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THE WHITE HOUSE  
WASHINGTON

*File*  
*with other*  
*papers*  
*on this*

February 25, 1982

TO: Morton

From: Kathy

RE: Cherokee Nation, Kettering  
Foundation, and Private Sector  
Initiative Task Force

Chief Ross Swimmer of the Cherokee Nation called our office to arrange a meeting between representatives from his tribe and members of the Kettering Foundation with you to inform the White House about a special private sector project that they had launched. They asked for a representative from our Private Sector Initiative Task Force to attend. I called over and the Task Force people were very interested; they said they would send Robert Agus. The meeting was originally scheduled for Wednesday, February 17. However, Chief Swimmer became ill and cancelled. The meeting was rescheduled for Wednesday, February 25. I called over to the Task Force to inform Mr. Agus of the change, and then I sent over by interoffice mail the correspondence from the Cherokee Nation and the Kettering Foundation with a note confirming the rescheduled meeting on the 24th.



## United States Department of the Interior

BUREAU OF INDIAN AFFAIRS

WASHINGTON, D.C. 20245

IN REPLY REFER TO:

Tribal Government Services - TR

BCCO 4340

MAR 18 1983

Ms. Sally Farley  
108 South Seneca  
Bartlesville, Oklahoma 74003

Dear Ms. Farley:

Mr. Rick Neal, Special Assistant to the President, has asked us to respond to your February 8 letter describing an unpleasant telephone conversation you had with an employee of the Muskogee Area Office.

The content of your letter is being brought to the attention of the appropriate officials who will insure compliance with our policy of dealing tactfully and courteously with all members of the public.

You indicated the reason for your telephone call was to secure a copy of the list of names and addresses used by the Area Office in making a recent per capita distribution of a Delaware judgment award. You stated such list would be helpful in your efforts to update the Cherokee Delaware membership list.

By copy of this letter, we are asking our Branch of Indian Services System to mail to you a computer print out containing the names and addresses of those who shared in the judgment fund distribution. This list is being made available with the understanding that it is to be used only for the purpose of updating the record of Cherokees having Delaware ancestry.

You referred to the practice of having members of your group advise the Muskogee Area Office of their current addresses. That office is not equipped to maintain such a list. Rather, those persons should be encouraged to provide that information to the Cherokee Delaware business office.

In your letter, you also mentioned statements by an Area Office official regarding the status of the Delaware Indians. We are enclosing copies of certain documents that may be useful to you in gaining an understanding of the Department's position concerning the status of the Delaware Indians within the Cherokee Nation.

We appreciate your telling us about the experience described in your letter and trust that your future contacts with that office will be more cordial in nature.

Sincerely,

*Sgd Theodore C. Branyan*

Director, Office of Indian Services

Enclosures

cc: Mr. Rick Neal, Special Assistant to the President





# CHEROKEE NATION

P.O. Box 948 • Tahlequah, Okla. 74464 • (918) 456-0671

Ross O. Swimmer  
Principal Chief

R. Perry Wheeler  
Deputy Chief

37  
M. Blackwell

9/6/82

The Honorable Ronald Reagan  
President of the United States  
The White House  
Washington, D.C. 20500

Dear Mr. President:

On behalf of the 30th Annual Cherokee National Holiday committee, I would like to thank you for your picture and letter that you sent for our program.

Enclosed you will find a holiday program for the 30th Annual Cherokee National Holiday which was held September 4,5,6, 1982.

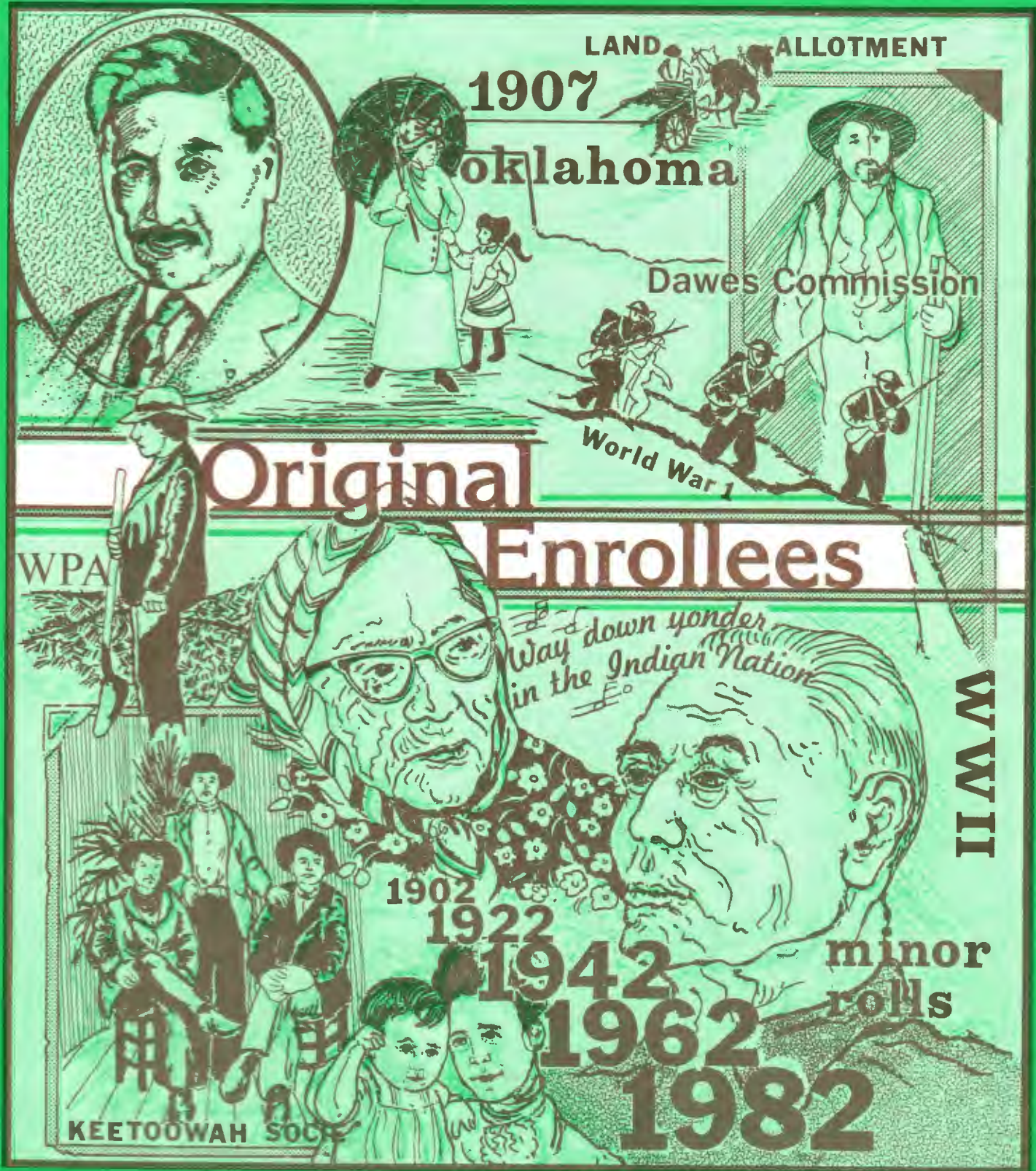
We are sorry that you weren't able to be with us.

Sincerely,

Diane Kelley  
Cherokee National Holiday  
Committee Member

DK:jmg



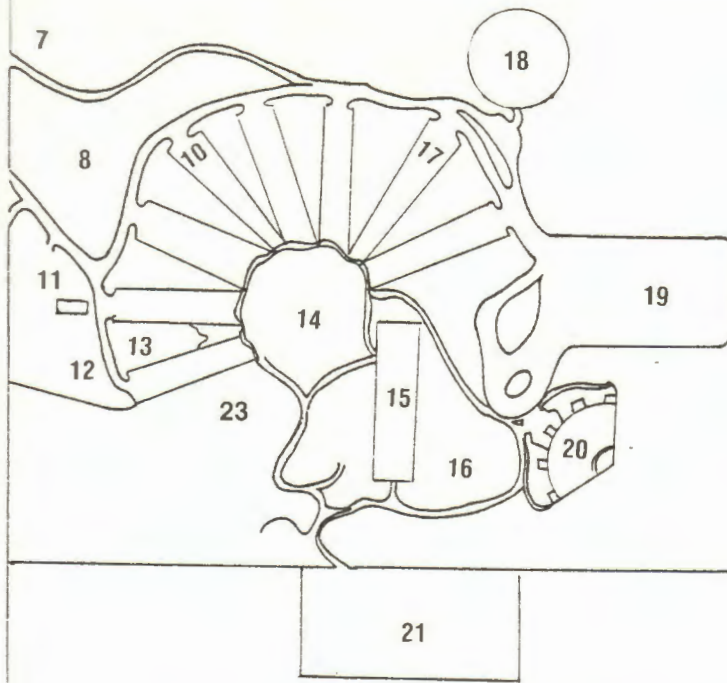


thirtieth annual  
Cherokee National Holiday  
September 4, 1982



# Holiday Activity Map

## Historical Society Grounds



1. Free Parking
2. Cornstalk Shoot
3. Gourd Dancing & Pow-Wow
4. Blow Gun Competition
5. Horseshoe Pitch
6. Old Owens School (Closed)
7. Vehicle Entrance to Grounds
8. Cherokee Arboretum
9. Exit from Grounds
10. Free Watermelon Feed
11. Train Car
12. Children's Games
13. Animal Pen
14. Arts & Crafts, Concession Stand, Registration Booth.
15. Crafts Competition (Cherokee National Museum)
16. Cherokee Rural Village
17. Handicapped Parking
18. Ho-Chee-Nee Chapel
19. Parking (For Charge)
20. Gospel Sing (Tsa-La-Gi Theatre)
21. Cherokee Ancient Village
22. Murrell Home
23. Indian Food Judging Contest

22

### COVER DESIGN

BY  
**WENDAL COCHRAN**

*Cherokee Artist*



The original art for this year's Cherokee National Holiday program theme was created by Wendell Cochran who is currently employed as an historical researcher and educational materials development Specialist for the Cherokee Bilingual/Cross Cultural Program. He was formerly employed by the Cherokee Nation for eight years and is well known in the Indian communities for the work he did in developing the Title IV Indian Adult Education Program, BIA Arts and Crafts classes, Community Development, and the Elderly's Art and Recreation Program. Cochran has a rich background experience in art and design. Before coming "home" to Tahlequah, he was a professional theatrical costumer in San Francisco, New York and Memphis. He was in charge of wardrobe at the "Trail of Tears" Drama for two seasons and many of the original costumes he built are still being used.





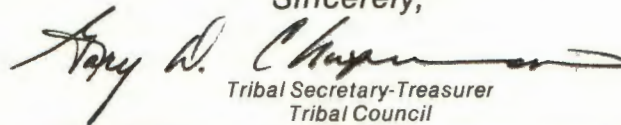
# Gary Chapman 1982 Holiday Chairman

**GARY D. CHAPMAN**  
*Secretary-Treasurer  
Tribal Council*

Welcome to Tahlequah and the **30th Annual Cherokee National Holiday**. This is a special time when we're able to reflect upon the past and look forward to the future of the Cherokee Nation. We not only have the opportunity to pay tribute to our ancestors, but to renew old acquaintances and make new ones.

We Council Members are very fortunate to be able to serve our people, especially with the dedicated leadership of our Principal Chief, Ross O. Swimmer. It is my prayer that we continue to work in harmony and unity for the benefit of the Cherokee People. I look forward to meeting and visiting with you during the Holiday.

*Sincerely,*



*Gary D. Chapman*  
*Tribal Secretary-Treasurer  
Tribal Council*

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THE WHITE HOUSE  
WASHINGTON

July 28, 1982

I am pleased to join the Cherokee Nation of Oklahoma in celebrating the 30th annual Cherokee National Holiday and the signing of the Cherokee Constitution one hundred and forty three years ago.

It is appropriate that your theme this year be "A Tribute to the Original Enrollees." The Cherokee Indians have a proud heritage and a rich history. The approximately 38,000 Cherokees who were enrolled and given allotments of land in the early years of this century laid the groundwork in many different ways for the strength and greatness of the Cherokee Nation today.

With you, I honor those Original Enrollees who are still living and cherish the memory of those who have passed on.

I hope that this 1982 celebration of the Cherokee National Holiday will bring all Cherokee people closer to their origins and closer to one another.

May you all enjoy continued prosperity and happiness.

*Ronald Reagan*





STATE OF OKLAHOMA  
OFFICE OF THE GOVERNOR  
212 STATE CAPITOL BUILDING  
OKLAHOMA CITY, OKLAHOMA 73105

GREETINGS!

It is an honor to welcome you to the 30th Annual Cherokee National Holiday celebration.

The Cherokee Nation has long been an important asset to our great state and I want to commend you for the many contributions that have been made to Oklahoma over the last thirty years. No doubt, we are extremely proud of the fine heritage which continues to be represented by the Cherokee Nation.

Best wishes for an enjoyable parade and holiday celebration. As always, we can truly say,

"WE'RE GLAD YOU'RE HERE!"

Sincerely,

George Nigh  
Governor







**Principal Chief Ross O. Swimmer, Wife Margaret, Sons Joseph 12, Michael 9.**



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# Welcome Address



## CHEROKEE NATION

P.O. Box 948 • Tahlequah, Okla. 74464 • (918)456-0671

Ross O. Swimmer  
Principal Chief

R. Perry Wheeler  
Deputy Chief

*ᏍᏍᏍ:*

On behalf of the Cherokee Nation, I want to welcome you to the 30th Annual Cherokee National Holiday. This year, as we pay tribute to the original Dawes Commission enrollees, I would like to extend to them a particularly warm welcome.

As most of you know, the Cherokee Nation is a highly respected Tribe both in the Indian world and across the United States. Such recognition would not be possible without the hardwork and efforts put forth by this very special group of people through the years. The progress and success of the Nation, and to a large degree, the State of Oklahoma, could not have been possible without them.

