

At-Large Assessment Survey Findings & Recommendations

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Cherokee Nation At-Large Organizational Support Recommendations

Executive Summary

This document presents three interconnected recommendations designed to strengthen Cherokee Nation's institutional relationship with citizens and recognized At-Large organizations throughout the United States. Together, the recommendations establish a dedicated support structure within Community & Cultural Outreach, create a proactive Welcome Kit Program for citizens living outside the Cherokee Nation Reservation, and develop a centralized digital portal connecting citizens with local organizations, Cherokee Nation leadership, programs and services.

The national assessment indicates that the primary challenge is not a lack of Cherokee identity or commitment among At-Large citizens. The larger concern is institutional fragmentation. Recognized organizations operate across widely different geographic, demographic and financial environments, always with volunteer boards and varying levels of administrative and communications capacity. Citizens may not know which organization serves their area, which services are available to them or whom to contact within Cherokee Nation. At the same time, organizations do not always have one consistent institutional contact responsible for understanding their circumstances and following requests through to completion.

The three recommendations address these challenges as parts of one coordinated system. The proposed At-Large Division would provide institutional ownership and ongoing support. The Welcome Kit Program would create a proactive pathway for identifying and welcoming citizens who move into an At-Large service area. The One-Stop Portal and standardized organization webpages would provide the shared digital infrastructure needed to keep information current, accessible and connected.

Recommendation 1 Dedicated At-Large Division

Establish a dedicated At-Large Division within Community & Cultural Outreach, initially led by an At-Large Liaison or At-Large Organization Specialist. This function would maintain regular contact with every recognized organization, coordinate Cherokee Nation programs and leadership visits, track requests, support regional collaboration, promote local activities and maintain communication with both At-Large Tribal Councilors. The division would provide consistent support while allowing implementation to reflect each organization's local needs and capacity.

Recommendation 2 At-Large Welcome Kit Program

Create a standardized but locally customizable Welcome Kit for Cherokee citizens who move into or already reside within an At-Large service area. Based on ZIP code, the kit would identify the local organization, nearby Cherokee communities, Cherokee Nation officials, both At-Large Tribal Councilors, available programs and the closest appropriate Indian Health Service, tribal or urban Indian health resources. Cherokee Nation would automatically send the kit following an address update, while disclosure of personal information and direct contact from a local organization would remain voluntary and consent-based.

Recommendation 3 At-Large One-Stop Portal and Standardized Organization Webpages

Develop a dedicated At-Large One-Stop Portal within the Cherokee Nation website, with integrated access through the Gadugi Portal. The system would include a public At-Large service directory, ZIP code-based community matching, a national events calendar, feedback and request tracking, organizational resources, standardized webpages, mobile-friendly landing pages and permanent QR codes for every recognized organization. Public information would remain available without a login, while the Gadugi Portal could support personalized and secure features where appropriate.

Combined Implementation Approach

These recommendations should be implemented as a coordinated program rather than as stand-alone projects. The At-Large Division would provide administrative ownership. The One-Stop Portal would serve as the common information system. The Welcome Kit would use that system to provide each citizen with a locally relevant entry point into Cherokee Nation and the recognized organization serving the citizen's area.

Implementation could begin with the At-Large Liaison position, verified organization and service-area information, standardized organization webpages and permanent QR codes. Later phases could add ZIP code matching, automatic Welcome Kit delivery, personalized Gadugi Portal features, feedback tracking, leadership resources and organizational dashboards. This phased approach would provide immediate value while allowing technical and administrative capacity to develop over time.

Across all three recommendations, the guiding principle should be consistent support with locally responsive implementation. Cherokee Nation can provide common standards, reliable information, privacy protections and institutional accountability without imposing a one-size-fits-all model upon communities with different geography, membership, volunteer capacity, cultural priorities and communications needs.

Expected Results

- A clear and consistent CCO point of contact for every recognized At-Large organization.
- A practical method for identifying and welcoming Cherokee citizens throughout the country.
- Current and authoritative public information for every recognized organization.
- Improved connections to Cherokee Nation programs, elected leadership and health resources.
- Stronger regional collaboration and communication among At-Large organizations.
- Reduced administrative and technical burdens on volunteer boards.
- Better tracking of requests, follow-up responsibilities and emerging national needs.

Collectively, these recommendations would create a more accessible, proactive and coordinated national At-Large network. Local organizations would retain their independence and identity while gaining a dependable institutional partner, a shared digital foundation and stronger tools for connecting Cherokee citizens to community, culture, leadership and services regardless of geography.

Recommendation 1: Establish a Dedicated At-Large Division within Community & Cultural Outreach

Recommendation

Cherokee Nation Community & Cultural Outreach should consider establishing a dedicated At-Large Division within CCO, led by an At-Large Liaison or At-Large Organization Specialist, whose primary responsibility would be the support, coordination and continued development of Cherokee Nation's recognized At-Large organizations throughout the United States.

This recommendation goes beyond assigning an additional responsibility to an existing employee. The findings suggest a need for a position—and ultimately a dedicated function within CCO—focused exclusively on the unique needs of citizens and organizations located hundreds or thousands of miles from the Cherokee Nation Reservation.

██████████ stated the need particularly clearly during its evaluation, recommending a CCO specialist and describing such a position as “desperately needed,” while emphasizing that At-Large organizations need a conduit connecting the organizations to one another.

That observation reflects a broader theme identified during the national assessment: individual At-Large organizations often maintain positive relationships with particular CCO staff members, but there is not always a single institutional point of contact whose sole responsibility is understanding what is happening across the entire At-Large network.

The Existing Disconnect

The challenge is not necessarily a lack of interest or support from Cherokee Nation. In many cases, At-Large organizations described their interactions with Cherokee Nation representatives positively once those interactions occurred.

The more significant issue is continuity, frequency and coordination.

At-Large organizations operate across widely different geographic regions, always with volunteer boards and limited administrative capacity. A board in California may be dealing with very different logistical, cultural, demographic and financial circumstances than an organization in Texas, Arizona, Oregon, Florida or along the East Coast.

Without an individual whose primary responsibility is maintaining relationships with all of those organizations, information can become dependent upon individual relationships, occasional events or a particular staff member being familiar with a particular organization.

██████████ illustrated one aspect of this disconnect when its board requested Cherokee Nation organizational charts and a departmental directory so leaders could more easily understand whom to contact.

██████████ similarly reported limited interaction with Cherokee Nation administrative leadership and expressed a desire for a more formal suggestion process and greater direct access on matters affecting At-Large organizations.

██████ provides another example. Its interaction with non-elected Cherokee Nation administrative leadership was rated 5/10, while interactions with elected leadership through opportunities such as the Chief's Picnic were rated 9/10.

These findings suggest that the quality of Cherokee Nation engagement is often strong when engagement occurs. The larger challenge is creating a consistent structure ensuring that engagement occurs throughout the year.

Avoiding a One-Size-Fits-All Approach

An important principle underlying this recommendation is that Cherokee Nation should not take a one-size-fits-all approach to At-Large organizations.

