

## DRAFT 2018-2020 STRATEGIC PRIORITIES

### Strategic Goal:

**Create a National Destination for Lifelong Learning Opportunities**

FORT WORDEN PRIORITIES	PROVIDE A MEMORABLE AND EXTRAORDINARY GUEST EXPERIENCE	ENSURE A SUSTAINABLE YEAR-ROUND ECONOMY	PRESERVE AND REVITALIZE OUR HISTORIC CAMPUS	BECOME THE EMPLOYER OF CHOICE	DEVELOP AND NURTURE PARTNERSHIPS FOR SUCCESS
<b>3-Year Organizational Goals</b>	Hospitality policies, programs and services are consistently delivered with exceptional customer service satisfaction	Financial decision-making furthers program and capital plan objectives while embracing fiscally responsible actions	Capital and leasehold improvements protect historic resources while improving campus facilities, infrastructure and program development	Provide employees with interesting work, career advancement opportunities, a sense of purpose, responsibility and recognition for a job well done.	Partnerships demonstrate campus financial health and ensures excellence in the delivery of core Lifelong Learning Center programs and services

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BUSINESS GOAL: BUILD FORT WORDEN CENTER FOR LIFELONG LEARNING TO BE A RENOWNED NATIONAL DESTINATION

PROVIDE A MEMORABLE AND EXTRAORDINARY GUEST EXPERIENCE			
Strategy	Year 1	Year 2	Year 3
Continually improve property services & accommodations.	<p>A minimum of 5 accommodations and 3 meeting rooms will be refreshed.</p> <p>Fully integrate building 202 into meeting space offerings and rentals.</p> <p>Paint and do modest improvements of at least two exterior accommodations.</p> <p>Refresh the Mess Hall and Canteen to better reflect the historical significance as seen in each brand.</p> <p>Make sure that the annual maintenance and grounds plan includes aesthetic goals that deliver best possible first impression.</p>	<p>A minimum of 5 accommodations and 3 meeting rooms will be refreshed.</p> <p>Glamping units completed in Phase 1 available for rent by peak season.</p> <p>Paint and do modest improvements of at least two exterior accommodations.</p> <p>Interior improvements to be made to 2-3 unites that will maximize bookings.</p> <p>Purchase electric carts for tours and assistance to rooms and maintenance and housekeeping.</p> <p>Add an outdoor portable stage on Parade Grounds.</p> <p>Make sure that the annual maintenance and grounds plan includes aesthetic goals that deliver best first impression possible.</p>	<p>A minimum of 5 accommodations and 3 meeting rooms will be refreshed.</p> <p>Glamping units completed in Phase 2 available for rent by peak season.</p> <p>Paint and do modest improvements of at least two exterior accommodations.</p> <p>Interior improvements to be made to 2-3 units that will maximize bookings.</p> <p>Develop emergency electrical generator project for Commons.</p> <p>Make sure that the annual maintenance and grounds plan includes aesthetic goals that deliver best first impression possible.</p>

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Strategy	Year 1	Year 2	Year 3
Continually improve operating systems.	<p>Invest in new management systems and equipment to improve communications, efficiencies and reduce redundancies and errors.</p> <p>Ensure Wi-Fi access is reliable and consistent throughout the 90 acres.</p> <p>Increase streaming capabilities for use in meeting spaces.</p> <p>Implement an energy management plan that ensures heating &amp; electrical systems are adequately functioning in accommodations and meeting spaces.</p> <p>Implement the emergency broadcast system.</p>	<p>Purchase modules for the property management and point of sale systems to continue to improve operating efficiencies and provide desired analytics.</p> <p>Provide increased bandwidth options for overnight guests and group meetings – offer purchase options to other users.</p> <p>Design a new website.</p> <p>Add modern AV and communication tech systems in meeting spaces.</p> <p>Establish a routine maintenance plan for aging facilities and equipment to ensure functional accommodations and meeting spaces.</p> <p>Develop emergency management and incident communication tools and protocols.</p>	<p>Refine property management and point of sale systems to continue to improve operating efficiencies</p> <p>Build staffing capabilities and continue to add modern AV and communication tech systems to meeting spaces.</p> <p>Implement an emergency preparedness training program and train staff.</p>

