

2018 GOALS AND BUDGET

FORT WORDEN 2018 PRIORITIES

STRATEGIC PRIORITIES

1. PROVIDE A MEMORABLE AND EXTRAORDINARY GUEST EXPERIENCE
2. ENSURE A SUSTAINABLE YEAR-ROUND ECONOMY
3. PRESERVE AND REVITALIZE OUR HISTORIC CAMPUS
4. INSPIRE LEADERS IN ENVIRONMENTAL SUSTAINABILITY
5. DEVELOP AND NURTURE PARTNERSHIPS FOR SUCCESS

FORT WORDEN 2018 PRIORITIES

THREE THEMES

Communications

Consistency

Culture

FORT WORDEN 2018 PRIORITIES

Departmental Goals: Planning and Development

1. Complete a 3 Year Strategic Business Plan
2. Complete a Long Term Sustainability Plan
3. Develop Capital Campaign and Increase Funder Base
4. Commit More Resources to Public Relations & Partner Relationships
5. Increase Capacity to Carry Out Planning & Development Projects

FORT WORDEN 2018 PRIORITIES

Departmental Goals: Finance & Administration

1. Improve Efficiencies with New & Improved Management/Communication Systems
2. Build Strong Performance Management & Leadership Development Programs
3. Establish a Volunteer Program
4. Define Key Performance Indicators that Measure Mission and Financial Impacts
5. All Staff are Trained and Oriented for Success

FORT WORDEN 2018 PRIORITIES

Departmental Goals: Facilities

1. Achieve a Successful Maintenance Transition with State Parks
2. Fully Integrate New Roles & Responsibilities
3. Strengthen Processes for Capital Improvement Projects & Facilities Management
4. All Facilities Projects are Planned Well & Completed to Plan
5. Initiate a Conditions Assessment of All Buildings

FORT WORDEN 2018 PRIORITIES

Departmental Goals: Food & Beverage

1. Achieve Consistency Across the Department
2. Be the Employer of Choice in the Area
3. Implement Initiatives that Support Sustainability
4. Deliver Quality Customer Service
5. Build Brand Identity for each Outlet

FORT WORDEN 2018 PRIORITIES

Departmental Goals: Guest Services

1. All Positions are Filled & Trained Prior to End of May and Retention is High.
2. Improve First Impressions
3. Increase Efficiencies in Housekeeping
4. Implement Initiatives that Support Sustainability
5. Establish a Service Culture

FORT WORDEN 2018 PRIORITIES

Departmental Goals: Sales & Reservations

1. Increase Group Sales by at least 15% (\$120,000)
2. Appropriate Staffing Structure to Best Meet Sales Goals
3. Create Consistent Collateral and Brand Messaging
4. Achieve Greater Departmental & Interdepartmental Efficiencies & Consistencies & Improve Standard Operating Procedures
5. Stronger Engagement & Collaboration with Downtown

FORT WORDEN 2018 PRIORITIES

Capital Improvement Projects

1. Culinary Projects Planning
2. Energy Efficiency Project
3. Makers Square
4. Glamping Build Out
5. NCO Row Feasibility Study