Many of the enrollees have been very successful in the world of business, politics, and creative arts just to name a few. Behind the scenes stood other Cherokees encouraging and supporting them through their successes and failures. During my seven years as Principal Chief, I have had many opportunities to enjoy and experience this same support and encouragement from the enrollees and their descendants.

I encourage each of you to seek out and visit with the enrollees who are able to be with us during this Holiday in order that you may have the opportunity to share in the knowledge and wisdom they have to offer.

I hope you enjoy the many activities and events that are on the program and will return again next year.

Very truly yours,

OEGGA DUGGY

Principal Chief

Cherokee Nation of Oklahoma



# Welcome To The City Of Tahlequah



**MAYOR, TONY STOCKTON**



**City of Tahlequah**

TAHLEQUAH, OKLAHOMA 74464

*We wish to extend our welcome and deep appreciation to you on your visit to the City of Tahlequah, Headquarters of the Cherokee Nation and site of the Cherokee National Holiday.*

*We know you will enjoy the various activities planned as well as the beauty of our City and surrounding area.*

*We, as a city, are happy to be a part of this great celebration of your heritage.*

*Sincerely,*

**ANTHONY R. STOCKTON**  
Mayor

## Parade Marshal

**Ella (Nave) Still**



**Route 5**

**Tahlequah, Oklahoma**

**74464**

**Born in 1880**

**102 Years Old**



**ELLA STILL**



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# A Tribute To The Original Enrollees

In the 1900's the government decided Indian families should each be given land to farm so the government established a system to certify Indians.

The Five Civilized Tribes Commission, which became commonly known as the Dawes Commission Rolls because it was headed by Sen. Charles Dawes of Massachusetts interviewed Indians to prepare "final rolls" of the names of citizens of the Cherokee, Choctaw, Chickasaw, Creek and Seminole tribes. Those found to have sufficient Indian blood to be given land also were given a number, much like a Social Security number today, which thereafter appeared on all documents relating to them. Applications for enrollment were taken between 1899-1906 when the "final rolls" were closed (although a few names were added as late as 1914 as a result of actions in Federal Courts).

The Congressional act of March 3, 1893, which became the Dawes Commission Act, also empowered the Dawes Commission to treat separately with the Five Civilized Tribes and to procure from these tribes agreements for allotment of lands severalty and the subsequent dissolution of tribal government preparatory to Oklahoma statehood.

Eventually the Secretary of the Interior, admittedly impatient over the delay and action of the Cherokees, decreed that the work of enrolling some 41,000 recalcitrant Cherokees would proceed under the general provisions of the Curtis Act. Thereupon agents, appointed by the Dawes Commission in the spring of 1902, attempted the forcible enrollment of the Cherokees for the Allotment Act. The signature of President McKinley meant business, and this group had begun the active preparation for the completion of enrollment. Chief Thomas Bufington on August 7, 1902, approved by vote the third agreement pro-offered by the United States and were duly enrolled. These Indians each selected an allotment of 110 acres of land. By the end of the summer of 1902 the Dawes Commission reported the receipt of nearly fifty thousand applications of Cherokees, Shawnees, Delawares, by blood and intermarriage, and freedman for entry on the Cherokee rolls.

Even though the Cherokee government was to have been dissolved by March, of 1906, it was continued in modified and restricted form under an act of Congress until June 30, 1914, when all business in the division of tribal properties was finished. Principal Chief William C. Rogers, chosen in the last election of 1903, continued in his office until 1917 to sign the deeds in the transfer of Cherokee lands.

When the rolls of the Five Civilized Tribes were closed on March 4, 1907, the Cherokee Nation reported its Citizens as follows: 6,601 full bloods, 29,986 part bloods (including 197 registered Delaware), 286 intermarried whites, and 4,925 Negro Freedmen, making a total of 41,798. The total was corrected to 41,693 in 1914.



# Some Of The Enrollees





# Enrollees





# Enrollees





# Enrollees





# Enrollees





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# Message



**Deputy Principal Chief, R. Perry Wheeler**

It is my privilege to welcome each of you to the 30th Annual Cherokee National Holiday as we play tribute to "The Original Enrollees".

The Holiday gives us the opportunity to come together to meet new people and take time out to visit with friends and neighbors and share in the history of the Cherokee Nation.

This year's Holiday offers "something for everyone". Young and old alike, with the parade, children's games, a pow-wow, arts and crafts, and rodeo just to name a few of the activities.

Again, welcome one and all. Our doors are always open and we welcome your visit to the Cherokee Nation of Oklahoma.

*R. Perry Wheeler*



# Cherokee Nation

## Tribal Council

### Members

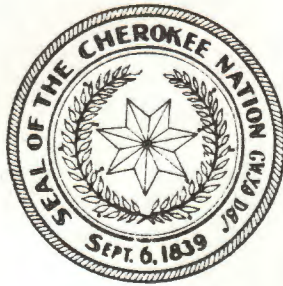
1979 - 1983



**GARY D. CHAPMAN**  
Council Secretary/Treasurer  
Muskogee County--1/8  
Bird Clan



**AMON BAKER**  
Cherokee County--1/2  
Wolf Clan



**SAM ED BUSH**  
Sequoyah County--5/8  
Deer Clan



**WILLIAM ROBERT COLLINS**  
Muskogee County--9/64  
Blind Savannah Clan



**DONALD CRITTENDEN**  
Cherokee County--7/16  
Deer Clan



**LEO FISHINGHAWK**  
Adair County--31/32  
Bird Clan





**STAN HUMMINGBIRD**  
*Cherokee County--15/16*  
*Blind Savannah Clan*



**RACHEL LAWRENCE**  
*Adair County--3/4*  
*Deer Clan*



**CLARENCE SUNDAY**  
*Washington County--1/4*  
*Bird Clan*



**PATSY MORTON**  
*Adair County--7/64*  
*Wolf Clan*



**JODA NELSON**  
*Sequoyah County--1/4*  
*Wolf Clan*



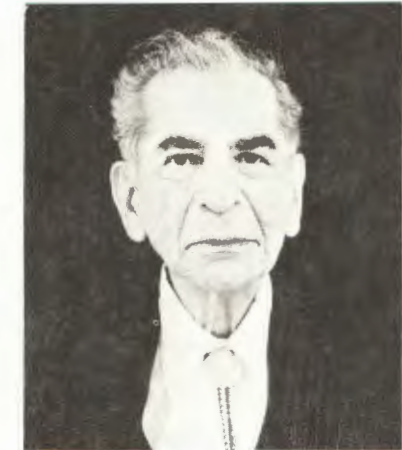
**GOODLOW PROCTOR**  
*Cherokee County--21-32*  
*Deer Clan*



**ROBERT PALMER MCSPADDEN**  
*Craig County--5/32*  
*Wolf Clan*



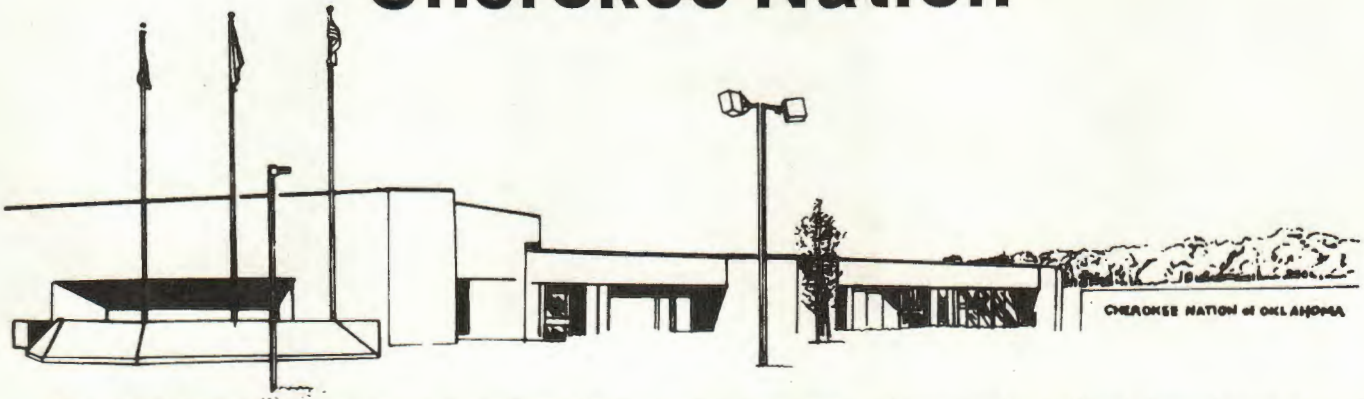
**BETTY SMITH**  
*Cherokee County--4/4*  
*Wolf Clan*



**ROBERT SWIMMER--1909-1982**  
*Mayes County--1/2*  
*Blue Paint Clan*



# Cherokee Nation

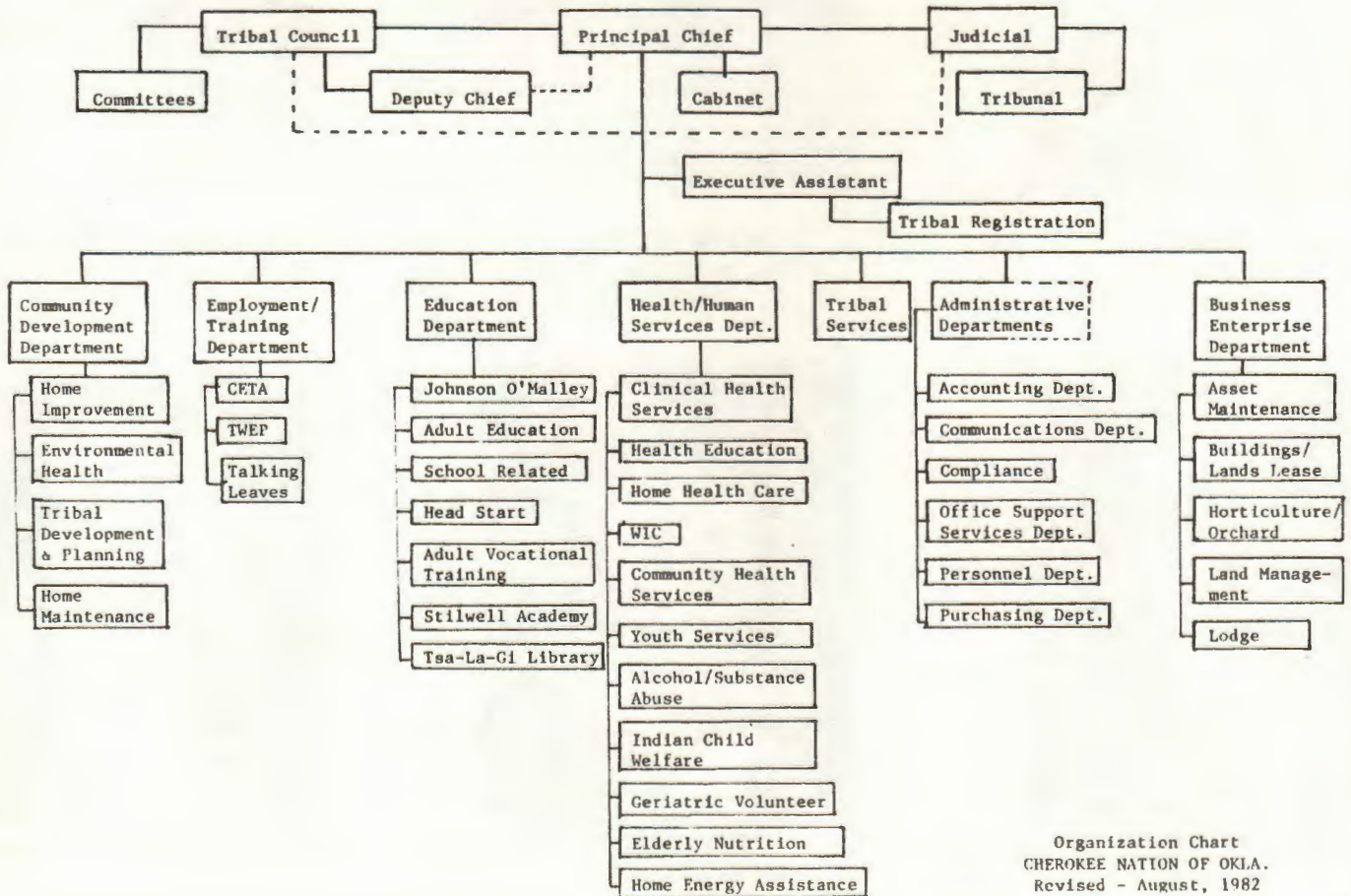


Under the influence and direction of a young, dynamic tribal leadership, the Cherokee people are reawakening and are exercising their rights of self-determination.

Utilization of all tribal resources, including human, is a characteristic of today's Cherokee government as it develops plans and proposals which bring self-determination ever closer.

Uppermost in importance in the tribe's plans for the future is a goal to extend tribal wealth and holdings in order to finance and self-sustain tribal operations and government.

## Organizational Structure



Organization Chart  
CHEROKEE NATION OF OKLA.  
Revised - August, 1982





# Business Enterprises Tribal Lands

**LARRY WISE, Business Director**

Participation in modern business and industrial opportunities has provided substantial employment for tribal members as well as profitable investment of tribal money. Present businesses include Tribal lands, leases, lodge, restaurant, arts and crafts shop, Cherokee Gardens, orchard, ranch, broiler houses, and other tangible assets. The Business Enterprises Group is responsible for profitable deployment of tangible Tribal assets to help attain the goal of self-sufficiency.