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<b>Strategy</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<p>Execute on organizational commitments to continually improve guest services.</p>	<p>Design more effective and consistent communication materials that help the guest easily navigate the Fort and its activities.</p> <p>Design a property wide quality assurance program.</p> <p>Increase staff knowledge of Fort, mission and core values through training programs and deliver on-board within 30 days for new hires.</p> <p>Improve internal processes &amp; policies to encourage consistent quality and proactive actions by staff.</p> <p>Design and deliver standard training and cross-training programs that engage staff in the Fort and are focused on delivering quality guest services.</p> <p>Establish survey and reporting systems that measures guest satisfaction on frequent intervals.</p>	<p>Secure funding to design a Wayfinding, interpretive and building signage program.</p> <p>Implement a property wide quality assurance program.</p> <p>Increase staff knowledge of Fort, mission and core values through training programs and deliver on-board within 30 days for new hires.</p> <p>Implement amenity program for VIP groups and planners.</p> <p>Deliver standard training and cross-training programs that focus on delivering quality guest services.</p> <p>Continue to track guest satisfaction on frequent intervals.</p>	<p>Install improved Wayfinding, interpretive and building signage.</p> <p>Refine the property wide quality assurance program.</p> <p>Increase staff knowledge of Fort, mission and core values through training programs and on-board completed within 30 days for new hires.</p> <p>Deliver standard training and cross-training programs that focus on delivering quality guest services.</p> <p>Continue to track guest satisfaction on frequent intervals.</p>

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<b>PROVIDE A MEMORABLE AND EXTRAORDINARY GUEST EXPERIENCE</b>			
<b>Strategy</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Incorporate best practices to continually grow our commitment to sustainability.	<p>Complete a written sustainability plan.</p> <p>Implement an improved recycling system in all accommodations and meeting rooms that is convenient and easy to find.</p> <p>Design signage and educational materials that speak to the Fort's environmental stewardship initiatives.</p>	<p>Establish best hospitality practices and green/responsible purchasing policies</p> <p>Implement campus-wide recycling and waste reduction strategy</p> <p>Develop composting and food waste program</p> <p>Develop training, education and outreach programs</p> <p>Initiate lighting and plumbing retrofits in all facilities</p>	<p>Incorporate sustainable policies into SOPs for each department</p> <p>Increase number of recycling centers around campus</p> <p>Implement food waste reduction program</p> <p>Host first annual sustainability fair</p> <p>Continue lighting and plumbing retrofits in all facilities</p>
Expand visitor service package options that provide new and rewarding experiences for guests.	<p>Launch two new package prototypes and test for viability and guest interest.</p> <p>Identify collaborative initiatives with Port Townsend and surrounding community and provide packages to support initiatives.</p> <p>Create up to two new initiatives in food services that improve the dining experience for guests.</p>	<p>Launch one new package prototype and test for viability and guest interest and do full integration of those that worked the previous year.</p> <p>Develop collaborative initiatives with Port Townsend and surrounding community and provide packages to support community partnerships.</p> <p>Create up to two new initiatives in food services that improved the dining experience for guests.</p> <p>Contract with travel services (e.g. Puget Sound Express).</p>	<p>Launch one new package prototype and test for viability and guest interest and do full integration of those that worked the previous year.</p> <p>Expand collaborative initiatives with Port Townsend and surrounding community and provide packages to support initiatives.</p> <p>Create up to two new initiatives in food services that improved the catered experience for guests.</p> <p>Assess feasibility of providing a water taxi service.</p>

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PROVIDE A MEMORABLE AND EXTRAORDINARY GUEST EXPERIENCE			
Strategy	Year 1	Year 2	Year 3
Measure what is important.	<u>Key Performance Indicator:</u> Average Daily Rate by Market Segment by Month and Year over Year  <u>Other Metrics:</u> Guest Satisfaction Surveys and 3 <sup>rd</sup> party booking engine reviews % of Annual Guest and Group Return Business # of accommodations and meeting space improved # of new service packages well received and implemented		

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BUSINESS GOAL: BUILD FORT WORDEN CENTER FOR LIFELONG LEARNING TO BE A RENOWNED NATIONAL DESTINATION