FORT WORDEN 2018 PRIORITIES

Other New Initiatives

1. Maintenance Transfer
2. Music Events
3. "Road Scholar" & Extended Stay Packages
4. Passport Program
5. Mobile Bar

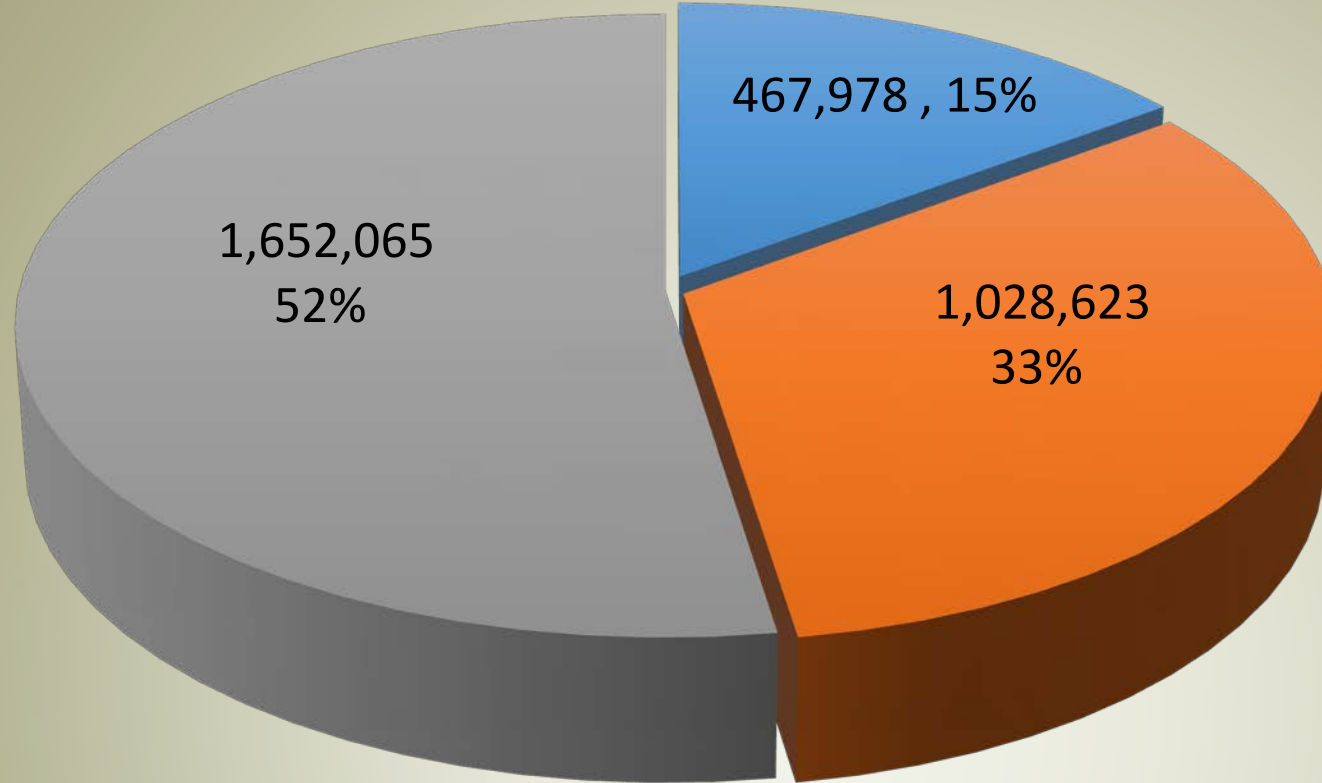
FORT WORDEN

2018 HOSPITALITY SERVICES BUDGET OVERVIEW

	2018 Budget	2017 Projected Actuals	2016 Actuals	2015 Actuals	Percentage Change Year over Year		
					2018	2017	2016
Revenues							
Accommodations	3,149	2,641	2,052	2,041	19%	29%	1%
Food & Beverage	2,201	1,838	1,552	1,036	20%	18%	50%
Other Revenues	794	621	763	428	28%	-19%	78%
Total Revenues	6,144	5,100	4,367	3,505	20%	17%	25%
Cost of Goods	895	750	677	420	19%	11%	61%
Gross Revenues	5,249	4,350	3,690	3,085	21%	18%	20%
Operating Expenses							
Personnel Costs	3,488	2,787	2,391	1,872	25%	17%	28%
Maintenance & Repairs	141	98	111	99	44%	-12%	12%
Utilities	475	501	417	401	-5%	20%	4%
Operating Expenses	1,045	830	704	397	26%	18%	77%
Capital Purchase & Leasehold Improvements	75	25	58	36	200%	-57%	61%
Total Expenses	5,224	4,241	3,681	2,805	23%	15%	31%
Net Revenue	25	109	9	275	-77%	1111%	-97%

