

Career Readiness Act
Three-Year Plan FY2026-2028



GWY.9 DBF
CHEROKEE NATION®
Career Services
918-453-5555

To:

Principal Chief, Chuck Hoskin Jr.

Secretary of State, Shella Bowlin

Deputy Secretary of State, Canaan Duncan

From:

S. Diane Kelley, Executive Director

Subject: Career Readiness Act Three-Year Plan

Date: August 27, 2026

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**Cherokee Nation Career Services
Career Readiness Act – Three-Year Plan
FY2026–FY2028**

History of the Career Readiness Act (CRA)

2019 - Legislative Act 18-19 – The Career Readiness Act

The Cherokee Nation Career Readiness Act was enacted in October 2019 by Principal Chief Chuck Hoskin Jr. and Deputy Chief Bryan Warner to expand vocational training and strengthen workforce development opportunities for Cherokee citizens.

The Act increased annual funding for Career Readiness Programs and established a structured system of support for tuition, supplies, certifications, and training stipends. It prioritized short-term certifications, technical training, and degree pathways in high-demand industries, including construction, healthcare, and information technology.

The purpose of the Act was to authorize increased operating funding for Career Readiness Programs beginning in fiscal year 2020 and to require annual reporting on program outcomes.

2022 – Legislative Act 26-22 - The Career Readiness Act of 2019, 2022 Amendments

In 2022, the Act was amended to authorize the development of the Cherokee Nation Career Readiness Campus in Tahlequah through a \$10 million capital investment.

The 20-acre campus serves as a centralized vocational training hub supporting programs in construction trades, healthcare, information technology, HVAC, and fiber optic technology.

This amendment also strengthened service accessibility by expanding Career Services coverage to ensure program locations are generally within approximately thirty miles of Cherokee citizens, improving access in rural communities.

2026 – Legislative Act 05-26 - The Career Readiness Act of 2019, 2026 Amendments

The purpose of the 2026 amendments is to increase funding for health career programs, consolidate all Career Services programs under the definition of “Career Readiness Programs” regardless of funding source under “Career Readiness Funds,” and strengthen planning, prioritization, and reporting requirements.

Beginning in FY2026, the amendments require the development of Three-Year Plans and Annual Reports to guide program implementation and accountability.

Executive Summary

Beginning in FY2026, the Cherokee Nation Career Services Department shall operate under a consolidated Career Readiness Act (CRA) framework intended to align workforce development investments, program delivery systems, labor market priorities, and performance accountability measures under a unified Career Readiness strategy.

This Three-Year Plan is adopted pursuant to the Career Readiness Act of 2019, as amended by Legislative Act 26-22 in 2022 and Legislative Act 05-26 in 2026, and shall guide the administration of Career Readiness Programs for Fiscal Years 2026 through 2028.

This Three-Year Plan establishes the strategic direction for all Career Readiness Programs and outlines funding priorities, vocational training strategies, and performance expectations aligned with regional labor market demand and long-term economic development goals.

JobsEQ Labor Market Analytics served as the primary labor market forecasting and workforce intelligence resource utilized in the development of this Three-Year Plan.

The purpose of this Plan is to provide a clear framework for how Career Services will prioritize Career Readiness Funds, align services with workforce needs, and strengthen access to training and employment opportunities for Cherokee Nation citizens. The Plan is designed to support both immediate workforce entry and long-term career advancement by focusing on short-term vocational training, industry-recognized credentials, work-based learning opportunities, supportive services, and coordinated partnerships with employers, training providers, Cherokee Nation programs, and regional workforce partners.

Over the next three fiscal years, Career Services will continue to focus on programs and services that reduce barriers to employment, improve participant readiness, and connect individuals to high-demand occupations within the Cherokee Nation Reservation and approved service areas. This includes strengthening pathways into priority career fields, expanding access through in-person and virtual service delivery, improving outreach to rural and underserved communities, and supporting participants who may require additional assistance to successfully complete training and transition into employment.

The Plan also establishes a consistent structure for tracking program goals, participant outcomes, and annual performance measures. While FY2026–FY2028 performance figures will be reported through the Career Readiness Act Annual Report process, the Three-Year Plan provides the foundation for identifying the program areas, service priorities, and outcome measures that will guide implementation. This approach allows Career Services to remain responsive to changing labor market conditions while maintaining accountability, fiscal responsibility, and alignment with the requirements of the Career Readiness Act.

This Plan establishes priorities, goals, and performance measures for the following program areas:

1. Career Readiness Support Programs

- Priority Career Fields selected based on labor market demand and salary levels within the geographic region that includes the Cherokee Nation Reservation:
 - A. Social Assistance Occupations within Health Care and Social Assistance (NAICS 62)
 - B. Manufacturing Industry (NAICS 31-33)
 - C. Construction Industry (NAICS 23)
 - D. Transportation & Warehousing Industry (NAICS 48-49)

2. Public Health & Wellness (PHW) Career Readiness Programs

- Priority Healthcare Career Fields selected based on labor market demand and salary levels within the geographic region that includes the Cherokee Nation Reservation

3. Work Experience and Tribal Training Program

- Consolidation of Work Experience and Tribal Training, formerly known as "Day Training"

4. Coming Home Reentry Program

5. PHWFA Opioid Settlement Funded Programs

6. All Other Programs Under the Career Readiness Fund

7. Outreach and Access Strategies

- Service accessibility and outreach priorities throughout the Region
- Expansion of in-person and virtual access to Career Services programs and resources

8. Administrative Expenses

- Beginning FY2027, administrative costs shall not exceed 15% of program funding allocations as authorized under the Career Readiness Act

Career Services recognizes that workforce participation patterns vary across industries, and that manufacturing, construction, and transportation have historically maintained predominantly male workforces, while health care and social assistance have traditionally employed higher percentages of women. However, these sectors continue to demonstrate strong regional labor demand, competitive wage opportunities, and alignment with short-term vocational training pathways. As labor shortages persist and the need for accessible, high-wage career opportunities continues to grow, Career Services will support targeted outreach, recruitment, supportive services, and employer partnerships to increase awareness of and participation in these high-demand career pathways among young adults, individuals with disabilities, justice-involved individuals, and residents of rural and underserved communities. Through these efforts, Career Services seeks to expand access to workforce opportunities, reduce barriers to participation, and strengthen the regional workforce across priority industries.

Reference: Appendix A, Sources 1, 2, 3 and 4.

Career Services will utilize Salesforce and other program-specific reporting systems to collect, track, measure, and report program performance and outcome metrics for inclusion in the Career Readiness Act Annual Reports.