ENSURE A SUSTAINABLE YEAR-ROUND ECONOMY			
Strategy	Year 1	Year 2	Year 3
Increase group sales during the non-peak (value) season.	<p>Further define target market segments.</p> <p>Develop a strong messaging platform and identify most appropriate market channels to reach target market segments.</p> <p>Increase annual sales by 15%.</p>	<p>Market and promote based on an annual marketing and sales plan.</p> <p>Focused outreach and sales to specific new target market.</p> <p>Increase annual sales by 10%.</p>	<p>Market and promote based on an annual marketing and sales plan</p> <p>Focused outreach and sales to one new target market.</p> <p>Increase annual sales by 10%</p>
Increase # of partners/ partnerships and related revenues.	Further define partners & partnerships needs and refine recruitment and selection criteria.	<p>Solicit Request for Proposals for Makers Square tenants and new partnerships.</p> <p>Increase annual partner sales by 5%</p>	<p>Solicit Request for Proposals for new on-site tenant partners and partnerships.</p> <p>Increase annual partner sales by 5%</p>
Increase sales opportunities for all other guests.	<p>Identify and offer value season appropriate guest packages.</p> <p>Design an in-room amenity sales plan for accommodations.</p> <p>Increase food outlet business by increasing our ability to provide consistent service and capture more of the local market.</p>	<p>Identify and offer value season appropriate guest packages.</p> <p>Implement Phase 1 in-room amenity sales plan for accommodations.</p> <p>Continue to implement food outlet initiatives that provide an exceptional food experience and grow local reputation.</p>	<p>Identify and offer value season appropriate guest packages.</p> <p>Implement Phase 2 in-room amenity sales plan for accommodations.</p> <p>Continue to implement food outlet initiatives that provide an exceptional food experiences.</p>

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ENSURE A SUSTAINABLE YEAR-ROUND ECONOMY			
Strategy	Year 1	Year 2	Year 3
Increase community use, events and festivals	Explore options for increased community use of Wheeler, McCurdy, and USO event spaces	Solicit sponsorships to increase community use of Wheeler theater.  Seek partnership for increased campus events and festivals	Recruit additional partnerships that will increase use of Wheeler, McCurdy, and USO for events & festivals.
Increase annual fundraising efforts for new initiatives and capital improvements.	Establish an annual fundraising plan.  Secure \$250,000 in new grants that support next year priorities.	Raise funds in accordance with the annual fundraising plan.  Secure \$300,000 in new grants that support next year priorities.	Raise funds in accordance with the annual fundraising plan.  Secure \$500,000 in new grants that support next year priorities.
Monitor key cost centers and track for sustainability gains.	Maintain a consistent and acceptable personnel cost to revenue ratio.  Install energy efficiency upgrades to reduce electrical and fuel costs.  Design waste reducing plans focused on utility usage, garbage and food.	Maintain a consistent and acceptable personnel cost to revenue ratio.  Initial purchase of electric fleet for maintenance and housekeeping.  Implement Phase 2 waste reducing plans focused on utility usage, garbage and food.	Maintain a consistent and acceptable personnel cost to revenue ratio.  Second purchase of electric fleet.  Expand waste reducing plans focused on utility usage, garbage and food.  Fully implement planned equipment class asset maintenance program.
Continually improve the Balance Sheet Current Ratio	Increase liquid cash reserves by 10%.	Increase liquid cash reserves by 15%.	Increase liquid cash reserves by 15%.



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ENSURE A SUSTAINABLE YEAR-ROUND ECONOMY			
Strategy	Year 1	Year 2	Year 3
Measure what is important.	<u>Key Performance Indicators:</u> RevPAR (Monthly and YTD Comparison) Accommodations Revenue by Main Market Segment (Monthly and YTD Comparison) Occupancy Rate and ADR (Monthly and YTD Comparison) Food Revenue by Food Outlet. Starting in Year 2 Revenue by Market Segment. Event Revenues Contributed Revenues Revenue/Personnel Cost Ratio Utility Costs Balance Sheet Current Ratio		

