

Oneida Business Committee Agenda Request

1. Meeting Date Requested: 2 / 8 / 17

2. General Information:

Session: Open Executive - See instructions for the applicable laws, then choose one:

Agenda Header:

Accept as Information only

Action - please describe:

3. Supporting Materials

Report Resolution Contract

Other:

1.

3.

2.

4.

Business Committee signature required

4. Budget Information

Budgeted - Tribal Contribution

Budgeted - Grant Funded

Unbudgeted

5. Submission

Authorized Sponsor / Liaison:

Primary Requestor/Submitter:

Your Name, Title / Dept. or Tribal Member

Additional Requestor:

Name, Title / Dept.

Additional Requestor:

Name, Title / Dept.

Oneida Business Committee Agenda Request

6. Cover Memo:

Describe the purpose, background/history, and action requested:

Per the Oneida Tribal Secretary's office schedule Oneida Retail Enterprise's 1st Quarter Report is due on January 30, 2017 for the February 9, 2017 Oneida Business Committee meeting.

- 1) Save a copy of this form for your records.
- 2) Print this form as a *.pdf *OR* print and scan this form in as *.pdf.
- 3) E-mail this form and all supporting materials in a **SINGLE** *.pdf file to: BC_Agenda_Requests@oneidanation.org

Oneida Tribe of Indians of Wisconsin

Oneida Retail Report

1st Quarter FY17

October 1, 2016 – December 31, 2016

Michele Doxtator



A good mind. A good heart. A strong fire.



Table of Contents

Oneida Retail Enterprise	2
Retail- Consolidated	2
Cigarettes	5
Fuel	6
Oneida Retail Employees.....	8
Internal Security Incident Reports – 1 st Quarter	9
Job Description Changes	10
Tobacco Ordinance.....	10
Interim Marketing Director	10
Assistant Retail Profit Area Manager	10
Training.....	11
Marketing	11
Marketing Team	11
Diamond for Dollars	11
Open Roads	12
Big Deal Texting Campaign.....	12
Intra-Tribal Charge Fuel and Commercial Charge Accounts	12
FY16 Capital Expenditures.....	12

Oneida Retail Enterprise

The following is a brief update on projects and happenings within Retail and is not meant to cover the day to day detail, but an overview of Oneida Retail Enterprise activities.

Our Vision Statement comes from the Tribe’s vision;

A Nation of strong families built on Tsi ʔNiyukwaliho TÁ and a strong economy

Our Mission Statement is;

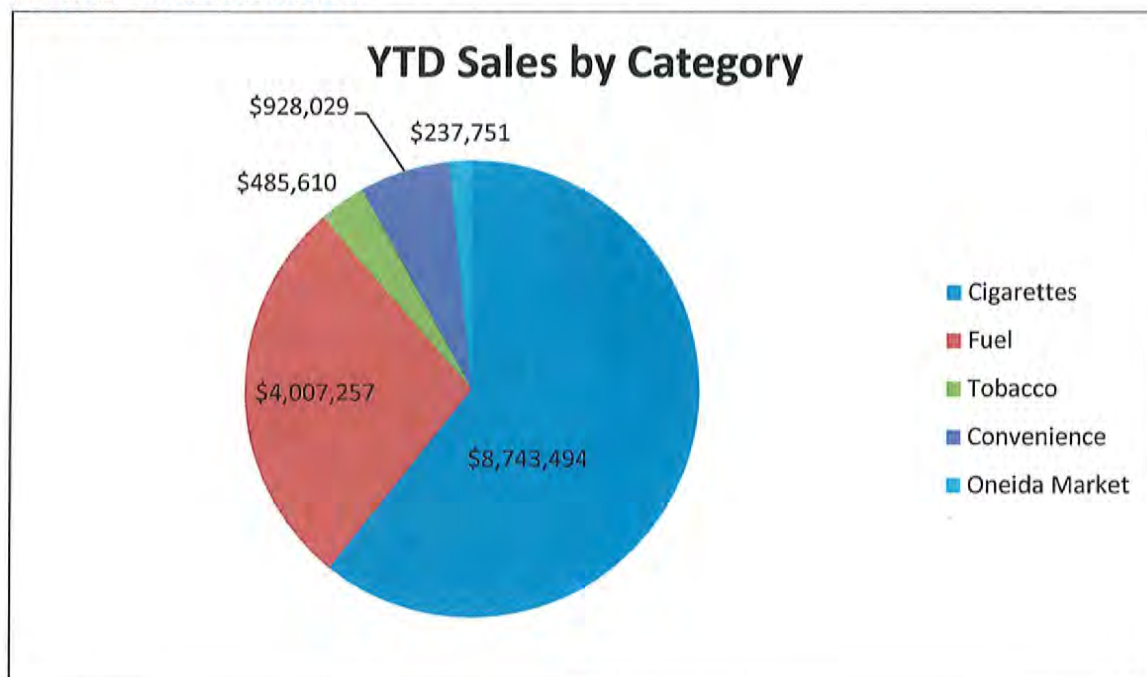
“To generate profit for the prosperity of the Oneida Tribe”

FY 17 Year to Date Financial Information – December Profit and Loss Statements
(BUDPLCOM_ 12.31.16 & ENTINCSTMT 12.31.16)

