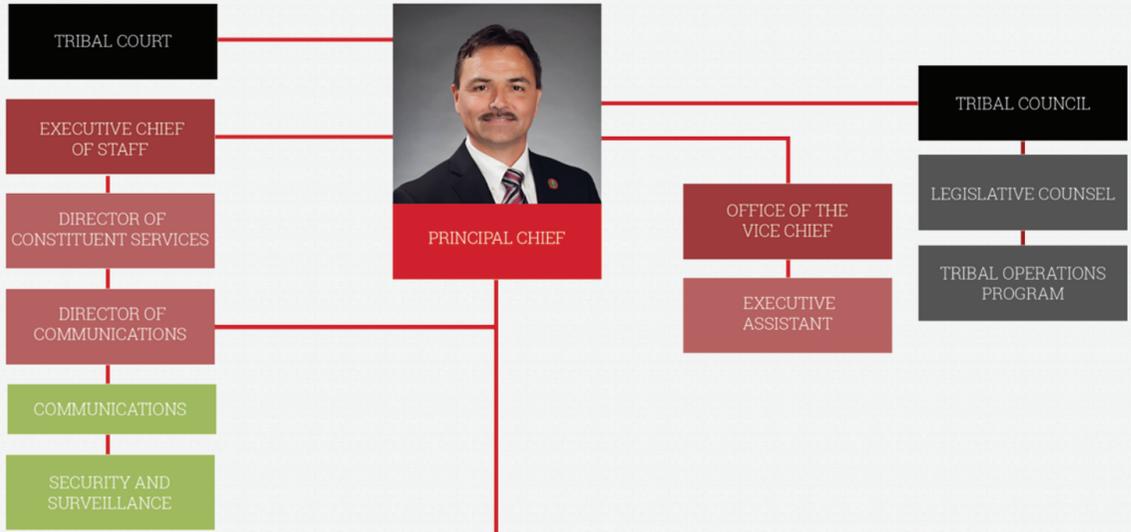
The workload for the Constituent Services Team is constantly growing. On any given day, a representative may help a student with assistance understanding the higher education application process, then begin helping an elder with an energy assistance application, and then head out the door to check on the homebound in the community. "The Chief has instructed us to go out into the community so we can better serve the needs of our Cherokee people," said Celia Smith, one of the newest Constituent Services Representatives. "One of the more heartbreaking cases I worked on was a woman who was struggling with alcohol addiction and she wanted to quit. She was hungry and tired of living that way. We were able get her into a program that provided her with the help she needed. Now she doesn't have to suffer that daily torment of being homeless, and living without food and safety. I'm really glad we got to help her."

Constituent Services staff members take their responsibilities very seriously and are even on call after working hours. That includes weekends and holidays. "The Chief provided clear instruction that we are to follow these cases assisting our Cherokee families until they are resolved. We feel honored that we can assist our people. I'm thankful to have a Chief that initiated a program of this nature," said Charlotte Saunooke.

If you or someone you know is in need of assistance with an issue pertaining to Tribal Government, please reach out to Principal Chief Lambert's Constituent Services staff at (828) 359-7002.



# Organizational Chart



## Independent Boards / Commissions



# Taking a Stand Together

There is a common enemy slowly taking over our community, and its consequences have been devastating for many Cherokee families. Now is the time to stand up and fight the illegal drug epidemic, and now is the time to take back our town from its destructive hold.



## Hitting Home

A Cherokee mother stands behind a podium on a dark stage. She slowly begins to speak, her voice shaking and her eyes full of tears. She is hesitant to begin because her story is extremely painful and complicated, with the conclusion of her story the only part she is certain of. "My son was a good kid. He had opportunities like all of us, and now he is dead because of an overdose," she says with a defeated, empty tone. The auditorium is silent, with everyone paying full attention to the Cherokee mother behind the podium as she speaks about her son's drug addiction.

This year, the Eastern Band of Cherokee Indians hosted its first "Heroin Summit." Attendees from local, state, and federal law enforcement agencies joined together to share information about the current nationwide epidemic of opiate abuse. "Drug addiction is a demon that has affected every enrolled member and continues daily to ruin lives and cause pain to our community," said Principal Chief Lambert. He added, "We have to educate, enforce laws, and create a system that heals and supports the full recovery of our members, including the employment process, so they can have some ground to stand on."