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PRESERVE & REVITALIZE OUR HISTORIC CAMPUS			
Strategy	Year 1	Year 2	Year 3
Continually improve the state of campus grounds and infrastructure.	<p>Manage the transition of facility maintenance responsibility from WA State Parks (WSP) to PDA.</p> <p>Coordinate planning of WSP capital projects and infrastructure plan.</p>	<p>Expand volunteer program and/or staffing as necessary to meet grounds maintenance needs and expectations</p> <p>Coordinate and monitor implementation of WSP Capital Projects including sewer replacement, electrical undergrounding, &amp; water system.</p>	<p>Develop equipment replacement program for grounds and maintenance crews</p> <p>Continue coordinating and facilitating WSP Capital Projects including sewer replacement, electrical undergrounding, and water distribution system.</p>
Improve & upgrade operating systems to improve efficiencies and quality of operations.	<p>Complete Energy Efficiency Projects</p> <p>Hire HVAC/plant mechanic</p> <p>Use Maintenance Connection to manage and track the health of the facility assets.</p>	<p>Develop maintenance programs for parking, roads and sidewalks</p> <p>Develop resource conservation management program for facilities</p>	<p>Develop horticultural assets inventory and plan</p> <p>Continue to implement resource conservation measures across campus</p>
Increase the diversity and total number of accommodations	<p>Complete feasibility and operations plan for Glamping. Secure funding for development.</p> <p>Complete feasibility study for NCO Row</p>	<p>Phase 1 Construction: New Glamping units</p> <p>Complete Design Development for NCO Row.</p>	<p>Phase 2 Construction: Develop additional Glamping units</p> <p>Phase 1 Construction for NCO Row.</p>
Complete Makers Square Revitalization Project	<p>Launch Capital Campaign.</p> <p>Complete construction documents.</p> <p>Recruit a project manager.</p>	<p>Go to bid &amp; start construction.</p>	<p>Complete construction/Move in</p> <p>Promote and launch first art festival and Makers Square events.</p>

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<b>PRESERVE &amp; REVITALIZE OUR HISTORIC CAMPUS</b>			
<b>Strategy</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Engage staff and visitors to learn more about the history and importance of the Fort and its buildings	Incorporate historical facts into employee newsletter and training programs.	Seek funding to design a multi-year plan to add historical information and historical pictures in accommodations and other key places on campus.	Continue to carry out the multi-year plan to “tell the Fort Worden story.”
Continually improve our commitment to sustainability.	Train staff on management of new energy efficient equipment.	Develop best practices in energy conservation measures, asset and risk management.	Provide communications and engagement of staff leadership for sustainability programs.
Measure what is important.	<p><u>Key Performance Indicators:</u>                      \$ PDA Capital Improvement Investments: Actual to Budget (Quarterly)                      \$ Partner Capital Improvement Investments: Actual to Budget (Quarterly)                      \$ on Maintenance and Repairs Actual to Budget (Monthly)</p> <p><u>Other Metrics:</u>                      Completion of capital &amp; maintenance projects to plan &amp; timeliness of completion in Work Order System</p>		

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<b>BE THE EMPLOYER OF CHOICE</b>			
<b>Strategy</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Align recruitment and retention with the Fort's Lifelong Learning culture.	<p>Define what it means to be an employer of choice in our field and in Port Townsend.</p> <p>Identify common language of Fort for consistent communication and Lifelong Learning Center culture.</p> <p>Reinforce team work, use of common language and accountability through training and management.</p> <p>Conduct semi-annual stratification surveys.</p> <p>Attract and retain professional and proficient staff.</p>	<p>Refine recruitment and retention strategies based on definition.</p> <p>Refine benefits based on definition.</p> <p>Refine metrics to monitor retention and employee satisfaction.</p> <p>Reinforce team work, use of common language and accountability through training and management.</p> <p>Conduct semi-annual stratification surveys.</p>	<p>Build on effective recruitment and retention strategies.</p> <p>Develop an engagement plan for staff to participate in lifelong learning opportunities with partners and partnerships.</p> <p>Reinforce team work, use of common language and accountability through training and management.</p> <p>Conduct semi-annual stratification surveys.</p>
Build opportunities for professional growth.	<p>Design leadership development and performance management programs.</p> <p>Develop a plan to establish an on-campus culinary and hospitality training program.</p>	<p>Implement leadership development and performance management programs.</p> <p>Offer initial non-certificate hospitality classes.</p>	<p>Further establish the leadership development and performance management programs.</p> <p>Establish a pathway for all staff to take courses through the hospitality training program.</p>

