## 2019 Strategic Priorities

**Goal: Build Fort Worden As A National Destination For Arts, Culture and Education**

<table>
<thead>
<tr>
<th>PRIORITY 1</th>
<th>PROVIDE A MEMORABLE AND EXTRAORDINARY GUEST EXPERIENCE</th>
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</thead>
<tbody>
<tr>
<td>PRIORITY 2</td>
<td>ENSURE A SUSTAINABLE YEAR-ROUND ECONOMY</td>
</tr>
<tr>
<td>PRIORITY 3</td>
<td>PRESERVE AND REVITALIZE OUR HISTORIC CAMPUS</td>
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<tr>
<td>PRIORITY 4</td>
<td>BECOME THE EMPLOYER OF CHOICE</td>
</tr>
<tr>
<td>PRIORITY 5</td>
<td>DEVELOP AND NURTURE PARTNERSHIPS FOR SUCCESS</td>
</tr>
</tbody>
</table>
Executive Team

*Build Fort Worden As A National Destination For Arts, Culture and Education*

- Develop Community Partnerships & Sponsorships
- Solicit RFPs and Write an Operations Plan for Makers Square
- Evaluate Hospitality & Culinary Arts Programs
- Develop & Integrate Sustainability Program Campus-wide
- Build Capacity of Fort Worden Foundation
- Establish a Leadership Development & Performance Management Program
Strategic Initiatives

- **PRIORITY 1: Provide A Memorable & Extraordinary Guest Experience**
  - Incorporate Best Practices to Continue to Grow our Commitment to Sustainability.
    - Complete Sustainability Plan
    - Secure grant funding for sustainability initiatives—$20,000 minimum and funds to purchase LeanPath technology in 2020; composter or other equipment in 2021 and a future organic garden
    - Begin Green Seal Certification review of operational recycling and waste management, including food waste
    - Establish food waste reduction measurements and SOPs to strengthen grant proposals
    - Assess and communicate how leadership in environmental sustainability aligns with, and strengthens our brand and culture
    - Develop training, education and outreach program and materials
**Strategic Initiatives**

**PRIORITY 2: Ensure a Sustainable Year Round Economy**

- Increase Annual Fundraising Efforts for New Initiatives
  - Assist in raising funds in accordance with the annual fundraising plan. Example Wayfinding

**PRIORITY 5: Develop and Nurture Partnerships for Success**

- Establish a New Culinary & Hospitality Services Training Program.
  - Complete feasibility study for future culinary space/program
  - Secure grant funding for the program—$20,000 minimum
Sales & Marketing

_PRIORITY 1: Provide a Memorable & Extraordinary Guest Experience_

- Continue to Improve Operating Systems
  - Design a new website
  - Prepare staff and prepare existing system to integrate with POS system with better efficiencies and provide desired analytics

- Execute to the Organizational Commitments to Continually Improve the Guest Experience
  - Extensive cross-training in Sales sub-departments (Sales/Front Desk/Reservations) by providing more guest information prior to arrival by maximizing CRM, Siteminder
  - Initiate Partner On-boarding packet to increase efficiencies and share communications for consistency
  - Create more personalized guest experience with improved phone tree reservations more directly to Restaurants, welcome notes and amenities, group lanyards and early check-in (as appropriate)
  - Host additional campus tours and cross train existing staff to be knowledgeable to extend FAM and site tours
PRIORITY 2: Ensure a Sustainable Year-Round Economy

- Increase Group Sales in Value Season
  - Write a marketing and sales plan
  - Identified target market segments in digital and social media to extend peak season
  - Established an outreach strategy to recruit non-peak (value) seasons via website and marketing plan with social media and more strategic ad-buys
  - Identified strategy to increase annual group bookings, A/V – meeting space and contracted F&B by 7–10%

PRIORITY 3: Preserve & Revitalize our Historic Campus

- Develop historical information and pictures in accommodations and other key venues on campus
- Collaborate with Maintenance, Housekeeping and Facilities to prioritize accommodation improvements to offer better value priced and extended stays
- Create partnership with PT Historical Society
PRIORTY 4: Be the Employer of Choice

- Provide Adequate Resources for People to Continue to Succeed in their Work
  - Initiate webinar training through CVENT & Washington Hospitality Association as cost effective training methods
  - Continue team development for 100% Sales retention
  - Actively engage staff involvement in sales process, training and problem solving
  - Employ marketing task management and project planning tools; build staff knowledge of partners & products