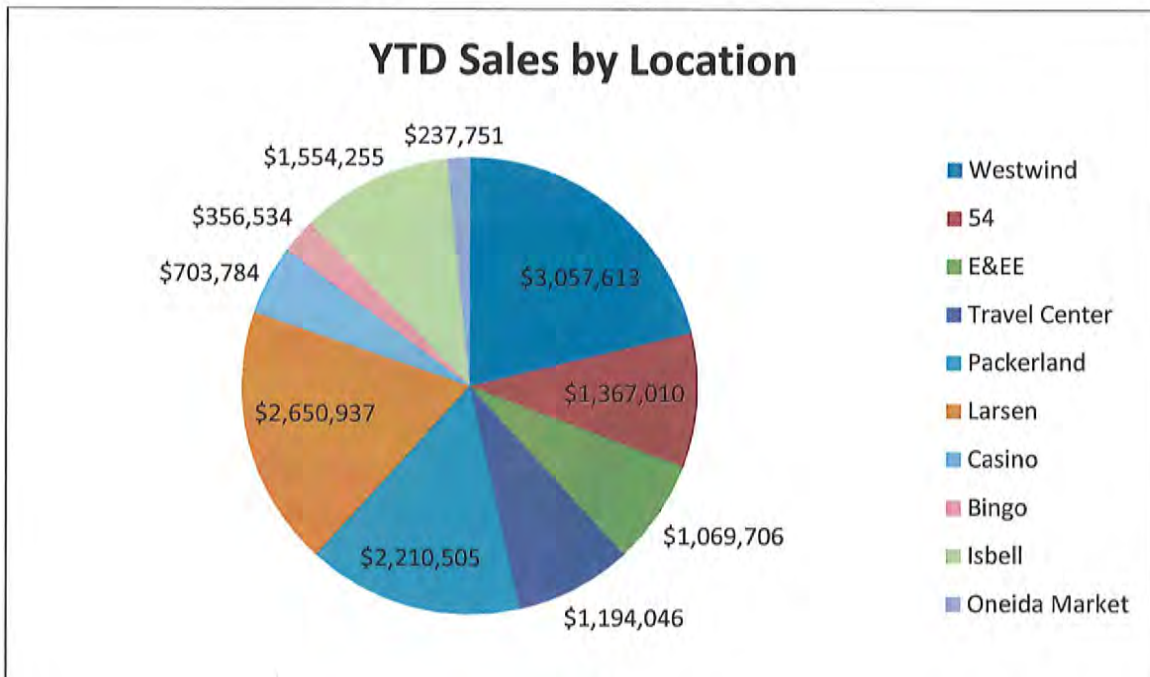
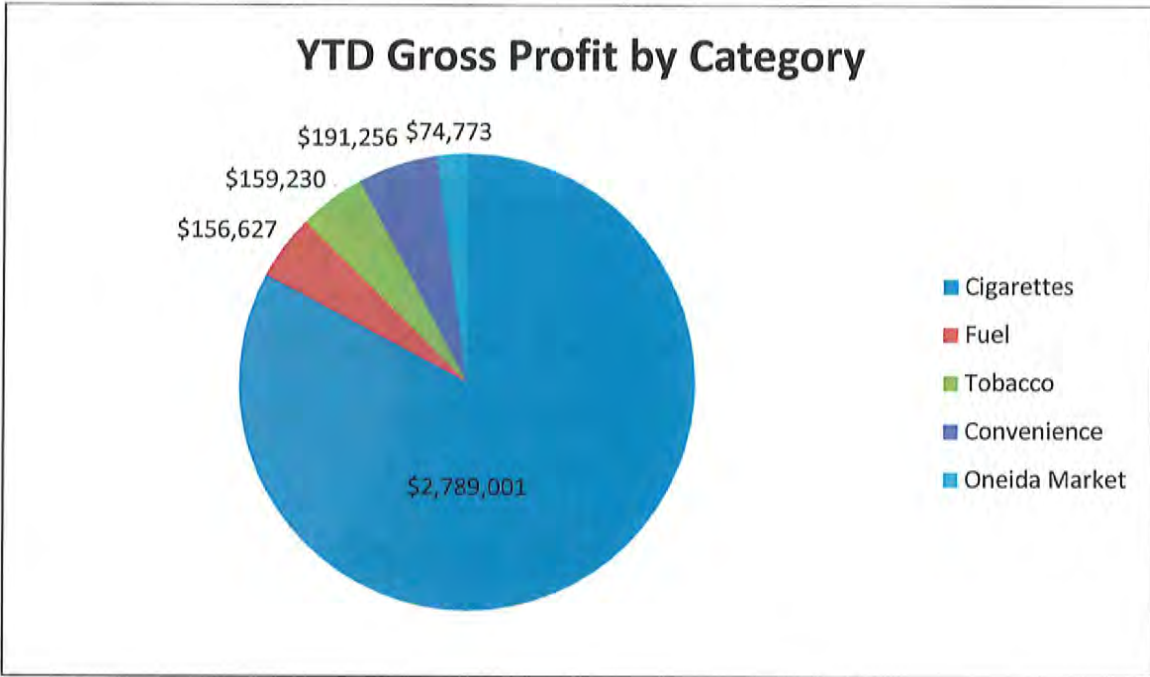
	FY17 YTD Actual	FY17 YTD Budget	FY16 YTD Actual
Sales	\$14,433,037	\$17,127,869	\$14,900,822
Cost of Sales	\$11,037,758	\$12,993,971	\$10,971,578
Gross Profit	\$3,395,279	\$4,133,898	\$3,929,244
Expenses	\$1,709,093	\$2,019,286	\$1,659,778
Net Profit	\$1,686,698	\$2,114,612	\$2,269,466

Oneida Retail is worse than budget by \$427,914 and worse than previous year by \$582,768.

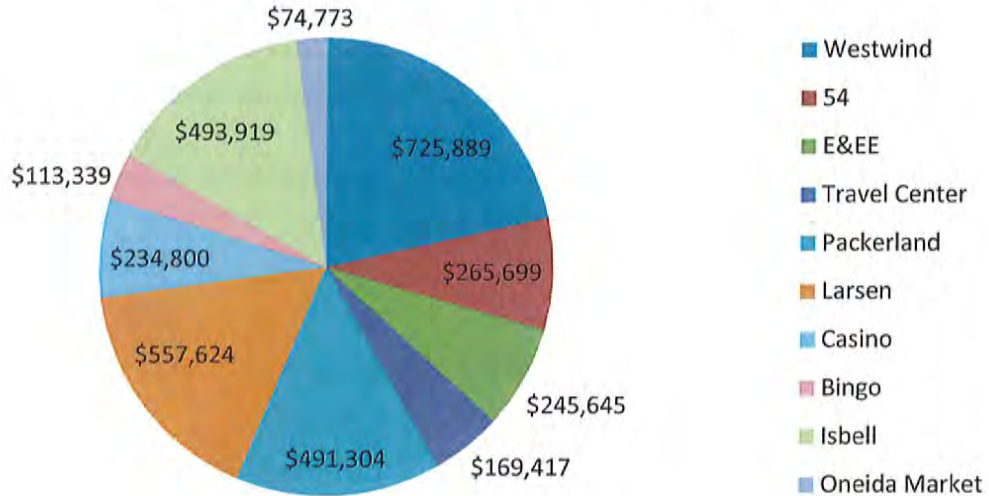
Retail- Consolidated



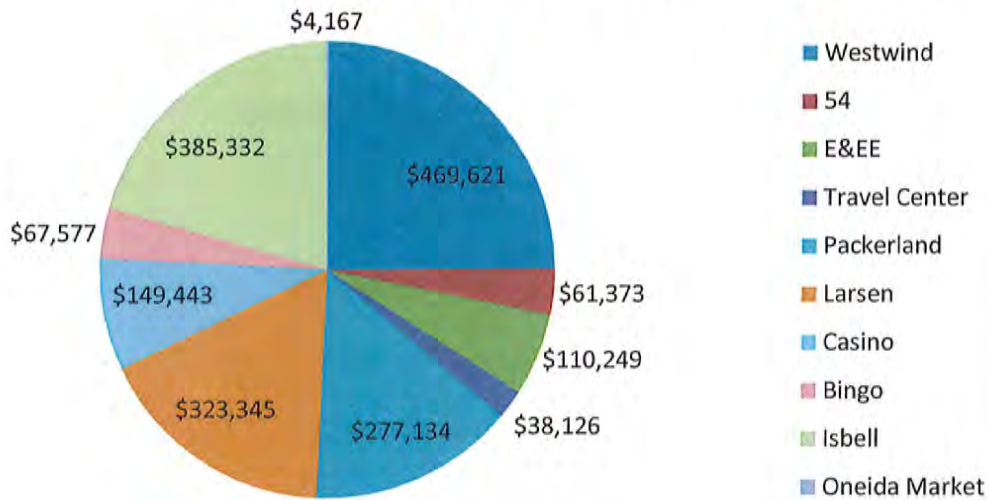
Cigarettes continue to dominate sales and gross profit in the One Stops and the Smokeshops. Mobil branded fuel is sold at six (6) of the One Stop and is the next highest category in sales and gross profit.