# Tsa-La-Gi Motor Inn/Restaurant



Marcus Hendricks, Motel Manager

Joda Nelson, Restaurant Manager



The Tsa-La Gi Motor Inn and Restaurant welcomes you the to the heart of one of America's favorite playgrounds. Make Tsa-La-Gi your vacation or convention headquarters and enjoy the excellent cuisine of the Restaurant of the Cherokee; relax in the comfortable atmosphere of the O-Si-Yo Club and shop for gifts and souvenirs in the Cherokee Arts and Crafts Shop. All of this and more is conveniently located right here on the Tsa-La-Gi Complex.



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# Housing Authority



**GOODLOW PROCTOR, ALYENE HOGNER AND GARY CHAPMAN**, pictured left to right, serve as members of the Cherokee Nation Housing Authority's board of directors. Rounding out the board is chairman Joda Nelson, not pictured.

By the end of 1981, the Housing Authority of the Cherokee Nation (HACN) had achieved the status of being the number one Indian housing program in the country. With more than 3,709 units of housing, the HACN far surpasses the number two ranked Navajos, who operate 2,500 units.

The Mutual Help Housing program, available to low and moderate income Indians, leads the programs operated by the HACN, with 2,054 units. The young and elderly comprise the majority of occupants: of the 10,000 Cherokees who reside in mutual help homes, more than 60 percent are either under age 18 or over age 55.

In mid-1982, the Housing Authority completed the 50-unit Will Rogers Senior Citizens Complex in Claremore. Not only is the complex the first HACN-built project designed for the elderly, it is the first public housing project in Rogers County that is designed specifically for persons age 55 or older. Response to the Complex was extraordinary, more than 200 families applied to rent one of the available units.



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# Of The Cherokee Nation Of Oklahoma



In another first, the Housing Authority will undertake to act as its own contractor this year when construction on 25 homes in the Bell community begins. This procedure-called "force account"-has been used by municipal housing authorities, but has never before been authorized for use by an Indian housing authority.

Construction is under way with 130 units in Adair, Cherokee, Craig, Delaware, Mayes, Muskogee, McIntosh, Rogers, Sequoyah and Washington counties in Oklahoma.



In retrospect, the Housing Authority of the Cherokee Nation has attained a remarkable degree of progress within a relatively short period of time. However, it appears from the Authority's current waiting list that much still needs to be accomplished before the Authority achieves it's ultimate housing goal.

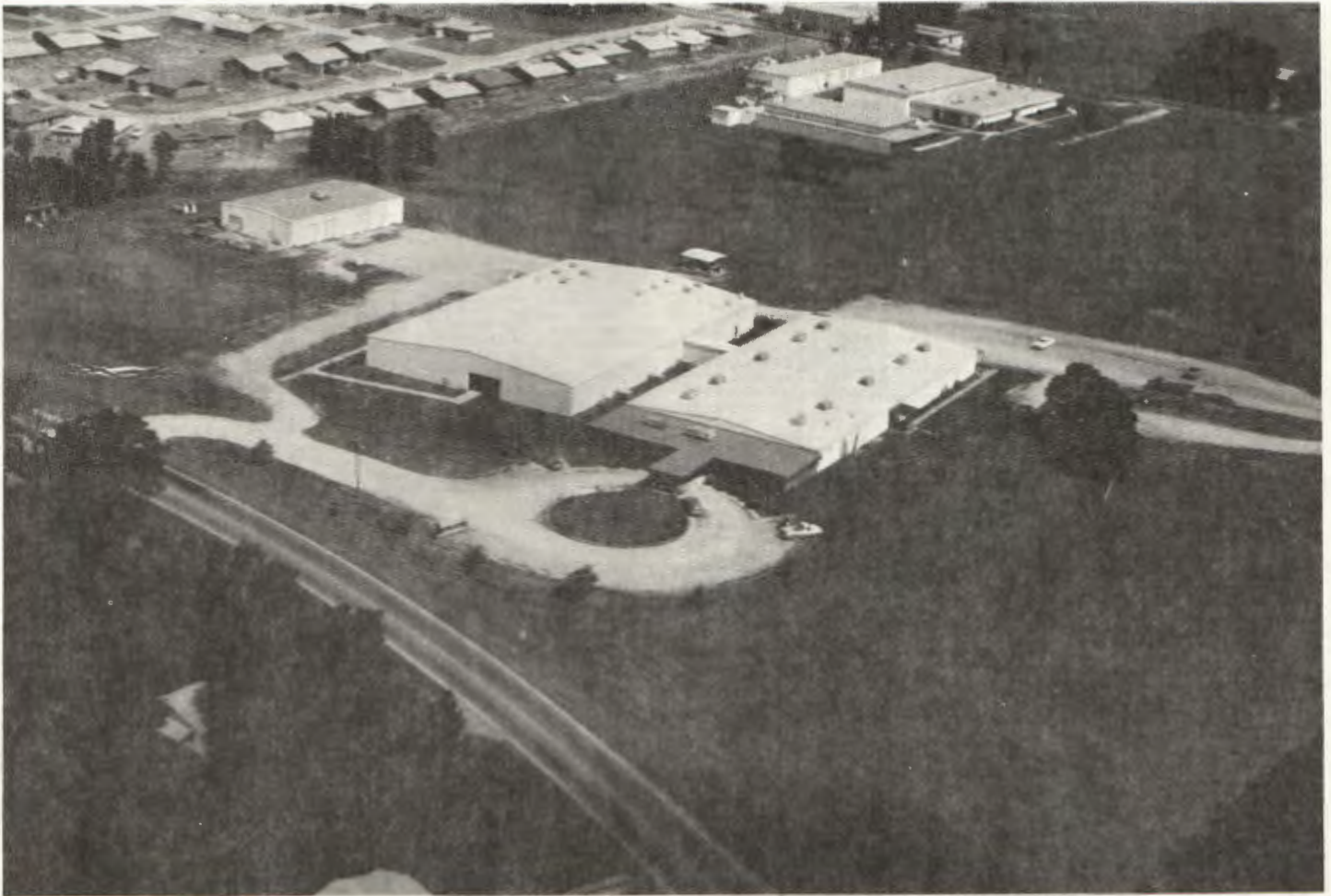
The intensive growth which the Cherokee Nation Housing Authority has and probably will continue to experience in the foreseeable future has had a significant impact on the Housing Authority both in terms of its organization and its operating practices.



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# Cherokee Nation Industries

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## Cherokee Nation Industries, Inc.

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HIGHWAY 51 WEST - P. O. BOX 860  
STILWELL, OKLAHOMA 74960  
PHONE (918) 696-3151

GWY DBP DZPC 00Y 00VPRT

Cary Wyatt-Manager

“Cherokee Nation Industries is an American Indian-owned enterprise, incorporated since 1969 in Stilwell, Oklahoma. We have grown to nearly 200 employees specializing in the manufacture and test of wire harnesses, printed circuit boards, and electronic systems for both commercial and military applications. We provide engineering and test system support for many customers.”



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# W.W. Hastings Hospital



**W.W. HASTINGS HOSPITAL**

The Tahlequah Service Unit is the administrative and clinical unit responsible for the provision of health care services to approximately 45,000 Indian people who reside in a five-county area of Eastern Oklahoma. This geographical area is located in the heart of "Green Country" and covers approximately 2,800 square miles, including population centers at Tahlequah, Stilwell, Sallisaw, and a portion of Muskogee. The actual Service Unit boundaries include Cherokee, Adair, McIntosh, Muskogee, and Sequoyah Counties.

The facilities of the Tahlequah Service Unit include a JCAH accredited 40-bed inpatient and ambulatory care hospital located at Tahlequah, a five-day a week ambulatory clinic at Eufaula and small field clinics at Stilwell and Sallisaw, both of which operate only a partial week schedule. The exception is the five operatory dental clinic at Stilwell, which is open five days a week. Construction is under way for a replacement facility for the W.W. Hastings Hospital to be completed in the Fall of 1983.



**William Thorne**



**Thomas B. Talamini**



**CLAREMORE HOSPITAL**

The Claremore Comprehensive Indian Health Facility provides comprehensive health services including preventive, curative and rehabilitative services.

The inpatient area consists of 14 surgical, 18 general medical, 11 pediatric, 11 obstetrical and 6 intensive care beds. In addition, a 20-bed multi-purpose unit is provided to complete the total 80-bed capability.

A field health program is included in the comprehensive health services. This includes a audiometric testing, dental, environmental health, health education, human (social and mental) services, nutrition, optometry, public health nursing, psychiatric services and school health programs.



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## Miss Cherokee 1980-1982



I would like to take this time to add my welcome to that of Principal Chief Ross O. Swimmer, Deputy Chief Perry Wheeler and the Cherokee Tribal Council. The Cherokee National Holiday is a special time to all Cherokees and is extra special this year as we pay tribute to the original enrollees. I hope this is an enjoyable weekend for everyone of you as you renew old acquaintances, and hopefully meet many new friends.

These last two years of representing you as your *Miss Cherokee* have been two of the most wonderful of my life. Words cannot express my gratitude at being given this opportunity to serve you, the Cherokee people. I can only hope that the new *Miss Cherokee* has as much support as I've had from Chief Swimmer, the Tribal Council, employees of the Cherokee Nation and of course my family and friends. Thank you again for making these last two years a time that I will never forget.

*Mary Kay Harshaw*  
*Miss Cherokee 1981-82*



# Miss Cherokee 1957



1957

The crowning was done by Rep. Lou Allard of Drumright—a guest and speaker for the holiday. The prizes included a \$100 scholarship to Northeastern and two pieces of luggage. I made appearances at several events, including being introduced at the Trail of Tears drama staged at the old Gable Field.

Following the pageant, I finished my senior year in high school and enrolled at Northeastern, using my scholarship. The next year I transferred to Oklahoma State University and graduated in 1961. The same year I married a medical student and taught English in the Midwest City schools for two years.

Since 1967 we have lived in Pawhuska where my husband is in general practice. We have three sons.

## *The 1st Miss Cherokee Holiday Linda (Burrows) Priest*

I entered the Miss Cherokee Holiday contest, (as it was then called) in 1957, the first year it was organized. It was then sponsored by the Tahlequah Chamber of Commerce and there were about eight contestants. The requirements for entering were: 1) must be of Cherokee Indian descent, no minimum amount required, 2) must be at least a senior in high school, and 3) never have been married. We were required to submit a picture and a resume' of honors and activities.



1982



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# Miss Cherokees



This year ten contestants are vying for the title of **Miss Cherokee 1983**. Talent presentations will be performed in the Banquet Room of the Tsa-La-Gi Lodge at 6:30 Friday, September 3.

The official crowning ceremony will be at noon. The following day, Saturday, at the Courtyard of the Cherokee Nation Capital Building which now serves as the Tahlequah Chamber of Commerce.

The role of "**Miss Cherokee**" is one of a representative position of the Cherokee public; personifying Cherokee virtues, talents and attributes of the Cherokee people.

"**Miss Cherokee**" also serves as a goodwill ambassador, cultivating friends and offering the general public insight into the Cherokee Nation and its history.

A \$1,000 scholarship will be given to "**Miss Cherokee**". She will be allowed traveling expenses for attending social and educational functions during her one year reign.

Eligibility requirements for "**Miss Cherokee**" are: 1) must be a high school graduate 2) must never have been married 3) must be between 18 and 25 years of age 4) contestants must be at least 1/4 Cherokee blood.

Basis for judging includes: 1) talent division: selection of materials, presentation and originality 2) personality: appearance, poise, maturity and sincerity 3) knowledge of Cherokee history.

All contestants are required to wear traditional Cherokee dress throughout the judging.



# Miss Cherokee Contestants 19



**GINA LAMB**  
19 years old-Oaks, OK  
Enoch & Annie Lamb  
1/2 Cherokee



**STEPHANIE GOODALL**  
17 years old-Stilwell, OK  
Steve & Mary Jo Goodall  
7/16 Cherokee



**VEDA WILDCAT**  
22 years old--Warner, OK  
Mr. & Mrs. French Wildcat  
63/64 Cherokee



**CYNTHIA EAGLE**  
18 years old-Claremore, OK  
Cecil & Thelma Eagle  
29/64 Cherokee



**PATSY COCHRAN**  
18 years old-Tahlequah, OK  
Mr. & Mrs. James Cochran  
31/64 Cherokee



# 83 Miss Cherokee Contestants



**TAMMY BYRD**  
18 years--Muldraw, OK  
Mrs. Lillian Byrd  
4/4 Cherokee



**TONIA HOGNER**  
25 years old-Tahlequah, OK  
Jeff & Floriene Hogner  
9/32 Cherokee



**MILLICENT DEANNE DAVIS**  
18 years old-Jay, OK  
Charley & Lula Davis  
4/4 Cherokee



**JERRY STILL**  
23 years old-Tulsa, OK  
Tobe & Violet Still  
4/4 Cherokee



**REGINA CHRISTIE**  
20 years old-Welling, OK  
Issac & Bobbie Christie  
15/32 Cherokee



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# Former Miss Cherokees



**DANA RENO TEMPLE**  
1958



**GLORIA MITCHELL COOKSEY**  
1960



**CAROL CHOPPER**  
1968



**CAROL HOLT MCKEE**  
1969



**SUSIE COON**  
1970



**VIRGINIA STROUD**  
1971



**BRENDA ALLEN**  
1973



**WAHLEAH BAKER**  
1974



**CYNTHIA BLACKFOX**  
1977



**NANCY SCOTT**  
1978



**BRENDA KROUSE**  
1979



**LISA PHILLIPS**  
1980



# Activities

## World Championship Cornstalk Shoot

The 30th Annual Cherokee National Holiday Cornstalk Shoot will take place Saturday, September 4, 1982. For those of you who have never seen a cornstalk shoot, it's archery competition. The target is a stack of stripped and cleaned cornstalks laid horizontally between four vertical poles. This forms a target 3 feet wide, 3 feet high, and 12 inches deep. The object of the game, in addition to hitting the cornstalk rack, is to penetrate the maximum number of cornstalks possible with each arrow shot. The first shooter in each division who penetrates a total of 50 cornstalks is the winner. To add a little spice to the competition, the shooters back off 80 yards before they let their arrows fly.