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<b>Strategy</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Provide clear expectations, appropriate feedback loops, and recognition.	<p>Establish regular orientation sessions for new hires.</p> <p>Design recognition initiatives for each department.</p> <p>Establish regular meeting schedules with directors, leadership team and all staff to communicate organizational expectations.</p> <p>Perform annual reviews.</p>	<p>Provide regularly scheduled orientations for new hires.</p> <p>Expand recognition initiatives for each department.</p> <p>Hold regular meeting schedules with directors, leadership team and all staff to communicate organizational expectations.</p> <p>Perform annual reviews.</p>	<p>Provide regularly scheduled orientations for new hires.</p> <p>Continue refreshing the recognition initiatives.</p> <p>Schedule regular meetings with directors, leadership team and all staff to communicate organizational expectations.</p> <p>Perform annual reviews.</p>
Provide adequate resources for people to continue to succeed in their work at the Fort.	<p>Provide limited seasonal employee housing in 203.</p> <p>Identify needs and provide adequate work spaces, tools and training.</p> <p>Make sure staffing plans are adequate for annual plan goals.</p> <p>Initiate a volunteer/internship program.</p>	<p>Expand the # of seasonal employee housing in 203.</p> <p>Repurpose buildings to be able to provide adequate work spaces and tools.</p> <p>Determine training needs for staff on a quarterly basis and deliver appropriate training.</p> <p>Make sure staffing plans are adequate for annual plan goals.</p> <p>Further develop the volunteer and/or internship program.</p>	<p>Determine opportunities to be more family friendly workplace.</p> <p>Identify building the could serve as admin center for employees and/or partners</p> <p>Determine training needs for staff on a quarterly basis and deliver appropriate training.</p> <p>Make sure staffing plans are adequate for annual plan goals.</p> <p>Recruit at least 10 volunteers and interns.</p>

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BE THE EMPLOYER OF CHOICE			
Strategy	Year 1	Year 2	Year 3
Measure what is important.	<p><u>Key Performance Indicators:</u> # of surveys returned and responses (Semi Annual) Staff are recruited in accordance with staffing plans (Monthly)</p> <p><u>Other Metrics:</u> # of staff that have leadership development plans. (Annually) # of staff that have completed training relevant to their current or future position (Annually) # of new hires that completed the on-boarding within 30 days of hire (Monthly) # of volunteer &amp; interns (Annually)</p>		

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DEVELOP & NURTURE PARTNERSHIPS FOR SUCCESS			
Strategy	Year 1	Year 2	Year 3
Identify and recruit new partners to increase program opportunities across the community	Identify gaps in partner ecosystem.	Solicit Requests for Proposals	Recruit 2 new tenant partners
Grow cross-selling opportunities with key partners and stakeholders	Develop up to 2 packages that cross-sell partners	Identify 2 new packages that cross-sell partners	Develop up to 2 packages that cross-sell community partnerships
Provide tenant improvement services for partner leased buildings	Define the services to be provided and applicable rates.	Implement an annual plan that lists identify leased building projects to be completed.	Carry out maintenance service projects on leased buildings.
Establish a new culinary & hospitality services training program	Explore curriculum and partnership options with local colleges.	Complete feasibility study for future culinary space/program	Determine next steps for development of culinary facility
Increase resources dedicated to public relations and community outreach to further Fort Worden economy and development potential.	<p>Invite legislators for tour &amp; stay at the Fort.</p> <p>Go on road show to highlight growth and success of Fort Worden and attract investors</p> <p>Designate FW as a “Creative District”</p>	<p>Invite legislators for tour &amp; stay at the Fort.</p> <p>Develop earned media plan for Makers Square roll-out</p> <p>Implement Creative District work plan</p>	<p>Invite legislators and funders for tour of Makers Square</p> <p>Host annual event with key legislators and supporters.</p>
Continually improve our commitment to sustainability.	Maximize the use of grant funding to support additional initiatives campus wide.	Work with event planner to develop “zero waste” events across campus.	Seek funding to establish annual sustainability fair and local partnerships (e.g., 2020 group)
Measure what is important.	<p><u>Key Performance Indicators:</u> # of new partners and partnerships (Annually)</p>		