YTD Gross Profit by Location



YTD Net Profit by Location

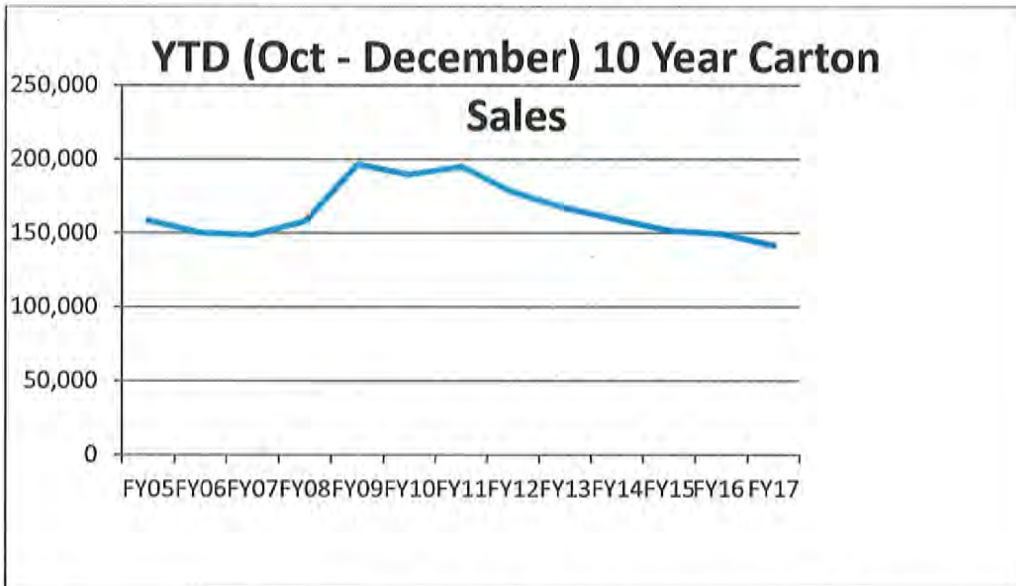
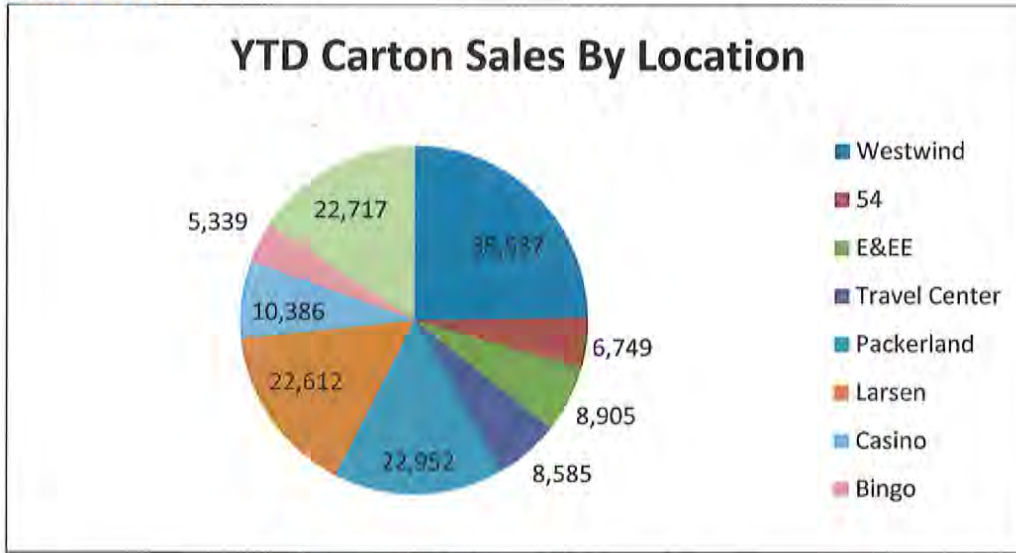


Highlights

- Westwind has been the number 1 in sales, gross profit and net profit for over 20 years.
- Westwind sells the most Cigarettes of all the stores followed by Packerland and Isbell.
- Larsen has moved into the number 2 spot in sales and gross profit and 3rd in net profit.

- Larsen sells the most fuel of all locations followed by Westwind and 54.
- Isbell maintains 4th place for sales, gross profit and net profit, mainly due to high sales of cigarettes and a favorable lease rate from Gaming.
- The Oneida Market had a positive net profit YTD of \$4,167
- The Oneida Market was the emergency food distribution center from mid November until January 27, 2017.
- The Isbell Smokeshop will be closed for the replacement of the flooring on the sales floor. Please see Isbell Smokeshop memo dated January 26, 2017.