## Waiting for Another Chance

Since taking office, Principal Chief Lambert has pledged to give full and unwavering support to the battle against illegal drugs, and to suppress the damage being done to Cherokee families. From ordering law enforcement to prioritize drug-related busts and arrests, to creating programming for individuals wishing to recover and return to their community, Principal Chief Lambert is creating an environment with zero tolerance regarding the drug issue. Chief Lambert, to show he stands behind this, conducted a drug test on every member

of his Executive Staff, all appointed Secretaries of Departments of his administration, and even himself. Everyone passed with clean results. He is taking a stand and joining the community in its fight against drug trafficking. "There has been a lot of support from the new administration to strengthen the Drug Enforcement Unit, and to have a stronger presence in the community," said Chief of Police Dike Sneed. "The number of investigations and arrests of illegal narcotic drugs has risen over the past year, and we are starting to see the impact of that intensified focus out in the community. People are coming forward with information, allowing us to better target dealers and dens."

The numbers speak for themselves. In the past year, the amount of illegal narcotic drugs removed from the streets by the Cherokee Police Department more than doubled over the previous year. Though the fight is far from over, the people who bring drugs into our community are feeling the pressure of the new initiatives. A young man wearing tattered blue jeans and a well-worn T-shirt sits in the lobby of the Council House waiting impatiently for assistance. His legs shake nervously and he clasps his hands together repeatedly. Two beautiful young children climb up and down on the chairs next to him, eyes widening as someone comes their way. With a sadness that echoes the regretful choices of his past, the young man explains that he wants to find employment, but he isn't getting any opportunities. He explains how he lost his home, car, and most of his belongings to his addiction. He is now enrolled in a recovery program. He stares at his children, turns back with tears streaming down his face, and says, "I want to be better for my children. They deserve better than what I have given them. I just need a chance."

It is customary work for employees in the Principal Chief's office to assist someone who is looking for recovery and to escape from an unhealthy situation. Some people need housing or food, but all need direction and support. The short-term problem is a lack of resources for those who need immediate assistance. Principal Chief Lambert has issued a statement that his office is searching for any and all options that will assist those individuals with such basic needs as employment and housing. In the Tribe, there continues to be a very strong sense of family and community. Assisting those in need is a priority of the people.

## Looking Toward the Future

Moving forward, the Office of the Principal Chief desires to assist programs involving opportunities for individual growth and community acceptance by enrolled members. The Cherokee Police Department has been given the tools to enforce laws, thereby making the streets safer for our communities. Laws are being strengthened, and penalties are being increased. It is understood that users and addicts suffer from a series of bad choices and ultimately a disease. Oftentimes, this may be attributed to environment, mental health, or the limited opportunity for personal success. Our community can take comfort knowing that these steps are being taken by the current administration. The fight to take back our community is in full force. With the love and support of our Cherokee families and Tribal Government, there is hope for a reawakening of culture and a rejuvenated spirit to help break the destructive hold illegal drugs have on our community.



# Government Services Highlights and List of Accomplishments

## Principal Chief

In conjunction with Tribal Finance, the Principal Chief attacked waste, fraud, and abuse within the Tribal system while creating a renewed culture of Putting Cherokee Families First:

### • Waste reduction

- The elimination of Tribal debt
  - A complete payoff of the Cherokee Indian Hospital Authority Project and the Tribal Wastewater Treatment Plant
  - Interest savings of \$6.2 million
  - Primarily utilized non-invested Budget Stabilization Funds, preserving investment account dollars
- A 71% reduction in the purchases of Tribal vehicles
  - Only 25 new vehicles purchased in FY 2016 as opposed to 85 in FY 2015
  - Established a structured Fleet Program with a dedicated manager to be hired in FY 2017
- Increased usage of internal Tribal resources
  - A 45% reduction in external Contract Services
- Reassignment of key Construction and Facilities personnel and equipment into a consolidated single-source delivery division
- More with Less campaign—home repair costs down 60% with no negative impact

### • Seeking out and prosecuting fraud

- Forensic Audits
  - A review of Tribal Credit Card spending to identify and determine elements of fraudulent and illegal usage
  - A review of the operations of Qualla

