



Mission Statement

Kah-Nee-Ta is an enterprise of the Confederated Tribes of the Warm Springs Reservation of Oregon. It was built to serve as a vacation resort, as well as a hub for the Tribes' recreational development.

When the Tribes opened the resort for business, they hoped to accomplish three simple, but very important objectives. Over the years, those objectives have not changed:

1. Secure an optimum economic return for the Confederated Tribes.
2. Provide the Tribes' enrolled members with employment and training opportunities.
3. Maintain a quality facility of which the Tribes can be proud.

Kah-Nee-Ta's primary mission is to contribute directly to the overall Tribal mission of creating and maintaining a healthy reservation economy that provides needed services and creates employment and business opportunities for Tribal members.

Today, Kah-Nee-Ta is best described as a unique conference and family-oriented destination resort. It provides a natural, casual environment for relaxation and education.

To achieve its mission, Kah-Nee-Ta is dedicated to providing excellent hospitality services in an atmosphere conducive to a positive guest experience, achievement of employee goals, and an equitable return on the Confederated Tribes' investment.

Kah-Nee-Ta's performance in these areas will be judged by its guest comments, employee morale, maintenance of the property, and the financial results of its operation.

*Drafted by the Kah-Nee-Ta Board of Directors
April 1987*

Message from the General Manager

1986 was a year of change and recommitment here at Kah-Nee-Ta.

The fact that we needed to make changes became apparent at our two general meetings. The board of directors attended both, and their contribution was appreciated by employees and management. We also held a public meeting, at which we listened to comments about the resort's operations, reported the 1985 year-end results, and presented the 1986 budget.

As the year progressed, occupancy continued to decline. The Modified American Plan proved itself ineffective for Kah-Nee-Ta. We seemed to be straying from our essential task of providing consistently high-quality service.

It was clear that if we wanted to make 1986 a reasonably successful year, we had to tighten our belts and reorganize. And, with the departure of Garland Brunoe, the former general manager, I found that the challenges facing the resort had become my challenges as well: achieve a break-even cash flow by 1989; adhere more closely to our mission statement; and develop stronger working relationships and more open communication among everyone involved with Kah-Nee-Ta.

We began reorganizing by hiring Robert Hull & Associates, a hospitality-management consulting firm. We continued by forming an outstanding management team that includes Controller Judy Johnson, Director of Sales Mike Smith, Food and Beverage Director Leong Ling, Executive Chef Robert Newberry, Personnel Manager Theresa Katchia, and Golf Professional Gregory Little.

As for tightening our belts, the board of directors wisely decided to close the resort in November, 1986, and reopen March, 1987. This also allowed us to refurbish cottage #9, the Chief's Suite, the lodge dining room and lobby, and the village pool.

Toward the end of the year, we all began to feel more optimistic. Numerous employees remained on staff. We developed a new training plan. And we opened a Portland sales office.

With a renewed sense of commitment, we then shifted into high gear, hired Cappelli Miles & Wiltz to handle our advertising, marketing and public relations, and implemented an aggressive 1987 campaign inviting the Northwest to "bask in the warmth . . . of ancient tradition."

Don Courtney
General Manager

Message from the Chairman

Kah-Nee-Ta Resort recently completed its 22nd year of operation. It's time to consider where we've been and where we're going.

A significant step forward was hiring our new manager, Don Courtney, a Tribal member who has already proven himself capable of leading Kah-Nee-Ta toward greater success. The board of directors will give Don their complete support.

Throughout 1986, the board committed to meet once each month with the management staff. As anticipated, this helped us work more as a team. We plan to continue these monthly meetings, and at each one our focus will be the same as last year: on the basics.

Renovation of our swimming pools, lodge, and cottages is nearing completion. This will greatly enhance the resort's appearance and, we hope, provide our guests with an even more enjoyable experience.

By increasing our involvement in such organizations as the Central Oregon Recreation Association, the Central Oregon Governmental Council, and the Central Oregon Economic Development Council, we've begun taking better advantage of the rapid growth of tourism in our region.