Dollars presented in Thousands

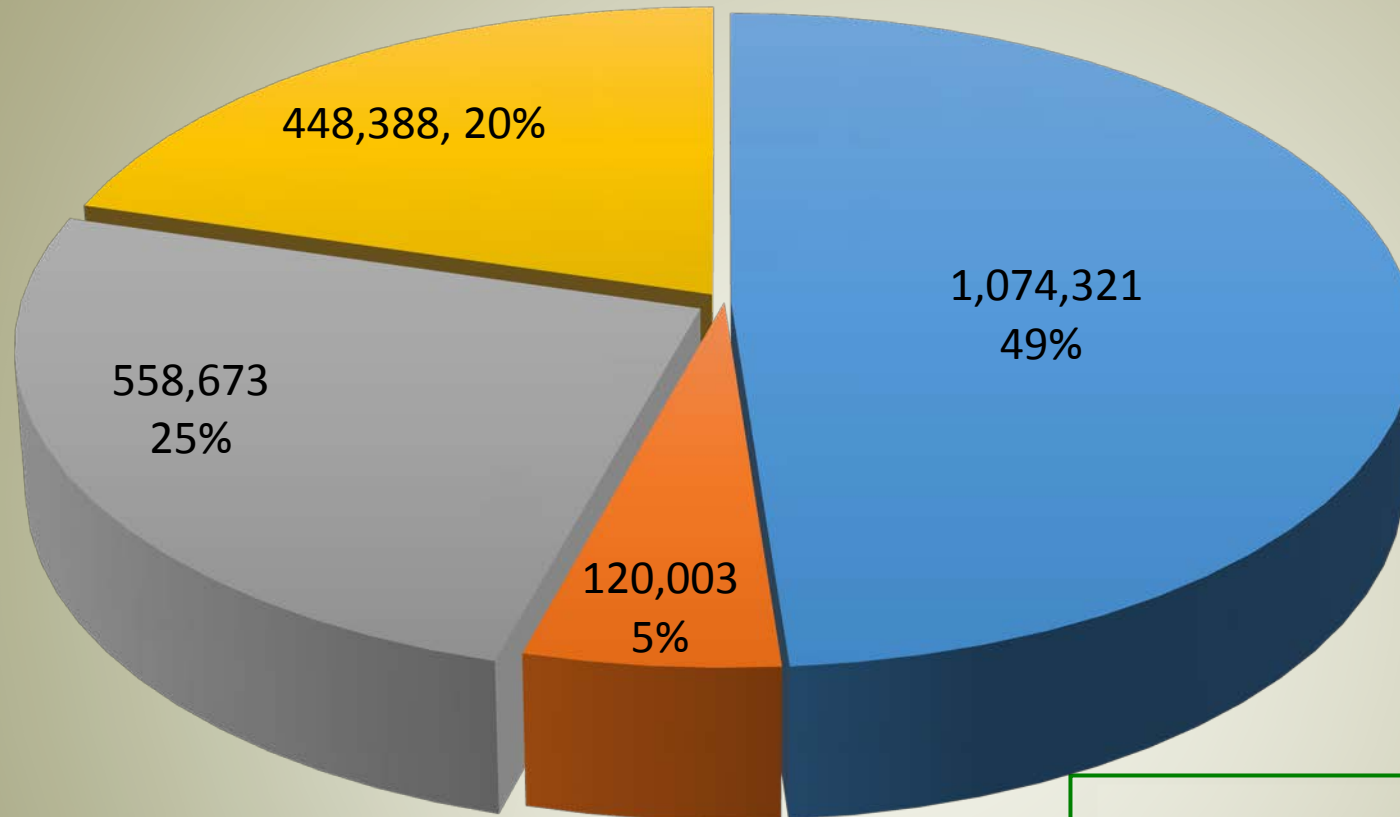
Lodging Revenues



■ Partners
 ■ Group
 ■ Leisure

	2018		2017		2016	
Partners	467,978	15%	490,390	19%	484,395	24%
Group	1,028,623	33%	774,738	29%	582,608	28%
Leisure	1,652,065	52%	1,375,883	52%	988,589	48%
	<u>3,148,666</u>		<u>2,641,011</u>		<u>2,055,592</u>	