Career Readiness Act (CRA) - Three-Year Plan

This Three-Year Plan is aligned around: First the statutory and labor market basis for Career Readiness Act investments; second, the program areas that will receive support during FY2026 through FY2028; and third, the performance measures that will be used to evaluate and report annual progress. Each program section identifies the services provided, strategic priorities, and outcome measures that will be updated through the Annual Report process.

Section 1: Career Readiness Support Programs

Career Services evaluated regional labor market conditions and identified Priority Industries that align with the Career Readiness Act's emphasis on workforce demand, wage potential, and vocational training opportunities. Training pathways within these industries constitute the Priority Career Fields for Career Readiness Program investments.

To support this analysis, Career Services utilized labor market data and workforce analytics from JobsEQ, a labor market intelligence platform developed by Chmura, to identify workforce trends, occupational demand, and wage projections throughout the Cherokee Nation Reservation.

For purposes of this Plan, the term “Region” refers to the Cherokee Nation Reservation, including all fourteen (14) full counties.

Healthcare-related career pathways are addressed separately under the Public Health & Wellness (PHW) Career Readiness Programs due to dedicated funding allocations and healthcare workforce priorities established under the 2026 amendments to the Career Readiness Act.

Regional Industry Demand Overview

Career Services conducted a regional labor market analysis utilizing JobsEQ labor market analytics to identify industries demonstrating the highest levels of projected workforce demand and employment concentration throughout the Cherokee Nation Reservation. Complete industry demand data is provided in Appendix B, Table 1 – Top 10 Industries by Total Demand in Cherokee Nation 2025Q4.

This analysis evaluated regional workforce trends, projected industry growth, occupational demand, wage potential, and training opportunities to support the development of Career Readiness priorities and investment strategies.

Although several industries demonstrated significant projected demand, Priority Industries were selected based on the following factors:

- Regional labor market demand
- Average wage potential
- Alignment with vocational and technical training pathways
- Opportunities for long-term career advancement

The Priority Industries identified in this Plan represent sectors where Career Services can most effectively align workforce training investments, Career Readiness Campus programming, and employment placement strategies with regional economic needs. These industries also provide strong opportunities to support participant employment, wage growth, and long-term career success while addressing workforce shortages throughout the Region.

Priority Career Fields Selection Framework

While several industries demonstrated significant workforce demand projections throughout the Region, Career Services prioritized industries that also demonstrated strong wage potential and clear alignment with vocational and technical training pathways.

This approach ensures Career Readiness Funds are directed toward industries that:

- Provide sustainable wage opportunities
- Support long-term career advancement
- Allow participants to enter the workforce through short-term vocational training pathways rather than relying exclusively on traditional academic degree programs

Industries with high workforce demand but limited wage growth or limited alignment with vocational and technical training opportunities were not identified as Priority Industries under this Plan.

Unless otherwise noted, labor market demand, wage data, occupational projections, and training pathway information contained within this section are derived from JobsEQ Labor Market Data and Forecasting Reports, Chmura Economics & Analytics, data accessed May 2026 referenced in Appendix B – Industry Tables, Table 1 – Top 10 Industries by Total Demand in Cherokee Nation 2025Q4.

Based on labor market demand, wage potential, and vocational training alignment, Career Services identified the following Priority Industries:

1. Social Assistance Occupations within Health Care and Social Assistance Industry (NAICS 62)
2. Manufacturing Industry (NAICS 31–33)
3. Construction Industry (NAICS 23)
4. Transportation and Warehousing Industry (NAICS 48–49)

Career Services recognizes that workforce participation patterns vary across industries and that certain populations, including young adults, individuals with disabilities, justice-involved participants, and residents of rural and underserved communities, may experience barriers to accessing training and employment opportunities within high-demand career fields.

Labor shortages, workforce development needs, and expanding employment opportunities continue to create pathways for broader participation across many industries. In response, Career Services will support targeted outreach, recruitment, supportive services, employer partnerships, and connections to mentorship and work-based learning opportunities designed to increase awareness of and access to high-demand vocational career pathways. These strategies are intended to reduce barriers to participation, expand workforce opportunities, and support successful training and employment outcomes. Reference: Appendix A, Sources 1-4.

Career Services will continue to evaluate additional vocational pathways when they demonstrate sufficient workforce demand, wage potential, and alignment with Career Readiness Act requirements.

A) Social Assistance Occupations within Health Care and Social Assistance Industry (NAICS 62)

The Social Assistance industry throughout the Cherokee Nation Reservation continues to demonstrate significant workforce demand across child care, family support services, community-based services, and related support occupations. These services play an important role in supporting families, strengthening communities, and reducing barriers that affect employment, education, and long-term economic stability.

Social Assistance occupations also contribute to broader workforce and economic development goals by expanding access to child care, early childhood services, and other community-based support programs. Reliable access to child care and related support services is a critical factor in helping parents and guardians participate in the workforce, complete training programs, and maintain stable employment.

Child care and related Social Assistance career pathways are identified as Priority Career Fields due to regional workforce demand, employer need, and alignment with certificate-based and associate-level training opportunities available through area technology centers and colleges. These pathways provide entry into essential service occupations while also supporting long-term career advancement into early childhood education, family services, program administration, and other community-based support professions.

Labor Market Summary

The Health Care and Social Assistance industry represents the largest employment sector within the Cherokee Nation Reservation. For purposes of Section 1, Career Services has identified Social Assistance-related vocational pathways within this sector, including child care and related support service occupations.

- Regional Employment: 87,066
- Average Annual Wage: \$63,545
- Five-Year Projected Demand: 47,806

Reference: Appendix B Industry Tables - Table 1

Supported Vocational Training Programs

The following vocational training pathways align with social assistance occupations identified within the Health Care and Social Assistance industry by total demand in Appendix B, Table 2, with an emphasis on support service pathways. Program titles reflect common training program designations used by area technology centers and training providers.

1. Child Care Provider/Assistant
-

2. Cooking and Related Culinary Arts, General
3. Administrative Assistance and Secretarial Science, General
4. Business Technology Program

B) Manufacturing Industry (NAICS 31-33)

The Manufacturing industry throughout the Cherokee Nation Reservation continues to evolve through increased utilization of automation, robotics, precision manufacturing technologies, and advanced production systems. Employers increasingly require a skilled workforce capable of operating computer-controlled machinery, maintaining automated equipment, and supporting quality assurance processes within high-production environments.