The organizations share a common Cherokee identity and operate under the broader CCO framework, but they exist in very different environments.

Some organizations serve large metropolitan areas, others cover broad rural regions, and some serve both metropolitan and rural areas. Some have experienced and highly active boards, while others depend on a relatively small number of volunteers. Some have access to affordable meeting facilities, strong social media networks and established community partnerships, while others face significant barriers related to meeting space, transportation, cost and geographic distance.

An approach that works well in Southern California may not necessarily work in Missouri. A successful model in Texas may need to be adapted before being used in Arizona or Florida.

Even within the same state, organizations often have different membership patterns, demographics, volunteer capacity and community priorities.

Thus, the role of the At-Large Liaison should not simply be to distribute the same programs, messages and expectations to every organization. The role should be to understand each community individually and help determine what resources and strategies make sense for that particular organization.

The guiding approach should be consistent support with locally responsive implementation.

Cherokee Nation can maintain common standards, accountability and program objectives while recognizing that the path to achieving those objectives may look different from one At-Large community to another.

This is particularly important when considering cultural programming, grant usage, meeting facilities, communications, recruitment, youth engagement, language programs and regional events.

A dedicated At-Large Division would allow CCO to maintain national consistency without losing local flexibility.

Why Sole Attention Is Important

At-Large organizations are fundamentally different from communities located within the Cherokee Nation Reservation.

They operate across multiple states, large metropolitan areas and broad geographic regions. Only a limited number have a permanent meeting facility. Organizations without a permanent location must arrange meeting space and manage any associated costs within their available resources. All operate with volunteer boards and rely heavily on volunteers. Their ability to provide Cherokee cultural programming is directly affected by distance from Tahlequah, transportation costs, local facility costs and access to Cherokee Nation personnel.

Because these circumstances are different, At-Large organizations would benefit greatly from a dedicated advocate inside CCO whose professional focus is understanding and navigating those differences.

The At-Large Liaison should know:

- Who currently serves on the leadership board of every recognized organization.
- Which organizations are growing and which are struggling with participation.
- Which organizations have upcoming elections or leadership transitions.
- Which organizations are experiencing difficulty with facilities, grants, volunteers or programming.
- Which organizations have requested Cherokee Nation cultural programs.
- Which communities have upcoming Chief's Picnics or major gatherings.
- Which organizations could collaborate regionally.
- Which organizations have not had recent contact with CCO.
- Which organizations need additional communications or social media support.
- What successful programs in one organization could potentially be replicated or adapted elsewhere.

Instead of CCO learning about a problem after it becomes significant, the At-Large Division could maintain ongoing institutional awareness through proactiveness.

Proposed Role of the At-Large Liaison

The At-Large Liaison would serve as the primary institutional connection between Cherokee Nation CCO and recognized At-Large organizations nationwide.

The position could oversee the following responsibilities:

Regular Organizational Check-Ins

Conduct scheduled individual check-ins with every recognized At-Large organization. These could occur monthly, every other month or quarterly depending upon organizational needs.

The purpose would not be regulatory. It would be supportive.

A standard check-in could address upcoming meetings and events, current membership activity, vacancies or leadership transitions, grant questions, Cherokee Nation program requests, facility needs, cultural programming, volunteer recruitment, communications needs and emerging concerns.

The frequency and format of these check-ins should also reflect the principle that one size does not fit all. A newly reorganized board may benefit from frequent communication, while a well-established organization may require less contact.

This creates a relationship in which CCO regularly asks, “What do you need from us?” rather than requiring an organization to contact Cherokee Nation only when a problem arises.

Maintain an At-Large Organizational Dashboard

The liaison should maintain a working internal profile for each organization containing current leadership, contact information, service area, meeting frequency, major annual events, grant participation, Cherokee Nation programming received, Chief's Picnic information, social media platforms, communications needs and outstanding requests.

This would provide CCO leadership with a real-time picture of the health and activity of the national At-Large network.

It could also allow the liaison to identify organizations that may be experiencing declining participation or communications challenges before those issues become more serious.

Coordinate Cultural and Educational Programming

The liaison could work with organizations to coordinate Cherokee Nation Language Courses, History Courses, cultural demonstrations, traditional arts programs, storytelling, genealogy programs and other CCO offerings.

Instead of organizations independently navigating multiple requests, the At-Large Division could coordinate scheduling and potentially identify opportunities to make a single Cherokee Nation trip serve multiple neighboring organizations.

For example, if Cherokee Nation personnel are traveling to Southern California, the liaison could examine whether Orange County, Los Angeles, Inland Empire and San Diego organizations could benefit from coordinated programming during the same trip.

However, coordination should not automatically mean identical programming for every organization.

The liaison should work with local leadership to determine what programming is most requested and relevant to that particular community. One organization may have significant interest in Cherokee language programming, while another may identify youth programming, traditional arts, history, veterans outreach or genealogy as a greater need.

Coordinate Cherokee Nation Resources at Local Events

The liaison could work with organizations before major gatherings to determine which Cherokee Nation departments or resources would provide the greatest benefit locally.

Depending upon the event, this might include citizenship or photo ID services, voter registration, veterans assistance, career services, education and scholarship information, language resources, health information, Gadugi Corps or other appropriate Cherokee Nation programs.

Rather than CCO simply participating in an event, the liaison could help build a localized Cherokee Nation service presence based upon the needs of that community.

This approach reinforces the need to avoid a uniform model. An organization with a large number of elders may benefit from a different mix of services than a community focused heavily on young families, college students or veterans.

The At-Large Liaison would help CCO understand those distinctions before resources are deployed.

Support Local and Regional Events

Organizations frequently have unique local events beyond Chief's Picnics.

The liaison could maintain a national calendar and work with local boards on major cultural gatherings, community service projects, heritage events, language programs, youth activities and collaborative regional events.

The objective would not be for CCO to manage each local event, but to help organizations access the Cherokee Nation resources necessary to make those events successful.

The liaison could also identify opportunities for Cherokee Nation leadership, At-Large Councilors or appropriate departments to participate in events where their presence would be especially meaningful.

Coordinate and Promote At-Large Social Media Content

A dedicated At-Large Division could also play an important role in strengthening the digital presence of recognized organizations.

Many At-Large organizations rely heavily on Facebook, Instagram, email newsletters and other digital platforms to communicate with citizens across large geographic areas. Because these organizations are primarily volunteer-operated, the quality, frequency and reach of social media content can vary considerably.

The At-Large Liaison could serve as a communications bridge between CCO, Cherokee Nation Communications and individual organizations.

This role could include working with each organization to identify upcoming meetings, cultural programs, community events, leadership opportunities, volunteer activities and major achievements that could be promoted through both local and Cherokee Nation channels.

The goal should not be to centralize or control an organization's social media presence.

Instead, CCO could strengthen and amplify what local organizations are already doing.