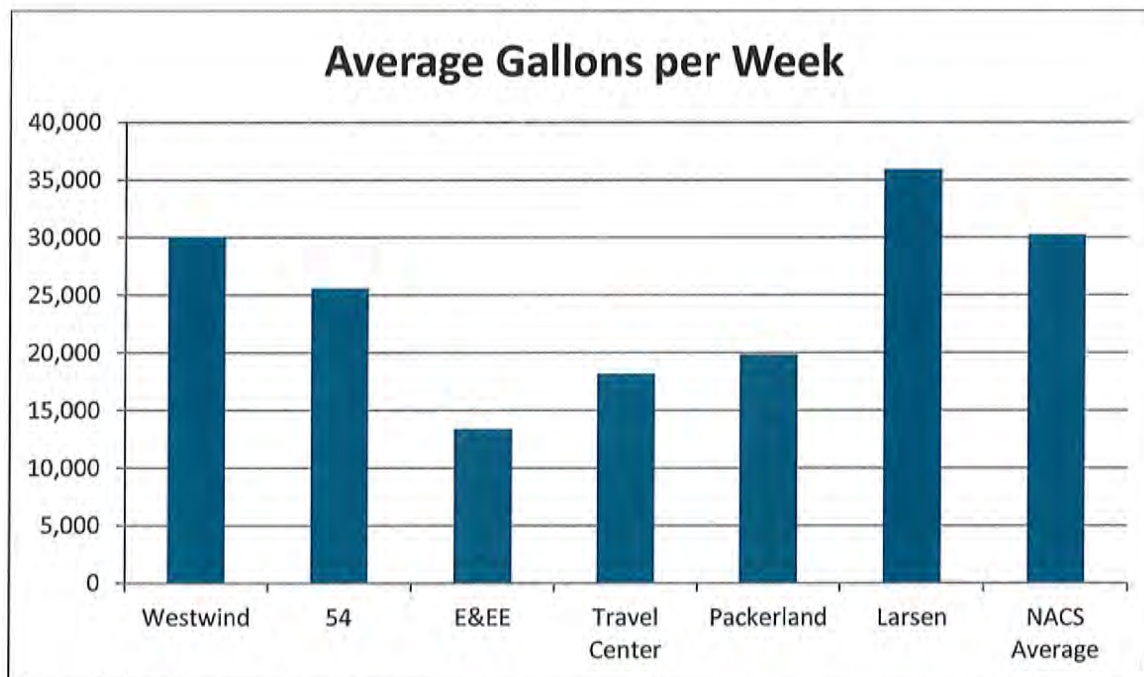
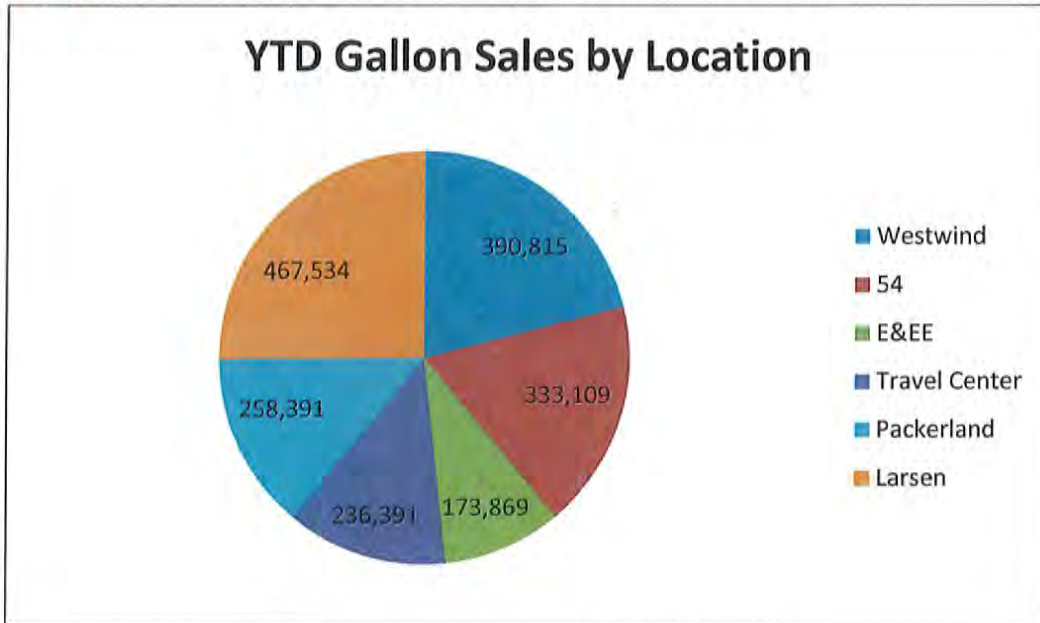
Cigarettes



The average Convenience store sells 106 cartons per week (S. Abraham & Sons) in the state of Wisconsin. One average the Oneida Stops and Smokeshops sell 1,229 cartons per week. This is due to the large price differential as a result of the cigarette excise tax agreement with the state of Wisconsin. The price differential averages \$13.00 per carton.

In general the Cigarette manufacturers increase the price of cigarettes two (2) times a year, in December and June. This past May the Cigarette price increase was .75 per carton, Oneida Retail increased the retail price by 1.00 per carton, increasing the gross profit per carton by an additional .30 per carton. Should all trends remain the increase will result in an additional \$155,000 in gross profit for FY16.

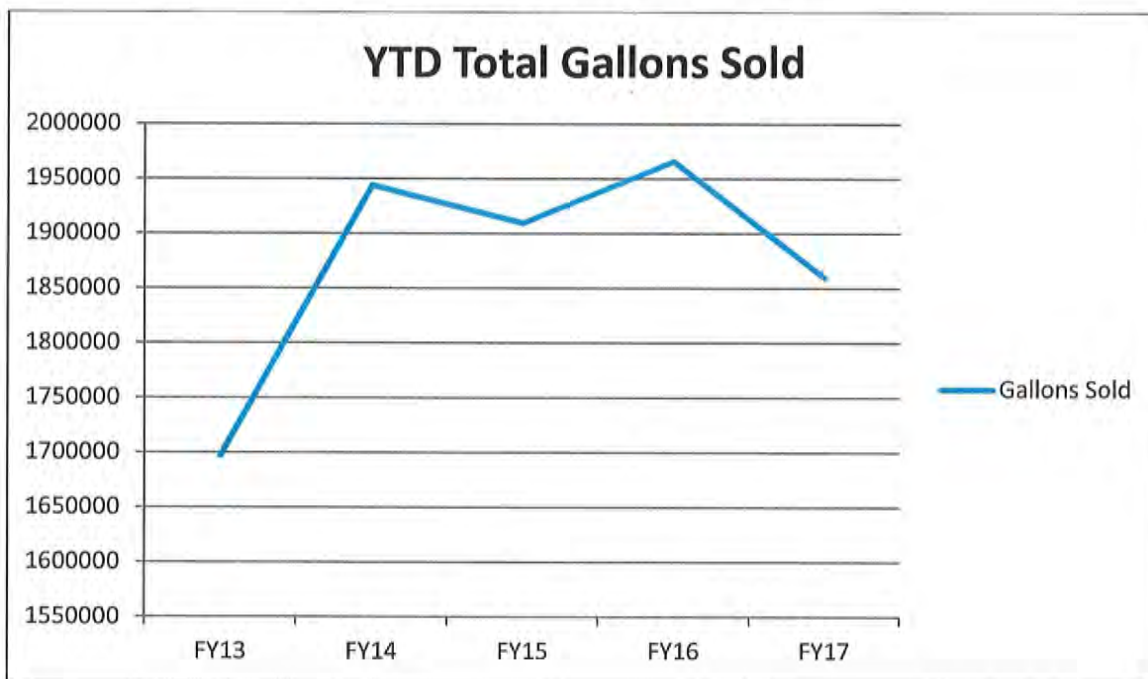
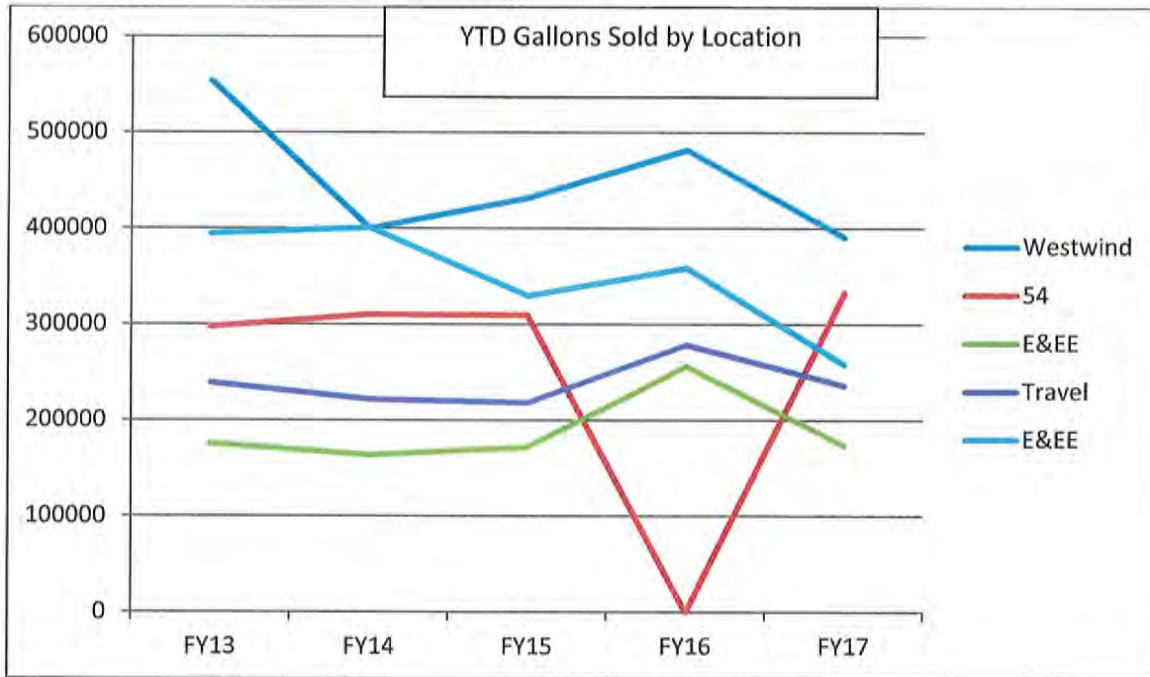
Fuel