Manufacturing growth across Oklahoma is expected to remain strong over the next five (5) years, supported by continued investments in aerospace, defense, industrial production, and advanced manufacturing operations. Recent statewide announcements included more than \$14 billion in capital investments, with significant manufacturing-related projects and additional expansion anticipated in aerospace manufacturing, automation systems, advanced materials, and defense-related production. See Appendix A, Sources 5 and 6.

Manufacturing occupations continue to provide competitive wages and long-term advancement opportunities across technical and production-related career pathways. Workforce demand remains strong for individuals with specialized technical training, industry-recognized credentials, and applied manufacturing skills.

Labor Market Summary

- Regional Employment: 61,026
- Average Annual Wage: \$75,690
- Five-Year Projected Demand: 31,139

Reference: Appendix B, Table 1

Supported Vocational Training Pathways

The following vocational training pathways are aligned with training programs offered by vocational training schools, career technology centers, and workforce training providers that prepare participants for manufacturing-related occupations:

1. Welding Technology / Welder
2. Computer Numerically Controlled (CNC) Technology
3. Machinist Technology / CNC Machinist
4. Graphic Communications (General)
5. Airframe Mechanics and Aircraft Maintenance Technology / Technician
6. Aeronautical / Aerospace Engineering Technology / Technician

C) Construction Industry (NAICS 23)

The Construction industry continues to support growth in residential housing, commercial development, public infrastructure, utility expansion, and transportation-related projects throughout the Cherokee Nation Reservation. Workforce demand remains strong for skilled trades occupations including electricians, plumbers, HVAC technicians, carpenters, and heavy equipment operators.

Construction growth continues throughout the Cherokee Nation Reservation, driven by infrastructure investments, commercial expansion, energy development, and ongoing demand for skilled labor across both public and private sector projects. Construction employers consistently report workforce shortages within specialized skilled trades occupations, increasing demand for workers with industry credentials, technical training, and applied trade skills.

Emerging industry trends include expanded utilization of construction technology, energy-efficient building systems, smart infrastructure, and advanced equipment operations. These developments continue to increase demand for workers possessing technical competencies, safety certifications, and applied trade skills.

Construction and skilled trades occupations provide competitive wages, stable employment opportunities, and clearly defined advancement pathways into apprenticeship programs, journeyman-level positions, project management, and supervisory roles.

Regional career technology centers and workforce training providers support these workforce needs through foundational and advanced vocational training programs designed to prepare participants for immediate workforce entry and long-term career advancement within the skilled trades industry.

Labor Market Summary

- Regional Employment: 38,922
- Average Annual Wage: \$66,788
- Total Demand (5-Year Forecast): 17,737

Reference: Appendix B, Table 1

Supported Vocational Training Pathways

The following vocational training pathways are aligned with training programs offered by vocational schools, career technology centers, and workforce training providers that prepare participants for construction-related occupations:

1. Electrical Technology / Electrician
 2. Plumbing and Pipefitting
 3. Heating, Ventilation, Air Conditioning, and Refrigeration (HVAC) Technology
 4. Carpentry / Carpenter
 5. Heavy Equipment Operations
-

D) Transportation and Warehousing Industry (NAICS 48-49)

The Transportation and Warehousing industry continues to play a critical role in supporting supply chains, freight movement, distribution systems, infrastructure development, and regional commerce throughout the Cherokee Nation Reservation. Continued expansion in logistics operations, warehousing, manufacturing distribution, and infrastructure investment is expected to sustain strong workforce demand across the industry.

Transportation and logistics occupations provide accessible, high-demand career opportunities with relatively short training timelines and direct pathways into stable employment. Commercial Driver's License (CDL) programs continue to provide rapid entry into competitive wage occupations and remain among the most in-demand workforce training pathways throughout the Region.

The industry includes occupations related to freight transportation, passenger transportation, logistics coordination, fleet maintenance, diesel technology, warehouse operations, and aviation-related transportation services. Because transportation systems support nearly every major industry sector, workforce demand for drivers, mechanics, technicians, and logistics personnel is expected to remain stable throughout the regional economy.

Regional career technology centers and workforce training providers support workforce development through established training pathways in commercial driving, diesel technology, logistics operations, aviation maintenance, and transportation-related technical programs.

Labor Market Summary

- Regional Employment: 24,507
- Average Annual Wage: \$64,168
- Total Demand (5-Year Forecast): 13,620

Reference: Appendix B, Table 1

Supported Vocational Training Pathways

The following vocational training pathways are aligned with training programs offered by vocational training schools. Career technology centers, and workforce training providers that prepare participants for transportation and warehousing-related occupations:

1. Class A Commercial Driver's License (CDL)
2. Class B Commercial Driver's License (CDL)
3. Medium/Heavy Vehicle and Truck Technology / Technician
4. Aircraft Powerplant Technology / Technician
5. Airframe Mechanics and Aircraft Maintenance Technology / Technician

Additional High-Demand Occupations Requiring Post-Secondary Vocational Training

In addition to the Priority Industries identified within this Plan, Career Services may support additional high-demand occupations throughout the Cherokee Nation Reservation that require

post-secondary vocational training and demonstrate workforce demand, competitive wage potential, employer need, or alignment with Cherokee Nation workforce and economic development priorities.

Career Services may provide vocational training assistance, supportive services, and customized workforce training in partnership with Cherokee Nation, Cherokee Nation Businesses, public agencies, employers, training providers, and other workforce partners to address emerging workforce needs and expand employment opportunities for Cherokee Nation citizens.

This flexible approach allows Career Services to remain responsive to changing labor market conditions, employer hiring needs, and emerging economic development opportunities while ensuring Career Readiness Funds continue to support occupations that lead to employment, wage growth, and long-term career advancement.

Services Provided:

- Vocational Training Assistance
- Supportive Services

Priorities and Goals

Career Services will prioritize:

- Increasing industry-recognized credential attainment and participant entry into high-demand occupations aligned with regional workforce needs.
- Expanding outreach, recruitment, supportive services, employer partnerships, and connections to mentorship, pre-apprenticeship, or work-based learning opportunities to increase awareness and participation in high-demand vocational career pathways among women, young adults, individuals with disabilities, justice-involved participants, and residents of rural and underserved communities.
- Maintaining flexibility to support additional high-demand vocational pathways that align with participant needs, employer demand, wage potential, and available short-term training opportunities.

