

# Kah-Nee-Ta providing new, expanded services under Malfara

## Malfara stresses team effort



Spilyay Tymoo photo by Shewczyk

**PROFIT EXPECTED**—Kah-Nee-Ta general manager Ron Malfara expresses certainty that the resort can be a profitable enterprise.

"I was expecting all sorts of problems," says new Kah-Nee-Ta general manager Ron Malfara, but "it is much easier than I anticipated." Since Malfara's arrival at Kah-Nee-Ta, he has learned much about Kah-Nee-Ta, about the people who work at the resort and about Warm Springs tribal members. "People want Kah-Nee-Ta to make a profit," he expresses. "They have all the players here they need. Now it's just a matter of focusing the team in a direction to make it productive."

The self-assured Malfara is certain he can turn the tribally-owned resort into a profitable enterprise. Some small, low cost changes must be made first.

Changes that could help make a difference in Malfara's plan include some that have already been implemented including the addition of volleyball courts, tent camping, Kah-Nee-Ta

owned concessions and a driving range for golfers. "Anything we can do in-house will give an opportunity to people here to have employment," says Malfara and will add attractions to Kah-Nee-Ta. He feels that "If we attack things creatively we may get it done in-house for substantial savings." Malfara says, "I'm already astounded that what people said couldn't be done has already been done." He emphasizes that "plans are just plans." Projects that can turn an immediate profit are important. These changes will in no way interfere with the long-term development plan for Kah-Nee-Ta, he adds.

As the profits increase, it is important that employees share in the gain. They are being encouraged to seek ways to save money and present new ideas to increase revenue. Malfara feels, "if we make a profit, a portion of that profit goes back to the employees. This will make them more concerned about what goes on." Malfara feels that employees must be provided with incentives to make the resort work for the Tribe.

A team effort is essential to make Malfara's plan for Kah-Nee-Ta work. "No one person can make it or destroy it," he stresses. He feels the employees currently working at the resort are experts in what they are doing. He shows puzzlement, however, that "the cohesiveness has not jelled." He says, "I'm hoping to bring all these people into focus on what we're trying to do." Then the plan can work.

Malfara knows Kah-Nee-Ta can flourish. He's seen it happen at the the White Mountain Apache Reservation where he served as general manager for ten years. Malfara is responsible for "most growth and development and the building design at that resort," he says. He is also responsible for a tribal employment rate of 80 percent.

Little by little Malfara worked his way to his administrative position beginning at Timberline Resort as a ski lift operator. "Each year I would get more mileage behind me," he says. He's gained experience by owning his own commercial diving business in Canada and operating small businesses in third world countries. He says, "I work well with minorities and try to understand their point of view."

"Kah-Nee-Ta is not that far from making it," Malfara emphasizes. If enough people focus on that target, it will happen. "I think people here are hopeful that this property that has suffered in the past will become profitable. If it has anything to do with me," he adds, "it will end up profitable."



Spilyay Tymoo photo by Shewczyk

**TEAM EFFORT**—A team effort in promoting gift shop items helps to make the Lodge Gift Shop a success. (Left to Right) Former shop manager Dee Harned is pictured with acting shop manager Carol Stevens, Hazel Smith and Connie Smith.

## Gift shop carries diverse inventory

After working diligently to increase sales in the Kah-Nee-Ta Lodge gift shop for five years, Dee Harned has turned her duties over to Carol Stevens.

During the time Harned managed the shop profits increased. Harned attributes that to an increased inventory.

While administering the shop she said she kept "pushing" to raise the inventory. The labor costs remain constant so adding more inventory would add more profit.

An upgrading of sportswear accounts for "a big jump in profit last year," says Harned. Jewelry is a high proportion of the sales and T-shirts provide about 20 percent of sales.

"We try to include local products offered to us," says the former shop manager. Those items include beadwork, silver jewelry, ceramics, pine-needle baskets, T-shirts, art prints and Warm Springs Apparel Industries item.

Acting manager Carol Stevens intends to progress in the same direction. She says T-shirts are a big selling item. She will continue to stock sportswear with more styles for the 20-30-year-old age group. Stevens will also stock more items from local and Oregon artists.