The average Convenience store sells 33,145 (NACS SOI 2014 Report pg. 9) gallons of fuel per week. The Oneida One Stops on average sold 28,896 gallons per week for the first quarter of FY17. The average profit per gallon is \$.07. Two stores posted negative gross profit (E&EE and Packerland) due to the fluctuating costs of fuel and the coordination of fuel deliveries. In general there are 3 factors in determining the retail price of fuel: Cost of fuel, Competition pricing and fuel in the ground. When the

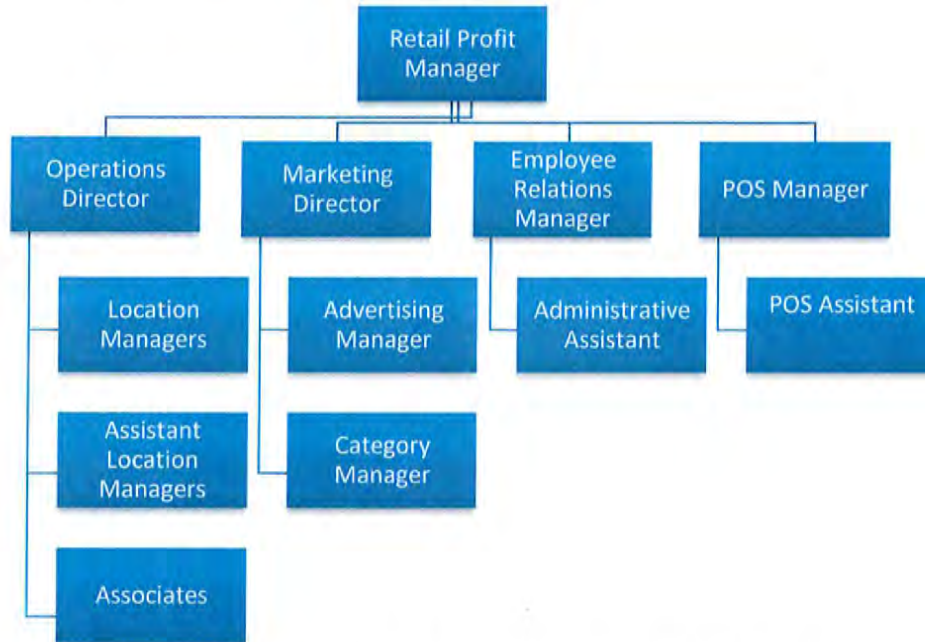
cost of fuel is raising ORE is one of the last to increase prices, the opposite is also true. When the cost is declining ORE is one of the first to decrease the price of fuel.

Gallons sold in the first quarter of FY17 are down 105,897 gallons compared to the previous year.



Oneida Retail Employees

Oneida Retail Enterprise Organizational Chart, with the Retail Profit Area Manager reporting to the Oneida Business Committee



On December 31, 2016, there were 119 Retail Employees with an average of 7 years of service. Retail employees are Oneida Tribal Members as outlined in the Tobacco Ordinance.

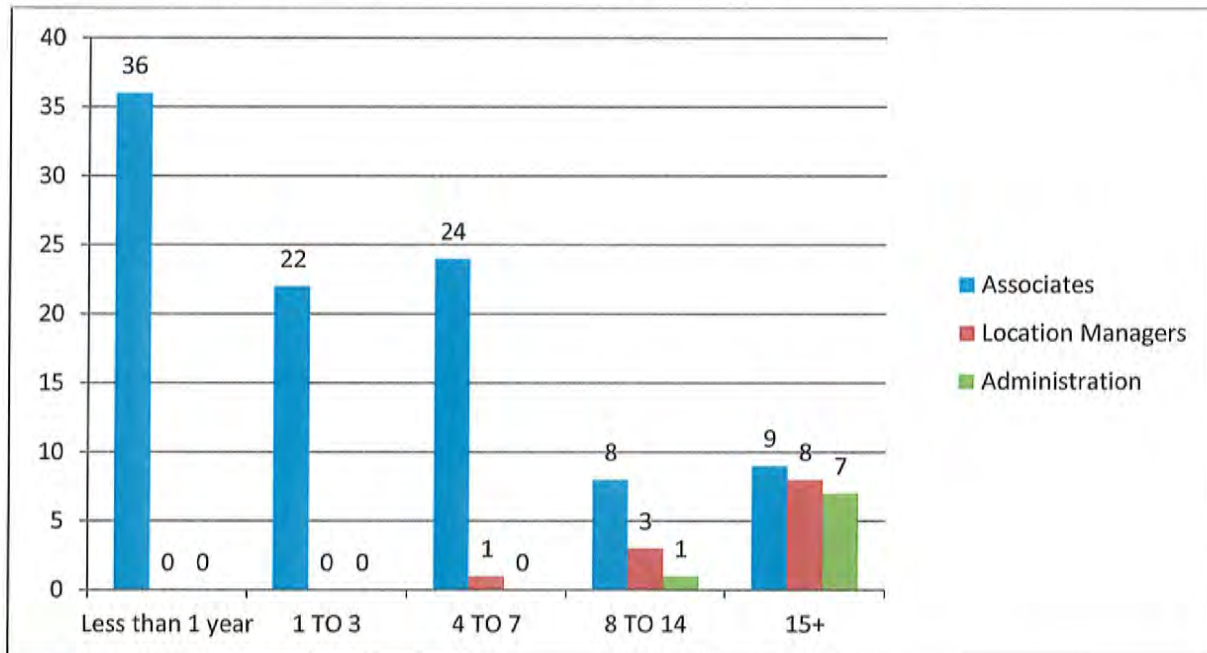


Figure 1 Retail Associates Years of Service

ORE employees we have the following accruals at the end of September 2016:

Vacation Hours	4,840.68
<u>Personal Hours</u>	<u>3,135.5</u>
Total	7,976.18

Nine (9) Retail Employees have accrued over 200 hours of vacation/personal time as of December 31, 2016. Three (3) of the employees that have accrued over 200 of vacation/personal hours are in Retail Administration Six (6) of the employees are Location Managers.