Career Services will utilize Salesforce to track program performance and outcome metrics, with FY26–FY28 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
Annual Participants Served	-	-	-

Objective Measures of Participant Success	FY26	FY27	FY28
Successful Program Completion Rate	-	-	-
Unsubsidized Employment	-	-	-

Section 2: Public Health & Wellness (PHW) Health Career Readiness Programs

Health Care and Social Assistance Industry (NAICS 62)

Pursuant to Public Health & Wellness Fund allocations authorized under the Career Readiness Act, Priority Healthcare Career Fields are established to address critical healthcare workforce shortages and improve healthcare access and health outcomes throughout the Cherokee Nation Reservation.

The Health Care and Social Assistance industry continues to represent the largest workforce sector within the Region and demonstrates sustained demand across clinical support occupations, direct patient care services, emergency response services, dental services, and allied health professions.

Regional career technology centers, healthcare training providers, and post-secondary institutions play an important role in supporting healthcare workforce development through vocational and technical training pathways that lead to industry-recognized certifications, professional licensure, and employment within hospitals, clinics, long-term care facilities, emergency response systems, and other healthcare service environments.

Career Services utilized the same labor market analysis methodology identified in Section 1 of this Plan to evaluate healthcare occupations based on workforce demand, projected employment growth, wage potential, and alignment with vocational and technical training pathways.

Healthcare Labor Market Summary

The Health Care and Social Assistance Industry (NAICS 62) represents the largest employment sector within the Cherokee Nation Reservation and continues to demonstrate substantial workforce demand across a broad range of healthcare occupations.

- Regional Employment: 87,066
- Average Annual Wage: \$63,545
- Five-Year Projected Demand: 47,806

Reference: Appendix B, Table 1

The occupational analysis was utilized by Career Services to identify Priority Healthcare Career Fields based on workforce demand, projected employment growth, wage potential, and alignment with vocational and technical training opportunities.

Supported Vocational Training Programs

The following vocational training pathways are aligned with Priority Healthcare Career Fields and identified workforce needs within the Region:

Priority Healthcare Career Fields

1. Licensed Practical Nurses (LPN)
 2. Dental Assistants
 3. Certified Nursing Assistant (CNA)
-

4. Medical Assistants
5. Personal / Home Health Care Aides

Reference: Appendix B, Table 2; Appendix A, Source 4.

Priorities and Goals

Career Services will prioritize:

- Expanding healthcare vocational training access throughout the Cherokee Nation Reservation and contiguous service areas
- Increasing participation in healthcare workforce pathways aligned with regional labor market demand
- Supporting industry-recognized healthcare certifications and professional licensure attainment
- Strengthening healthcare workforce pipelines through partnerships with healthcare providers, career technology centers, and training institutions
- Supporting participant entry, retention, and advancement within high-demand healthcare occupations throughout the Region

Career Services will utilize Salesforce to track program performance and outcome metrics, with FY26–FY28 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
Annual Participants Served	-	-	-

Objective Measures of Participant Success	FY26	FY27	FY28
Successful Program Completion Rate	-	-	-
Unsubsidized Employment	-	-	-

Section 3: Work Experience and Tribal Training Program

The Work Experience and Tribal Training Programs are designed to address a persistent labor market barrier in which individuals may have access to job opportunities but lack sufficient work history, workplace exposure, or foundational employability skills required for long-term employment success.

These programs provide structured, work-based learning pathways that combine paid or stipend-supported experience with skill development, case management, and employment readiness services.

- The Work Experience Program provides paid employment at \$11.00 per hour and operates through bi-weekly timesheets and payroll processing.
- The Tribal Training Program, formerly known as “Day Training,” provides a structured stipend of \$50 per day for participation in approved training activities.

Together, these programs serve as entry-level workforce development pathways designed to transition participants from unemployment or underemployment into sustainable, unsubsidized employment aligned with regional labor market demand and Priority Career Fields established under this Plan.

Participants will receive training and support in essential workplace competencies, including communication, time management, adaptability, and professional behavior to improve both job readiness and long-term retention outcomes.

Priorities and Goals

Career Services will prioritize:

- Expanding and strengthening employer host-site partnerships to increase placement capacity and workforce exposure opportunities
- Integrating structured employability skills development into all Work Experience and Tribal Training activities
- Increasing participant transition into unsubsidized employment
- Improving participant retention in long-term employment placements

Career Services will utilize Salesforce to track program performance and outcome metrics, with FY26–FY28 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
Work Experience Program	-	-	-
Tribal Training Program	-	-	-

Objective Measures of Participant Success	FY26	FY27	FY28
Successful Program Completion Rate	-	-	-
Unsubsidized Employment	-	-	-

Section 4: Coming Home Reentry Program

The Coming Home Reentry Program supports justice-involved Cherokee Nation citizens transitioning back into the community by reducing barriers to employment, stability, and long-term self-sufficiency. The program focuses on structured workforce reintegration pathways while addressing critical needs such as housing stability, transportation access, behavioral health support, and employment readiness.

The program provides intensive, coordinated case management and supportive services designed to improve participant stability during the critical reentry period and increase successful transition into unsubsidized employment aligned with regional labor market demand.

Recent funding enhancements under the Career Readiness Act have expanded the program's capacity to deliver supportive services, strengthen employer partnerships, and increase geographic reach across the Cherokee Nation Reservation.

Priorities and Goals

Career Services will prioritize:

- Expanding partnerships with reentry-ready employers, including those in skilled trades, manufacturing, transportation, utilities, and other second-chance career pathways
- Strengthening barrier reduction services through coordinated case management
- Expanding access to transitional housing, emergency housing, and stabilization supports
- Increasing access to transportation, identification documents, and essential reentry resources
- Enhancing access to behavioral health and substance use recovery supports through internal and external partnerships
- Improving data tracking across key outcome areas, including employment placement, service utilization, and participant engagement
- Supporting culturally responsive services and peer-based support models to improve engagement and retention
- Coordinating with federal funding initiatives, including DOJ CTAS Purpose Area 3 (PA3), to strengthen program infrastructure and service delivery
- Developing plans to construct and operate a transitional living housing facility that provides safe, supportive housing and recovery-focused services for individuals participating in the Coming Home Reentry Program
- Supporting successful reentry by reducing legal barriers to employment through expungement events, clinics, and related legal assistance partnerships

Career Services will utilize Salesforce to track program performance and outcome metrics, with FY26–FY28 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
Annual Participants Served	-	-	-

Objective Measures of Participant Success	FY26	FY27	FY28
Successful Program Completion Rate	-	-	-
Successful Employment Outcomes	-	-	-

Section 5: PHWFA Opioid Settlement Funded Programs

Addiction Recovery Employment Program

The Addiction Recovery Employment Program supports Cherokee Nation citizens at various stages of recovery by providing workforce pathways combined with supportive services. The program is designed to reduce barriers, promote long-term recovery stability, and support successful reintegration into the workforce, community, and family systems.