Housing Authority and the Portfolio Loan program to determine the presence and extent of fraudulent activities

- Active whistleblower program
  - Whistleblower program offers reprieve to those who actively assist in the identification and prosecution of fraud

### • Eliminating abuse of Tribal resources

- Travel Management
  - A 44% reduction in travel Tribe-wide



- All travel requires the active review of the Chief and follow-up reporting on the benefits to the Tribe
- Credit Card Management
  - Eliminated the open checkbook P-Card program
  - A 61% decrease in Principal Chief Credit Card spending

### • Putting Cherokee Families First

- Staffing and salaries increased
  - Strategic and deliberate growth in key PHHS departments to support a strong Tribal Social Services division
- Increased focus on employee relations
  - A 92% increase in spending on employee relations efforts—\$75 per employee, per quarter
  - Selective use of administrative leave to maximize employee enjoyment of key holiday periods
- Family-Focused Projects approved and underway
  - Big Cove Day Care
  - Snowbird Child Care Center
  - Snowbird Senior Center
  - Birdtown Senior Athletics Facility
- Member Benefits expanded
  - Christmas checks doubled for eligible Tribal members
  - Education assistance increased 11% year over year
  - 401(k) match increased from 3% to 5%
- Special benefits and services
  - Chief's Faith-Based Initiative provides funding to qualifying Boundary churches and congregations to provide support during special times of need

- Community Contribution Fund of \$10,000 per Tribal Council Member for special community projects and needs
- Client Service Fund established, providing a resource for qualifying Tribal members in emergency situations who do not qualify for other benefits



# Government Services Highlights Continued

## Department of Administration

### Project Management

#### • Construction projects completed in FY16

- Saunooke Village Streetlight Project
- Justice Center Parking Expansion
- Hwy. 441 sidewalks
- New PHHS/Family Services Building
- Island Park improvements
- Groundbreaking and construction has commenced on the following projects:
  - Big Cove Child Care Center
  - Snowbird Senior Center
  - Graham County Indian Education facility relocation
  - Snowbird Child Care Center
  - Cherokee Mountain Bike Trail
  - Bowling Center
  - Senior Athletic Park

#### • Projects currently in planning process for future construction

- Snowbird Pavilion
- Community Pool
- CPD Evidence Facility
- Tribal Administration Building
- Wolfetown Community Building
- New Cherokee Post Office
- Remodel Yellowhill Community Building
- Birdtown Community Building

#### • EBCI Tribal Historic Preservation Office

- The EBCI THPO developed the Scope of Work for the old Cherokee Elementary School site excavation. The EBCI THPO regularly supervised archaeologists from TRC, who provided the physical labor and field experience for the project.



#### • Natural Resources Program

- The Natural Resources office successfully operated the EBCI trout fishing program, which entailed stocking an estimated 230,000 pounds of catchable trout into 30 miles of Enterprise Waters and selling over 50,000 permits at an estimated value of \$790,000 (+7% above FY2011–FY2015 mean). Completed Tribal trout hatchery operational assessment and feasibility study for expanding production.

## Office of the Attorney General

Works collaboratively with all programs by offering legal counsel support. Is the primary agent for legal service in litigation against the Tribe and its legal entities. Defends the Tribe in lawsuits.

#### • The Civil Law Department

- Was extended to include representation of the Family Protection Program in court actions brought on behalf of the Tribe to

protect vulnerable and maltreated children and adults.

- Successfully partnered with the US Department of Justice to get the EBCI access to federal criminal databases for purposes of non-criminal administrative use. The EBCI is the first Tribe to utilize “purpose code” X in the DOJ’s Tribal Access Program to get background checks for emergency placements of children in Tribal custody.
- Staff attorney finalized two settlements with Duke Energy: 1) Ela Lake boundary lines were redrawn to ensure Tribal members’ possessory holdings were protected; and 2) Stoney Ridge fire damages were settled to include over \$1 million paid to the Tribe and transfer of approximately 35 acres from Duke to the Tribe valued at approximately \$1 million near Kituwah Mound site, to protect from future visual degradation of the viewshed.