YTD payroll was \$941,581 compared to the YTD budget of \$1,396,698 resulting in a savings of \$198,117. \$25,000 of the savings is due to the .40 increase has not been provided to ORE employees, the remaining positive variance is due to trending and staff shortages. When compared to prior year's payroll of \$860,461 payroll is more than FY16 YTD by \$81,112. YTD overtime was \$6,504 compared to prior year overtime of \$2,545, and is included in the overall payroll information above.

23 Disciplinary Actions were provided to Oneida Retail Employees from October 1 to December 31, 2016

16 Written Warnings

Attendance	9
Work Performance	4
Personal Actions	3

Two (2) Suspensions

Attendance	2
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Seven (7) Terminations

Attendance	2
Work Performance	2
Work Performance – Theft	3

Internal Security Incident Reports – 1st Quarter

In the first quarter of FY17 the Internal Security Department issued 229 incident reports (IRs) on the procedure infractions ranging from cell phone use to suspicious activity. The IRs are sent to

my office and I forward them to the Operations Director and the Location Manager to follow up with the Associates. The Managers have issued verbal written warn with expectations to improve, followed by progressive disciplinary actions if the behavior continued.

	Cell Phone Use	Eating/behind the counter	No Badge	Uniform	Unattended counter	Suspicious Activity	Total
Westwind	8	2	6	3	1	1	21
54	19	3	3	10			35
E&EE	7	6	4	7		3	27
Travel Center	11		7	3	2	8	31
Packerland	19	1	6	1		6	33
Larsen	11	1	35	19	2	3	71
Casino	3		2				5
Bingo			1				1
Isbell	1			4			5
Oneida Market							0
Total	79	13	64	47	5	21	229

Job Description Changes

The Associate job descriptions were amended to be able to hire 16 and 17 year olds for the Oneida One Stops and Oneida Market. The 16 and 17 year olds will be considered youth workers and exempt from the High School Diploma or GED/HSED requirement with one year of being hired. Please see Tobacco Ordinance/Youth Workers memo dated January 27, 2017.

Tobacco Ordinance

Oneida Retail has requested that the Tobacco Ordinance be amended to open the Associate position to anyone, while following the Indian Preference Law in hiring. Currently the market is very competitive in the hiring of entry level employees in our area. Prior to hiring any non-Tribal Members into the Associate positions we will provide Diversity Training to all of our employees.

Interim Marketing Director

Don Denny retired on December 30, 2016 for Oneida Retail Enterprise. Don has held various positions within Retail for the past 34 years, from Associate, Location Manager, Operations Manager, and Category Manager to the Interim Marketing Director for the past 18 months.

Assistant Retail Profit Area Manager

The Marketing Director position will be replaced with an Assistant Retail Profit Area Manager position. The Assistant Retail Profit Area Manager will be responsible to assist with the development of operational plans, policies, continuous improvement initiatives: communications and public relations activities.

Please see the attached Job Description.

Training

In October I attended a 3 day training session offered by Our Community Listens. Our Community Listens is funded by Phillips LISENS, Inc., a 501 © 3 private operating foundation, established by Robert and Cynthia Chapman. The training focused on:

- Exploring how the Communication Cycle forms the foundation of all interpersonal skills
- Appreciate the impact our non-verbal behavior has on our verbal communication
- Learning how the skill of Listening can be the most important thing a person can do for another
- Recognize a more effective way to confront another when needing a behavior change to occur.

More information can be found at <http://ourcommunitylistens.org/home>

Marketing

Marketing Team

ORE is refocusing the direction of the Marketing Area. The Marketing Director position will not be filled. The two Category Managers Angela Parks, Dan Habeck, the POS Manager, Laura Lane and the (currently vacant) POS Assistant position will be working in a team environment to focus on the four (4) Ps of Marketing; Product, promotion, place and price. The Marketing Team has also taken on two projects that will impact ORE's ability to generate a profit. The Marketing Team is creating a Marketing Plan and Inventory Improvement Processes.

The Marketing Plan will include a plan of action to increase cigarettes gross profit, while planning for a decline in cigarette sales. The Marketing Team's *draft* Marketing Plan is due April 21st.

The Inventory Improvement Process is long overdue. When ORE purchased the Pass Port System and the SSCS back office ORE did not have the resources to fully implement the system. The Marketing Team is developing a work plan to develop and test new processes for tracking the inventory at store level. Kerri Vandehei, Accounting Manager is assisting with the development of the process. The goal is to test the inventory process by the end of the second quarter's inventory on March 31st at the Oneida One Stop Larsen.

Diamond for Dollars

Diamonds for dollars is a fund raising event in the Oneida Retail stores to support area groups in our community to raise funds by way of selling Diamonds in the stores four (4) times a year. Applications are sought through the Kali and intranet.

- | | |
|------------------------|---------|
| • Indigenous Games | \$2,885 |
| • Wise Youth | \$1,919 |
| • Longhouse | \$1,624 |
| • Lacrosse U/13 & U/15 | \$1,198 |

- Woodland Indian Art \$1,525
 - myTEAM Triumph \$450
- \$9,611

The next Diamond for Dollars fund raiser will be for the Indigenous Games and begins on February 27 until March 19, 2017.

Open Roads

The Open Roads rewards program has two components; the first is to be able to provide gas tax exemption to Tribal Members and to provide additional discounts on fuel. The second component is a loyalty program for the general public to earn cents off on a gallon of fuel by purchasing promoted products. In the 3rd quarter US Oil and Oneida Retail will be promoting Open Roads together. Several Radio remotes are scheduled along with stops by the Open Roads Teams to encourage customers to enroll in the program.

Big Deal Texting Campaign

The Big Deal texting campaign was introduced during the opening of Oneida One Stop 54 as a way to communicate fuel discount opportunities to our customers through the Open Rewards and directly from vendors. To join the texting campaign text “onestop” to 55678 and you will receive text messages informing you of the “Big Deal”. The Big Deal will also be posted to Social Media sites along with in store signage. The future plan is to create “clubs” within the texting campaign to target offers directly to customers who have expressed an interest in a particular produce line.

Intra-Tribal Charge Fuel and Commercial Charge Accounts

ORE has explored two options to automate the Intra-Tribal Charges of fuel at the Oneida One Stops. The Exxon/Mobil Fleet program has been selected because there is no cost to Oneida Retail and there is minimal cost to the Nation. The other option would track fuel sales in a similar fashion; however the cost to run the program was approximately \$15,000 per year. There are currently 56 different departments purchasing fuel at the Oneida One Stops. In FY16 the Intra-Tribal departments purchased \$331,585 of fuel from the Oneida One Stops. The Exxon/Mobil Fleet Program will provide up to .06 cents in discounts (based on monthly purchases) and Oneida Retail will offer an additional .03 discount.

There are currently 14 commercial charges at the Oneida One Stops for fuel. We are encouraging the commercial accounts to open a Mobil Fleet card to manage their fuel purchases.