For example, the liaison could coordinate:

- Advance promotion of local At-Large meetings and cultural events.
- Cherokee Nation social media recognition of successful local programs.
- Shared promotional graphics for Chief's Picnics and regional events.
- Cross-promotion between neighboring At-Large organizations.
- Organization spotlights highlighting local leadership and volunteers.
- At-Large cultural program announcements.
- Language and history course promotion.
- Gadugi Corps volunteer opportunities.
- Youth and elder programming.
- Photos and recaps following successful events.
- Calls for board members, volunteers or organizational participation.

- Recruitment messaging directing citizens to their nearest Cherokee community.

CCO could also develop standardized but customizable social media templates for organizations to use.

A common visual identity could help citizens immediately recognize that the organization is affiliated with Cherokee Nation, while allowing each organization to add its own local name, photographs, event information and personality.

The liaison could also gather local content and submit it for possible inclusion on official Cherokee Nation platforms.

This is particularly important because many successful programs taking place hundreds or thousands of miles from Tahlequah may never be visible to the broader Cherokee population.

Regularly highlighting At-Large organizations would accomplish several objectives at once.

It would recognize volunteers.

It would demonstrate Cherokee Nation's presence throughout the country.

It would help recruit citizens who may not know that a recognized organization exists near them.

It would encourage organizations to learn from one another.

And it would reinforce to At-Large citizens that they remain an active part of the Cherokee Nation community regardless of geography.

The liaison could also monitor broad engagement trends—not individual citizen behavior, but organizational-level metrics such as which types of posts generate the strongest participation, which programs attract new attendees and which regional events are successfully reaching citizens.

Those lessons could then be shared across the At-Large network.

Again, this should not become a one-size-fits-all communications strategy.

Some organizations may have strong Facebook communities. Others may reach younger citizens through Instagram. Others may depend primarily on email or traditional newsletters.

The At-Large Division should help each organization strengthen the communications methods that work best in its own community while providing access to Cherokee Nation resources and amplification.

Coordinate Regional Collaboration

The liaison should intentionally connect organizations that are geographically close to one another.

The [REDACTED] board has already discussed regional collaboration among California At-Large organizations, including co-sponsored events and opportunities to learn what neighboring organizations are doing with their funding.

A dedicated At-Large Division could formalize that type of collaboration nationwide.

Potential regions could include:

- California
- Pacific Northwest
- Southwest
- Texas
- Midwest
- Southeast
- East Coast

Regional organizations could coordinate cultural instructors, major events, service visits, communications campaigns and best practices.

At the same time, regional coordination should not eliminate local identity. The purpose would be to create additional opportunities for collaboration while preserving the uniqueness of each recognized organization.

Coordinate Quarterly National At-Large Meetings

The At-Large Liaison should facilitate a quarterly virtual meeting involving leadership from all recognized At-Large organizations.

These meetings should not simply consist of presentations from Cherokee Nation.

A significant portion should allow organization leaders to communicate directly with one another about successful programs, challenges, grant implementation, membership recruitment, upcoming events, facility issues, cultural programming, social media, volunteer recruitment and regional collaboration.

The liaison could also use these meetings to identify emerging national trends.

If multiple organizations are raising the same concern, CCO could recognize that the issue may require a broader programmatic response rather than treating it as an isolated local problem.

Coordinate an At-Large Task Force

In addition to the broader quarterly meetings, CCO could establish an At-Large Task Force composed of representatives from different geographic regions.

The task force could meet periodically with the At-Large Liaison and CCO leadership to identify emerging issues and provide recommendations regarding At-Large programs.

The task force could function as an advisory body rather than a governing authority.

Its purpose would be to ensure that At-Large perspectives remain incorporated into CCO planning.

The task force could also help CCO evaluate whether proposed national initiatives are flexible enough to work across different regions before implementation.

That provides another safeguard against adopting a one-size-fits-all policy for communities with significantly different circumstances.

Maintain Coordination With Both At-Large Tribal Council Members

One of the most important functions of the position could be maintaining regular communication with Cherokee Nation's two At-Large Tribal Councilors.

The liaison could provide periodic organizational updates concerning activity throughout the At-Large network, including upcoming events, emerging concerns, successful programs and opportunities for Council participation.

Likewise, the liaison could communicate information from the At-Large Councilors back to organization leadership where appropriate.

This would provide an institutional bridge between:

At-Large Organizations → CCO → At-Large Councilors → Cherokee Nation leadership.

The purpose would not be political. It would be informational and organizational—ensuring that the elected representatives of At-Large citizens have a more consistent understanding of what is occurring within organizations across the country.

The liaison could also help coordinate opportunities for the At-Large Councilors to participate in quarterly meetings, regional gatherings and organizational events when appropriate.

Coordinate Leadership Visits

█ specifically expressed interest in greater dialogue before official Cherokee Nation visits and events.

The liaison could coordinate with local board leadership before visits from the Principal Chief, Deputy Chief, At-Large Councilors or other Cherokee Nation leadership.

A short pre-visit consultation could identify the local organization's priorities and allow leadership visits to include meaningful discussion rather than simply ceremonial participation.

This would also allow the visit to reflect local circumstances instead of using an identical agenda in every community.

Track Requests and Follow Through

A common organizational frustration in any large institution occurs when a request is made but there is no clear mechanism for determining who owns the issue or whether it has been resolved.

The At-Large Liaison could maintain a simple tracking system for requests received from organizations.

For example:

Request received → Responsible department identified → Follow-up date established → Resolution communicated.

The liaison would not necessarily personally solve every issue.

The value of the position is ensuring that the issue reaches the correct Cherokee Nation department and that someone follows the request through completion.

Identify Best Practices and Replicate Success

The liaison would also have a unique national perspective.

If an organization in Colorado develops an effective cultural program, a Georgia organization develops a successful membership strategy, or a Kansas organization develops an effective regional partnership, the liaison could share those models with the rest of the network.

This could eventually create an At-Large Best Practices Library containing sample bylaws, event templates, recruitment strategies, social media materials, grant examples, board orientation materials, cultural programming ideas and successful community initiatives.

The important distinction is that best practices should be offered as models rather than mandatory templates.

A successful program should be adapted to local circumstances rather than automatically duplicated.

Relationship With the At-Large Portal and Welcome Packet

The proposed At-Large Division would also be the logical entity to oversee the other major recommendations emerging from this assessment.

The division could administer:

- The Cherokee Nation At-Large Portal.
- Standardized organization webpages.
- Linktree-style organization landing pages.
- The “Find My Cherokee Community” feature.
- The At-Large Welcome Packet Program.
- Permanent QR codes for recognized organizations.
- The national At-Large event calendar.
- Organization contact information.
- Social media coordination and promotion.
- Quarterly leadership meetings.
- The At-Large Task Force.
- Organizational wellness/check-in assessments.

This is why the recommendation is larger than hiring a liaison.

The assessment supports creating organizational infrastructure inside CCO dedicated to the At-Large population.