Priorities and Goals

Career Services will prioritize:

- Expanding recovery-ready employer partnerships and training worksites
- Aligning training opportunities with high-demand sectors such as healthcare, skilled trades, and manufacturing, while maintaining flexibility based on individual recovery needs
- Providing targeted supportive services that promote employment stability and long-term recovery
- Strengthening coordination with behavioral health providers, peer support networks, and community-based recovery resources
- Implementing evidence-based best practices across recovery and workforce programming
- Improving data tracking across key outcome areas, including employment placement, service utilization, and participant engagement
- Increasing participant access to health coverage and insurance
- Expanding in-house Certified Peer Counselor services, including billable service opportunities where applicable
- Supporting transition pathways into peer recovery and related career opportunities

Career Services will utilize Salesforce to track program performance and outcome metrics, with FY26–FY28 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
Annual Participants Served	-	-	-

Objective Measures of Participant Success	FY26	FY27	FY28
Successful Program Completion Rate	-	-	-
Successful Employment Outcomes	-	-	-

Section 6: All Other Programs Under the Career Readiness Fund

Vocational Training Reimbursement Support Assistance Program (Including At-Large Citizens)

The Vocational Training Reimbursement Support Assistance Program is a Career Readiness Program designed to expand access to short-term vocational training opportunities for Cherokee Nation citizens both within and outside the Cherokee Nation Reservation. The program supports employment-focused training that leads to workforce advancement, industry-recognized credentials, and entry into high-demand occupations.

Through a reimbursement-based supportive service assistance model, eligible participants may receive assistance for approved out-of-pocket vocational training expenses upon successful completion of an approved training program and submission of all required documentation. Assistance amounts and eligibility requirements will be established through program policies and procedures, which will include a requirement that Cherokee Nation is the payor of last resort through approved reimbursement.

The program is intended to increase access to workforce development opportunities while maintaining fiscal accountability and leveraging technology-based service delivery systems, including the Gadugi Portal, where feasible.

This program expands access to training opportunities for citizens who may not be eligible for or able to participate in other Career Readiness Programs, while supporting attainment of workforce credentials and employment advancement.

Services Provided

- Vocational Training Reimbursement Support Assistance

Priorities and Goals

Career Services will prioritize:

- Supporting training aligned with high-demand occupations and skilled workforce industries
- Supporting employment-focused vocational training opportunities
- Reducing financial barriers associated with short-term workforce training
- Expanding access to workforce development services through streamlined digital processes
- Maintaining a fiscally responsible supportive service assistance model

Career Services will utilize Salesforce to track program performance and outcome metrics, with FY2026–FY2028 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
Annual Participants Served	-	-	-

Objective Measures of Participant Success	FY26	FY27	FY28
Successful Program Completion Rate	-	-	-

Career Development

The Career Development Program provides educational and workforce readiness services designed to help participants improve employability, obtain a High School Equivalency credential, and transition into employment, vocational training, or post-secondary education opportunities.

Services Provided

Alternative Education (GED/HiSET)

The Alternative Education Program offers online instruction, in-person tutoring, diagnostic assessments, and testing fee assistance to eligible participants throughout the Cherokee Nation Reservation. Classes are offered throughout the Reservation based on local demand and community need.

Assessment Services

Career Services Assessment Centers operate as Pearson VUE Authorized Testing Centers, providing access to more than 5,000 professional licensing, certification, employment-related, and GED examinations. Testing services are available to the general public, both domestic and international, through online registration and appointment scheduling. Assessments are administered at Career Services assessment sites located throughout the Cherokee Nation Reservation, with additional testing scheduled as needed for Career Services clients.

Career Skills Education

Career Skills classes provide workforce readiness training focused on communication, professionalism, job search skills, workplace expectations, and other employability competencies. Courses are available in-person and virtually throughout the Reservation.

These services provide foundational educational attainment, assessment access, and workforce readiness skills that support participant progression into employment, vocational training, apprenticeships, and post-secondary education opportunities.

Priorities and Goals

Career Services will prioritize:

- Increasing GED/HiSET enrollment and completion rates
- Expanding participation in Career Skills workforce readiness training
- Strengthening participant readiness for employment, vocational training, and post-secondary education

Career Services will utilize Salesforce to track program performance and outcome metrics, with FY2026–FY2028 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
GED/HiSET	-	-	-
Career Skills Education	-	-	-

Objective Measures of Participant Success	FY26	FY27	FY28
GED/HiSET Graduates	-	-	-
GED/HiSET Completion of at least one subject	-	-	-
Career Skills Course - Full Completion (In person)	-	-	-
Career Skills Course - Full Completion (Online)	-	-	-
Career Skills Course - Partial Completion (Online)	-	-	-

Tribal Summer Youth

The Tribal Summer Youth Programs provide paid work experience, leadership development, and career exploration opportunities for youth and young adults across the Cherokee Nation Reservation. These programs are designed to strengthen employability skills, build early career awareness, and support long-term workforce readiness through structured, hands-on learning and real-world exposure.

These programs serve as an early workforce development pipeline by helping participants explore career interests, develop workplace competencies, and gain practical experience that supports future success in education, training, and employment.

Summer Youth Career Exploration Program (Ages 14–15)

This introductory program provides paid early exposure to a variety of career pathways through job site visits, guest speakers, and hands-on learning experiences.

Summer Youth Career Pathways Program (Ages 16–24)

This program provides paid work experience through placements with partner employers and Cherokee Nation work sites.

Summer Youth Leadership Program (Ages 18-22)

The Youth Leadership Program is a paid internship designed to develop future leaders through direct exposure to Cherokee Nation government operations, administration, history, and language.

Priorities and Goals

Across all Tribal Summer Youth Programs, participants develop:

- Workplace readiness skills, including communication, attendance, professionalism, teamwork, and other employability competencies
- Hands-on experience in real work environments and organizational settings
- Early exposure to career pathways, industries, and occupational expectations
- Enhanced cultural learning and leadership development opportunities
- Increased readiness for post-secondary education, vocational training, military service, or employment.
- Improved transitions into education, training, and employment pathways.