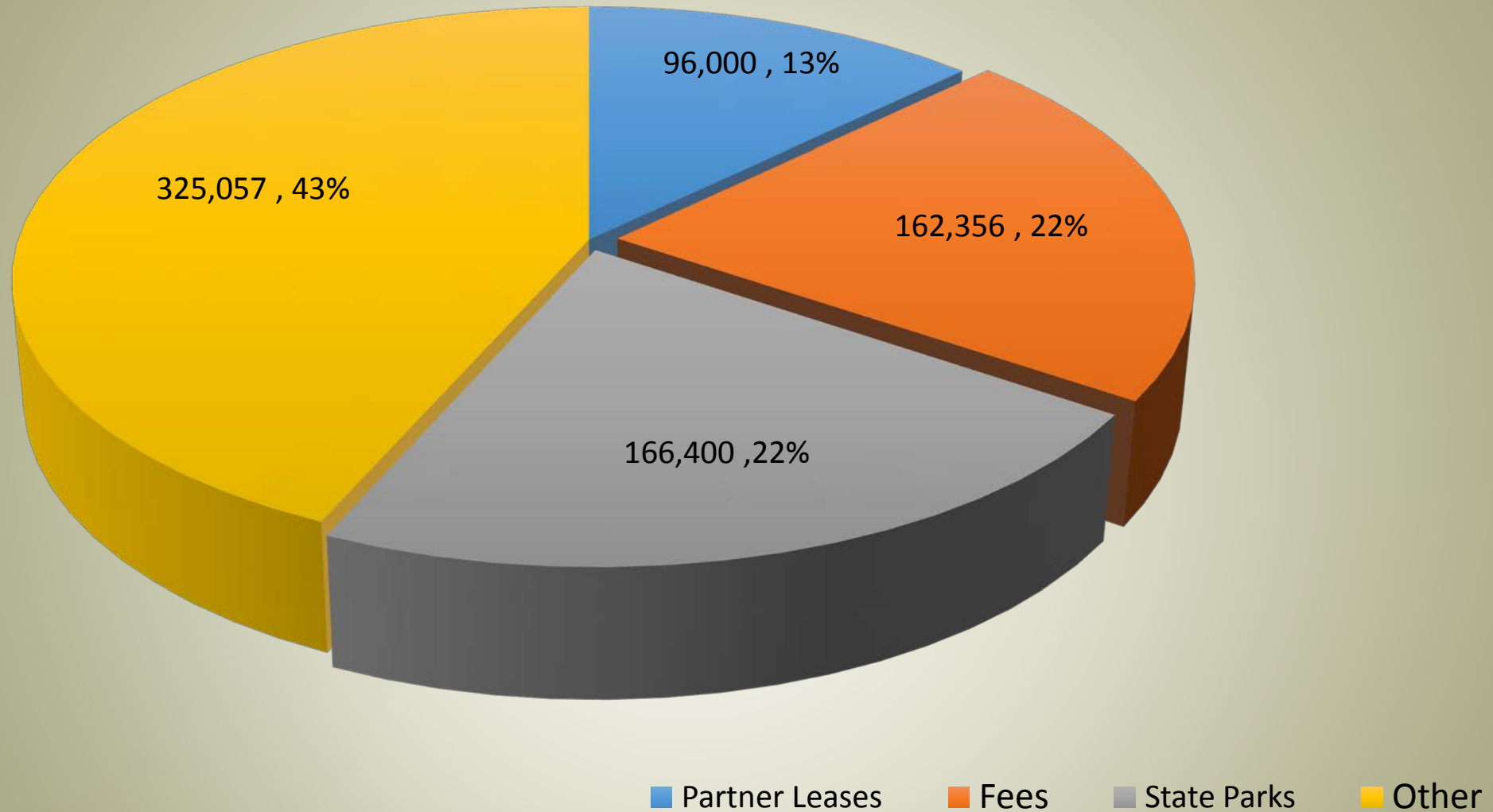
Food & Beverage Revenues



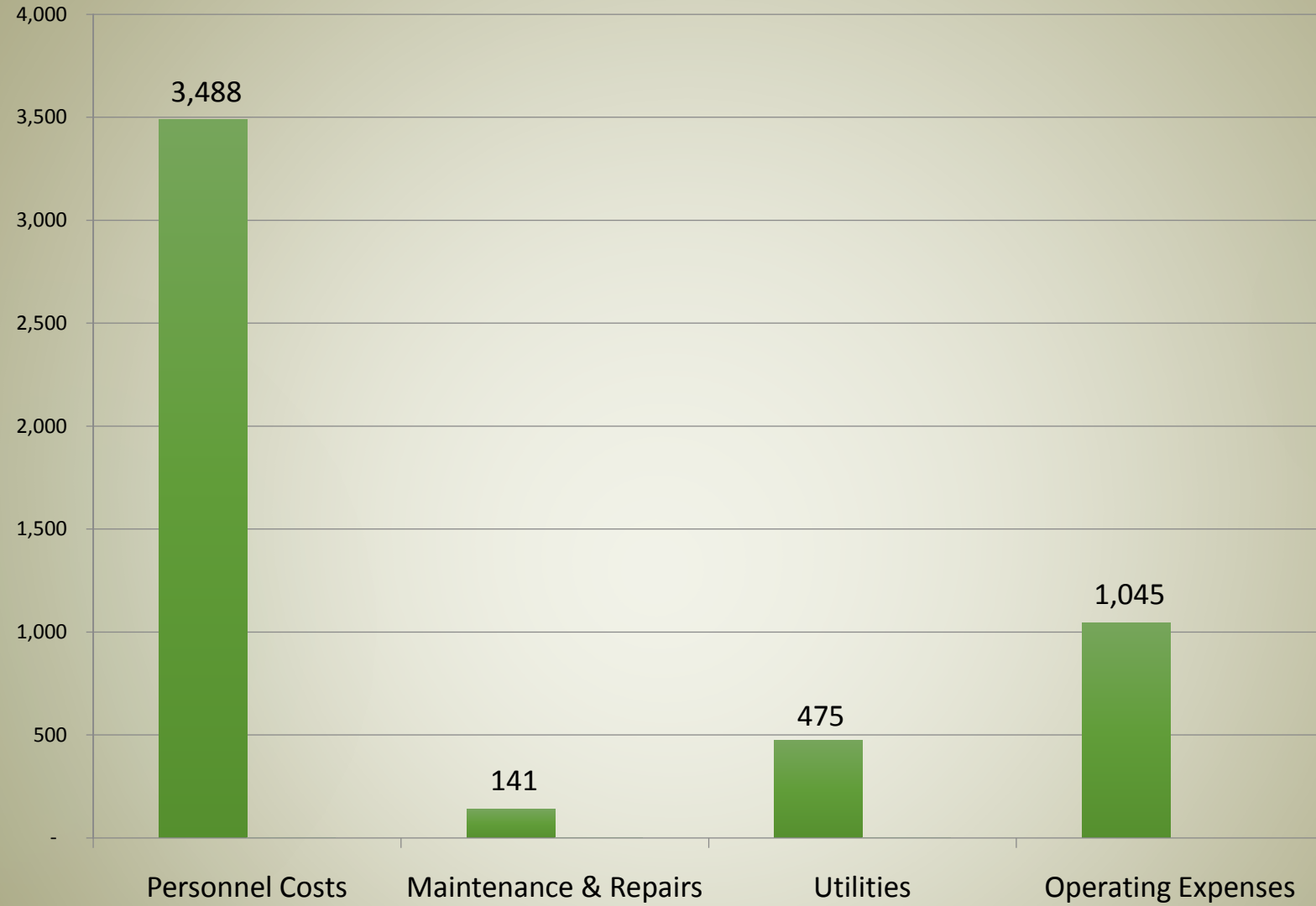
■ Catering/Mess Hall
 ■ Cablehouse
 ■ Guardhouse
 ■ Reveille