Possible Organizational Structure

A long-term model could eventually look like:

- Community & Cultural Outreach
 - At-Large Division
 - At-Large Program Manager / Liaison
 - Organization Support & Communications

→ Programs / Events Coordination

→ Digital At-Large Resources

It would not necessarily require several new employees immediately.

Cherokee Nation could initially establish the At-Large Liaison position and allow the function to grow based upon workload and demonstrated need.

The important first step is establishing clear ownership inside CCO:

One person—and eventually one dedicated function—is responsible every day for understanding, connecting and supporting Cherokee Nation’s At-Large organizations nationwide.

Intended Outcome

The objective is not to create additional bureaucracy.

It is to eliminate fragmentation.

An effective At-Large Division would ensure that an organization in Bakersfield, Phoenix, Portland, Dallas, Tampa or Washington, D.C. has the same basic expectation:

We know who our contact is.

They know who we are.

They understand that our community may have different needs from another At-Large organization.

They know what is happening in our community.

They regularly communicate with us.

They help promote what we are doing.

They connect us to Cherokee Nation resources.

They connect us with other Cherokee organizations.

And when we raise an issue, someone follows it through.

The At-Large organizations would retain their local independence, leadership, identity and ability to respond to their own communities while gaining a consistent institutional partner within Cherokee Nation.

Overall Finding

The national assessment suggests that the principal disconnect is not necessarily between At-Large citizens and Cherokee identity. Many of these organizations are successful precisely because their volunteers work hard to maintain that connection despite significant geographic distance.

The disconnect is institutional: there is no single dedicated function whose sole mission is connecting the entire national At-Large organizational network to CCO, Cherokee Nation departments, tribal leadership, At-Large Councilors and one another.

At the same time, the assessment demonstrates why that function must remain flexible.

At-Large organizations share common goals, but they do not share identical circumstances. Geography, membership, local costs, volunteer capacity, communications methods, cultural interests and community needs can differ considerably from one region to another.

Accordingly, Cherokee Nation should pursue a model that provides consistent support without imposing uniform solutions.

Creating an At-Large Division within CCO would directly address both challenges: it would establish a dedicated institutional connection to the national At-Large network while giving CCO the capacity to understand and respond to each organization individually.

It would also provide the organizational foundation upon which many of the other recommendations in this assessment could be implemented.

Recommendation 2: Establish an At-Large Welcome Kit Program

Origin of the Recommendation

The concept for an At-Large Welcome Kit was proposed by [REDACTED], Chairperson of the [REDACTED]

The recommendation is intended to help recognized At-Large organizations identify, welcome and remain connected with Cherokee citizens who move into their service areas or who may already live nearby without knowing that a recognized Cherokee community exists.

Many Cherokee citizens living outside the Cherokee Nation Reservation may not know:

- Which recognized At-Large organization serves their area.
- How to contact that organization.
- Where and when the organization meets.
- Who represents At-Large citizens within Cherokee Nation government.
- Which Cherokee Nation programs are available to them.
- Where the closest Indian Health Service, tribal or urban Indian health facility is located.
- How to become involved in Cherokee cultural, language, educational and community activities locally.

A standardized but locally customizable Welcome Kit could help close this information gap.

Purpose of the Welcome Kit

The Welcome Kit would serve two related purposes.

First, it would provide Cherokee citizens with an immediate connection to Cherokee Nation, their At-Large Tribal Councilors and the recognized organization serving their area.

Second, it would help At-Large organizations reach and welcome Cherokee citizens who are new to the area, recently changed addresses or have not previously participated in a local organization.

The objective should be to ensure that when a Cherokee citizen moves to a new community, the citizen does not have to independently search for every available resource. Instead, Cherokee Nation could provide a clear and welcoming starting point based upon the citizen's ZIP code.

ZIP Code Based Organization Matching

The At-Large website or dashboard could include a "Find My Cherokee Community" feature.

A citizen could enter a residential ZIP code and receive information about:

- The recognized At-Large organization serving the ZIP code.
- The organization's name and general service area.
- Contact information for its leadership or designated public contact.
- Meeting dates, locations and frequency.
- Website and social media links.
- Upcoming events and cultural programs.
- Nearby recognized organizations when the citizen lives near the boundary of more than one service area.
- Regional programs or events open to citizens from multiple organizations.

This feature should recognize that geographic boundaries do not always reflect how citizens participate. A citizen may live closer to an organization located in a neighboring service area, or one organization may offer a program that is not currently available locally.

Therefore, the dashboard should identify the primary organization associated with the ZIP code while also showing other nearby recognized Cherokee organizations and regional opportunities.

Identifying and Welcoming New Residents

Subject to Cherokee Nation privacy requirements, the program could establish a process for automatically sending citizens information about recognized organizations when they update their address with Cherokee Nation.

For example, when an At-Large citizen submits a change of address, Cherokee Nation could automatically send a digital Welcome Kit identifying the recognized organization serving the new ZIP code and offer the citizen the option to request a printed copy.

The process could operate as follows:

- A citizen updates their address with Cherokee Nation.
- The ZIP code is matched with the appropriate At-Large service area.
- Cherokee Nation automatically sends the citizen a digital Welcome Kit and offers the option to request a printed copy.
- With the citizen's consent, the local organization is notified that a Cherokee citizen has requested contact.
- The organization sends a personal welcome message and information about upcoming activities.

Automatic delivery of the Welcome Kit should not authorize disclosure of the citizen's personal information to a local organization. Any sharing of personal information or request for direct organizational contact should remain an opt-in process requiring the citizen's consent.

Cherokee Nation should send the Welcome Kit directly and allow the citizen to decide whether to contact the local organization or authorize Cherokee Nation to share the information necessary for the organization to make contact.

Information Included in the Welcome Kit

The Welcome Kit should contain consistent core information while allowing each organization to customize its local content.

Local At-Large Organization

The kit should identify:

- The name of the recognized organization serving the citizen's ZIP code.
- The organization's geographic service area.
- A brief introduction to the organization.
- Public contact information.
- Meeting schedule and location.
- Website, Facebook, Instagram and other communications platforms.
- A permanent QR code linking to the organization's current online information.
- Upcoming meetings, cultural programs and major annual events.
- Volunteer and leadership opportunities.
- Information about neighboring At-Large organizations and regional activities.

Cherokee Nation Officials

The kit should provide current information about Cherokee Nation leadership and officials relevant to At-Large citizens, including:

- Principal Chief.
- Deputy Principal Chief.
- Both At-Large Tribal Councilors.
- Community & Cultural Outreach leadership.
- The proposed At-Large Liaison or At-Large Division.
- Contact information for appropriate Cherokee Nation departments.
- Links to the Cherokee Nation government directory and organizational structure.

Because elected officials and staff assignments change, this information should be maintained through a permanent webpage or QR code rather than relying exclusively on printed names and contact information that may become outdated.

Health Care Information

The kit should identify the closest available Indian health care resources based upon the citizen's ZIP code.