Career Services will prioritize:

- Expanding employer and worksite partnerships throughout the Reservation

Career Services will utilize Salesforce to track program performance and outcome metrics, with FY26–FY28 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
Career Exploration	-	-	-
Career Pathways	-	-	-
Leadership Program	-	-	-
Objective Measures of Participant Success	FY26	FY27	FY28
Successful Program Completion Rate	-	-	-

Tribal Economic Development

Career Services partners with businesses across Northeastern Oklahoma to support workforce development and meet evolving hiring needs. A primary tool in this effort is the On-the-Job Training (OJT) program, which allows employers to train new hires in real work environments using the tools, equipment, and processes specific to their industry.

OJT is a contractual agreement between the employer and the Cherokee Nation that helps reduce hiring risk while building a skilled, job-ready workforce. This model enables businesses to develop talent efficiently while providing participants with paid, hands-on experience that leads directly to employment.

A core focus of Career Services is to support Cherokee Nation citizens in securing stable, well-paying employment that leads to long-term self-sufficiency. OJT opportunities are prioritized for Cherokee citizens living within the Reservation, ensuring direct impact on the local workforce and regional economy.

The Tribal Economic Development Program strengthens connections between employers and job seekers by supporting workforce training, employment placement, and work-based learning opportunities that address both participant needs and employer workforce demands.

Services Provided:

- On-the-Job Training (OJT) Program: Reimburses employers up to 50 percent of participant wages during the approved training period.
- Direct Placement (DP): Provides one-time supportive service assistance to individuals who have secured employment independently, but face barriers to accepting or starting that employment.

Priorities and Goals

Career Services will prioritize:

- Increasing OJT employer partnerships
- Prioritizing OJT opportunities in high-growth sectors, including social assistance, advanced manufacturing, construction, and transportation and infrastructure-related industries
- Expanding apprenticeship partnerships with union organizations where feasible

- Strengthening engagement with businesses operating within Cherokee Nation Opportunity Zones

Career Services will utilize Salesforce to track program performance and outcome metrics, with FY2026–FY2028 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
On-the-Job Training (OJT)	-	-	-
Direct Placement (DP)	-	-	-

Objective Measures of Participant Success	FY26	FY27	FY28
OJT Successful Program Completion Rate	-	-	-
OJT Unsubsidized Employment	-	-	-
DP Unsubsidized Employment	-	-	-

The Tribal Employment Rights Office (TERO)

The Tribal Employment Rights Office (TERO) is responsible for monitoring and enforcing the Cherokee Nation TERO Ordinance to ensure that employment rights of Cherokee citizens are protected.

Through enforcement activities supported in coordination with Equal Employment Opportunity Commission (EEOC) standards, TERO investigates and mediates employment discrimination complaints involving practices prohibited under federal laws, including Title VII of the Civil Rights Act, the Americans with Disabilities Act (ADA), the Age Discrimination in Employment Act (ADEA), and the Equal Pay Act (EPA).

TERO also works proactively with contractors conducting business within the Cherokee Nation to identify employment opportunities and ensure qualified Cherokee citizens are referred for available positions.

TERO plays an important role in supporting employment opportunities for Cherokee Nation citizens by promoting compliance with the TERO Ordinance, facilitating employment referrals, and assisting Native-owned businesses participating in Cherokee Nation procurement and contracting activities.

Business and Contractor Engagement

TERO maintains and administers a registry of Native-owned and TERO-certified businesses. This registry is utilized by Cherokee Nation entities, during procurement and contracting processes. Under the TERO Ordinance, certified firms may receive preference in the bidding process, supporting the growth and sustainability of Native-owned businesses within the Cherokee Nation economy.

Priorities and Goals

Career Services will prioritize:

- Strengthening compliance monitoring and enforcement activities under the Cherokee Nation TERO Ordinance
- Expanding outreach and engagement with contractors, employers, and Native-owned businesses
- Re-engaging vendors with inactive or expired certifications and providing technical assistance to maintain active certification status
- Expanding community outreach efforts throughout the Cherokee Nation Reservation and accessible at-large service areas
- Increasing outreach to new TERO applicants to support complete application submissions

Career Services will utilize Salesforce to track program performance and outcome metrics, with FY2026–FY2028 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
TERO Outreach Events	-	-	-
Annual TERO Vendors Certified	-	-	-
Objective Measures of Participant Success	FY26	FY27	FY28
Active TERO-Certified Vendors	-	-	-

JOBS / Tribal TTANF Programs

The Jobs, Opportunities, Benefits, and Services Tribal Temporary Assistance for Needy Families (JOBS/TTANF) program provides a range of benefits and supportive services to families with federally recognized tribal members. The program is designed to create pathways toward long-term self-sufficiency by combining financial assistance with career readiness, training, and employment support.

Through individualized employability plans, participants receive targeted support to address barriers to employment and build a clear path toward career success. The program serves both adults and youth, emphasizing early exposure to career opportunities and long-term workforce development.

The Tribal Temporary Assistance for Needy Families (TTANF) program supports Native American families by promoting career readiness and family stability. Its core objectives are to reduce dependence on government assistance and empower parents to care for their children in their own homes. This is achieved through a combination of monthly financial assistance, career readiness programming, and supportive services designed to remove barriers to employment.

Through career readiness activities, vocational training opportunities, supportive services, and youth workforce development initiatives, the program seeks to reduce barriers to employment, strengthen family stability, and support participant transition into education, training, and employment pathways.

Priorities and Goals

Career Services will prioritize:

- Delivering vocational education, job skills training, and work readiness services through personalized employability plans
- Conducting annual Youth Career Fairs across the Reservation to expand early workforce exposure
- Tracking participant transitions into post-secondary education, training programs, or employment
- Increasing program participation through outreach efforts, including attendance at career fairs and community meetings

Career Services will utilize Eaglesun TAS to track program performance and outcome metrics, with FY26–FY28 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
Annual Participants Served	-	-	-
Annual Youth Career Fairs Participation	-	-	-

Objective Measures of Participant Success	FY26	FY27	FY28
Career Readiness Activity Participation	-	-	-
Unsubsidized Employment Placement	-	-	-
Work Participant Rate (WPR)	-	-	-
At-Risk families Assisted in Retaining or Gaining Guardianship	-	-	-

Vocational Rehabilitation Program

The Cherokee Nation Vocational Rehabilitation (CNVR) Program was established in 1992 and is recognized as the first continuously operating Tribal Vocational Rehabilitation program in the State of Oklahoma. CNVR operates through a discretionary federal grant administered by the Rehabilitation Services Administration (RSA). The program is currently in the fifth and final year of its current grant cycle.