#### • The Legal Services Department

- Priority of civil legal services in the areas of simple will preparation and representing parents in child custody and maltreatment cases.

#### • The Office of the Tribal Prosecutor

- Larger management and monitoring for Justice and Accountability. Regularly collaborates with the Cherokee Police Department for critical analysis of data, with the goal of data-driven policy recommendations for the reduction of crime and recidivism in the Cherokee Court system.

## Division of Emergency Services

Working with the Office of the Principal Chief, Emergency Medical Services meets the needs of residents and visitors of Cherokee. The following is an overview of Emergency Medical Services, Emergency Management, and Fire & Rescue.

#### • EMS

- Continues to be a leader in EMS education, having trained 2,034 students in 165 classes. EMT class graduated 12 people in December. Our first Paramedic class began in May of this year with 17 students. EMS will provide all continuing education for Cherokee Dispatch to maintain their EMT certifications.
- Call volume continues to increase each year, with a total of 4,500 calls this year. Focus has been put on the training of the next generation of Cherokee medics with the expansion of our explorer program within the area schools.

#### • Emergency Management

- Total of 69 projects from FEMA declarations for year 2013 are currently 93% complete with



# Government Services Highlights Continued



three projects in progress, and two waiting on legal decisions.

- Preparations have been made for winter weather by centralizing resources, adding additional ATVs, salt spreaders, and a maintenance program for those resources.
- We now have five ATVs, one of which will be assigned to the Snowbird area for their use as needed.

## • Fire Department

- Cherokee Fire & Rescue collects data on fire loss and assets protected. For FY16, \$16.5M worth of directly threatened assets were saved while fire loss was held to \$750K.
- Cherokee Fire & Rescue responded to 2,500 calls in FY16, a 15% increase from FY15.
- Cherokee Fire & Rescue in conjunction with the Office of the Principal Chief and Tribal Council were able to update the Tribal Code to meet present-day fire inspection needs.

- Updated the Fire Prevention Program through ordinance change.
- Pushed for an Inspection, Maintenance, and Monitoring program for all Life Safety Systems in Tribal buildings.

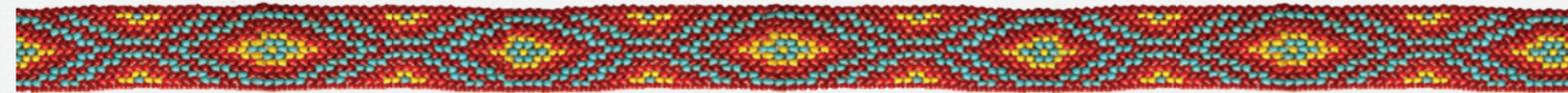
## Tribal Realty Office

The Realty Services program was established as a Tribal program in Fiscal Year 2016, in the first quarter of Chief Lambert's first year in office. The objective of this program is to expedite land sales, transfers, and any other land-related services to Tribal members. Once fully staffed, the Tribal Realty Office will be a central hub for enrolled members to access land assistance.

## Housing & Community Development Division

HCD has been restructuring the division to provide better services for individuals and families of the Eastern Band of Cherokee Indians. In all, there are three programs within the division to meet the different needs of our Tribal members; they are the following: Housing Production Program, Housing Services Program, and the H.E.L.P./Rehab Program.

- With housing demands growing on the reservation, more rental units are needed in order to offer a non-permanent option for those individuals and families who are not looking to own a home yet. Currently the Housing Production Program has 60 units proposed for development.
- Since March of 2016, we have serviced over 20 loan closings with approximately 15 loans still in various stages of the mortgage process.



- The Big Cove HIP project is our newest community, which was completed in May of this year and is 100% occupied. We provided five more senior citizens and disabled families with housing.
- Since acquiring the H.E.L.P. Program, HCD has completed all 200 projects that were backlogged to 2012. The remaining number of projects include 16 applications left from 2015 and 85 from the current fiscal year.
- Completed over 1,500 service requests by H.E.L.P. crew that consist of water, heat, and electrical emergencies. Most were completed within the same day.
- Instituted better job tracking, showing specific job completion times and materials used. This tightens accountability and time management.
- Created a digital client database for instant availability of applications and information. This has created better communication with clients and better scheduling.

