

Job Description
Hospitality Manager, Fort Worden Public Development Authority
Nov. 1 2013

Summary

The Hospitality Manager is the business leader of the Fort Worden Public Development Authority's (FWPDA) role in transforming Fort Worden State Park's Campus area into a vibrant vacation, conference and educational center within the context of its mission as a center of lifelong learning. He/she is charged with:

- Implementing business plans approved by the FWPDA Board of Directors, and making periodic progress reports to the Board
- Collaborating in the co-management model with appropriate staff from the Washington State Parks and Recreation Commission, notably the Fort Worden State Park Manager, in operational planning and execution
- Maximizing profitable use of the Park's diverse accommodations facilities, food services, other visitor services and meeting/performance rooms. This includes negotiating appropriate contracts for certain guest services, such as food service and housekeeping.
- Proposing upgrades that will further enhance visitor use of facilities
- Managing all hospitality and conference services, including administration, bookkeeping and custodial services, including hiring and managing the necessary staff
- Manage RFPs, award and manage contracts for certain hospitality services, such as food service and housekeeping.
- Marketing the Campus at Fort Worden to a wide range of customers, and to ensuring that these customers benefit from excellent service and enjoy a satisfactory experience.
- Reports to the FWPDA Executive Director.

The role of the Hospitality Manager is distinct from the role of the FWPDA Executive Director, the other top FWPDA manager. The Hospitality Manager is charged with implementing the FWPDA's business plans for the Campus area, and has primary responsibility for the business success of all hospitality and conference services. He/she reports to the Executive Director. The Executive Director is charged with the overall strategic success of the FWPDA, fundraising, stakeholder relations and staffing the FWPDA Board.

Background: Fort Worden State Park

Fort Worden is a 434-acre park in Port Townsend, Wash. on the northeast coast of the Olympic Peninsula, two hours from Seattle via auto and ferry. It was an Army fort at the turn of the century, when most of the 70-plus surviving buildings were built centered on a grassy parade ground in what is now called the Campus area. This Campus consists of 90 acres of the 434 acres, with the rest devoted to an upland and a beachfront campground, a wooded hill laced with trails and old

bunkers, and a large lagoon. After it was decommissioned, it served as a juvenile detention center and then, since 1973, a state park and conference center. It has become Washington's iconic state park and is listed on the National Register of Historic Places.

Today it is a comprehensive multiple use facility. It is a traditional state park with campgrounds. Its Campus contains a huge variety of accommodations in historic buildings both large and small. Accommodations range from historic Victorian military housing (1, 2 and 3 bedroom units), to larger semi-private housing options (4, 5, 6 and 11 bedroom units) to former military barracks that provide dozens of single room-dormitories (with shared bathrooms) or more open barracks-style accommodations for large groups. The accommodations include 392 rentable units, or 456 beds. Food services include a state-of-the art dining hall with many room variations and a huge commercial kitchen that can serve up to 500 people, and a beachfront store with short-order dining. Guest services include a laundromat, maintenance and janitorial services and grounds keeping. Many buildings are leased to Partners, most of whom provide classes, workshops and performances in a variety of arts, sciences and trades. There are 15 Partners today. There is a wide variety of meeting rooms, classrooms and performance halls, including a chapel, a medium-sized theatre and a 1,200-seat performance hall. The Campus offers more than 56,000 square feet of meeting facilities.

State Park – FWPDA Partnership

In mid-2013, the Washington State Parks and Recreation Commission finished a seven-year planning process and elected to sign a Master Lease for Fort Worden with the FWPDA. The FWPDA is an entrepreneurial municipal entity created by the City of Port Townsend. This partnership will become fully functional on May 1, 2014. The goal of the partnership is to sustain the traditional state park while allowing the FWPDA to maximize Fort Worden's potential as a destination for visitors and conferences within the context of lifelong learning. Governance of this partnership, along with milestones and expectations, are detailed in a 50-year master lease, and the terms of this lease are legally binding. In this partnership, the Fort Worden Park Manager manages the traditional state park (campgrounds, infrastructure, major maintenance and repair) while the FWPDA Hospitality Manager manages the built Campus or conference center. The FWPDA Executive Director manages the strategic growth of the FWPDA. All three of these managers engage with each other in formal and informal ways to collaborate and coordinate activities in the interest of efficient and customer-friendly growth at Fort Worden.

Scope of Position

The Hospitality Manager's overarching goal is to create an integrated Fort Worden hospitality experience for guests, and to assist in the growth of programs and events that fulfill the lifelong learning center mission of the Campus. The

successful applicant will be a change agent, shifting hospitality services from a state agency platform to a responsive and customer-oriented business platform with an orientation toward growth, excellent customer experiences, return business and profitable operation.

The successful candidate will be an experienced, highly motivated, creative hospitality manager who excels in a collaborative environment involving Partners and key stakeholders. He/she will demonstrate the skill and willingness to accomplish a startup of a new hospitality enterprise within the existing Fort Worden Campus, and within the guidelines of the Master Lease signed with the Washington State Parks and Recreation Commission.