I'm also proud to report that we've made great strides toward employing more of our people at Kah-Nee-Ta. In 1985, only 20 percent of all Kah-Nee-Ta employees were Tribal members. Today that figure has risen to 31 percent. We hope to see it increase significantly again this year, as we continue improving our training and educational programs for employees.

As for concerns, improving the quality of service at Kah-Nee-Ta remains of paramount importance. The better we serve our guests, the more they'll spread the word about our unique resort, and the more often they'll return. It's really that simple. Like Walt Disney told his staff, "Do what you do so well that when people see you do it, they'll want to see you do it again, and they'll bring others with them to see what it is you do." And you know how successful *his* businesses have been.

The goals outlined in our mission statement, and our immediate goal of achieving a break-even cash flow by 1989, certainly present us with a challenge. But with the progress we made last year, and the momentum of an increasingly positive attitude among everyone associated with Kah-Nee-Ta, 1987 promises to be one of our best years.

Michael Clements
Chairman

Board of Directors

Michael Clements

Chairman

Michael Clements has long been involved in the activities of the Confederated Tribes. This is his second year as Kah-Nee-Ta's Chairman of the Board; his eighth as a board member.

Under his leadership, the board has gradually assumed a more active role in Kah-Nee-Ta operations, and the results have been gratifying.

Clements also serves the Confederated Tribes as Assistant Secretary-Treasurer.

Robert Hull

Secretary-Treasurer

Robert Hull is president of Robert Hull & Associates, Inc., a hospitality-management consulting firm based in Eugene, Oregon. This is his fourth year as Kah-Nee-Ta's treasurer, his eighth as a board member.

Hull's 36 years of experience in the food, beverage and lodging industry include 13 years as senior vice-president of the Village Green Management Corporation. He also helped develop several hotels in Hawaii and the Pacific Northwest and managed Oregon's first luxury resort, the Village Green Resort Hotel.

Levi Bobb

Levi Bobb has served on the Kah-Nee-Ta Board of Directors since its inception in 1979.

A Native American, member of the Warm Springs Tribe, and resident of Warm Springs, Bobb is a training specialist. In the capacity of Confederated Tribes Education Director, he advises young people on how to continue their education, either in the classroom or through on-the-job training.

Kathleen Foltz

Kathleen Foltz has been a member of the Kah-Nee-Ta board for three years.

A Native American and member of the Warm Springs and Wasco Tribes, she was born in Warm Springs and served for years as the Confederated Tribes credit manager and loan officer.

Clyde Purcell

Vice Chairman

Clyde Purcell is now serving his third year on the Kah-Nee-Ta Board of Directors.

His work in the building industry, and his experience as part-owner of the highly successful Riverhouse hotel-restaurant complex in Bend, make his contribution to the board an invaluable one.

Zane Jackson

Zane Jackson has been a member of the Kah-Nee-Ta Board of Directors since its inception in 1979. He is a long-time member of the Tribal Council and currently serves as its chairman.