PRIORTY 5: Develop & Nurture Partnerships for Success

- Grow Cross-Selling Opportunities with Key Partners and Stakeholders
  - Feature Local Vendors
  - Disseminate community video *Getting Here* to promote local and regional opportunities
  - Train staff as Guest Experience Coordinators as group concierges to extend tenant partner learning and teambuilding opportunities as a part of group contracts
Food & Beverage

**PRIORIT 1: Provide A Memorable & Extraordinary Guest Experience**

- Execute to the Organizational Commitments to Continually Improve the Guest Experience
  
  - Develop and maintain a high quality training and mentoring work environment
  
  - Produce quality, nutritious food in an environment that champions all who contribute – from farmers, to chefs, to service staff. Farm to Fort
  
  - Implement a quality assurance program and establish standard operating procedures to deliver consistent quality

- Incorporate Best Practices to Grow our Commitment to Sustainability
  
  - Decrease food waste & improve employee productivity
Food & Beverage

PRIORIT 2: Ensure A Sustainable Year-round Economy

- Increase Sales Opportunities for Guests
  - Identify new revenue streams

- Increase Number of Partners/Partnership and Related Revenues
  - Build collaborative opportunities for partners to get more involved in our culinary journey
Guest Services

**PRIORITY 1: Provide A Memorable & Extraordinary Guest Experience**

- Continue to Improve Property Services & Accommodations
  - Refresh at least 5 accommodations and make interior improvements to 2 to 3 units: NCO, Bricks, 10E & 10W, 225 and 245
  - Implement a routine window cleaning program
  - Implement a routine building & power washing program
  - Implement a quality assurance program for housekeeping

- Continue to Improve Operating Systems
  - Assign dedicated staff to and improve the key management program
  - Provide a written safety plan & improve the incident reporting system

- Incorporate Best Practices to carry out Sustainability Program
  - Implement a campus-wide recycling and waste reduction strategy
Guest Services

**PRIORITY 2: Ensure A Sustainable Year-round Economy**

- Increase Sales Opportunities for All Guests
  - Implement phase 1 in-room merchandise sales plan

**PRIORITY 3: Preserve & Revitalize Our Historic Campus**

- Engage Staff & Visitors to Learn More About our History
  - Incorporate historic stories & interpretive displays in accommodations & meeting rooms
  - Create outdoor gathering spaces
Facilities

**PRIORITY 1: Provide A Memorable & Extraordinary Guest Experience**

- Continue to Improve Operating Systems
  - Build an annual grounds & maintenance plan for aging facilities and equipment to ensure functional accommodations & meeting spaces
  - Develop an emergency management plan
  - Participate in and provide support for the environmental sustainability program

**PRIORITY 3: Preserve & Revitalize our Historic Campus**

- Increase the Diversity & Total Number of Accommodations
  - Complete Phase 1 of Glamping project
  - Renovate interior of Building 245 with new kitchen, laundry area, and paint throughout. Add new restrooms to Building 16
  - Continue window restoration project across campus
Facilities

Priority 3: Preserve & Revitalize our Historic Campus

- Improve & Upgrade Operating Systems to Improve Efficiencies & Quality of Operations
  - Develop resource conservation management program
  - Use Maintenance Connection to manage & track the health of building assets

- Improve the State of Campus Grounds & Infrastructure
  - Facilitate State Parks' Capital Projects including sewer, electrical undergrounding, fire alarm upgrade, and water systems
  - Establish planned maintenance program for equipment class assets (e.g., boilers).
  - Establish planned maintenance program for landscape assets and for parking, roads & sidewalks
  - Participate in and provide support for the environmental sustainability program.
  - Enhance landscape renovations including supporting the Glamping project.
Finance and Administration

**PRIORITY 1: Provide A Memorable & Extraordinary Guest Experience**

- Continue to Improve Operating Systems
  - Install new property management system
  - Provide increased bandwidth options for group meetings

**PRIORITY 2: Ensure a Sustainable Year Round Economy**

- Monitor Key Cost Centers & Track for Sustainability Gains
  - Achieve an acceptable personnel and operating cost to revenue ratio for Operations
  - Implement purchasing program to achieve best purchase costs