This year's event will have three divisions with two separate shoots. The first shoot will be the Indian Bow division. Shooters must see the traditional Indian bow and wooden arrows. There will be no restrictions on the materials used in string construction. Sighting devices, marks, or mechanical releases are prohibited. Feather fletchings will be required. Registration for this event will begin at 1 p.m. on the Pow Wow grounds. There will be no entry fee and the shoot will be open to all. Trophies will be awarded to the top three shooters.



## Indian Foods Contest

Any person, male or female, living in the Cherokee Nation area may enter the contest.

Each entry should be prepared by the person who enters the contest.

Eight classes will include Cornbread, Fry or Squaw Bread, Connuche Balls, Jelly (possum grape or other wild edible berry), Bean Bread, Grape Dumplings, Succotash, and Canned Wild Greens.

Ribbons and trophies will be awarded to class and overall winners. Any person may enter in as many classes as desired.

No pre-registration is required. Simply bring your entries for judging to the Indian Foods Exhibit at the Main Entrance of the Cherokee Historical Grounds by 1:00 p.m., Saturday, September 4, 1982.

Indian Foods Contest is sponsored jointly by the Cherokee Nation and OSU Cooperative Extension Service.



# Activities



## Arts & Crafts

The Cherokee Holiday Arts and Crafts Show will be held Saturday and Sunday, September fourth and fifth. Booths, which will be located along the walkways west of the amphitheater on the Tsa-La-Gi Museum grounds, will be open from 10:00 a.m. until 8:00 p.m.

The quality that shows in the work of the craftsmen is excellent and shows a great deal of personal pride. The creativity is easily seen in the craftsmen's work. This is a great opportunity for the public to meet the craftsmen personally. This way you can be sure that each piece is handmade. It is also a chance to ask questions and check out the workmanship.

## Parade

The Grand Parade kicks off the Holiday festivities on the second day of the three day event.

Due to the local culture and Indian affiliated clubs and organizations, our parade is one of the most colorful and interesting in the State of Oklahoma.

Bands from Northeast Oklahoma and floats representing the Cherokee Nation Departments and Programs; the reigning, past and future Miss Cherokee's and candidates for this year's title and many other colorful entries will be included in this years parade.

Mr. Robert McSpadden will emcee the parade this year. Entries will be judged in three categories: bands, floats and organizations. Both cash and trophy awards are given to the outstanding entries.





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# Activities



## **Golf Tournament**

Tee-off time to qualify for the 7th Annual Cherokee National Holiday Golf tournament will be Saturday, September 4th at the Sequoyah High School Golf Course.

Golfers entering the tournament will qualify from 9:00 a.m. until 3:00 p.m. Juniors (high School Students) and Seniors (60 and over) will also need to turn in a score. Both men and women are scheduled to be flighted.

On Sunday, September 5th tee-off time is set for 9:00 a.m. sharp. This will be a shot-gun start for all flights, so its important that everyone be on time.

## **Horseshoe Pitch**

The horseshoe pitch will be in three classes: Singles, Class A, Singles, Class B, and Doubles, Class A. Anyone may participate. Trophies will be awarded in 1st, 2nd and 3rd places in each class. Entry fee is \$5.00 per person. Entrants will be required to furnish their own favority shoes. Location is across from Tsa-La-Gi entrance on the grounds of the old Owens school. Competition begins at 11:00 a.m. Concession provided. Contact person is Sparlin Norwood at 456-9959.

## **Watermelon Eating Contest**

The first Watermelon Eating Contest will be held Saturday, September 4, at 3:30 p.m. on the Historical Grounds. Immediately following the contest will be a free watermelon feed.

## **Blow Gun Competition**

The Traditional Blow Gun contest will take place on Saturday at 3:30 p.m.

Only handmade blow guns will be permitted, with no metal blow guns allowed. Targets will be animal faces at 35 feet from the contestants. Trophies will be awarded.

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## **Registration**

The Tribal Registrar, Dora Mae Watie, will have a booth located at the entrance to the Historical Society grounds from 1 p.m. until 2:30 p.m. on Saturday, September 4, 1982.

Chief Swimmer will greet original enrollees, who will have their pictures taken with him. Each enrollee will be presented a certificate with their roll number on them.

In addition, the original enrollee traveling the greatest distance for the Holiday and the oldest enrollee in attendance will be presented plaques by the Chief.

Interested persons may ask questions concerning registration. Registration applications will be available at the booth.



# Activities



## Pow Wow

3:00-4:30..... Gourd Dance  
 6:30-8:00..... Gourd Dance  
 8:00-8:15..... Grand Entry  
 8:15..... Inter Tribal

“All you dancers get ready!” booms the public address system. The pow-wow begins. Those in the front already have their folding chairs placed behind the benches reserved for the dancers.

Led by the Head Singer, the most important person in the pow-wow, drummers and singers come to the drum in the arena center. The Head Singer must know many songs and be able to start just the right song for each particular dance. The dancers come into the arena. No two costumes are alike; all are hand-made and must identify the tribe of the wearer.

First you will hear the Flag Song. It is comparable to the National Anthem. Next is the invocation. Always, we thank the Great Spirit for the gifts He has given us and ask His blessing. We are ready to begin. This is a social affair - the sacred songs and dances are not for the uninitiated. None of the dances you see “belong” to any one tribe, although most came from the Plains Tribes.

Head Singer	Ernest Toppah	Kiowa
Headman Dancer	Sonny Glass	Cherokee/Seneca/Quapaw
Head Lady Dancer	Pat Hoffman Rhodes	Cheyenne/Arapaho
Emcee	Brian (Jake) Chanate	Kiowa
Arena Director	Stanley John	Navajo

**Host Gourd Clan--Northeast Tia-Pah Society**

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# Activities



## Region 8 Indian Finals Rodeo

Tahlequah will host the Region 8 Indian Rodeo Finals September 3, 4, 5, at 8:30 p.m. nightly in conjunction with the 30th Annual Cherokee National Holiday.

The Rodeo is sanctioned by the All Indian Rodeo Association of Oklahoma and will draw Indian cowboys from all over the United States and Canada.

Besides the seven major rodeo events, there will also be wild cow milking, a calf scramble, clown acts, and Indian dancers.

The finals will feature the top In-

dian cowboys trying for a spot in the National Finals in Albuquerque, New Mexico with most of the contestants from Oklahoma.

Oklahoma has seven past Indian cowboys and cowgirls. The 1982 World Champion Indian Bullrider, Matt Fowler, a Cherokee from Tulsa, and Miss Indian Rodeo USA, Lynn McGuire of Pawhuska will be in Tahlequah for this big event.

The Rodeo is sponsored by the Cherokee Indian Rodeo Club and will be held at the Round-Up Club arena.



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# Activities



**2nd Annual  
Cherokee National Holiday  
Gospel Singing  
September 4, 1982  
6 - 10 p.m.  
Master of Ceremonies--Don Woods**

**NATIONAL ANTHEM AND FLAG SALUTE..... Louella Coon**  
**INVOCATION..... John Goodrich, Pastor**  
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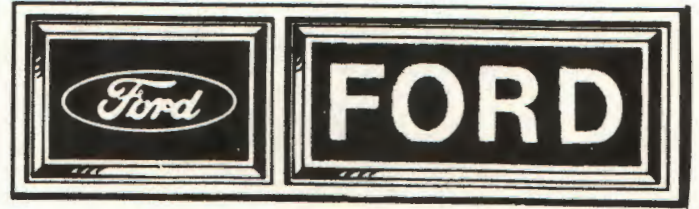
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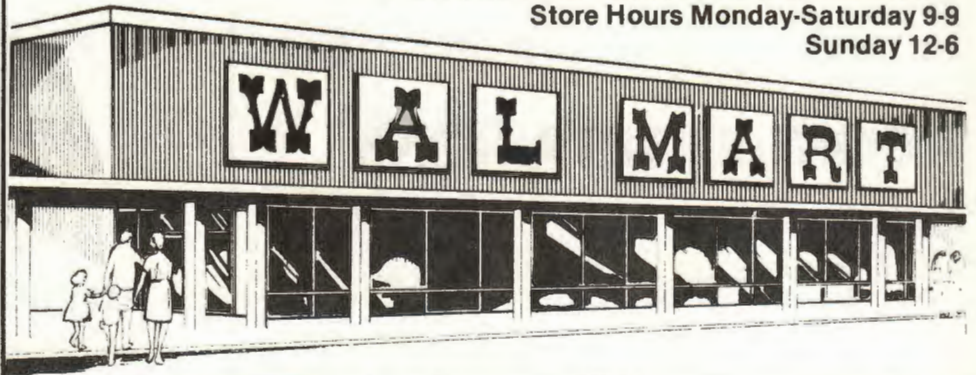
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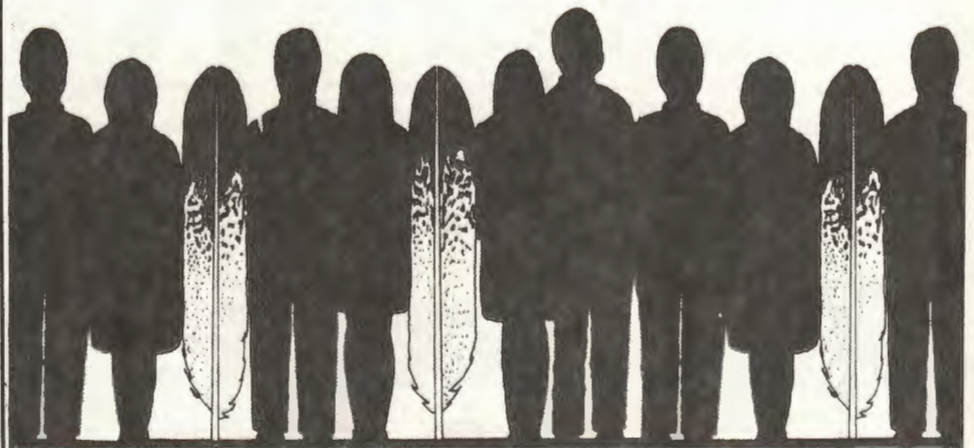
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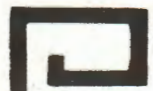
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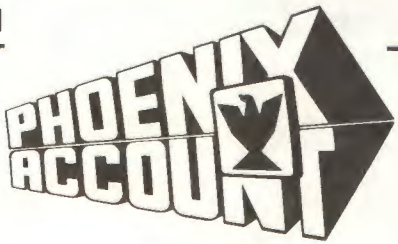
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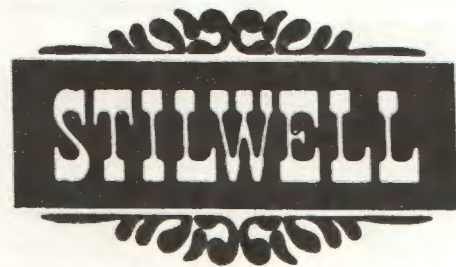
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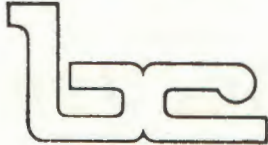
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Invocation.....	Rev. Key Ketcher Stilwell, Oklahoma
Introduction of Special Guests.....	Robert McSpadden
Welcome to the State of Oklahoma.....	Gov. George Nigh Governor of the state of Oklahoma
Welcome to Tahlequah.....	Tony Stockton Mayor of Tahlequah
Response.....	Perry Wheeler Deputy Principal Chief of the Cherokee Nation
Introduction of Miss Cherokee Contestants.....	Dean Breece Miss Cherokee Committee Chairman
Crowning of "Miss Cherokee 83".....	Ross O. Swimmer Principal Chief of the Cherokee Nation
"A Tribute to the Original Enrollees".....	Gary Chapman Tribal Council-Secretary/Treasurer
State of the Nation Address.....	Ross O. Swimmer
Announcements of Events.....	Robert McSpadden
Adournment.....	Robert McSpadden



# 1983 Holiday Committee

**Holiday Chairman:** Gary D. Chapman

**Holiday Co-Directors:** Carol Allison & Diane Kelley

## Holiday Event Chairman and Committee Members

### Arts & Crafts Show/Crafts Exhibits

**Chairman.**..... Thelma Forrest  
**Committee.** Gene Hileman, Marcus Hendricks, Mary Jo Cole, Gloria Sly, Margo Nofire, Mary Brown, Lucille Walker.

### Childrens Games

**Chairman.**..... Yvonne Bushyhead  
**Committee.**..... Tonia Hogner, Joe Byrd

### Concession Stands

**Chairman.**..... Tonny Thompson  
**Committee** ..... Accounting Department Staff

### Cornstalk Shoot Competition

**Chairman.**..... Jerry Snell  
**Committee.**..... Roy Tidwell

### Fiddlers Contest

**Chairman.**..... Louise Griffin

### First Aide Stations

**Chairman.**..... Linda Ford  
**Committee.** Brenda Swepston, Bob Latta, Richard Spohn, Bud Squirrel, Ancel Barr, and the Cherokee Nation School of Practical Nursing Students.

### Golf Tournament

**Chairman.**..... Frank Muskrat  
**Committee** Nakita Huff, Goodlow Proctor, Lisa Salazar, Sue Thompson, and Georgia Kent

### Gospel Sing

**Chairman.**..... Betty Smith  
**Committee** Dora Watie, J.B. Dreadfulwater, Lou Ella Coon, Charlie Dreadfulwater, and Diane Kelley.