## EBCI Department of Commerce

### • Adventure Park

- Adventure Park is now being evaluated as part of an overall development plan for Cherokee, which would include a new hotel and convention center, retail development, and revitalization of Downtown Cherokee.

### • Retail Development

- Representatives of Walmart Corporation toured the Boundary during the spring, and we are on their list of possible locations for a store.
- We are actively working to recruit an outlet mall developer with tenants.

### • Bowling Center

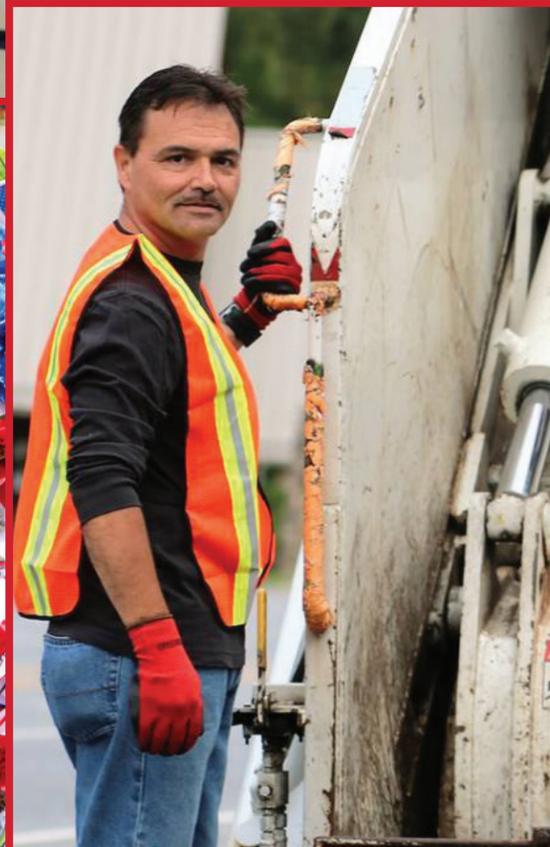
- The EBCI worked with the Tribal Casino Gaming Enterprise and Brunswick Bowling to develop a \$13 million concept for a complex to include 24 lanes of bowling, a restaurant, sports bar, arcade, entertainment area, and other amenities.

## Department of State

The Secretary of State position was created to assist with intergovernmental affairs and to facilitate opportunities for dialog between agencies of all governments and the EBCI.

- Creates better relationships with federal, state, and local agencies.





*"We must always work toward a greater good."*

*"...what should matter is how we all see each other."*

## Looking Forward

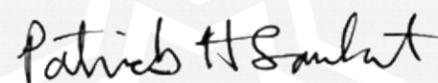
Wow, what a great 1<sup>st</sup> year and honor to serve as your Principal Chief. The promises I made to you... I have kept and will continue to keep. This job of returning a true public service back to the people and regaining the lost trust is a commitment I take seriously.

**To all Tribal employees**, thank you for your dedication to the vision we have placed in front of you in an effort to increase our accountability and provide the best services to the Cherokee people. This has been a year of change and a year of growth, and you have put the best effort forward in making this government more efficient. I have spent some quality time in several programs and see the needs and concerns you have. As we move into a new year I will continue to support your hard work and help get resources where they are needed so that you can continue your selfless service to all of our enrolled members and their families.

**Cherokee families**, I have been honored to serve you for the past year and learn about your families and the stories that make us Cherokees. Though we have experienced trials and challenges together, just like the intricate weave of a river cane basket, we are all connected in a beautiful community with common goals. I pledge to continue to develop opportunities for our people to participate and be proud of what we have built together. The fight for justice, equal rights, and recovery will continue to be my priority.

I will leave us all with a challenge: let us work together to make sure our ancestors are proud of the way we live today as Cherokees, so that the sacrifice of the many we have lost throughout time will not have been in vain. We all have a responsibility to our Tribe, and to each other. The future of our people rests in the united effort of finding those most in need and picking them up, in educating our children about who they are and why they should be proud, and in knowing that we are doing our part to make this a reality. When we can selflessly love and support each other, we will ALL grow together, as family.

Gv-Ge-Yu,



Patrick H. Lambert  
Principal Chief



*"Though our challenges are fearsome, so are our strengths."*