Historically, the Vocational Rehabilitation Program operates under a competitive five-year grant cycle, requiring Cherokee Nation to reapply for funding every five (5) years. For the current cycle, RSA provided an alternative continuation grant process for Tribal Vocational Rehabilitation programs that were in their fifth year of operation. Cherokee Nation submitted its continuation grant application on May 8, 2026, and is currently awaiting notification from RSA regarding funding approval.

The Cherokee Nation remains committed to maintaining Vocational Rehabilitation services and will continue to pursue available federal funding opportunities to support the program.

The program is eligibility-based rather than a scholarship model. Once an individual is determined to be eligible, CNVR provides individualized services and support for training and retraining opportunities at universities, colleges, and career technology centers.

Services are designed to equip participants with the skills, education, and resources necessary to obtain, maintain, or regain gainful employment, with a focus on serving American Indians with disabilities.

The program supports participants in overcoming disability-related barriers to employment through individualized vocational rehabilitation services, education and training assistance, career counseling, and coordinated employment supports. By helping participants prepare for, obtain, and maintain employment, CNVR contributes to the broader workforce development goals of the Career Readiness Act.

Priorities and Goals

Career Services will prioritize:

- Post-secondary education and training assistance
- Vocational and career counseling
- Job placement and retention services
- Coordination with supportive services and partner programs

If federal funding is continued, Career Services will utilize Salesforce to track program performance and outcome metrics, with FY2026–FY2028 results populated annually through the Career Readiness Act Annual Report process.

Forecast Program and Service Goals	FY26	FY27	FY28
Annual Participants Served	-	-	-

Objective Measures of Participant Success	FY26	FY27	FY28
Successful Employment Outcomes	-	-	-

Talking Leaves Job Corps (TLJC)

Talking Leaves Job Corps (TLJC) recently received a renewed five-year contract through the U.S. Department of Labor, reaffirming its commitment to preparing students for meaningful employment, advanced training, post-secondary education, military service, and long-term career success.

TLJC provides career technical training, academic education, employability development, and essential life skills within a structured and supportive residential environment. Students have opportunities to earn industry-recognized credentials and participate in workforce pathways aligned with regional labor market demand and high-demand occupational sectors.

Graduates transition into employment, advanced technical training, higher education opportunities, apprenticeship programs, or military service upon successful program completion.

Talking Leaves Job Corps seeks to maintain its position as a high-performing Job Corps center recognized for quality training outcomes, student support services, employer partnerships, and workforce placement success.

Priorities and Goals

Career Services will prioritize:

- Maintaining full compliance and good standing with U.S. Department of Labor performance standards and operational requirements
- Strengthening transition pathways from Job Corps into Career Readiness Act-supported employment and training programs
- Expanding employer and industry partnerships to support student work-based learning opportunities and graduate placement
- Supporting industry-recognized credential attainment aligned with regional workforce demand
- Monitoring and improving graduation, credential attainment, and employment placement outcomes annually
- Increasing student transition into unsubsidized employment, advanced training, post-secondary education, apprenticeships, and military service opportunities

TLJC will utilize U.S. Department of Labor reporting systems as its centralized reporting system to track, measure, and report program performance and outcome metrics for inclusion in the Career Readiness Act Annual Reports.

Forecast Program and Service Goals	FY26	FY27	FY28
Annual Participants Served	-	-	-

Objective Measures of Participant Success	FY26	FY27	FY28
Program Completion Rate	-	-	-
Credential Attainment Rate	-	-	-
Positive Exit Outcome Rate	-	-	-

Section 7: Outreach and Access

Career Services will expand access to information, enrollment, and program services through a coordinated outreach strategy that integrates in-person engagement, digital communication, and system modernization. This approach is designed to increase awareness, reduce barriers to entry, and improve participation across the Cherokee Nation Reservation, with a targeted focus on rural and underserved communities.

Priorities and Goals

Career Services will prioritize:

- Implementing an online application system through the Cherokee Nation portal, in partnership with the Cherokee Nation Salesforce team, to streamline enrollment and improve accessibility.
- Hosting and participating in career fairs and outreach events aligned with Priority Industry sectors to connect participants with employers and training opportunities while

expanding outreach efforts in rural and underserved communities. Career Services maintains an annual outreach schedule, spanning eight (8) months each year.

- Expanding the use of digital platforms, including social media, email, and SMS communication, to increase awareness of available programs and maintain consistent engagement with participants.
- Strengthening reporting and performance tracking using Salesforce as the centralized case management and reporting platform to track enrollment, completion, placement, wages, and retention outcomes. Annual reports will measure performance against this Three-Year Plan.

Over the next three fiscal years, Career Services will use Excel-based tracking tools to collect and report outreach-event data and related performance metrics for inclusion in the Career Readiness Act Annual Reports.

Forecast Program and Service Goals	FY26	FY27	FY28
Total Outreach Events	-	-	-
Targeted Career Fairs & Community Outreach	-	-	-

Focus Area	Current Baseline (FY25)	Performance Targets
Digital Engagement and Communication (contingent on communications approval)	Social media posts focused on short-term program promotion	Maintain monthly social media communications highlighting Career Services programs and opportunities
	SMS and email engagement centered on upcoming event promotion	Maintain monthly SMS and email outreach campaigns promoting active programs, enrollment opportunities, and workforce events.
Data Tracking Improvements	Data collection focused on number of attendees	Utilizing preregistration tools to forecast participation and improve planning and incorporate post-event surveys to assess impact and identify areas of improvement.

Section 8: Administrative Expenses

The Principal Chief shall report on the proportion of Career Readiness Funds utilized for administrative expenses and may include program-specific administrative expense information as deemed appropriate to illustrate the use of funds.

Administrative expenses funded by general funds will remain within statutory caps as authorized under the Career Readiness Act. Beginning FY 2027, the administrative costs shall not exceed 15 percent of program funding allocations.

The Annual Report will include:

- Total Career Readiness Fund expenditures

- Administrative expense ratio
Program-specific administrative allocations as deemed appropriate

Appendix A - External Data Sources Section

Sources & References:

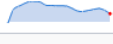
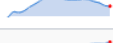
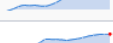
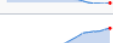
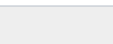
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Appendix B - Industry Tables

The following labor market and occupational demand tables were utilized by Career Services in the development of Priority Industries, Priority Career Fields, and Public Health & Wellness Career Readiness Program priorities identified within this Plan.

