



ᏌᏍᏉ ᏳᏍᏉ
CHEROKEE NATION®
P.O. Box 948 • Tahlequah, OK 74465-0948
918-453-5000 • www.cherokee.org

Office of the Principal Chief

Chuck Hoskin Jr.
Principal Chief
ᏌᏍᏉ ᏳᏍᏉ
ᏳᏍᏉ

Bryan Warner
Deputy Principal Chief
ᏳᏍᏉ ᏳᏍᏉ
ᏳᏍᏉ ᏳᏍᏉ ᏳᏍᏉ

September 18, 2026

TO: Dr. Corey Bunch, Chief of Staff
Canaan Duncan, Deputy Secretary of State
Brandon Scott, Chief Communications Officer
Julie Hubbard, Executive Director of Communications
David Moore, Executive Director of Management Resources
FR: Chuck Hoskin, Jr.
Principal Chief
CC: Bryan Warner, Deputy Chief

**Administrative Memorandum Directing a Review and Replacement as Warranted of
Cherokee Nation Signage, Affixing of Memorializing Plaques**

The purpose of this memorandum is to direct a review of signage across Cherokee Nation government office buildings, public spaces and permanent work sites and such locations of other specified Cherokee Nation affiliated entities, and to further direct the affixing of memorializing plaques or insignia on facilities and other capital projects constructed during the time frame prescribed herein.

I. Background

Cherokee Nation operates at more than 100 work sites across the Cherokee Nation Reservation and maintains dozens of other sites as either permanent work sites or other public access sites. The design, placement and maintenance of signage associated with these sites consume considerable resources. Damaged, worn, faded or otherwise deficient signage at some of these sites was noted in a recent review of workplace safety by Senior Advisor Mike Shambaugh. Apart from that, adequate and well-maintained signage is of clear importance to Cherokee Nation from the standpoint of national and cultural pride, good public communications and public safety. Signage deficiency therefore requires heightened attention.

Accordingly, the purpose of this memorandum is to direct the formation of a Work Group on the Review and Replacement as Warranted of Cherokee Nation Signage, Affixing of Memorializing Plaques, alternatively referred to as the “Signage Work Group” and to give specific direction to the Executive Director of Management Resources and the leadership of Communications to immediately assess and address signage deficiencies.

I. Direction

- a. The Work Group on the Review and Replacement as Warranted of Cherokee Nation Signage, Affixing of Memorializing Plaques a/k/a the “Signage Work Group” shall operate as set forth below:

i. Composition:

1. Chief of Staff Corey Bunch (work group lead)
2. Executive Director of Management Resources David Moore (work group co-lead)
3. Deputy Secretary of State Canaan Duncan
4. Executive Director of Communications Julie Hubbard
5. Vice President of Communications Brandon Scott

ii. Objectives: The work group should-

- 1. Conduct its first meeting no later than September 30, 2026**
- 2. Review the process** for monitoring Cherokee Nation signage for deficiencies and remediating those deficiencies.
- 3. Review Cherokee Nation signage design and construction standards**, particularly as it relates to clarity, durability, use of Cherokee language, depiction of elements of Cherokee culture, **consulting with the Secretary of Language and Culture** as warranted.
- 4. Consult with Cherokee Nation affiliated entities**, other than Cherokee Nation Businesses, as to those entities’ signage policies, processes and standards.
- 5. Review opportunities to affix relevant plaques or insignia** to capital projects that commenced after August 14, 2019, by specifying relevant legislative acts, resolutions and insignia, producing a comprehensive database.
- 6. Make relevant initial recommendations by December 31, 2026.**
- 7. Continue as a standing work group** as warranted through the end of Fiscal Year 2026.

b. **Direction to Facilities, Communication Departments:** Facilities and Communications are directed to:

i. **Assign staff members¹ or contractors²** to inspect and document each sign and every Cherokee Nation office, permanent work site or public space across the Cherokee Nation Reservation, determine a repair or replacement plan for each sign and execute said plan. More specifically:

1. **Facilities must designate one or more staff or service contractors, as their exclusive assignments,** to perform this work by October 1, 2026, and complete a field assessment by November 30, 2026, with said assessment resulting in a database of the locations of each sign along with other relevant data.
2. **Communications must designate one or more staff or service contractors, as their exclusive assignment,** to receive request for replacement design work from Facilities and complete the request.
3. Facilities must order all replacement signs on or before December 31, 2026.
4. Facilities must complete installation on or before March 30, 2027.
5. **Facilities and Communication are strongly encouraged to make liberal use of the opportunity to seek contractors to perform this work (or overtime)** in order to ensure that dedicated resources are available and to avoid interruption of the departments' conventional work. Both departments are directed to avoid attempting to execute this project informally, absorbing into routine work schedules, etc. Labor, construction and other costs associated with this work will be borne by the "Wellness Capital" component of the Public Health and Wellness Fund Act Annual Framework, a subject on which Deputy Secretary of State Duncan can advise.

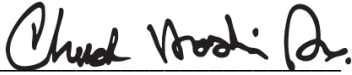
Departments should avoid conventional resistance to the use of overtime, contractors or misunderstanding that this project

¹ In addition to liberal use of overtime when staff is used in lieu of contractors, the departments may utilize performance incentives for staff members assigned to work which, in many cases, may require after hours or weekend work.

² Although sealed competitive bid awarded contracts must always be the norm even when utilizing non-federal funds, sole source contracting may be permissible here where aspects of the work, such as field sign inspection, may be more efficiently done by a contractor with unique knowledge of Cherokee Nation work sites.

will place fiscal burdens on their existing budgets, all of which will lead directly to impermissible delays in executing on this project.

- ii. Provide frequent progress reports to the Work Group and the principal Chief, no less than twice monthly.

A handwritten signature in black ink, reading "Chuck Hoskin, Jr." with a horizontal line underneath.

Chuck Hoskin, Jr.
Principal Chief