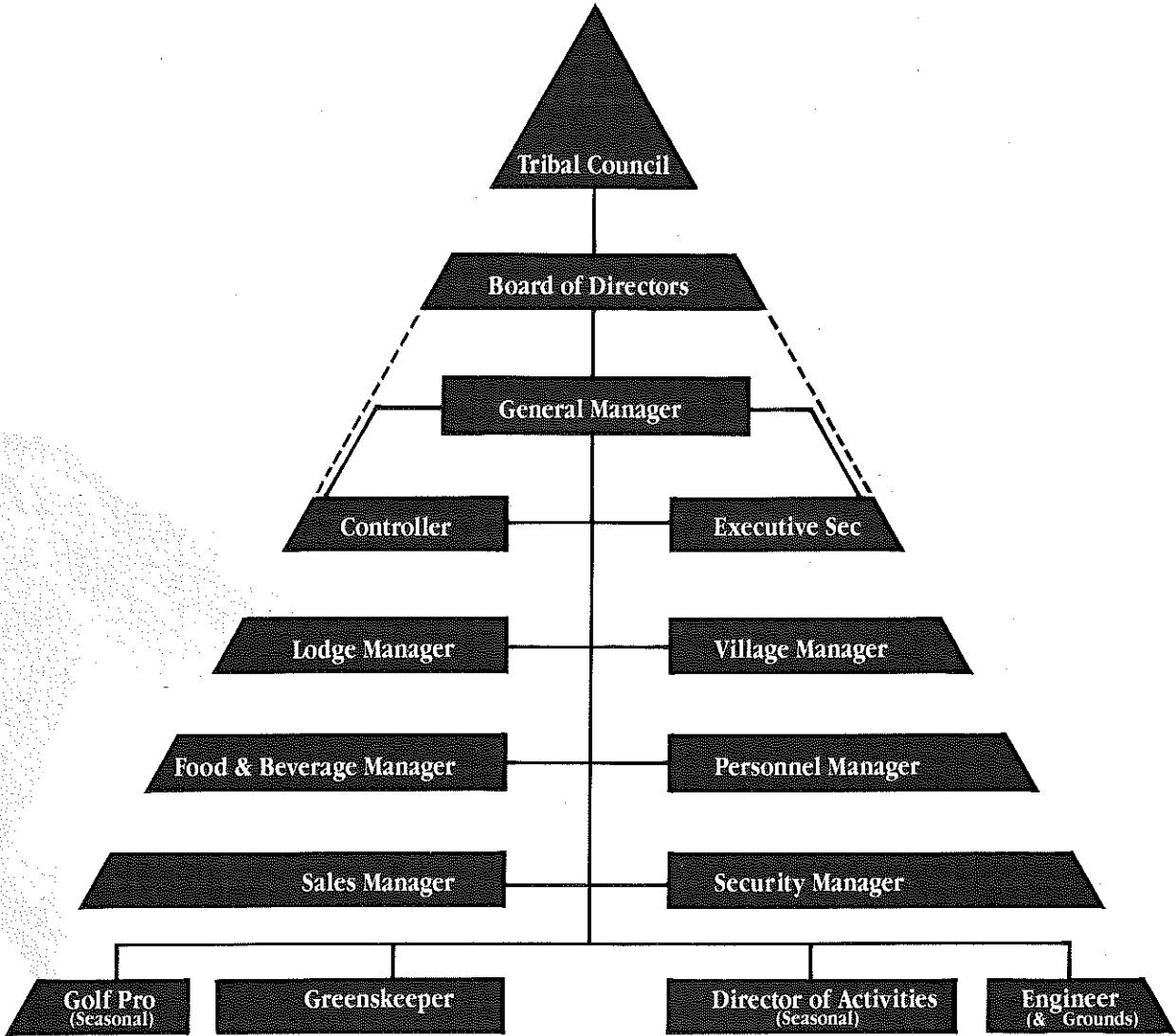
He has also served as a board officer numerous times, including chairman from 1981 through 1984.

Long Range Plans

To fulfill Kah-Nee-Ta's commitment to the Confederated Tribes and the guests of the resort, the Board of Directors will implement these long range plans:

1. Keep Tribal Members better informed of Kah-Nee-Ta's activities and progress.
2. Provide the Tribal Council with more realistic and accurate financial projections and budgets.
3. Develop a more effective Tribal Member recruitment program, thereby increasing the overall percentage of Indian employment as well as the number of Tribal Members in supervisory and management positions.
4. Maintain an aggressive, comprehensive marketing program.
5. Develop more activities and programs that project the unique Indian character of the resort.
6. Improve on-the-job training, and develop continuing education programs for all employees.
7. Continue reviewing, revising and updating all operating policies and procedures.
8. Develop and implement more effective means of maintaining the resort's grounds and equipment.
9. Develop and maintain an organized recreation program for resort guests.
10. Develop a new, family-oriented restaurant concept that better reflects the resort's image.
11. Continue improving the quality of the resort's food-and-beverage services.
12. Maintain a comprehensive capital-improvement program to correct the resort's weaknesses, enhance its strengths, and increase the continuity of the resort's operations.

Kah-Nee-Ta Resort
Organizational Structure





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