The gift shop has a strong team effort, Stevens emphasizes. "Everyone works well together." They are pleased in being able to offer gifts the guests enjoy and want to take home.

## Recreational director organizes activities



Spilyay Tymoo photo by Shewczyk

Guests at Kah-Nee-Ta have the opportunity to engage in organized recreational activities since recreational director Lottie Laughlin began work.

Laughlin presents a calendar of activities to guests each week. Activities range from nature walks and water exercise to volleyball and mini-golf.

Organized activities will allow guests a way to meet people and will provide "an all-around good time," says Laughlin. Guests accompanying conference participants at the resort will be able to stay occupied.

Laughlin is in the process of setting up a natural history day on Saturdays where Kah-Nee-Ta grounds manager Gary Clowers will teach guests about the area and its wonders. Guests will also be exposed to native American arts such as beadwork, basketry and art during this time. Employees at the resort will be utilized when possible, says Laughlin, in demonstrations and working with guests.

As recreation director Laughlin will also be working with the Warm Springs Recreation department in some activities.

**KEEPING GUESTS ENTERTAINED**—Recreational director Lottie Laughlin initiates new activities for guests at the Resort.

### Restaurant schedule

**River Room Restaurant**  
7:00 a.m.-9:30 p.m.

**Juniper Room Restaurant**  
6:00 a.m.-12:00 p.m.  
5:30 p.m.-10:00 p.m.

**Pinto Room Restaurant**  
12:00 p.m.-7:00 p.m.

## Full-service beauty shop begins operation

She offers a full service beauty shop including facials, hair cuts,

manicures, pedicures, artificial nails, rhinestone nail art and a full make-over. Kathy's Beauty Shop at Kah-Nee-Ta Resort is filling a need for both resort guests and local community members.

The addition of a beauty shop to Kah-Nee-Ta's list of services is one more way management is seeking to increase profits at tribally owned resort. According to shop operator Kathy Gosling the shop "has been pretty busy." Considering the fact that the shop has not been open long and has not been advertised as yet she feels "we've had an excellent response."

The shop is still in the process of being stocked and work is planned for the small windowed office space on the second floor of the resort. Expansion of the shop may occur in a year or so, relates Gosling.

Originally from Oregon, Gosling has worked in Arizona for the past five years where she operated two nail businesses and a clothing boutique while also marketing nail supplies for other companies. She has been in the cosmetology business for nearly 25 years.

Six years ago Gosling worked at Kah-Nee-Ta as a bartender and returned to the area to make some decisions about her future. When asked to start the shop at Kah-Nee-Ta her decision was made.

The cosmetologists is available by appointment by calling 553-1112, Ext. 135.



Spilyay Tymoo photo by Shewczyk

**NEW SERVICE**—Kathy Gosling offers a variety of services in the Kah-Nee-Ta Lodge beauty shop. Services range from manicures to complete make-overs.

## Tribal members encouraged to apply

"We would like to have a lot more tribal members come out," says Kah-Nee-Ta personnel man-

ager Tina Aguilar.

In April 216 people were employed at Kah-Nee-Ta. Of those 53

were tribal members, 18 were married into the Tribe, 56 were Indian from other tribes and 89 were non-Indians.