Exxon/Mobil offers discounts on the fuel (based on volume) and ORE will also discount the fuel by .03 a gallon for the first six (6) month. ORE’s intention is to close all commercial accounts by March 31, 2016.

FY16 Capital Expenditures

The fuel dispensers at Oneida One Stop Packerland and Oneida Casino Travel Center were replaced in early August. The replacement is due to the EMV compliance. Oneida One Stop

Westwind, Larsen and E&EE will components of the dispensers replaced to become EMV compliant.

Thank you for reading the report, should you have any questions please feel free to call me at 920.496.7301 or by email at mdoxtat3@oneidanation.org

Interoffice

MEMORANDUM

To: Oneida Business Committee
From: Michele Doxtator, Retail Area Profit Manager
Date: January 26, 2017
Subject: Isbell Smokeshop



The Isbell Smokeshop will be closed at 10:00 PM on February 5 and re-opening on Saturday February 11, 2017 to replace the sales floor. There is a potential to open the store Friday afternoon on February 10th but we will not know for sure until Wednesday afternoon if the floor will be ready by Friday afternoon.

At some point in the past several months the reach in cooler's drip pan failed and the water overflowed on to the floor. The water seeped between the floor and the concrete and compromised the glue. When the humidity is high the glue seeps through the floor.

Tim Skenandore, Gaming Facilities has selected a vendor and will oversee the installation of the new floor. Risk Management has been assisting in case we would need to make a claim with our Insurance Carrier.

The Retail employees at the Isbell Smokeshop have elected to use personal or vacation time to cover the hours the store is closed. Angela Parks is working with Communications to let our customers and employee base know that the Isbell Smokeshop will be closed. Angela will also be working on signage to direct our customers to our other locations.

Should you have any concerns or questions I can be reached at 496.7301.

Cc Tim Skenandore
 Retail Administration
 Location Managers
 Risk Management
 Accounting

Oneida Nation – Oneida Retail Enterprise

Interoffice

MEMORANDUM

To: Oneida Business Committee
From: Michele Doxtator, Retail Area Profit Manager *Michele*
Date: January 27, 2017
Subject: Tobacco Ordinance/Youth Workers

Oneida Retail and the Human Resource Department (HRD) is in the process of updating the Associate Job Description (JD) to comply with the recent amendments to the Tobacco Ordinance.

An additional adjustment is being made to the JDs to assure that the youth workers (16 & 17 year olds) are enrolled Oneida Members. Currently there is one JD for the Associate positions; HRD is creating a separate JD for the 16-17 year olds that would require that they be an enrolled Oneida Tribal Member. When a 17 year old employee turns 18 and is no longer in high school they will be transitioned into the next vacant Associate position.

Oneida Retail is also working with HRD to provide diversity training to Oneida Retail Employees to prevent conflict in the stores with the change requiring all employees to be Oneida Tribal Members.

Should you have any questions I can be reached at 920.496.7301 or mdoxtat3@oneidanation.org

CC Geraldine Danforth, HRD Director
Retail Administration

APPLY IN PERSON AT:
Human Resources Department
909 Packerland Drive
Green Bay, WI 54303



ONEIDA

A good mind. A good heart. A strong fire.

OR MAIL TO:
Human Resources Department
P.O. Box 365
Oneida, WI 54155-0365

Phone: (920) 496-7900
Fax: (920) 496-7490
Job Line: 1-800-236-7050

APPLY ONLINE AT:
<http://oneida-nsn.gov>

POSITION TITLE: Assistant Retail Profit Manager
POSITION NUMBER: 02721
DEPARTMENT: Retail Administration
LOCATION: 909 Packerland Dr, Green Bay WI
DIVISION: Enterprise
RESPONSIBLE TO: Retail Profit Area Manager
SALARY: E05 \$43,772/Annually (NEGOTIABLE DEPENDING ON EDUCATION & EXPERIENCE)
CLASSIFICATION: Employees will receive 5% below the negotiated pay rate during their probationary status.) Exempt
POSTING DATE:
CLOSING DATE:
Transfer Deadline:
Proposed Start Date: As Soon As Possible

EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

The Oneida Nation does not discriminate on the basis of race, color, national origin, sex, religion, age or disability status in employment or the provision of services. However, individuals of Indian ancestry and Veterans will be given preference by law in initial employment or re-employment.

POSITION SUMMARY

Assist with providing direction and leadership for Retail Enterprise to ensure optimum performance within the Retail Enterprise Division. Incumbent assists with the development and implementation of business and operational plans, policy; continuous improvement initiatives; communications, and public relations activities. This position assists with maximizing the generation of profit in the Retail Enterprise group. Continuation of this position is contingent upon funding allocations.

DUTIES AND RESPONSIBILITIES:

1. Assist with development, implementation and communication of plans, goals and objectives, policies and procedures in accordance with the strategic plan.
2. Assist with preparation and administration of annual budget and operational plans. Assist Oneida Retail Administration staff in the development of operational plans and budgets.
3. Conduct business studies on past, future and comparative performance and develop forecast models. Consolidate, analyze, and evaluate financial data.
4. Track financial status by analyzing results in comparison with forecasts.
5. Identify trends, conduct market research to define the market's geographic consumer and product segments; identify potential customer's needs and desires; research new brand and image development and public relation activities and make recommendations based on sound analysis.
6. Provide recommendations and alternatives to reduce costs and improve financial performance.
7. Identify short-term and long-range issues. Provide recommendations, options with objectives/goals and plans to address.
8. Provide excellent customer service for both internal and external customers. Address customer and employee need courteously and timely.
9. Establish, maintain and facilitate effective relationships, communication processes and activities with emphasis on teamwork and a positive work culture.
10. Perform special assignments and/or projects as assigned.
11. Maintain professional and technical knowledge by conducting research, attending seminars, educational workshops, classes and conferences; reviewing professional publications; establishing networks; participating in professional associations, meeting with representatives of contracting agencies and related organizations.
12. Assume responsibility of Oneida Retail Enterprise in the absence of the Retail Profit Area Manager.
13. Adhere to all Tribal Personnel Policies and Procedures, Tribal Standard Operating Procedures, and Area and Program Strategic Plans and Policies.

JOB DESCRIPTION

Assistant Retail Profit Manager

Page 2

DUTIES AND RESPONSIBILITIES: (Cont.)

14. Maintain strict department security, confidentiality, and quality to meet professional standards of the department.

PHYSICAL REQUIREMENTS/WORK ENVIRONMENT:

1. Frequently walk; sit; occasionally stand, lift and/or move up to twenty five (25) pounds.
2. Work is generally performed in an office setting with a moderate noise level and in retail stores with exposure to second hand smoke.
3. Employee will be on call and required to work evening, weekends and holidays as needed.
4. A Tuberculosis (TB) Screening and/or TB Skin Test is required within thirty (30) days of employment and annually.