### Holiday Program

**Chairman.**..... Diane Kelley  
**Committee.** Exie Monroe, Sandra Long, Buddy Holt, Londa Cox, Janelda Gower, Judy Stratton

### Horseshoe Pitch/Blow Gun Competition

**Chairman.**..... Sparlin Norwood  
**Committee** Dave Blackbird, Henry, Joe Stick, Walter Brown, Mary Brown, and Cleo Deerinwater

### Indian Food Judging Contest

**Chairman.**..... Ora Lee Kirk  
**Committee.**.... The overall Indian Advisory Board

### Maintenance/Set-ups

**Co-Chairman.**... Jerry Caviness & Gene Thompson  
**Committee** Cherokee Nation Maintenance and the Housing Authority of the Cherokee Nation Executive & Maintenance Department

### Miss Cherokee Pageant

**Chairman.**..... Dean Breece  
**Committee.**... Londa Cox, Bonnie Martin, Brenda Krouse, Pat Lewis, Martha Henson, and Diane Kelley

### Parade

**Chairman.**..... Barbara White  
**Committee.**..... Sue Hamlin

### Pow Wow

**Co-Chairman.**.... Charley Soap & Fan Robinson  
**Committee** Cherokee Nation Community Development Department

### Promotional Sales

**Co-Chairmen.**..... Donna Hill & Janice Guffey  
**Committee.**... Joyce Fletcher, Rachel Lawrence, Margaret Drew, Wynema Scott, and Susan Adair

### Public Relations

**Chairman.**..... Sandy Hansen  
**Committee.**..... Sandra Long

### Rodeo

**Chairman.**..... James Duffield  
**Committee.**..... Tahlequah Indian Rodeo Club

### Sofball Tournament

**Chairman.**..... Larry Ketcher  
**Committee.** Phyllis Chaffin, Ancel Barr, Mose Killer, and Joe Byrd

### Tribal Registration

**Chairman.**..... Dora Watie  
**Committee.**..... Tribal Registration Staff

### Watermelon Eating Contest/Watermelon Feed

**Chairman.**..... Jewel Lee  
**Committee.**..... Purchasing Department Staff







Translated, the word means "Cherokee."

The "Trail of Tears" is the story of their heart-breaking suffering and death during a forced march to Oklahoma in 1838. Of the tribe's exciting re-birth. Into a nation of proud, aggressive and intelligent people.

Since June 1967, more than a quarter of a million persons have visited the village at Tsa-La-Gi near Tahlequah.

Over 100,000 persons have seen performances of the "Trail of Tears" in the nation's only air-cooled outdoor theatre. The 1,800-seat amphitheatre at Tsa-La-Gi.

Now, the new, 24,000 square foot Cherokee National Museum is open. To further preserve and present the history of the Cherokee people to visitors from all over the world.

Throughout the growth of Tsa-La-Gi, First National Bank has been able to lend a financial helping hand. With construction financing for the theatre and museum and operating capital at times when it was needed to keep things running smoothly.

We're proud to be able to play a small part in helping promote the heritage of the Cherokee Nation and the City of Tahlequah.

First National cordially invites you to attend this summer's performances for an evening's entertainment you'll long remember.



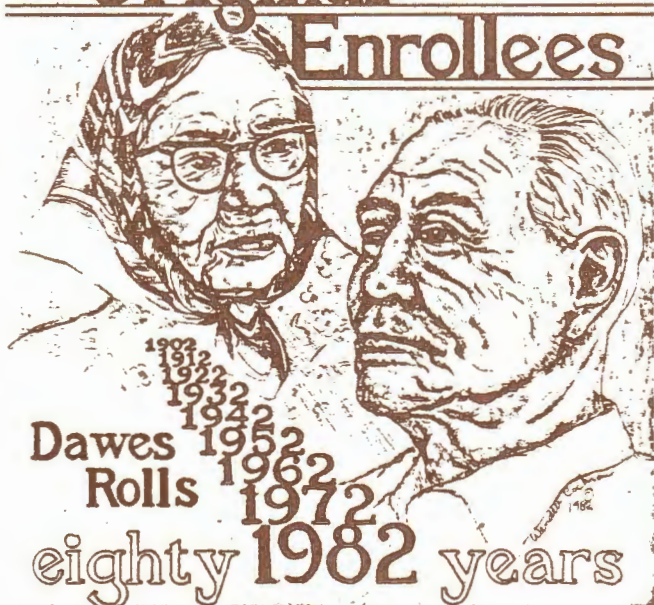
**First National Bank**  
TAHLEQUAH, OKLAHOMA

# "Tsa-La-Gi"





# Original Enrollees



# 30th Annual Cherokee National Holiday

## Tsa-La-Gi: Cherokee Heritage Center

3 miles South of Tahlequah, Oklahoma on Highway 62  
West Willis Road 1 mile East

## “A Tribute to the Original Enrollees”

### FRIDAY, SEPT. 3

- 3:00 p.m. to Sunday, Sept. 19 . . . Crafts Competition Exhibit . . . Cherokee Nation Museum  
Tsa-La-Gi: Cherokee Heritage Center
- 6:00 p.m. . . . Men's & Women's Slow Pitch Softball Tournament . . . Sequoyah Indian High School
- 7:00 p.m. . . . Miss Cherokee Pageant . . . Tsa-La-Gi Motor Inn Banquet Room
- 8:30 p.m. . . . Region ⑧ Finals All Indian Rodeo . . . . . Tahlequah Roundup Club Arena

### SATURDAY, SEPT. 4

- Open all day . Crafts Competition Exhibit . . Cherokee National Museum  
Tsa-La-Gi: Cherokee Heritage Center
- 9:00 a.m. . . . Men's & Women's Indian Golf Tournament . . Sequoyah Indian High School
- 9:00 a.m. . . . Men's & Women's Slow-Pitch Softball Tournament . . . . . Sequoyah Indian High School
- 9:30 a.m. . . . Parade . . . . . Downtown Tahlequah
- After Parade . State of the Nation Address & Crowning of Miss Cherokee 1983 . . . Old Court House Square, Downtown Tahlequah
- 10:00 a.m. . . Arts & Crafts Sales . . . . . Tsa-La-Gi: Cherokee Heritage Center
- 11:00 a.m. . . Horseshoe Pitch Competition Owens School Grounds across from Tsa-La-Gi: Cherokee Heritage Center
- 12:00 Noon entries  
1:00 p.m. judging . . . Indian Food Judging Contest Tsa-La-Gi: Cherokee Heritage Center
- 1:00 p.m. . . . Traditional Indian Bow Competition (Cornstalk Shoot) . . . . Owens School Grounds across from Tsa-La-Gi: Cherokee Heritage Center
- 1:00 to 2:30 p.m. . . . Registration of Original Enrollees . . . . . Tsa-La-Gi: Cherokee Heritage Center

- 3:00 p.m. . . . Modern & Compound Bow (Cornstalk Shoot) . . . . . Owens School Grounds across from Tsa-La-Gi: Cherokee Heritage Center
- 3:00 p.m. . . . Gourd Dancing . . . . . Owens School Grounds across from Tsa-La-Gi: Cherokee Heritage Center
- 1:00 p.m. . . . Childrens Games . . . . . Tsa-La-Gi: Cherokee Heritage Center
- 1:30 p.m. . . . Indian Fiddlers Contest . . . . Tsa-La-Gi Motor Inn Banquet Room
- 3:30 p.m. . . . Blow Gun Competition . . . . Owens School Grounds across from Tsa-La-Gi: Cherokee Heritage Center
- 3:30 p.m. . . . Watermelon Eating Contest . Tsa-La-Gi: Cherokee Heritage Center
- After Contest Free Watermelon Feed . . . . Tsa-La-Gi: Cherokee Heritage Center
- 6:00 p.m. . . . Gospel Sing . . . . . Theatre, Tsa-La-Gi: Cherokee Heritage Center
- 6:30 p.m. . . . Gourd Dancing . . . . . Owens School Grounds across from Tsa-La-Gi: Cherokee Heritage Center
- 8:00 p.m. . . . Inter-Tribal Pow-Wow . . . . . Owens School Grounds across from Tsa-La-Gi: Cherokee Heritage Center
- 8:30 p.m. . . . Region ⑧ Finals All Indian Rodeo . . . . . Tahlequah Roundup Club Arena
- Evening . . . . Men's & Women's Slow-Pitch Softball Tournament . . . . . Sequoyah Indian School

### SUNDAY, SEPT. 5

- 9:00 a.m. . . . Men's & Women's Slow-Pitch Softball Tournament . . . . . Sequoyah Indian School
- 9:00 a.m. . . . Men's & Women's Indian Golf Tournament . . Sequoyah Indian School
- 8:30 p.m. . . . Region ⑧ Finals All Indian Rodeo . . . . . Tahlequah Roundup Club Arena

### MONDAY, SEPT. 6

- 11:00 a.m. . . . Men's & Women's Softball Tournament . . . . Sequoyah Indian School



Preparing for Intergovernmental Negotiations

# TECHNICAL ASSISTANCE FOR LOCAL DEVELOPMENT

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## ABSTRACT

This proposal describes a unique process currently under way which involves three rural counties in Northeast Oklahoma and an Indian tribe, the Cherokee Nation of Oklahoma. For the past several months, the counties and the Cherokee Nation have been working together to identify priority needs for their region. These efforts have included four public meetings to identify mutual concerns and the information of teams representing each of the counties and the tribe to refine those needs into more specific local development goals. Currently, a steering group made up of representatives from each county and the tribe has developed a common agenda of local development goals drawn from the four separate agendas.

In order to more fully explore and develop options which address the mutual local concerns, such as economic development, rural transportation, and public finance, support for technical assistance is needed. This document requests \$72,000 to provide the needed technical assistance and discusses the nature, timing, and levels of technical assistance required.

The ultimate aim of the entire process is to bring the local development goals to the attention of the federal and state governments through an application of the Negotiated Investment Strategy (NIS)--an experimental technique which is aimed at improving problem solving and decision-making between various levels of government. The State of Oklahoma has indicated an interest in participating in such an experiment and discussions are underway with the federal government.

The NIS process involves the creating of a local negotiating team which then develops a local agenda for negotiation with state and federal teams. To



date, the NIS has been applied to urban situations. This particular application of the strategy would be unique in that it would involve a rural area and an Indian tribe, both for the first time.

The proposal makes the point that the local units of government in this area, as in most rural areas, do not have access to extensive technical resources such as planning departments, engineers and the like, as has been the case in earlier, urban applications of NIS. While the NIS process will provide an important forum for intergovernmental discussion of the local concerns, benefits above and beyond this will result from the proposed technical assistance. In addition, the process provides a mechanism for plugging technical advice and options into some real decision-making exchange between key local, state and federal policy makers.

The proposed technical assistance will further a locally generated initiative to develop a common agenda of concerns which cuts across many political jurisdictions through non-institutional means. The lessons learned through this effort could have broad application to other rural areas. It will also assist a concerted effort to deal with the problems of a special needs population, the Indians, through collaboration at the local level. Again, the experience gained from these efforts could benefit communities and areas confronted with similar circumstances where alienation of minorities from the larger community is the norm.



## Introduction

With Presidential and Congressional initiatives to reform and balance the Federal Budget, economic tremors ripple through state, county and city governments. Making do with less is clearly a future reality for the local public sector. Yet, at the same time, greater local control over the use of resources seems equally assured.

Both realities are well served by a unique experiment in intergovernmental decision-making which may hold great promise in changing these ways. Developed by the Charles F. Kettering Foundation, the Negotiated Investment Strategy (NIS) views the allocation of public and private resources at the local level as the end result of an intergovernmental negotiation process. NIS is a process aimed at allowing a locality to consolidate the many fragmented federal programs which cause duplication and waste. It also can increase self-reliance through a replacement of the concept of public subsidy with that of public investment.

To date, three urban experiments have applied this approach: St. Paul, Minnesota; Columbus, Ohio; and Gary, Indiana. In each case, teams composed of local, state, and federal actors were convened to identify priorities and to exchange potential solutions on the concerns of the three cities. The negotiations in these cities resulted in intergovernmental agreements to proceed with a wide range of items, such as an Energy Park and a Mississippi River Corridor Plan in St. Paul, new directions in transportation, human services, health and minority business development in Columbus, and similar accomplishments in Gary. The NIS process stimulated well over \$120 million of public investment in these three urban areas and leveraged considerably more than that amount in private sector investment.

Beyond the impressive dollar figures, several critical but unanticipated consequences have resulted from these NIS activities. First, and perhaps most



importantly, the team form of representation allows for face-to-face exchanges across levels of government and within local jurisdictions--in all cases going beyond the normal, single issue discussions that characterize traditional interaction between federal, state and local agencies. In the NIS process, teams are organized around broad issues, and all team members participate in the problem solving. This approach creates opportunities for innovation, as well as a more systematic discussion of the issues. NIS also presents a much needed forum for local issue articulation and often moves long-debated matters toward some new conclusion.

In addition to developing agreements which cut across many political jurisdictions, NIS has as a goal the development of local consensus as well.

Despite the early successes of NIS, it has not been applied in regions of the country beyond the Midwest. Nor, to this point, has there been an effort to test the adaptability of the process to other situations. The application of NIS to a rural setting, the subject of this proposal, poses an entire new set of challenges and opportunities.

#### Eastern Oklahoma--A Rural NIS Experiment

Probably no rural area in the country offers a more difficult first test of the NIS concept than does the area of Northeastern Oklahoma encompassed by Adair, Cherokee and Sequoyah Counties. Appendix A provides a recent profile of this area. Besides being a land of many contrasts, beautiful lakes, streams and rough hill country, this region has a large number of overlapping government county, municipal and tribal.

Before statehood in 1907, these counties were part of the entry way into the old Indian Territory, and many residents still trace their ancestry to the Cherokee Tribal Roll. In fact, the three counties comprise the core population center for today's Cherokee Nation of Oklahoma, the second largest Indian Tribe



in the United States. Beyond the many jurisdictional and cultural issues which exist under such circumstances, the three counties also contain large pockets of poverty, substantial unemployment, dilapidated housing, and other socio-economic problems. Indeed, in 1970 Adair County was one of ten poorest in the country.

Before elaborating on the ways in which this particular setting at once complicates and challenges the NIS concept, it might be useful to provide some sense of what has transpired to date.