Duties and Responsibilities

- Implement and manage hospitality services for the Fort Worden Campus that meet and exceed customer, Partner and FWPDA Board expectations. This includes a reservation system, accommodations, dining, meeting room and performance hall rentals, janitorial functions and other hospitality services including linen and towel service.
- Implement and manage proper business administration practices, including budgets, forecasts, expense control and supply management with an eye toward increasing efficiency, improving performance, driving integration and reducing redundancies.
- Develop, implement and support improvements in the reservation system process and incorporate best management practices into daily operations. This is anticipated to include the implementation of new hospitality management software and reporting practices.
- Integrate social media and mobile technologies into reservation and marketing strategies.
- Recruit and employ a staff to fill needed positions for the successful management and operation of the Fort Worden Campus. Ensure proper personnel management, including responsibility for hiring, promoting, disciplining and terminating staff in accordance with personnel practices.
- Engage in collaborative partnerships with State Parks and Campus Partners, to improve communications, efficiencies and business development. The FWPDA seeks to assist in the growth of Fort Worden's existing 15 nonprofits that offer a wide array of arts, culture and educational programs. The FWPDA also seeks to find new Partners that fit the lifelong learning model.
- Participate in collaborative governance arrangements, as specified in the Master Lease, to ensure a successful management partnership with State Parks.
- Implement and manage marketing, communications and public relations campaigns to promote the use of Fort Worden by several audiences, including:

- Students or other enrollees of Partner organizations engaged in cultural, vocational or other forms of education.
 - Conferences, workshops, retreats, or other large-group gatherings, within the physical abilities of the park.
 - Family gatherings, weddings, reunions, SMERF or other family-related, medium-sized gatherings.
 - Independent travelers, interested in either built accommodations or camping.
- Monitor customer satisfaction and implement a system to continually improve it.
 - Meet operational and financial goals established by the FWPDA Board, be responsive to the direction of this board and specifically to the direction of the board president.
 - Help implement the master lease between State Parks and the FWPDA.
 - Monitor and track guest interactions and confer frequently with customers, Partners and staff to determine ways to improve customer service. Build standard script with answers to frequently asked questions and processes to building a consistent customer experience.
 - Develop request for proposals (RFPs) and negotiate concession agreements for housekeeping, food services, or other guest services.
 - Review, identify and revise job descriptions for hiring to ensure that all aspects of the Fort's hospitality services are adequately staffed with trained and experienced personnel. Manage said staff in accordance with the business expectations of Fort Worden.
 - Plan and conduct staff meetings. Confer regularly with staff to coordinate activities, assign and expectations, resolve conflicts, etc. Plan and manage work schedules based on hospitality and guest needs.
 - Recognize good team performance on a continuous basis through reward and employee recognition programs
 - Assess and identify the physical conditions of all hospitality facilities and equipment to ensure that necessary custodial and facility maintenance is performed according to hospitality best practices.
 - Market and sell the Fort's conference facilities by facilitating active involvement with the Partners, FWPDA staff and park employees, and other means. Actively pursue and recruit new groups to use the Forts' conference and hospitality facilities.
 - Monitor the condition of the grounds in the Campus area and all public areas
 - Oversee the maintenance and cleaning of the conference meeting facilities and all accommodations
 - Develop cross-training opportunities throughout the Campus. Provide customer service training for all employees
 - Serve on the Operations Work Group. Assist in the development of the annual maintenance plan and capital projects list. Prepare an annual operating budget for all hospitality services and functions.

- Implements and maintains effective open-door communication system that crosses departmental/Partner lines in order to reach all employees and Campus Partners
- Oversee all accounting functions, including, but not limited to, accounts payable, accounts receivable, petty cash, payroll and purchasing procedures
- Undertake annual performance evaluations of employees.
- Perform other tasks as assigned by the Executive Director

Customer Service Attributes:

- Be readily available/approachable for all guests
- Creates an operating environment that assures consistent guest satisfaction
- Ensure that the hospitality team achieve or exceed guest's service expectations
- Take proactive approaches when dealing with guest concerns
- Provide timely response to guest complaints and Trip Advisor comments
- Extend professionalism and courtesy to guests at all times
- Lead by example demonstrating self-confidence, energy and enthusiasm
- Motivate and encourage staff to solve guest and Partner related concerns
- Promote teamwork and become involved in community, service clubs and/or governmental affairs

Personal Qualifications:

- Strong personal and interpersonal skills
- Superior organizational, time management and communication skills
- Outstanding leadership skills and the ability to manage many projects concurrently
- Strong customer experience orientation
- Excellent public speaking skills
- Solid financial skills and accountability—P&L accountability and contract-managed service experience
- Ability to deal effectively with customers and employees in a time of transition and uncertainty. Ability to speak effectively before groups, Partners, customers, guests or employees.
- Knowledge of best hospitality practices including relevant health and safety regulations and procedures governing hospitality service providers
- Knowledge of effective marketing practices and strategies, and how to implement them

The Campus Manager will be employed as early as January 2014. Initial work is planning for staff and operations changes, with the FWPDA taking formal control of the Campus operations on May 1, 2014.

Salary Range:

\$60,000 to \$75,000 depending on experience and qualifications

Preferred Candidate:

- Previous experience in hospitality industry—sales, reservations, customer service, management and administration.
- Excellent communicator and analytical ability
- Demonstrated ability to lead and motivate a team
- Decisive, educated facilitator experienced in resolving conflicts between different parties in a dispute
- Minimum five years experience and Bachelors degree in hospitality, tourism planning or business

Application Requirements:

Letter of interest and resume

Five copies to:

Fort Worden PDA

Attn: Dave Robison, Executive Director

250 Madison Street, Suite 2

Port Townsend, WA 98368

Position Open Until Filled