This section could include:

- The closest Indian Health Service hospital or health facility.
- Nearby tribal health facilities, when available.
- Urban Indian health organizations serving the region.
- Facility addresses and telephone numbers.
- Services offered and general eligibility information.
- Whether appointments or referrals are required.
- Links to current operating hours and patient-registration instructions.
- Information explaining that eligibility, services and payment requirements may vary by facility.

Because many At-Large citizens do not live near an IHS hospital, the kit should not be limited to hospitals. It should identify the closest appropriate IHS, tribal or urban Indian health resource and clearly explain the type of facility and services available.

The information should be presented as a resource directory, not as a guarantee of eligibility or available treatment.

Cherokee Nation Programs and Services

The kit could also provide introductory information and links concerning:

- Citizenship and photo identification services.
- Voter registration and absentee voting.
- Education and scholarship programs.
- Career and employment services.
- Veterans services.
- Language and history courses.
- Cultural programs and traditional arts.
- Genealogy resources.
- Youth and elder programs.
- Gadugi Corps volunteer opportunities.
- Community & Cultural Outreach programs.
- Emergency or hardship assistance for which At-Large citizens may qualify.

The kit should distinguish between programs available nationwide and programs that require residence within the Cherokee Nation Reservation.

Digital and Printed Formats

The Welcome Kit should be available in both digital and printed formats.

The digital version could be generated dynamically through the At-Large website dashboard using the citizen's ZIP code. This would allow the information to remain current and locally relevant.

The printed version could provide the essential introductory information along with permanent QR codes directing citizens to frequently updated webpages.

A hybrid format would prevent printed materials from becoming outdated while still accommodating elders and citizens who may prefer physical materials.

At-Large Website Dashboard Integration

The Welcome Kit should be a central feature of the proposed At-Large website dashboard.

The dashboard could include:

- Find My Cherokee Community.
- Build My Welcome Kit.
- Locate Health Resources.
- Meet My At-Large Councilors.
- Find Cherokee Nation Services.
- View Local and Regional Events.
- Connect With My Local Organization.
- Update My Contact Preferences.

After entering a ZIP code, the dashboard could automatically assemble a personalized information page containing the appropriate local organization, nearby Cherokee communities, health resources, elected representatives and regional events.

The user should be able to download the information, request a printed copy or ask to be contacted by the local organization.

Supporting At-Large Organizations

The program would also help organizations better understand and serve the Cherokee population within their regions.

The At-Large dashboard could provide each recognized organization with an administrative view showing information such as:

- The number of citizens who requested a Welcome Kit within the service area.
- The number who opted to receive organizational communications.
- General ZIP code distribution of interested citizens.
- Welcome messages sent.
- New-member inquiries.
- Upcoming follow-up needs.
- Commonly requested programs or services.

Organizations should only receive the information necessary to make requested contact. Individual data should be protected, and aggregate information should be used whenever personally identifiable information is unnecessary.

Local Customization

The Welcome Kit should not follow a one-size-fits-all approach.

The core Cherokee Nation information could remain consistent nationwide, but each organization should be able to customize:

- Its welcome message.
- Leadership information.
- Meeting schedule.
- Local events.
- Social media platforms.
- Volunteer opportunities.
- Regional partnerships.
- Cultural priorities.
- Photographs and community highlights.
- Nearby health and community resources.

A Welcome Kit for a citizen in San Francisco may require different local information from one created for a citizen in rural Texas, Arizona, Georgia or Oregon.

The program should provide national consistency while preserving local identity and responsiveness.

Recommended Follow-Up Process

The Welcome Kit should be the beginning of a relationship rather than a one-time distribution of information.

When a citizen requests contact, the local organization could follow a simple process:

- Send a welcome message.
- Provide the date of the next meeting or event.
- Invite the citizen to join the organization's communications list.
- Ask which Cherokee programs or activities interest them.
- Follow up after the citizen attends an event.
- Maintain contact according to the citizen's preferences.

CCO and the At-Large Liaison could provide organizations with customizable welcome emails, letters, text messages and social media materials to support this process.

Intended Outcome

The At-Large Welcome Kit Program would help ensure that Cherokee citizens who move to or already reside in an At-Large community can quickly answer four important questions:

- Which Cherokee organization serves my area?
- Who represents me within Cherokee Nation?
- What Cherokee Nation services are available to me?
- How can I become connected and involved locally?

The program would give At-Large organizations a practical method for welcoming new citizens, strengthening participation and building more accurate connections throughout their service areas.

It would also reinforce a fundamental message to Cherokee citizens living across the country:

Regardless of where you live, there is a pathway connecting you to Cherokee Nation, your elected representatives, available services and a Cherokee community in your region.

Recommendation 3: Create a Cherokee Nation At-Large One-Stop Portal and Standardized Organization Webpages

Recommendation

Cherokee Nation Community & Cultural Outreach should develop a dedicated At-Large One-Stop Portal within the Cherokee Nation website, with integrated access through the Gadugi Portal, that serves as the central digital entry point for Cherokee citizens living outside the Cherokee Nation Reservation.

The portal should bring together Cherokee Nation programs, recognized At-Large organizations, community events, leadership information and communication tools in one accessible location.

The At-Large One-Stop Portal should be accessible through both the Cherokee Nation website and the Gadugi Portal, allowing citizens to reach the same centrally maintained resources through either entry point.

Public information—such as organization webpages, meeting schedules, events, service directories and local contact information—should remain accessible through the Cherokee Nation website without requiring a login.

The Gadugi Portal could provide access to those same resources while supporting personalized features, such as ZIP code-based organization matching, Welcome Kit requests, communication preferences and requests to connect with a local organization, subject to technical capabilities and appropriate privacy protections.

Both platforms should draw from the same centrally maintained At-Large information so that updates remain consistent and volunteer boards are not expected to maintain duplicate content.

As part of the portal, every recognized At-Large organization should receive a standardized Cherokee Nation-hosted webpage, a simplified Linktree-style landing page and a permanent QR code, with the organization's information also accessible through the Gadugi Portal.

These components should be developed as one connected digital system rather than as separate recommendations.

The One-Stop Portal would provide the national framework. Each organization's webpage would provide the local connection. The Linktree-style page and permanent QR code would give citizens

a simple way to access that information from meetings, events, social media posts and printed materials.

Together, these resources would create a clear pathway connecting:

Cherokee citizens → Local At-Large organizations → CCO → Cherokee Nation programs and services.

The Existing Challenge

Cherokee Nation provides numerous programs and services that may benefit At-Large citizens. However, citizens are frequently expected to understand Cherokee Nation's departmental structure before they can find the correct information or contact.

A citizen may know what they are trying to accomplish without knowing which department administers the program.

For example, a citizen may want to:

- Find a Cherokee community nearby.
- Obtain or replace a Cherokee Nation photo ID.
- Enroll in a language or history course.
- Locate educational or scholarship information.
- Access veterans services.
- Learn about Cherokee Nation elections.
- Attend a Chief's Picnic.
- Find cultural programming.
- Volunteer through the Gadugi Corps.
- Locate available health resources.
- Contact their At-Large Tribal Councilors.
- Ask a question or submit a recommendation to CCO.