### Brief Project History

In early 1980, Ross O. Swimmer, Principal Chief of the Cherokee Nation, visited with representatives of the Charles F. Kettering Foundation at their central office in Dayton, Ohio. During the course of those interactions, a detailed explanation of the NIS concept and its project status in the three urban sites was presented. Chief Swimmer and the foundation's staff recognized the potential of NIS for resolving not only the tribe's problems with state and federal relationships, but also for establishing a common local agenda for development of the area.

In September of 1980, after a series of exploratory visits to Oklahoma by Kettering staff, an invitational conference focusing on building a local NIS agenda was held at Northeastern State University in Tahlequah. Over 100 delegates representing every conceivable unit of government or interest group met to discuss the following question: *What issues, problems and opportunities should be addressed in order to make the three county region a better place in the 1980's?*

Delegates spent the entire day identifying local problems or concerns which they felt needed to be tackled through the NIS process. Over twenty-



five topics were generated, and then categorized into nine broad, thematic areas:

- (1) Environmental Resource Development and Protection
- (2) Economic Development
- (3) Education
- (4) Transportation
- (5) *Human Services*
- (6) Planning
- (7) Governmental Assistance/Efficiency
- (8) Criminal Justice
- (9) Municipal Services and Financing

A lack of specificity on these areas quickly became obvious and a subsequent meeting was held to re-examine each area in more detail. Many topics were discarded or defined as a strictly local concern which did not require state or federal negotiations. The local agenda which surfaced demonstrated that there was considerable consensus although the methods for solving particular problems did vary from group to group. A steering committee composed of one representative from each county and one from the tribe was also chosen at this meeting to provide stewardship to the project.

At this point, the 1980 Federal elections took place. Reagan's election meant that a new administration would now be entering the process, and also that staffing changes were likely to occur at the Federal Regional Council as well. The FRC's were the principal federal instrument for implementing the NIS process in the urban experiments. This transition period allowed the local team to reassess its direction and to approach Oklahoma's Governor George Nigh about the state's role. It should be noted that in response to these discussions the



governor appointed the Director of the Department of Economic and Community Affairs to be coordinator of the state's NIS team.

The delay also allowed time for county and tribal teams to form and to begin working on their own agendas in a more thorough manner. Regardless of whom the joint county/tribal team ultimately negotiates with, this process has been extremely useful as a collaborative approach to problem solving.

Two primary lessons are clear from the evolution of the process to date. First, unlike the urban pilot sites, rural areas do not often possess a single political figure with the power or charisma required to name a local team and then to push the issues along. Mayors could play that role in St. Paul, Columbus and Gary. In the rural setting, leadership is more diffused. The rights and responsibilities of a broad range of governmental units, as well as public and private interests, must be considered. In many ways, this slows down the NIS process. At the same time it assures that a wider number of people have some appreciation and understanding for what is happening.

Second, and this is the central point to this request, rural areas are also greatly limited in their ability to respond to issues which are often extremely technical in nature or require new solutions. Because, so many rural public officials are, in a sense, voluntary public servants with another source of income to sustain themselves, they do not always have the time or resources to determine the suitability of new ideas or to introduce innovations into their work. More importantly, most small town and rural communities do not have the pool of professional talent upon which to draw for research and technical expertise. They do not, for example, have planning staffs to which they can refer questions for legal comment, engineering drawings, or whatever, as cities do.



This represents a central element in the successful implementation of any rural NIS . . . the local capacity to deal with the technical aspect of problems.

#### The Local Agenda and the Technical Assistance Need

The preparation to apply the NIS approach to northeastern Oklahoma and the Cherokee Nation have led to a creative community planning process. Citizens have spent a great deal of time grappling with various issues and problems. They have now reached a stage where outside expertise is needed: (a) to expand their local knowledge base, (b) to suggest some new options and ideas, and (c) to further develop their local problem solving capacity before moving into the negotiation phases.

Figure 1 illustrates the general development goals that comprise the current local (including tribal) agenda. Team members recognize that these items will be constantly redefined and deleted, and others may be elevated to take their place as the process unfolds. Still, the list represents the present realities and has served as the guidepost for identifying technical assistance needs.

Each team . . . the three county group and the one from the tribe . . . has reviewed the composite agenda with the following questions in mind:

- \* *What can we deal with locally from our own resources?*
- \* *What do we need outside advice on?*
- \* *What, specifically, do we want to know?*
- \* *Who could provide that information?*
- \* *How long during the NIS process are we likely to need these resource people to be involved?*

On this last point, it was generally felt that some assistance was required prior to meeting with the state and federal teams. Other issues might require a consultant role up to and then through the entire state-federal-local



# FIGURE 1 LOCAL/TRIBAL PRIORITIES

## **Economic Development**

- Agriculture
- Job Development
- Alternative Energy Systems
- Water Supply
- Entrepreneurial Support  
(especially for small business)
- Recreation and Tourism

## **Education**

- Dropout Rate
- Vocational Educational Opportunities
- Quality and Rates of Learning
- Educational Governance Finance
- Facilities
- Reading Skills

## **Environmental Preservation**

- Natural Resource Conservation and Development
- \*Solid Waste Disposal System
- Water Quality Control

## **Governmental Administration**

- \*Public Finance
- \*Public Works (water/sewage systems, community facilities)
- Planning
- Intergovernmental Relations

## **Housing**

- Publicly-aided Housing
- Moderate Income Construction

## **Human Services**

- \*Integration of Services
- \*Administrative Efficiency
- Criminal Justice
- Job Training
- Rural Health Care
- \*Social Service Delivery

## **Transportation**

- Road and Bridges
- \*Rural Transit System

\* Denotes areas where technical assistance support is being requested.



negotiation process. We now discuss each development goal from Figure 1 which is asterisked as needing technical assistance support.

## ECONOMIC DEVELOPMENT

### Agriculture

Agriculture, particularly horticulture, has become an increasingly important economic factor in the three county area over the past decade. Major nurseries in Cherokee County produce a wide variety of ornamental horticulture products . . . bedding crops, bulb crops, florist varieties, cut flowers, hanging baskets, and other nursery items grown in greenhouses and above ground containers.

Cherokee Nation's own commercial horticulture program is expanding. Begun in 1977, with the acquisition of a 122 acre tract of land near Stilwell in Adair County, first efforts revitalized an old apple orchard. Soon after this purchase through the support of several federal programs, a Horticulture Training Center was initiated as a training site for Cherokee people, many of whom are going to work for commercial producers as well as the tribe.

In making horticulture a vehicle for economic development, the tribe has constructed nearly \$750,000 worth of space and facilities. It has also moved aggressively into a landscaping operation which further diversifies its enterprise potential. This activity is projected to result in \$200,000 annual gross sales by 1982.

Since most of the existing local horticulture industry is centralized, tribal policy is to create a decentralized system that would allow more people to become involved on a household scale. This is especially critical to the tribe, which has a significant number of its over thirty thousand members dispersed over the three counties on small, often isolated plots of land. Moreover, it

is also viewed as advantageous to other small scale producers who might be non-Cherokee but have an interest in supplementing their income or working full time in horticulture production. In this manner, horticulture is viewed as a key to economic development for the entire three county region. This approach, which looks very much like a producer coop, requires a support system to provide training, assist with initial startups, handle basic propagation, provide technical assistance, and assist with marketing the final product . . . all tasks the tribe could perform.

However, to develop a project of this magnitude, the following forms of technical assistance are required:

- (a) the creation of a regional marketing and distribution system for small farmers and growers such that small amounts of agriculture yield not needed for home consumption can be sold efficiently.
- (b) determination of models for different scales of production for fruit trees and berries . . . two areas in which potential is high but current production is low.
- (c) development of a self-help support system for households involved in a horticulture program, whether solely for subsistence or also for product sales.

Background needed:

Agriculture economics of small scale production; knowledge of soils and climate in region; familiarity with establishing marketing systems for agriculture production.

#### Alternative Energy Systems

Residents of the area are interested in looking at a variety of energy related issues. The high level of poultry production in the area has created a great deal of interest in utilization of chicken and turkey litter as a source of



energy. There is also interest in exploring the possibility of utilizing the energy generated from Cherokee County's solid waste incinerator as a source of electricity. The latter issue is directly related to another priority need of the area, solid waste disposal.

Technical assistance is required to:

- (a) explore the feasibility of a methane digester, as well as alcohol and methanol production.
- (b) explore hydro power of local streams for small scale enterprise and village development.
- (c) explore options for waste disposal that defray cost through generation of power.

Background needed:

Engineers with specialities in areas noted.

#### Water

Water has dominated almost all the local/tribal team discussions to date because it is viewed as basic to the survival, stability and growth of this county region. Although maps of the area give the appearance that water is plentiful, those are misleading. The lakes which do seem to dot this corner of the state exist primarily as sources for power generation, flood control and recreation. Lake Tenkiller, which is frequently mentioned as a primary source for water transfer, has no lines extending from it into the adjoining rural municipalities, communities or unincorporated settlements of Adair, Cherokee or Sequoyah Counties. In fact, during a recent drought period, throughout all along this so-called water rich hill country found themselves rationing

Concern about the issues is not limited to local residents. There is wide discussion about the need for and feasibility of large scale water transfer projects. In addition, there are genuine differences of opinion among local people on how this complex and politically sensitive issue ought to be solved.

Two options are generally discussed. One calls for establishing a major loop to the western portion of the state using as its source either the Illinois River or Lake Tenkiller. The other seeks to develop smaller scale local water systems for residents near these two sources before any transfer occurs. Technical assistance is very much needed to provide some cost benefit comparison between these two options.

Given the diversity of opinions about the water issue, the local/tribal NIS steering committee requested that the Eastern Oklahoma Development District (EODD) assist them with the articulation of what the appropriate technical assistance needs were at this stage of the process. The combined analysis of both these groups suggests that the following technical assistance activities are needed:

- (a) identification of the key elements involved in water resource development for this area and the components required in various options proposed for an Eastern Oklahoma water distribution system.
- (b) determination of potential compoundment and treatment sites.
- (c) clarification of local water needs, including such matters as water quantities, hydrodynamic constraints, system options, preliminary cost estimates, encompassing developmental and operational figures as well as funding sources.
- (d) creation of alternative water systems, including treatment, that are smaller in scale, community based and involve community self-help participation.

Background needed:

Civil engineering with specialities in small and large water source distribution systems.

#### Entrepreneurial Support and Small Business Development

Values and lifestyle questions have never been more than tangential subjects during the course of the NIS process. Yet nowhere has the implication of such matters been so apparent as when discussions turn to the broad topic



of economic development. On this subject people are quite prepared to say: "We want development but not at the expense of our rural lifestyle or these beautiful green hills!"

There has been, among many leaders in the area, an increasing willingness to recognize that the "traditional" rural approach to economic development-- industrial parks, wooing of plants from other areas, and so on--has not always provided the right kind of development. More and more local people are becoming aware that locally initiated, small scale enterprises have much more to offer. This point is supported by research on plant relocation. Multiplier analysis often shows that the local economy is not increased as predicted; rather, money for materials and specialized labor often flows out of the community or town more quickly. In addition, although a mild private sector gain may occur, the significant increases in public sector costs frequently creates a situation where public services are squeezed beyond their capabilities to respond.

"What we need to do," one local citizen has said, "is to grow more of our own businesses." The 1980 White House Conference on Small Business echoed this same sentiment when it stressed that new enterprise development may very well be the cornerstone of a revitalized economy and the integral mechanism for reducing unemployment. Research conducted by David Birch at the Massachusetts Institute of Technology has shown that 90% of new jobs created in the past ten years came from small businesses . . . many with less than ten employees.

This type of development appeals to local people. It is small in scale, usually owned and operated by people from within the community, and depends upon the existing workforce for its primary labor. This last point is especially important in an area which has been so dependent on federal welfare programs. As governmental growth goes into a downward slide, the local economy is going

to have to find new ways to put people to work. Translated into action, this means establishing new businesses or enterprise development that takes people off the welfare rolls.

Lack of leveraging capital and poor management are the two major contributors to the demise of most new enterprises. This means it is important to locate technical assistance expertise that can provide information and ideas on not only financing alternatives but also make suggestions on how to assist small businesses to increase their management capabilities. In specific terms, technical assistance is needed to:

- (a) assess various financing alternatives for seed money, risk capital and equity investment funds which might be utilized to stimulate and/or to sustain local enterprise development, as well as make recommendations for new financial linkages with the state and federal government and the private sector.
- (b) determine the applicability of such development entities as Small Business Investment Companies (SBIC'S), Minority Enterprise Small Business Investment Companies (MESBIC'S), and Community Development Corporations (CDC'S) for this area.
- (c) to develop a strategy for increasing the local opportunities for small business management training.

Background needed:

Persons with business startup experience, familiarity with the role of the small scale entrepreneur, and knowledge of financing and venture capital alternatives.

## ENVIRONMENTAL PRESERVATION

### Solid Waste System

When you turn off any of the state routes which connect these three counties and put yourself on one of the seemingly endless number of rough gravel secondary surfaces that wind thru the hollows and back country, you immediately begin to glimpse a severe problem in this scenic area: roadside dumps. All three counties have limited solid waste disposal systems. Adair and Sequoyah Counties transport



their waste into Arkansas. The facilities which do exist are inadequate and the prospect for conventional solutions such as land fills is not good, due to local soil conditions. The city of Tahlequah operates an open dump which has already been cited by authorities for being in violation of federal environmental protection standards.

The problem is multi-fold, and will require an approach with five elements: collection, disposal, energy recovery, financing and public education. Technical assistance is needed to help determine the following issues relevant to designing a comprehensive solid waste system:

- (a) suggest how other rural or sparsely populated areas have responded to county-wide or multi-county collection.
- (b) assess what new alternatives, other than the oft-mentioned land fill approach, can be utilized under local soil conditions.
- (c) propose how energy recovery can be utilized to offset overall costs.
- (d) assess local, state and federal financing sources and how they can be applied to the construction of a disposal site or series of sites.
- (e) project what role customer fees must play in the financial support of a collection and disposal system, as well as how these fees might be collected.
- (f) develop tactics and strategies for effectively altering public attitudes towards solid waste and local environmental protection.