**PRIORITY 4: Employer of Choice**

- Build Opportunities for Professional Growth
  - Design & implement leadership development & performance management programs
  - Provide targeted training and initiate non-certificate hospitality classes.
- Provide Adequate Resources for People to succeed at the Fort
  - Seek funding for seasonal employee housing
  - Initiate a volunteer/internship program
## Operating Budget

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
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<tr>
<td>Accomodations</td>
<td>$ 3,456,992</td>
<td>$ 2,930,671</td>
<td>$ 2,603,267</td>
<td>$ 2,051,879</td>
<td>18%</td>
<td>13%</td>
<td>27%</td>
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<tr>
<td>Food &amp; Beverage</td>
<td>$ 2,722,544</td>
<td>$ 2,482,484</td>
<td>$ 1,875,690</td>
<td>$ 1,551,897</td>
<td>10%</td>
<td>32%</td>
<td>21%</td>
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<tr>
<td>Other Revenues</td>
<td>$ 910,369</td>
<td>$ 907,508</td>
<td>$ 731,284</td>
<td>$ 714,035</td>
<td>0%</td>
<td>24%</td>
<td>2%</td>
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<tr>
<td>Grants</td>
<td>$ 60,000</td>
<td>$ 25,085</td>
<td>$ 10,500</td>
<td>$ 63,588</td>
<td>139%</td>
<td>139%</td>
<td>-83%</td>
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<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 7,149,906</td>
<td>$ 6,345,748</td>
<td>$ 5,220,741</td>
<td>$ 4,381,399</td>
<td>13%</td>
<td>22%</td>
<td>19%</td>
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<tr>
<td><strong>Cost of Goods</strong></td>
<td>$ 1,131,460</td>
<td>$ 939,082</td>
<td>$ 782,539</td>
<td>$ 676,303</td>
<td>20%</td>
<td>20%</td>
<td>16%</td>
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<td><strong>Gross Revenues</strong></td>
<td>$ 6,018,446</td>
<td>$ 5,406,666</td>
<td>$ 4,438,202</td>
<td>$ 3,705,096</td>
<td>11%</td>
<td>22%</td>
<td>20%</td>
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<tr>
<td><strong>Operating Expenses</strong></td>
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<tr>
<td>Personnel Costs</td>
<td>$ 3,980,257</td>
<td>$ 3,833,420</td>
<td>$ 2,815,842</td>
<td>$ 2,413,304</td>
<td>4%</td>
<td>36%</td>
<td>17%</td>
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<tr>
<td>Maintenance &amp; Repairs</td>
<td>$ 180,813</td>
<td>$ 194,362</td>
<td>$ 101,161</td>
<td>$ 111,176</td>
<td>-7%</td>
<td>92%</td>
<td>-9%</td>
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<tr>
<td>Utilities</td>
<td>$ 479,497</td>
<td>$ 543,160</td>
<td>$ 516,146</td>
<td>$ 438,107</td>
<td>-12%</td>
<td>5%</td>
<td>18%</td>
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<tr>
<td>Operating Expense</td>
<td>$ 1,254,865</td>
<td>$ 1,048,678</td>
<td>$ 859,007</td>
<td>$ 700,833</td>
<td>20%</td>
<td>22%</td>
<td>23%</td>
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<tr>
<td>Capital Purchases &amp; Leasehold Imp</td>
<td>$ 40,000</td>
<td>$ 15,741</td>
<td>$ 60,583</td>
<td>$ 13,542</td>
<td>154%</td>
<td>-74%</td>
<td>347%</td>
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<td><strong>Total Expenses</strong></td>
<td>$ 5,935,433</td>
<td>$ 5,635,361</td>
<td>$ 4,352,739</td>
<td>$ 3,676,962</td>
<td>5%</td>
<td>29%</td>
<td>18%</td>
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<tr>
<td><strong>Net Revenues</strong></td>
<td>$ 83,013</td>
<td>$(228,695)</td>
<td>$ 85,463</td>
<td>$ 28,135</td>
<td>275%</td>
<td>-268%</td>
<td>204%</td>
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</tbody>
</table>
Revenues Lodging

- Accomodations: $986,178
- Groups: $1,644,065
- Vacation/Nonrefundable: $519,749
- Partners: $325,000
- Glamping
Revenues  Food & Beverage