STANDARD QUALIFICATIONS:

1. Knowledge of applicable federal, state, county and local laws, regulations and requirements.
2. Knowledge and ability to efficiently and effectively develop, and manage program budgets and budget preparation.
3. Knowledge of marketing analysis techniques.
4. Knowledge, skills and ability to prepare, review and analyze reports including statistical compilation and analyses.
5. Knowledge of the retail industry.
6. Knowledge and ability to set objective, goals, strategies and schedules.
7. Knowledge and skills in operating various word-processing, spreadsheets and database software in a Windows environment.
8. Knowledge in human resources management policies and procedures.
9. Skill in increasing sales and profitability.
10. Ability to process information effectively, to learn new material, to identify and define problems and recommend an appropriate decision path.
11. Ability to exercise initiative and independent judgment.
12. Ability to communicate efficiently and effectively both verbally and in writing. Skill in developing and delivering presentations.
13. Ability to demonstrate a high level of sensitivity to community issues and concerns. Knowledge of the Oneida community, the history and culture with the ability to integrate into work.
14. Ability to establish and maintain effective working relationships with a variety of individuals and groups in a complex and multi-cultural backgrounds.
15. Must be willing and able to obtain additional education and training.
16. Must adhere to strict confidentiality in all matters. **(Must sign a confidentiality statement prior to employment.)**
17. Must pass a pre-employment drug screening. Must adhere to the Nation's Drug and Alcohol Free Workplace Policy during the course of employment.
18. Must pass a background security check with the Oneida Nation in order to meet the Employment Eligibility Requirements, Tribal/State Compact and/or Oneida Nation Gaming Ordinance as they pertain to the position. A temporary license or Gaming License issued by the Oneida Gaming Commission is required as a condition of employment and continuing employment within the Oneida Nation's Gaming Division.
19. A valid driver's license, reliable transportation, and insurance. Must obtain a Wisconsin driver's license within thirty (30) days of employment if applicant has an out-of-state driver's license. Must be authorized as eligible to operate a personal vehicle under the Oneida Nation's Vehicle Drivers Policy prior to actual start date. Must maintain driver's eligibility as a condition of employment.

PREFERRED QUALIFICATIONS:

Applicants please clearly state on the application/resume if you meet these qualifications.

1. Master's degree in business management or marketing,
2. Project Management experience.
3. Financial Analyst experience.

MINIMUM QUALIFICATIONS:

Applicants please clearly state how you meet these qualifications on the application/resume.

1. **Must be an enrolled member of the Oneida Nation.**
2. Bachelor's Degree in Business Management, Administration or Marketing or closely related field plus three (3) years of work experience in retail, marketing or economic development with two (2) years of management experience that includes experience with multiple business units, fiscal management, budget experience, and short/long term planning. An equivalent combination of education and experience may be considered.

ITEMS TO BE SUBMITTED:

1. **Must provide a copy of diploma, license, degree or certification upon employment.**

Employee Promotional Incentive Pilot

11.1.16

The Employee Promotional Incentive as it relates to carton sales initiative is meant to encourage sales at the point of transaction and reward staff for carton increases by store location based on a set criteria that meets both Carton Sales by month and Carton Sales by promotion.

This Incentive plan is designed to not only motivate and improve the engagement between customer and employee at the point of transaction but also encourage the communication across all personnel and retain and improve the customer base.

An initial trial period will be conducted for this *Employee Promotional Incentive Pilot* for the months of November and December. After closure of each months promotions and carton sales are determined, the rewards will be offered to each employee/store location based on achievement level.

Evaluation period conducted in January 2017.

Goal Criteria

The goal established is by store location, each store will have their own goal to achieve which will be based on that locations sales and performance. The criteria for each goal must be achieved for the Reward to be provided and will then be awarded to each store member's staff if a level has been achieved. Please note: Associate goals and Manager goals do not have the same criteria.

A reward will be offered to each employee that is assigned to a particular store location. If an employee moved during the month of the *Employee Promotional Incentive Pilot* they will be rewarded based on location they were assigned to for the longest period of time of the particular month of the *Incentive Pilot*. Employee must be employed by Oneida Retail at the time of Reward distribution.

Three levels of reward are established, each location/store staff (separated by Manager and Associate) may only receive one level of reward per *Incentive Pilot* month.

1. Gold
 - a. Carton Sales by month (**Manager only award requirement**)
 - i. -.1% - 0% Decrease from previous year
 - b. Promotion Sales
 - i. 3%, 5%, or 10% (benchmark based on store location average sales for same time past 2 weeks)

3. Silver
 - a. Carton Sales by month (**Manager only award requirement**)
 - i. 0% change from previous year
 - b. Promotion Sales
 - i. 4%, 6%, or 11% (benchmark based on store location average sales for same time past 2 weeks)

5. Platinum

- a. Carton Sales by month (**Manager only award requirement**)
 - i. 0% change from previous year
- b. Promotion Sales
 - i. 5%, 7%, or 12% (benchmark based on store location average sales for same time past 2 weeks)

Each store will receive a mid-month check point as it relates to goals and current standings.

Example:

WESTIND November Sales ASSOCIATE		
GOLD	973	Carton totals for the promotion time period must reach this amount for this level of achievement.
SILVER	983	Carton totals for the promotion time period must reach this amount for this level of achievement.
PLATINUM	992	Carton totals for the promotion time period must reach this amount for this level of achievement.

WESTIND November Sales MANAGER		
Carton Sales	11,689	Carton sales must be the same or no less than .1% less
&		
GOLD	973	Carton totals for the promotion time period must reach this amount for this level of achievement.
SILVER	983	Carton totals for the promotion time period must reach this amount for this level of achievement.
PLATINUM	992	Carton totals for the promotion time period must reach this amount for this level of achievement.

Manager award has two criteria established. First they must maintain specific carton sales for the month. Second, during the established promotion periods they must have an average of the determined amount of cartons sold.

Carton goals for promotional time period are based on an average of previous weeks (same time frame) cartons sales with the expected % of increase for this particular store.

Incentive Recommendation

Reward provided will be an Oneida Retail Gift Card valued at set criteria for Full Time (FT), Part Time (PT) and Manager. Award levels are Gold, Silver and Platinum.

GOLD	\$25 Per FT employee, \$15 PT employee, \$35 Manager
SILVER	\$40 Per FT employee, \$30 PT employee, \$55 Manager
PLATINUM	\$75 Per FT Employee, \$65 PT employee, \$100 Manager

REWARD Cost Expense by LOCATION

	WW	54	EE	OCTC	LARSEN	Packerland
GOLD	320	275	185	160	270	200
SILVER	570	510	325	285	490	385

PLATINUM	1210	1165	670	605	1080	925
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	Casino	Isbell	Bingo	Total
GOLD	85	165	70	1730
SILVER	160	305	130	3160
PLATINUM	365	690	290	7000

Report Use

1. Oneida Accounting will provide the cigarette carton report that will determine Carton sales by month.
 2. SSCS will provide the cigarette carton sales by promotion reporting that will determine carton sales during and previous to promotional sales.
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Employee Reward

Rewards will be earned based on developed criteria and personnel will be asked to sign for acceptance or refusal of reward Gift Card.

Communication Time Frame

Admin Staff	October 20, 2016
Location Managers	October 24, 2016
Store Associates	October 29, 2016