Background needed:

Solid waste management engineers; experience with designing public education programs related to the above mentioned program.

#### GOVERNMENTAL ADMINISTRATION

##### Public Finance

Public finance is the foundation upon which every local governmental service rests: roads, law enforcement, public services and new school construction. Yet, taxes, state and local revenues, and issues in bonding capacity are sometimes

elusive concepts to grasp. As we have seen from the community discussions, each entity that interacts with the funding sources has its own story to tell.

The Board of County Commissioners in each of the counties expresses open dismay over the budgetary restrictions under which they have to operate. From their perspective, the county is nothing more than a creature of the state, something that is created, controlled and bound by legislative authority. Unfortunately, they feel the county is a bit too bound by the fiscal limitations of antiquated state laws and statutes. As one illustration, they point to the fact that funds for road construction and maintenance are derived from a formula that uses 1961 road census data as the basis for disbursing funds. Under this arrangement, counties are consistently given money at a rate which is well below the actual road mileage they are responsible for.

This problem is further compounded by a 1930's legislatively mandated ceiling on ad valorem taxes which limits the county to a ten (10) millage base for its county general fund. A recent report on public finance in Cherokee County explained it in this manner:

Money to operate and maintain county government is deposited in the County General Fund. The major source of County General Fund income is a property tax levy that cannot exceed 10 mills. Other sources of income to the County General Fund include fees collected by county offices and money collected by the State Tax Commission on air-craft, boat, and outboard motor licenses.\*

The current County General Fund budgets for the three targeted counties are as follows: Adair County \$260,000.00; Cherokee County \$753,000.00 and Sequoyah \$734,000.00. None of these counties is "transferring" property tax funds into road improvement; they simply cannot afford to. With the inflation rate increasing for road building and maintenance items, county officials

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\* Taken from a special report entitled Trends in County Finance-- Cherokee County, prepared by the Oklahoma State University County Extension Rural Development Office, March 1980, page 9.



believe this dilemma is likely to get worst before it gets better. The ten (10) millage ceiling also makes it virtually impossible to respond to the demands for new construction. Consequently, state or federal mandated capital improvements, such as the proposed orders for new jail facilities in Adair and Sequoyah counties, stretch the bonding capacity of the counties to the full measure of their ceiling.

Schools feel this same pinch. Vernon Peterson, Superintendent of the Hulbert School District in Cherokee County, and also an active spokesperson for rural education in this part of the state, explains the financial repercussions of the system in this way:

"The majority of local school districts do not have a large enough tax base to generate funds for capital outlays. For example, Hulbert has an enrollment of 450 students with a total FY 1981 budget of \$807,000. Local tax sources provide \$70,000 of that amount. Even if we were able to vote our full bonding capacity, it wouldn't give us enough to launch any of the construction we might need."

Maryetta School District in Adair County reports that with a five (5) mill levy going annually to its building fund the school is able to accrue only \$7,000 a year, hardly an amount that will lead to any major construction projects. Moreover, there are no state supports, even on a matching fund basis, for capital outlays.

Technical assistance is required to:

- (a) define all possible options.
- (b) prepare further documentation on the various public finance issues which limit the delivery of local governmental services and develop a strategy for presenting this information, complete with recommendations for action, to the state and federal teams.
- (c) to plan a three county project in citizen education which explains the public finance structure in the state and includes a small handbook on the issues.

Background Needed:

Familiarity with Oklahoma's public finance system; knowledge of local governmental services and school related capital outlay options.

## Public Works

The construction and revitalization of public facilities are matters which are very much tied to the financing issues mentioned above. In particular, Adair and Sequoyah counties are both being pressured by the state to contract new jails. The projected cost of these facilities are as follows: Adair County, \$800,000.00 and the county's current bond indebtedness stands at \$320,000.00. If these building efforts are embarked upon under the present public finance ceilings for county government, it will effectively commit the counties bonding capacity for a decade or more. In addition, the vast majority of local school districts also have their own building needs which are either being stymied by the lack of capital outlay monies or will all but be placed on a rather lengthy hold by county projects.

Given this situation, technical assistance is required to:

- (a) define options for architecture and design that can save money.
- (b) define cost reduction construction strategies, such as counties serving as their own general contractor or increasing the use of county equipment for sub-grade work.
- (c) define more options for local public financing--for example, broaden the markets for general obligations bonds.

Background needed:

Familiarity with the issues noted above.

## HUMAN SERVICES

The term "human services" is used here to refer to the vast array of publicly funded activities which have been designed to address special community issues or needs in such areas as: child care, family planning, employment and training, services to the aged, welfare programs, health care, housing, crime prevention and community development assistance. For the most part, we are



speaking of the formal, institutionally based programs which are managed by professional service providers and supported by state and/or federal funds. This would include such things as Community Action Programs (CAP's), Cherokee Nation and other so-called community based programs, as well as things like CETA, community health centers and Head Start.

Since the terrain we have just described is, indeed, vast it allows us to identify several pitfalls associated with the delivery of services by these agencies--the lack of cost sharing, coordination and integration of services. One example illustrates the problems of coordination of services for the area.

During the advent of energy saving programs, the Community Services Administration offered funds to local organizations to encourage weatherization of low income homes. Three separate community-based programs (Cherokee Nation, Cookson Hills Community Action Program and Oklahomans for Rural Opportunities) applied for and received funds to administer this program locally. All three focused their programs on the same population group. Yet, each developed its own program in isolation from the others, each hired its own staff, and each used substantial portions of the available money to administer its program. Similar stories can be told in almost all the other program areas mentioned above.

Other concerns related to the delivery of human services include:

1. The perennial frustration with duplication and fragmentation of services which leaves some genuinely needy unserved, while others take unfair advantage of programs.
2. Lack of a sense of continuity between services which are seen as distinct; for example, between educational programs and employment training programs.
3. Programs which sometimes perpetuate dependency rather than assist people in becoming more self-sufficient.

4. Programs which are grounded in middle class values of staff and consequently are not effective in serving working class, rural undereducated people.

Beyond these issues, the increasing costs of managing human services and the reality of reduced public funding dictates new efforts to coordinate or, at best, integrate the administration of services. Technical assistance is required to:

- (a) help define all points of duplication and overlap.
- (b) draft changes in guidelines and statutes to encourage program coordination and, where appropriate, merge programs together.
- (c) Examine how the Cherokee Nation might more effectively organize and conduct its services in education, health, employment and training, and social services, with an emphasis on outreach activities, cross departmental programming, and increased cooperation with other community groups.
- (d) suggest financing strategies which lead to more effective cost sharing among tribal, as well as community, programs.
- (e) assist, where appropriate, informal support networks which tap existing self-reliance energies and encourage them to move towards more community based provision of services.

Background Needed:

Knowledge and practical experience with the human services field, state and federal regulations and statutes, integration of services, and financing options, as well as the nurturing of informal helping networks.

TRANSPORTATION

Transportation has been identified as a major problem for many residents in the isolated parts of all three counties. Lack of a public transportation contributes to the difficulty in obtaining work, and in seeking assistance from human services agencies. A recent survey of Indian elderly found that lack of transportation resulted in isolation and loneliness for many people.



In a recent completed survey of its transportation resources, the tribe found that several hundred thousand dollars are spent each year in local transportation. Most of this is in the form of mileage reimbursement for employees. Much, but not all, of this represents transportation support for program clients. In addition, the tribe owns several multi-seat vehicles, such as school buses. Nevertheless, many clients or potential clients of the tribe's education and social services programs are not able to participate, or their participation is limited, due to unavailability of transportation.

A particular example is the alternative school in Stilwell. The Stilwell Academy operates one bus which makes three different routes in Adair County alone each morning and evening, a total of six separate runs. This causes many students to be late for classes or to spend several hours in route to their destinations. It is, at best, a serious inconvenience for students and faculty, and, at worst, discourages attendance and impacts negatively on the school work of those who do attend.

Transportation difficulties affect primarily the poor and it is possible that if the tribe is able to develop some sort of comprehensive transportation system, it will alleviate much of the problem for Indians and their neighbors, too.

Specifically, there is a need for technical assistance to:

- (a) determine the feasibility of a transportation system which utilizes small vans and greater route coordination.
- (b) secure the commitments from service providers and local units of government that would be needed to sustain such a system. Note: Rural transportation systems have generally not worked out well; once high initial subsidy is gone, they simply cannot sustain themselves on revenues generated and smaller subsidy levels. We want to see if more complete cooperation among all agencies or programs, that now have a transportation component included in their services, can spread costs enough to make it work here.

Background Needed:

Transportation planner with experience in rural settings.

PROVIDING THE TECHNICAL ASSISTANCE--PEOPLE, TIME AND FUNDING

The list of technical assistance needs discussed above is extremely varied and complex. The coordination of such an effort requires several key components. These include: People, Time and Funding.

People

First, people familiar with the various issues, who also have some special sensitivity to the rural or tribal perspective on these matters, will have to be identified. Second, a group that knows who these individuals might be, and also is familiar with the NIS process and the problems and opportunities in northeastern Oklahoma, needs to be engaged to serve in a brokerage role between potential TA providers and the local/tribal team. And third, a local contact point is required for coordination purposes.

Figure 2 gives some sense of who potential TA providers might be in given topical areas. This is not an exhaustive list but illustrates the type of individuals or agencies that ought to be tapped.

Under the management model proposed here, the broker assumes a critical role in this design. The broker role has two aspects to it: 1) to identify the best possible technical assistance resources; and 2) to insure that the work performed by the technical assistance providers is relevant, cost-effective, and builds local capacity.

It is important to note here that most technical assistance comes from firms and individuals who tend to have a standard approach or product . . . fit indiscriminately on clients. Also, too much technical assistance has a high



price tag with little or no relationship between cost-product-effectiveness. Finally, since working with local people can be expensive and time consuming, technical assistance is done for people, not with them.

We intend to change that process but organizations are needed which are committed to the broker role, as well as the very different assumptions we have about technical assistance as a tool for building greater local capacity.

We have identified two such organizations. First is the Kettering Foundation itself. In addition to providing the vision for and the structure of the NIS itself, Kettering has a long history of effectively linking groups in need with resources. It will play a coordinating role with the Oklahoma NIS project in general and with this technical assistance project in particular. As the agent to supply and to broker technical assistance directly, we have selected The Institute on Man and Science, an educational non-profit organization.

The Institute has a long history of successful involvement in exemplary rural projects. These range from its nationally recognized STUMP CREEK PROJECT to its process and content-oriented COMMUNITY RENEWAL CENTER and on to a recent IMS effort to create a model NEW VILLAGE in rural Pennsylvania.

Another important consideration for selecting IMS is its consistent emphasis on the following:

1. A commitment to remain involved with community projects long enough to see the project to some kind of conclusion;
2. A commitment to working with people who are not usually reached by traditional programs;
3. Extensive experience with small scale community projects which utilize self-help approaches;
4. A desire to work with the Kettering Foundation on successive rural applications of the NIS process.

Local coordination for the technical assistance will be handled by the Cherokee Nation's Tribal Development Officer, along with a part time staff person

from the Eastern Oklahoma Development District. The tribe, through the auspices of Principal Chief Ross Swimmer, has made this staff person available to the project on a half-time basis as a coordinator for the local team.

#### Time

The length of time required to complete the technical assistance portion of this process varies from issue to issue. As was mentioned earlier, some issues require further refinement prior to negotiation; others require a rather constant involvement throughout the process. However, in terms of this request, we estimate that the TA portion of the total NIS process would not take any longer than twelve to eighteen months. Figure 2 illustrates the basic time each TA will require.

#### Funding

Attached to this prospectus is a budget which summarizes the projected expenditures in terms of personnel, travel and miscellaneous expense categories.