The citizen should not have to navigate multiple departmental webpages or understand Cherokee Nation's internal administrative structure to accomplish these tasks.

The At-Large Portal should organize information around the citizen's objective rather than the department responsible for the service.

Making the portal accessible through both the Cherokee Nation website and the Gadugi Portal would allow citizens to find At-Large resources whether they begin with a public website search or enter through the Gadugi Portal.

A Citizen-Focused One-Stop Portal

The portal's primary navigation should use direct, action-oriented categories such as:

- Find My Cherokee Community.
- Citizenship and Photo ID.
- Language.
- Culture and History.
- Education and Scholarships.

- Veterans Services.
- Careers and Employment.
- Health and Wellness.
- Gadugi Corps.
- Voting and Elections.
- Events and Chief's Picnics.
- Grants and Organizational Resources.
- Meet My Cherokee Nation Representatives.
- Contact CCO.
- Share Feedback or Submit an Idea.

Each category should provide a short explanation of the available resources, the applicable eligibility requirements and a direct connection to the correct Cherokee Nation department.

When a program is not available to At-Large citizens, the portal should clearly explain any geographic or eligibility limitation. Citizens should not have to complete an application or contact multiple departments before learning that a program is limited to residents within the Cherokee Nation Reservation.

The categories and underlying information should remain consistent across the Cherokee Nation website and the Gadugi Portal.

Find My Cherokee Community

The "Find My Cherokee Community" feature should be one of the portal's most prominent tools and should be accessible through both the Cherokee Nation website and the Gadugi Portal.

A citizen could enter a ZIP code to identify:

- The recognized At-Large organization serving the area.
- The organization's general service area.
- Meeting dates and locations.
- Local leadership contact information.
- Upcoming events and cultural programs.
- Social media and mailing-list links.
- Nearby At-Large organizations.
- Regional Cherokee events and programs.
- Upcoming Chief's Picnics.
- Available virtual activities.

The system should identify a primary organization based on ZIP code while allowing citizens to view other nearby organizations.

This is important because geographic boundaries do not always reflect how citizens participate. A citizen may live closer to an organization in an adjoining service area, work in another region or have an interest in a program offered by a neighboring organization.

The purpose should be to make connections, not create unnecessary digital boundaries.

Within the Gadugi Portal, citizens could optionally save their preferred organization or ZIP code for easier access to relevant community information. Any use of existing address information for personalized matching should be subject to citizen authorization, technical capabilities and Cherokee Nation privacy requirements.

Standardized Webpage for Every Recognized Organization

Every recognized At-Large organization should receive an official webpage hosted within the Cherokee Nation website, connected to the national portal and accessible through the Gadugi Portal.

Each page could include:

- Organization name and service area.
- A locally developed welcome message.
- Current board leadership.
- Public contact information.
- Meeting schedule and location.
- Upcoming events.
- Chief's Picnic information.
- Language and cultural programming.
- Youth, elder and veterans activities.
- Volunteer opportunities.
- Gadugi Corps projects.
- Social media links.
- Mailing-list registration.
- Photographs and highlights from recent events.
- Links to nearby At-Large organizations.
- Direct access to Cherokee Nation programs and services.
- A button allowing citizens to request contact from the organization.

This would provide citizens with an authoritative source of information while reducing the expectation that volunteer boards independently build and maintain sophisticated websites.

All recognized At-Large organizations operate with volunteer boards. Some have volunteers with extensive communications and website experience, while others do not. An organization's ability to reach Cherokee citizens should not depend entirely upon whether a current board member knows how to design, fund and maintain a website.

A Cherokee Nation-hosted system would create a reliable foundation for every organization.

The same organization information should be available through both platforms without requiring boards to submit or publish separate updates.

Linktree-Style Landing Pages

In addition to a full webpage, each organization should receive a mobile-friendly Linktree-style landing page.

The page should present the organization's most frequently used links through clear buttons, including:

- About Our Organization.
- Next Meeting.
- Upcoming Events.
- Contact Local Leadership.
- Join Our Mailing List.
- Facebook.
- Instagram.
- Language and Cultural Activities.
- Chief's Picnic Information.
- Volunteer Opportunities.
- Cherokee Nation Services.
- Find Nearby Cherokee Communities.
- Request a Welcome Kit.

The landing page would be especially useful for social media profiles, event flyers, email signatures, printed materials and community presentations.

The full organization webpage could contain detailed information, while the Linktree-style page would provide a simplified mobile entry point.

The landing page should remain publicly accessible and could also provide a direct link to relevant personalized features within the Gadugi Portal.

Permanent QR Codes

Every recognized organization should receive a permanent QR code connected to its official landing page.

The QR code should remain unchanged even when board members, meeting locations, event schedules or web content change. CCO would update the destination content without requiring the organization to replace the code.

Organizations could place the permanent QR code on:

- Meeting signs.
- Event flyers.
- Chief's Picnic materials.
- Business cards.
- Welcome Kits.
- Social media graphics.
- Banners and table displays.
- Cultural program materials.
- Newsletters.
- Volunteer recruitment materials.
- Cherokee Nation service information.

This would prevent organizations from repeatedly creating new codes and would ensure that older printed materials continue directing citizens to current information.

The QR code should lead first to the public organization landing page rather than require citizens to sign in to the Gadugi Portal. Citizens could then choose to access personalized services through the Gadugi Portal when appropriate.

Local Control Within a Consistent Framework

The portal should provide consistency without imposing a one-size-fits-all identity upon At-Large organizations.

Cherokee Nation could establish the common page structure, accessibility requirements, branding standards and required information. Each organization should then be able to customize its local content.

Organizations should be able to determine:

- Their welcome message.
- Community photographs.
- Local event information.
- Cultural priorities.
- Volunteer opportunities.
- Meeting details.
- Social media platforms.
- Regional partnerships.
- Local programs and achievements.

This would give every organization the same digital foundation while preserving the individual character of each Cherokee community.

An organization in San Francisco may communicate and operate differently from an organization serving rural Missouri, metropolitan Phoenix, South Texas or the Pacific Northwest. The portal should accommodate those differences while maintaining a clear connection to Cherokee Nation.

Reducing the Burden on Volunteer Boards

The system should be designed around the reality that At-Large organizations are operated by volunteers.

CCO should not create a platform that requires every board to learn a complicated content-management system or make frequent technical updates.

Each organization could designate one or two authorized content contacts. Those individuals could submit updates through a simple online form addressing:

- Leadership changes.
- Meeting information.
- Upcoming events.
- Photographs.
- Social media links.

- Volunteer opportunities.
- Cultural programs.
- Community announcements.

The At-Large Liaison or designated CCO staff could review and publish the updates.

Organizations with greater technical capacity could be given limited access to update approved fields directly. Organizations needing additional support could submit the same information to CCO for assistance.

The update process should reflect organizational capacity rather than requiring every organization to use the same administrative method.