	2018	2017	% Difference
Catering/Mess Hall	1,074,321	926,440	16%
Cablehouse	120,003	94,871	26%
Guardhouse	558,673	465,425	20%
Reveille	448,388	354,520	26%
	<u>2,201,384.90</u>	<u>1,841,256.00</u>	20%

Other Revenues



Expenses



Presented in 1,000

Maintenance Transfer Additions

Contracts	\$	111,000
Personnel	\$	344,173
Materials	\$	100,000
Equipment	\$	25,000
	\$	<u>580,173</u>

SUMMARY CASH FLOW

	For the Year Ending	12/31/2018
	Cash at Beginning of Year	\$ 125,000
Operations		
Accounts Receivable		675,000
Revenue		4,157,300
Adv Deposits		450,000
Line of Credit		200,000
Capital Fund Loan		150,000
Inflows		<u>5,632,300</u>
Outflows		5,599,894
Net Cash Flow from Operations		157,406
Net Increase in Cash		32,406
	Cash at End of Year	\$ 157,406

FORT WORDEN

2018 Capital Improvement Budget

Project Description	Estimated Beginning Fund Balance	Financing	Expenditures	Ending Fund Balance
<i>Capital Improvements</i>				
Glamping	\$ 70,000	\$ 500,000	\$ 450,000	\$ 120,000
Energy Efficiency Project	\$ 75,000	\$ 1,600,000	\$ 1,675,000	\$ -
<i>Planning & Development</i>				
Culinary Planning & Development	\$ 29,225		\$ 29,225	\$ -
Makers Square	\$ 1,367,623	\$ -	\$ 588,500	\$ 779,123
Fundraising	\$ 50,000		\$ 50,000	\$ -
Total	\$ 1,591,848	\$ 2,100,000	\$ 2,742,725	\$ 899,123

Major Risks & Opportunities

RISKS

- Maintenance Transfer
- Minimum Wage Increase & Employment Regulations
- Collateral for Financing Opportunities
- No Employee Housing
- Delay in Approval of Capital Budget
- Limited Leasehold Improvement Funds
- Makers Square Funding
- Pace/Workload
- Cash flow

OPPORTUNITIES

- ✓ Growth in Partners & Group Sales
- ✓ Diversified Product & Service Offerings
- ✓ Increased Efficiencies
- ✓ Improved Digital and Print Collateral
- ✓ Increasing Legislative Support
- ✓ Downtown Relationship Building
- ✓ New Sales Opportunities
- ✓ Departmental Accountability
- ✓ Fort Worden Foundation

Questions?