#### Learning

The assumption underlying this project prospectus has been that local citizens need help to adequately respond to the NIS process. It is important to note, however, that in preparing for the NIS, benefits will accrue to the area which is not contingent on the "success" of the NIS itself. These benefits









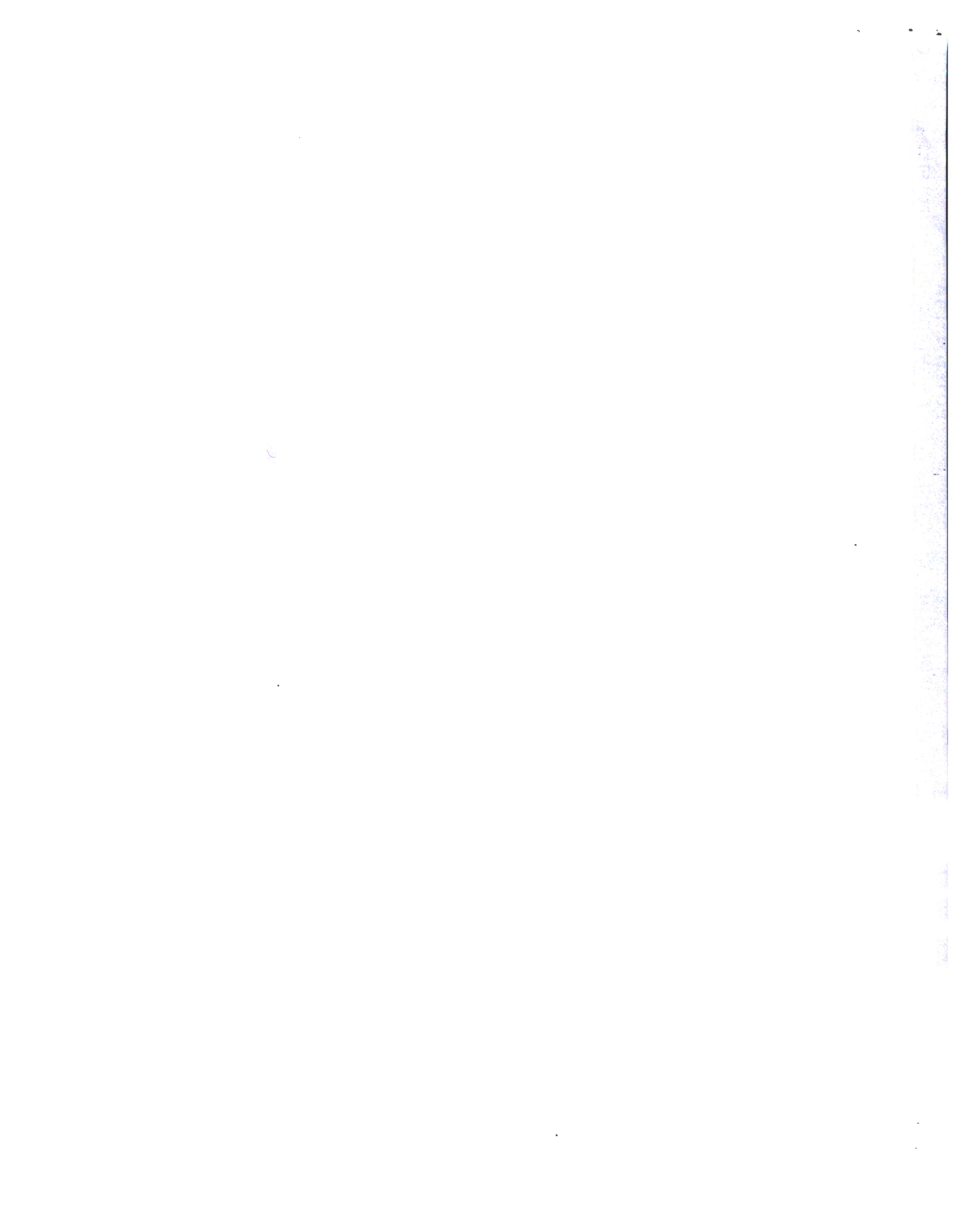
**FIGURE 2  
TECHNICAL ASSISTANCE AT-A-GLANCE**

GENERAL AREA	LOCAL RESOURCES	NEED FOR OUTSIDE EXPERTISE	POTENTIAL TA PROVIDERS	TIME FRAME*	ESTIMATE COST
<b>ECONOMIC DEVELOPMENT</b>	County Extension Office	•Development of local/regional marketing system for tribal horticulture program and small farmers/growers	Ozark Blueberry Cooperative (Arkansas) Oklahoma State University Arkansas University	1,2,3	\$3-5,000
Agriculture	Retired Vo-agriculture instructor				
Horticulture	Agriculture/horticulture business	•Determination of potential for speciality crop production (berries, fruit, etc.)	Federation of Southern Cooperatives, Central Coast Counties Development Corporation or a representative from a successful rural producer coop		\$1-2,000
		•Assessment of the applicability of a production cooperative approach			
<b>ALTERNATIVE ENERGY SYSTEMS</b>		•Provide ideas in regards to solar and wind energy utilization in the construction of upcoming tribal housing projects and local and county facilities	Institute on Man and Science (IMS)		
		•Assist with the design of a pilot project to use the various sources of chicken litter in energy production			
		•Develop engineering estimates on the potential for energy transfer from local incinerator systems			
		•Determine feasibility of methanol production			
<b>WATER SUPPLY</b>	Eastern Oklahoma Development District (EODD)	•Identification of key elements in water resource development and distribution system	Civil Engineer familiar with Oklahoma water situation	1,2,3	\$15,000
Major Transfer Systems	L.V. Watkins, former Executive Director EODD	•Determination of compundment and treatment sites	Legal Counsel With same qualifications		
	County Conservation Districts	•Clarification of local water needs and sources of supply, including water qualities, hydrological constraints, system alternatives, preliminary costs estimates, as well as development and operational funding sources	IMS  Engineer familiar with appropriate technology approaches to such issues, as "Sweat Equity" water and sewage treatment projects	1,2,3	\$10,000
		•Development of alternative water systems, including sewage treatment, that are smaller in scale, community based and involve community participation in a self-help manner			
<b>ENTREPRENEUR SUPPORT</b>	Cherokee Nation Banking Institutions Local Financing Authorities Northeastern State University	•Further inform banking institutions on the economic development potential of small business	Tom Miller, Kentucky Highland Investment Company	1,2	\$5,000
Small Business development		•Assess the financing alternatives for risk capital and equity investment and recommend new linkages	Belden Daniels, Harvard University		
		•Determine the applicability of SBIC's, MESBIC's, and CDC's	Bob Friedman, The Corporation for Enterprise Development		
		•Develop a strategy for expanding small business management training support locally			

GENERAL AREA	LOCAL RESOURCES	NEED FOR OUTSIDE EXPERTISE	PROVIDERS	TIME FRAME	ESTIMATE COST
SOLID WASTE SYSTEM	EODD County Commissioners	•Analysis of county wide and Multi-county collection systems	Engineer familiar with conventional regional solid waste systems	1,2	\$10,000
		•Alternatives to land fill approach	Alternative systems engineer	1,2,3	\$7,000
		•Inclusion of energy recovery options			
		•Identify financing sources or options			
		•Determine the most effective utilization of customer fees			
PUBLIC FINANCE	County Commissioners School Administrators EODD L.V. Watkins	•Development of public education campaign	Community education specialist	1,2	\$3-5,000
		•Secure advise on how cost of local government might be reduced	State Municipal League League of Women Voters	1,2	\$3-5,000
		•Prepare further documentation on local public finance issues and develop a strategy for presenting this information to state and federal teams			
		•Plan a three county citizen education project on public finance issues			
PUBLIC FACILITIES	EODD	•Development of creative bonding approaches for capital improvements	IMS	1,2	\$3-5,000
HUMAN SERVICES	Oklahomans for Rural Opportunities (ORO) Cookson Hills Community Action Program  Cherokee County Community Service Council	•Recommend ideas for increased coordination and integration of services	Barry Maestrine		
		•Thoroughly examine Cherokee Nation Human Services Program	Metropolitan Human Services Commission		
		•Consultation on alternative financing strategies			
TRANSPORTATION	Human Service Agencies Cherokee Nation EODD	•Design of a rural transit system	IMS		\$3,000
		•Create a management and financing plan			

Numbers (1,2,3) denote whether technical assistance is needed prior to state and federal team meetings (1) during the negotiation process (2), or after the NIS negotiation process is completed (3).









will take the form of more community-based expertise and an infusion of new ideas and options which will lead to new insights and new behavior. We have labeled this with the popular jargon--capacity building. It could have easily been called by a simpler name--learning.

Formal evaluations cannot always determine whether or not this learning occurs. Standard techniques for making such judgements almost always insure an evaluation study that will seldom be used by anyone in a systematic or thoughtful way. What we are after is best observed in action, through the natural exchanges between outside experts and local citizens as they struggle for new answers to perplexing local matters. We wish to establish a dialog which leads people to new understandings, new responses and even new questions. Under these circumstances, both sides must view themselves as co-learners dealing with real issues in ways that lead to some permanency once the experts go home--learning that local citizens can apply to other issues in another time and context. This is the standard against which the effectiveness of this project will be judged.

We intend to make these judgements on the basis of performance. For example, the extent to which technical assistance results in specific, usable products will be analyzed, as well as the extent to which those products are used in the three county area to both enhance NIS and to increase local development activity. In terms of the learning issues discussed above, we will be assigning a small group of locals to work with each TA provider and requiring them to develop a minimal learning plan which specifies what local people will acquire in terms of new knowledge or skills. This, in itself, will be a negotiated contract signed by local participants, the TA providers and IMS as broker. The development and signing of this community learning agreement is viewed as a prerequisite to hiring anyone. For example, the technical assistance

providers must be willing and able to enhance the community learning process locally, to building the capacity of local citizens to deal with their needs and problems, or they will not be selected to work!



TECHNICAL ASSISTANCE FOR LOCAL DEVELOPMENT  
Proposed Budget

	Proposed Funding	Local Contribution	Total Project Cost
<b>Personnel:</b>			
Salaries			
Project Director ½ time 12 mo.	5,500.00		5,500.00
Senior Staff 30 days @ \$150 per day	4,500.00		4,500.00
Local Area Planner ½ time		4,500.00	4,500.00
Local Area Development Officer ½ time		4,000.00	4,000.00
Clerk Support Personnel	3,000.00	3,500.00	6,500.00
Total Salaries	<u>13,000.00</u>	<u>12,000.00</u>	<u>25,000.00</u>
Fringe Benefits @ 20%	2,600.00	2,400.00	5,000.00
<b>Total Personnel Cost</b>	<b>15,600.00</b>	<b>14,400.00</b>	<b>30,000.00</b>
<b>Contractual Services:</b>			
Civil Engineer	7,000.00		7,000.00
Agriculture Economist	3,000.00		3,000.00
Business Enterprise	3,000.00		3,000.00
Public Finance	5,000.00		5,000.00
Transportation Engineer	3,000.00		3,000.00
Human Services	3,000.00		3,000.00
Legal	6,000.00		6,000.00
Energy Engineer	3,000.00		3,000.00
Solid Waste	3,000.00		3,000.00
Total Contractual	<u>36,000.00</u>		<u>36,000.00</u>
<b>Travel:</b>			
Commercial Travel 20 trips @ \$500.00	10,000.00	1,200.00	11,200.00
Per diem 20 days @ \$50.00	1,000.00	200.00	1,200.00
Mileage @ \$.22½ per mile	550.00	1,500.00	2,050.00
Rental Car 10 @ \$175	1,750.00		1,750.00
Total Travel	<u>13,300.00</u>	<u>2,900.00</u>	<u>16,200.00</u>
<b>Operational Cost:</b>			
Consumable Supplies	1,500.00	200.00	1,700.00
Telephone	500.00	600.00	1,100.00
Office Equipment	-0-	-0-	-0-
Books and Maps	450.00	200.00	650.00
Aerial Photos	2,500.00		2,500.00
Copier/Reproduction	2,000.00	500.00	2,500.00
Total Operational Cost	<u>6,950.00</u>	<u>1,500.00</u>	<u>8,450.00</u>
Indirect Cost @ 60% of Personnel		7,800.00	7,800.00
<b>Total Cost</b>	<b><u>71,850.00</u></b>	<b><u>26,600.00</u></b>	<b><u>98,450.00</u></b>

EASTERN OKLAHOMA FEELS THE STING OF BITTER POVERTY

By Ron Pruitt  
Muskogee Phoenix Staff Writer

It is a place where the average adult has an eighth grade education, almost one-half of the families make less than \$3,000 annually and one-third of the population is without indoor plumbing.

It's not Afghanistan, or the ghettos of New York.

It's in the hills of eastern Oklahoma, and the most depressed areas are small rural Indian communities.

The age of affluence has not reached thousands of dwellers in such places as Adair, Cherokee, Sequoyah and Delaware counties. Instead, a large section of the population faces a continuing daily struggle for subsistence.

The 1980 annual report of the Oklahoma Department of Institutions, Social and Rehabilitative Services, showed more than 36,000 Oklahomans were receiving some sort of financial assistance in a 14-county area of northeastern Oklahoma.

Only massive government subsidies and jobs keep the picture from being even more bleak.

In Cherokee County, for example, 42 percent of all those employed are in the public sector.

"Tahlequah was the only city in the 2,500 to 10,000 classification to have a larger number employed as government workers than as private wage and salary earners in Oklahoma during 1970," according to the Comprehensive Economic Development Strategy developed by the Eastern Oklahoma Development District for the Tahlequah area.

Among the 24,000 Cherokees in eastern Oklahoma, living conditions are at their worst.



The average Cherokee has five years of schooling, may not be able to read or write and an overwhelming majority live below the federal poverty guideline of \$6,700.

Statistics available for Sequoyah, Adair and Delaware counties show 29 percent of the Indian community lives on less than \$3,000 per family a year.

Unemployment is massive, with Adair County reporting more than 43 percent among adult Indian men.

Though eastern Oklahoma Indians are the most poverty ridden, the remaining sector of the population is not much better off.

The average weekly earnings of workers in a 14-county area of eastern Oklahoma in 1975 was \$142 per week, barely exceeding minimum wage. By contrast, the state-wide average was 20 percent higher.

Most striking are the counties with low average earnings. Cherokee County residents averaged only \$107 per week in earnings. Adair County's average was \$113 and Sequoyah County \$115.

By contrast wage-earners in Washington County made a median income of \$238 weekly.

The information was provided by the Oklahoma Employment Security Commission.

The numbers illustrate a basic trend, as one approaches the Ozark foothills the opportunity to earn a respectable income declines drastically.

And when earnings are low, so is the tax base and support of public education.

Maybe that is why in Adair County, situated next to Arkansas and with the lowest tax valuation in the state, the average person does not complete junior high school.

To understand how such a situation could exist, one need only look retrospectively at the social history of the area.

According to unpublished U. S. Census data from 1950, one-fourth of the population of eastern Oklahoma was functionally illiterate. Among Indians the figure was one-half.

While progress has been agonizingly slow, eastern Oklahoma is slowly raising the standard of living for its people.

The reason is two-fold according to the EODD study. First is the resurgence of agriculture, the traditional method of making a living in the area.

Second is the growth of the private industrial sector.

Such firms as Fort Howard in Muskogee County, International Harvester in Wagoner County, and Hudson Foods in Adair County are providing new economic incentives.

Realizing it is the fastest way off the bottom rung of the economic ladder, the Cherokee Nation is actively soliciting and encouraging industry.

The most recent data continues to show a small encouraging upturn. But thousands, particularly in rural areas, are still awaiting relief from the debilitation of poverty.

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\* Article appeared in Muskogee Phoenix  
March 29, 1981