An approved update should populate the organization's information across the Cherokee Nation website and the Gadugi Portal, eliminating the need for duplicate submissions.

Keeping Information Current

A standardized webpage is only valuable if citizens can trust that the information is current.

Each organization page should display a "last updated" date. The At-Large Liaison could work with local leadership to verify core information on a regular schedule.

At a minimum, CCO should confirm:

- Board leadership.
- Public contact information.
- Meeting schedule.
- Website and social media links.
- Chief's Picnic information.
- Major upcoming events.
- Mailing-list connection.

The portal could automatically send a quarterly reminder asking the organization to confirm or update its information.

If an organization does not respond, the At-Large Liaison could follow up directly rather than allowing outdated information to remain online indefinitely.

Updates should be reflected consistently through both the Cherokee Nation website and the Gadugi Portal.

Centralized At-Large Events Calendar

The portal should include a national calendar containing meetings and events from recognized At-Large organizations, accessible through both the Cherokee Nation website and the Gadugi Portal.

Citizens should be able to search or filter the calendar by:

- ZIP code.
- State.
- Region.

- Organization.
- Date.
- In-person or virtual participation.
- Language.
- Culture and history.
- Youth programs.
- Elder programs.
- Veterans activities.
- Community service.
- Chief's Picnics.
- Cherokee Nation service visits.

The calendar could also identify events open to citizens outside the host organization's service area.

A centralized calendar would make it easier for citizens to find opportunities and would help organizations avoid scheduling competing regional events when collaboration may be possible.

Within the Gadugi Portal, citizens could optionally select organizations, regions or program interests to receive relevant event notifications, subject to technical capabilities and their communication preferences.

Cherokee Nation Service Directory

The portal should include an At-Large-focused directory of Cherokee Nation programs and departments.

Each listing should explain:

- What the program provides.
- Whether it is available to At-Large citizens.
- Who may qualify.
- What documentation may be required.
- How to apply or request assistance.
- The appropriate telephone number, email address or online form.
- Whether assistance is available virtually.
- Whether the program can participate in local At-Large events.

This directory should use plain language and citizen-focused categories.

The portal should not simply duplicate Cherokee Nation's existing organizational chart. It should translate the structure into an accessible guide based upon what citizens need.

The public directory should be available through the Cherokee Nation website, with direct connections to applicable services within the Gadugi Portal when available.

Leadership and Representation

The portal should provide current information about Cherokee Nation officials relevant to At-Large citizens, including:

- The Principal Chief.
- The Deputy Principal Chief.
- Both At-Large Tribal Councilors.
- Community & Cultural Outreach leadership.
- The proposed At-Large Liaison or At-Large Division.
- Appropriate departmental contacts.

Each official's listing could include their role, public contact information and links to applicable government webpages.

Information concerning elected officials and staff should be generated from centrally maintained Cherokee Nation records so that individual organization pages do not become outdated following elections or personnel changes.

This information should be accessible through both the Cherokee Nation website and the Gadugi Portal.

Feedback and Citizen Participation

The portal should include a formal feedback mechanism through which At-Large citizens and organization leaders can submit questions, ideas, concerns and recommendations.

██████████'s board specifically requested more opportunities to provide input, more direct communication and greater participation in Cherokee Nation planning, as documented in the ██████████ evaluation.

The portal could respond to this request through a "Share Feedback" or "Submit an At-Large Recommendation" feature.

The form could allow a citizen or organization to select a topic such as:

- CCO programs.
- Cultural programming.
- Language.
- Organizational support.
- Grants.
- Cherokee Nation services.
- Elections and voter information.
- Health and wellness resources.
- Website corrections.
- Leadership visits.
- Regional collaboration.
- Other At-Large concerns.

Each submission should generate a confirmation and tracking number.

The request could then follow a defined process:

Request received → Appropriate department identified → Follow-up date established → Response or resolution communicated.

The system should allow the At-Large Liaison to monitor outstanding requests and identify recurring concerns across multiple organizations.

The feedback feature should be accessible through both platforms. Citizens submitting through the public website could receive follow-up through their selected contact method, while the Gadugi Portal could support secure status updates for signed-in users, subject to technical capabilities.

Organizational Collaboration

██████████ requested stronger community-building opportunities and improved relationships among At-Large organizations, as documented in the ██████████ evaluation.

The portal could advance that objective by allowing organizations to:

- View nearby recognized organizations.
- Identify regional events.
- Share successful programs.
- Request co-sponsored activities.
- Coordinate visiting cultural instructors.
- Share volunteer opportunities.
- Promote events across neighboring service areas.
- Access sample materials and best practices.
- Participate in regional and national leadership discussions.

Each organization page should contain a “Nearby Cherokee Communities” section so that citizens and organization leaders can easily understand the broader regional network.

The portal could also contain a protected leadership area where authorized board members access shared materials, training resources and organizational tools.

Where technically appropriate, the Gadugi Portal could provide authenticated access to this leadership area, with permissions based on verified organizational roles rather than citizenship alone.

Organizational Resource Center

A leadership-only section of the portal could serve as an At-Large organizational resource center.

It could include:

- Grant guidelines and deadlines.
- Approved grant-use information.
- Sample bylaws.
- Board orientation materials.

- Leadership transition checklists.
- Meeting agenda templates.
- Event-planning materials.
- Volunteer recruitment strategies.
- Social media templates.
- Cherokee Nation branding guidance.
- Cultural program request forms.
- Chief's Picnic planning information.
- Quarterly meeting materials.
- Regional collaboration tools.
- At-Large best practices.
- Contact information for CCO and relevant departments.

This would reduce duplication and give every volunteer board access to the same basic organizational resources.

Best practices should be presented as adaptable models rather than mandatory templates.

Access to protected materials could be provided through the Gadugi Portal or another approved secure Cherokee Nation access method. Organizational permissions should be reviewed following board elections and leadership transitions.

Social Media Coordination

The portal should also support coordinated promotion between Cherokee Nation, CCO and recognized At-Large organizations.

Each organization page could supply approved information for:

- Meeting announcements.
- Event promotion.
- Chief's Picnic materials.
- Organization spotlights.
- Volunteer recruitment.
- Language and cultural programs.
- Leadership recognition.
- Event photographs and recaps.
- Regional collaboration.
- Welcome Kit outreach.

The At-Large Liaison could identify local content suitable for promotion through official Cherokee Nation platforms.

Likewise, CCO could provide customizable graphics and messages that organizations can adapt for their own communities.

This would create a two-way communications system: Cherokee Nation information would reach local organizations, while the activities and accomplishments of local organizations would become more visible throughout Cherokee Nation.

Social media promotions should direct citizens to the organization's permanent public webpage or landing page, where they could also access relevant Gadugi Portal features.

Connection to the At-Large Welcome Kit

The One-Stop Portal should provide the digital foundation for the At-Large Welcome Kit Program, with access through both the Cherokee Nation website and the Gadugi Portal.