Table 1 - Top 10 Industries by Total Demand in Cherokee Nation 2025Q4

Cherokee Nation, 2025Q4¹

NAICS	Industry	CURRENT		5-YEAR HISTORY			5-YEAR FORECAST					
		Empl	Avg Ann Wages	LQ	Empl Change	Trend	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	87,066	\$63,545	0.95	10,119		2.5%	47,806	21,910	21,977	3,919	0.9%
72	Accommodation and Food Services	52,944	\$23,872	1.04	7,847		3.3%	47,628	20,553	25,698	1,377	0.5%
44	Retail Trade	61,991	\$38,171	1.10	1,021		0.3%	41,740	18,992	22,663	85	0.0%
31	Manufacturing	61,026	\$75,690	1.34	3,954		1.3%	31,139	12,236	18,062	841	0.3%
56	Administrative and Support and Waste Management and Remediation Services	38,078	\$49,046	1.08	411		0.2%	21,875	9,259	12,117	498	0.3%
61	Educational Services	39,611	\$47,252	0.83	2,214		1.2%	19,218	9,051	9,660	508	0.3%
23	Construction	38,922	\$66,788	1.10	4,069		2.2%	17,737	6,553	9,739	1,445	0.7%
81	Other Services (except Public Administration)	27,390	\$41,208	1.10	1,694		1.3%	16,168	6,839	8,657	672	0.5%
48	Transportation and Warehousing	24,507	\$64,168	0.82	953		0.8%	13,620	5,824	7,270	526	0.4%
92	Public Administration	27,114	\$69,576	0.98	3,287		2.6%	12,921	5,296	7,082	543	0.4%
54	Professional, Scientific, and Technical Services	29,252	\$85,829	0.69	2,289		1.6%	12,749	4,696	6,987	1,066	0.7%
42	Wholesale Trade	20,019	\$82,257	0.93	1,859		2.0%	10,299	4,042	5,806	450	0.4%
71	Arts, Entertainment, and Recreation	14,121	\$40,771	1.13	24		0.0%	10,193	4,309	5,819	66	0.1%
52	Finance and Insurance	20,159	\$93,885	0.87	1,694		1.8%	8,683	3,465	4,753	465	0.5%
11	Agriculture, Forestry, Fishing and Hunting	8,795	\$29,549	1.25	-553		-1.2%	5,325	2,706	2,544	75	0.2%
53	Real Estate and Rental and Leasing	9,235	\$55,790	0.90	700		1.6%	4,654	2,117	2,321	216	0.5%
55	Management of Companies and Enterprises	9,598	\$152,049	1.05	2,119		5.1%	4,221	1,611	2,348	262	0.5%
51	Information	7,108	\$82,260	0.64	-1,133		-2.9%	3,097	1,161	1,819	117	0.3%
22	Utilities	5,511	\$95,569	1.78	453		1.7%	2,429	941	1,447	42	0.2%
21	Mining, Quarrying, and Oil and Gas Extraction	5,285	\$129,541	2.55	-2,645		-7.8%	2,309	872	1,483	-47	-0.2%
–	Total - All Industries	587,732	\$60,427	1.00	40,376		1.4%	330,125	141,138	175,807	13,180	0.4%
Source: JobsEQ® Data as of 2025Q4												

Source: JobsEQ®
Data as of 2025Q4

Source: JobsEQ, Chmura Economics & Analytics. Regional Labor Market Analysis, 2026.

Table 2 - Occupation Distribution for Health Care and Social Assistance Industries

Health Care and Social Assistance by Total Demand in Cherokee Nation, 2025Q4¹

			CURRENT						5-YEAR HISTORY		5-YEAR FORECAST							
SOC			Occupation			Empl	Mean Ann Wages ²	LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
	31-1122	Personal Care Aides	7,345	\$28,800	0.62	260	3.4%	146	1,745	5.6%	6,374	3,383	2,400	591	1.6%			
	43-9061	Office Clerks, General	9,432	\$40,800	1.04	317	3.2%	77	111	0.2%	5,232	2,727	2,727	-222	-0.5%			
	31-1131	Nursing Assistants	6,023	\$37,600	1.17	244	3.9%	288	123	0.4%	4,325	2,019	2,202	104	0.3%			
	39-9011	Childcare Workers	3,800	\$29,900	1.27	204	5.2%	41	124	0.7%	3,220	1,454	1,742	24	0.1%			
	29-1141	Registered Nurses	10,869	\$94,800	0.91	118	1.1%	1,497	1,249	2.5%	3,062	1,563	1,172	327	0.6%			
	37-2012	Maids and Housekeeping Cleaners	3,911	\$29,900	0.94	200	4.9%	141	53	0.3%	2,878	1,528	1,290	61	0.3%			
	35-2012	Cooks, Institution and Cafeteria	3,528	\$31,200	2.20	200	5.6%	42	314	1.9%	2,701	1,205	1,421	75	0.4%			
	43-4171	Receptionists and Information Clerks	3,556	\$36,100	1.00	125	3.4%	79	99	0.6%	2,330	1,094	1,202	33	0.2%			
	31-9092	Medical Assistants	3,290	\$40,800	1.14	44	1.4%	141	535	3.6%	2,292	784	1,289	219	1.3%			
	31-1121	Home Health Aides	2,587	\$28,800	0.62	107	4.0%	47	-351	-2.5%	2,246	1,192	845	209	1.6%			
	43-6013	Medical Secretaries and Administrative Assistants	3,046	\$41,900	1.01	29	1.0%	150	599	4.5%	1,572	719	766	88	0.6%			
	29-2061	Licensed Practical and Licensed Vocational Nurses	3,555	\$59,700	1.53	52	1.5%	230	-168	-0.9%	1,525	761	688	75	0.4%			
	31-9091	Dental Assistants	1,543	\$45,400	1.14	23	1.5%	41	297	4.4%	1,084	415	607	61	0.8%			
	11-9111	Medical and Health Services Managers	2,108	\$122,600	0.98	26	1.2%	553	442	4.8%	1,063	304	503	257	2.3%			
	21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	1,954	\$65,000	1.10	124	6.1%	60	570	7.1%	1,013	351	468	194	1.9%			
		Health Care and Social Assistance by Total Demand	66,550	\$50,000	0.98	2,073	3.0%	3,532	5,744	1.8%	40,919	19,500	19,323	2,096	0.6%			
—	00-0000	Total - All Occupations	587,732	\$59,400	1.00	20,641	3.4%	26,490	40,376	1.4%	335,396	142,582	179,671	13,143	0.4%			
Source: JobsEQ® Data as of 2025Q4 unless noted otherwise Note: Figures may not sum due to rounding.																		

Source: JobsEQ, Chmura Economics & Analytics. Regional Labor Market Analysis, 2026.



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