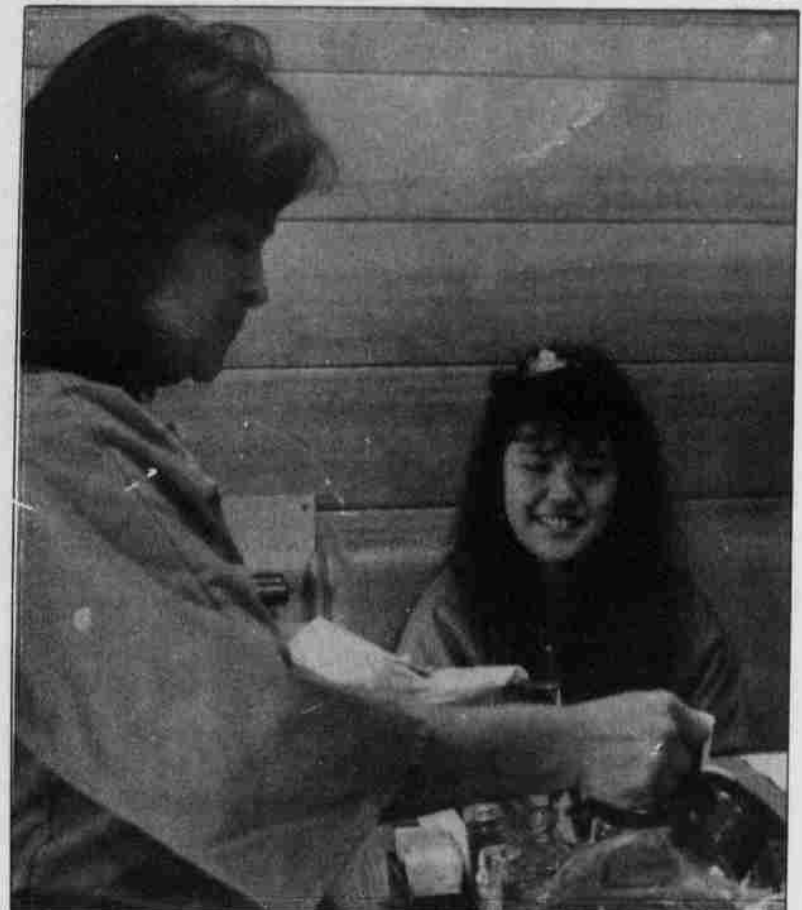
Active recruiting takes place. Aguilar explains, "If we see someone who would be good for the organization we ask if they are happy where they are." If they express an interest in Kah-Nee-Ta "we try to recruit them."

Most tribal members work in Housekeeping and Food and Beverage departments. Employees who show abilities in management and other areas usually move up the ladder.

Training programs through the Tribe allow tribal members to apprentice in particular areas. When they complete their training "they are eventually put on the Kah-Nee-Ta payroll," says Aguilar.

Tribal members who have completed training programs, for example, are Carol Stevens who is acting manager in the Lodge Gift Shop and Eliza Greene who will become manager of the Craft Shop. Eta Aguilar is Bath House supervisor and Paula Smith is filling in as executive secretary. Debbie Smith is working as personnel assistant manager.

Aguilar points out that Kah-Nee-Ta does not discriminate in hiring but she does encourage tribal members to apply for jobs at the resort complex.



Spilyay Tymoo photo by Shewczyk

**GOOD SERVICE**—Warm Springs tribal member Clarice Crane serves guests at the Village River Room Restaurant.

## Chef, dance team take first at cook-off

If the chili was good, the show was better.

Kah-Nee-Ta chef Robert Newberry with his assistant, Melvin McGill, and members of a Warm Springs dance group headed by Caroline Tohet placed first in showmanship at the Sunriver Chili Cook-off, Sunday, May 29.

Along with the first place trophy, Newberry's group placed second for best booth.

The main ingredient of the show was, of course, chili. The cook has been improving his recipe for 15 years. He uses chuck or sirloin steak, no tomato products and sausage grease. Other ingredients are his secret.

He's used his recipe at Kah-Nee-Ta and it was "well received," says Newberry. It was also very popular at the competition. Newberry feels he would have won the people's choice category if he had enough chili to go around. Of 200 people

that tested it, 160 gave him their vote. Other cooks, though had more

samples to give away.

The dancers were instrumental



Spilyay Tymoo photo by Shewczyk

**COOK-OFF WINNERS**—Ken Turner, general manager of Sunriver village Mall, presents Kah-Nee-Ta chef Robert Newberry with first place showmanship trophy won at the recent regional chili cook-off.

in winning the showmanship trophy. Visitors to the cook-off enjoyed their performance. The Warm Springs group participated in the event to "reach out and touch people," says Newberry and "to bring more people to Kah-Nee-Ta. He mentioned that "many people don't know about Kah-Nee-Ta," even Central Oregon residents.

The 17-year veteran cook says he's a "soup man" but also does well with Indian traditional foods including fry bread and venison. He's pleased to say he's even been given compliments for his venison preparation by Warm Springs tribal elders.

Newberry is hoping to bring a chili cook-off activity to Kah-Nee-Ta. Besides being fun, it would attract many new visitors to the resort.

While working on these plans he is also refining his recipe for chili as the state competition is just around the corner. And then on to the world competition.