A citizen entering a ZIP code could receive a personalized Welcome Kit containing:

- The organization serving the area.
- Nearby Cherokee communities.
- Local meetings and events.
- Both At-Large Tribal Councilors.
- Relevant Cherokee Nation officials.
- The closest available IHS, tribal or urban Indian health resources.
- Cherokee Nation services available to At-Large citizens.
- Language and cultural opportunities.
- Voter information.
- A permanent QR code linking back to the citizen's local organization page.

The citizen could download the Welcome Kit, request a printed copy, join the local mailing list or ask the organization to make contact.

Within the Gadugi Portal, a citizen could optionally save the Welcome Kit or preferred organization for future reference. Any connection between address updates, Welcome Kit invitations and local organizational outreach should require appropriate authorization and citizen consent.

This would make the portal more than an information directory. It would become a tool for actively connecting Cherokee citizens with local communities.

Accessibility and Ease of Use

The portal should be designed for citizens with different levels of internet access and technical experience.

It should be:

- Mobile-friendly.
- Easy to navigate.
- Written in plain language.
- Compatible with accessibility standards.
- Readable by screen readers.
- Available in printable formats.
- Designed with clear buttons and limited administrative terminology.
- Supported by a telephone contact for citizens who need assistance.

The portal should not assume that every citizen uses social media. Essential information should remain accessible directly through the Cherokee Nation website.

Integration with the Gadugi Portal should expand access and personalized options without making a Gadugi Portal account a requirement for viewing public At-Large information.

Administrative Oversight

The proposed At-Large Division would be the logical entity to administer the portal.

The At-Large Liaison could coordinate:

- Organization page updates.
- ZIP code and service-area mapping.
- Permanent QR codes.
- The national events calendar.
- Welcome Kit integration.
- Feedback tracking.
- Organizational resources.
- Social media coordination.
- Quarterly information verification.
- Communication with Cherokee Nation departments.
- Portal usage and engagement reporting.
- Consistency of At-Large information across the Cherokee Nation website and the Gadugi Portal.

Cherokee Nation Communications and Information Technology would likely provide the technical and branding infrastructure, while CCO would oversee the accuracy and usefulness of the At-Large content.

Development should also involve the staff responsible for the Gadugi Portal to determine appropriate integration, authentication, permissions and privacy safeguards.

Local organizations should participate in reviewing and updating their pages, but the long-term technical responsibility should not rest solely with volunteer boards.

Phased Implementation

The portal could be developed in stages.

Phase One: Core Organization Directory

- Create a standardized page for every recognized organization.
- Confirm service areas, leadership and contact information.
- Create Linktree-style landing pages.
- Issue permanent QR codes.
- Launch the national At-Large events calendar.
- Establish clear access to the public At-Large resources from both the Cherokee Nation website and the Gadugi Portal.

Phase Two: Citizen Services

- Add Find My Cherokee Community.

- Develop ZIP code matching.
- Add the At-Large service directory.
- Add elected leadership and departmental information.
- Integrate the Welcome Kit.
- Add mailing-list and contact-request features.
- Develop optional personalized Gadugi Portal features where technically feasible.

Phase Three: Communication and Feedback

- Launch the formal feedback and request-tracking system.
- Add organization update forms.
- Develop social media coordination tools.
- Establish regional collaboration features.
- Add national and regional leadership resources.
- Connect feedback and communication preferences across both platforms through approved systems.

Phase Four: Leadership Dashboard

- Create a secure organizational resource center.
- Add grant and reporting resources.
- Develop aggregate participation information.
- Track unresolved requests and follow-up needs.
- Provide organizational wellness and engagement tools.
- Establish verified, role-based access for authorized organization leaders through the Gadugi Portal or another approved secure method.

A phased approach would allow Cherokee Nation to establish immediate value while continuing to develop the more advanced features over time.

Protecting Citizen Information

The portal should collect only the information necessary to provide the requested service.

Citizens should be able to search for organizations and services through the Cherokee Nation website without being required to create an account or disclose personal information.

If a citizen chooses to join a mailing list, request contact or receive a Welcome Kit, the portal should clearly explain:

- What information is being collected.
- How the information will be used.
- Whether it will be shared with a local organization.
- How the citizen can change communication preferences.
- How the citizen can request removal from a mailing list.

Personally identifiable information should not be automatically shared with an organization without citizen consent.

Signing in to the Gadugi Portal should not, by itself, authorize disclosure of a citizen's address, contact information or other personal records to a local organization.

CCO could provide organizations with aggregate information, such as the number of Welcome Kit requests or general ZIP code distribution, when individual information is unnecessary.

Measuring Effectiveness

CCO could measure the portal's effectiveness through organizational-level information such as:

- Portal visits.
- ZIP code searches.
- Organization page views.
- Welcome Kits requested.
- Mailing-list registrations.
- Contact requests.
- Event calendar engagement.
- Program referrals.
- Feedback submissions.
- Response and resolution times.
- Participation generated through portal referrals.
- Organization information confirmed or updated on time.
- Aggregate use of At-Large resources through the Cherokee Nation website and the Gadugi Portal.

These measurements should be used to improve services and identify unmet needs, not to monitor individual citizen behavior.

Intended Outcome

The At-Large One-Stop Portal would give every Cherokee citizen living outside the reservation a clear digital starting point through both the Cherokee Nation website and the Gadugi Portal.

A citizen would no longer need to understand Cherokee Nation's departmental structure, search across multiple websites or rely upon outdated social media information.

Instead, the citizen could enter the portal and quickly determine:

- Which recognized Cherokee community serves my area?
- When and where does it meet?
- What events and cultural programs are available?
- Who are my At-Large Tribal Councilors?
- Which Cherokee Nation services are available to me?
- How do I obtain citizenship or photo ID assistance?
- How do I submit a question, concern or recommendation?
- How can I become involved?

At the same time, every recognized At-Large organization would receive a dependable digital platform without being expected to independently fund, build and maintain a sophisticated website.

Overall Finding

The At-Large network needs a central digital system that connects national Cherokee Nation resources with local Cherokee communities.

A One-Stop Portal without strong organization pages would remain too general. Individual organization pages without a central portal would remain fragmented. Linktree-style landing pages and permanent QR codes without an authoritative Cherokee Nation system could become outdated or disconnected.

Combining these components would create one coordinated structure, accessible through both the Cherokee Nation website and the Gadugi Portal.

The portal would provide national consistency. Organization pages would provide local identity. ZIP code matching would connect citizens to the correct community. Permanent QR codes would make the system accessible at local events. The feedback mechanism would create a direct communication channel. The organizational resource center would support volunteer boards. Welcome Kit integration would help identify and welcome citizens moving into new areas.

The Cherokee Nation website would provide open access to essential community information, while the Gadugi Portal could support personalized connections and secure features where appropriate. Both would rely on the same centrally maintained information rather than creating separate systems for organizations to manage.

The result would be a more accessible, connected and authoritative At-Large digital network that strengthens relationships among citizens, recognized organizations, CCO, Cherokee Nation departments, elected leadership and the two At-Large Tribal Councilors.