- Catering/Messhall: $699,401
- Cablehouse: $135,460
- Guardhouse: $518,151
- Reveille: $1,369,532
Operating Expenses–Contracts

- Other
- Music & Entertainment
- Maintenance Contracts
- Janitorial
- Comm-Info-Tech
- Alarm/Security/Fire
- Advertising/Marketing
- Audit/Accounting

[Bar chart showing the distribution of expenses]
# Operating Cash Flow

<table>
<thead>
<tr>
<th>Operations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at Beginng of Year</td>
<td>$150,000</td>
</tr>
<tr>
<td>Revenues</td>
<td>$6,694,378</td>
</tr>
<tr>
<td>Loans</td>
<td>$400,000</td>
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<tr>
<td>Total Inflows</td>
<td>$7,244,378</td>
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<tr>
<td>Outflows</td>
<td>$6,842,818</td>
</tr>
<tr>
<td><strong>Net Cash Flow from Operations</strong></td>
<td>$401,560</td>
</tr>
<tr>
<td><strong>Net Increase in Cash</strong></td>
<td>$251,560</td>
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# Capital Fund Budget

<table>
<thead>
<tr>
<th></th>
<th>Glamping</th>
<th>Makers Square</th>
<th>Other Leasehold Improvements Buildings 245/16</th>
<th>Historic Windows Restoration Project</th>
<th>Fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fund Balance</strong></td>
<td>$1,400,000</td>
<td>$4,000,000</td>
<td>$100,000.00</td>
<td>$70,000.00</td>
<td>$-</td>
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<tr>
<td><strong>To be Raised</strong></td>
<td></td>
<td></td>
<td>$100,000.00</td>
<td>$70,000.00</td>
<td>$65,000.00</td>
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<tr>
<td><strong>Personnel Costs/A&amp;E</strong></td>
<td>$197,000</td>
<td>$280,000</td>
<td>$35,116</td>
<td>$42,500</td>
<td>$60,000.00</td>
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<tr>
<td><strong>Infrastructure/Site</strong></td>
<td>$485,500</td>
<td>$272,432</td>
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<tr>
<td><strong>Construction</strong></td>
<td>$369,530</td>
<td>$2,743,579</td>
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<tr>
<td><strong>Contracts</strong></td>
<td>$20,000</td>
<td>$80,000</td>
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<tr>
<td><strong>Materials</strong></td>
<td>$129,750</td>
<td></td>
<td>$61,000</td>
<td>$17,500</td>
<td>$1,000.00</td>
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<td><strong>Contingency</strong></td>
<td>$60,000</td>
<td>$163,461</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$1,261,780</td>
<td>$3,539,472</td>
<td>$96,116</td>
<td>$60,000</td>
<td>$61,000</td>
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<tr>
<td><strong>Sales Tax</strong></td>
<td>$113,560</td>
<td>$318,552</td>
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<tr>
<td><strong>Total</strong></td>
<td>$1,375,340</td>
<td>$3,858,024</td>
<td>$96,116</td>
<td>$60,000</td>
<td>$61,000</td>
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<tr>
<td><strong>Ending Fund Balance</strong></td>
<td>$24,660</td>
<td>$141,976</td>
<td>$3,884</td>
<td>$10,000</td>
<td>$4,000</td>
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## Risk & Opportunities

<table>
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<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Flow</td>
<td>New Sales Opportunities</td>
</tr>
<tr>
<td>Glamping Timeline</td>
<td>Diversified Accommodations &amp; New Revenue Streams</td>
</tr>
<tr>
<td>Limited Funds for Leasehold Improvements &amp; Major Repairs</td>
<td>New Partnerships</td>
</tr>
<tr>
<td>Minimum Wage Increase</td>
<td>Integrated Systems</td>
</tr>
<tr>
<td>No Employee Housing</td>
<td>Increased Efficiencies</td>
</tr>
<tr>
<td>Potential Recession</td>
<td>Increased resources for PR and Communications</td>
</tr>
<tr>
<td>Pace/Workload</td>
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<tr>
<td>Aging Equipment &amp; Repair Needs</td>
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<tr>
<td>Utilities Budget</td>
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<tr>
<td>Accommodations off-line due to sewer/infrastructure upgrades</td>
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</tbody>
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QUESTIONS?