

# **The Monument Resort**

**“Where Luxury Meets Nature”**

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**Presented By: Taylor Dodd, Sydney Henke, Addison Reese, & Omar Shawly**



## PHASE ONE: RESORT CONCEPT

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### A. Resort Theme

- i. Resort Type: The Monument Resort is a luxury mountain resort and spa, including activities such as Top Golf, Nordic skiing, golf, specialty hot tubs, massages, mountain biking, hiking, and swimming.
- ii. Seasonality: The Monument Resort is operational through all four seasons. This makes sense due to the variety of activities offered in each season, as well as the additional amenities that are suitable year-round.

### B. Resort Name/Image (The Monument Resort)

- i. Resort Name: The name, The Monument Resort, was chosen due to the location being based at the entrance of the Colorado National Monument. Additionally, this name is unique to the monument and will assist us in marketing efforts. This name offers simplicity yet expresses all the outdoorsy qualities of the Colorado National Monument.
- ii. Resort Image: This luxurious resort will provide a relaxing and enlightening stay that is unique and can only be experienced in Grand Junction, Colorado. This resort will have a cabin-like aesthetic, with a modern twist. This will promote comfortability within your room/cabin, while also incorporating high class technology and modern interior/exterior. Overall, we want our guests to feel relaxed, and create enjoyment of exploring the outdoors.

### C. Resort Location

- i. Physical Location: Fruita, Colorado, United States of America.
- ii. Justification for This Location: This location was chosen due to the absence of a luxury resort near the Colorado National Monument. The nearby attraction brings people from all over the United States and the world to Grand Junction/Fruita to mountain bike, hike, and enjoy the outdoors. Additionally, there are spectacular views surrounding this location, while also taking advantage of the sunny and warm weather throughout most seasons.

### D. Target Market

The target market for The Monument Resort, located in Fruita, Colorado at the base of the Colorado National Monument, is a varied audience with defined personality types. This market is focused on people who live active lifestyles and fall in the middle to upper classes. Specifically, targeting adventurers who are looking to relax and escape in the wide-open spaces of the western slope and the Colorado Monument. This resort also includes the amenities of a family vacation resort.

The audience will specifically match the following characteristics:

#### E. Geographic:

- i. Place of Residence: The potential guests primarily reside in urban and suburban areas of Colorado/Utah/New Mexico.
- ii. Proximity to Vacation Spots: This population is close to the Grand Junction International airport, the Colorado River, the Colorado National Monument, and the Rocky Mountains. Additionally, there is some of the most astonishing mountain biking and hiking scenery in the Western United States. The Monument Resort is located only two hours from Vail, Moab, and Telluride, creating a prime location and conditions combining mountain terrain with the desert.

- iii. Scenery/Climate: The Monument Resort captures all four seasons of Colorado's climate and conditions. The summers are hot and dry, where vacationers will enjoy outdoor recreation. While the winters are cold and mildly snowy, there is skiing and snowmobiling to accommodate all seasons of climate. The guests will also enjoy the year-round scenery of the National Monument and the Grand Mesa.

**F. Demographic:**

- i. Sex: Male and Female
- ii. Age: 20-50 and families
- iii. Marital Status: Single and married, often traveling in pairs or groups.
- iv. Family Life Cycle: Children are of all ages join their parents for a vacation or have graduated and are now on their own. Parents have disposable income, and either are enjoying a family vacation or a weekend getaway date. Also, groups of friends that travel together in search of adventure.

**G. Socio-economic**

- i. Occupation: The audience is primarily made up of professionals working in a wide-variety of occupations such as mid-level managers, sales reps, doctors, lawyers, professors, and dentists. We are looking for people who maintain a very physically active and enjoyable lifestyle.
- ii. Education: 20% of the target market has not obtained a college degree. 50% of the target market is either in school or has obtained a bachelor's degree. The remaining 30% have a master's degree or higher.
- iii. Income Range: \$65,00-\$200K+
- iv. Social Class: Middle to upper class. These people live comfortably and enjoy spending disposable income to explore and vacation.

**H. Psychographic:**

- i. Lifestyles/activities:
  - These people are often enjoying skiing, hiking, mountain biking, rock climbing, golf, and go on trips to explore new outdoor attractions
  - These people are very hard workers, but also seek to relax and enjoy themselves outside of the work environment
  - They also want to maintain and boost their health while being on vacation, using our facilities, and taking advantage of the outdoor areas.
  - The target audience is made up of social butterflies, looking to travel in groups of friends or family, while still respecting their surroundings
  - In terms of entertainment, the target market consists of people who would enjoy a movie night, concerts, enjoy the warmth of a fire, or eating dinner over a couple of drinks

**I. Behavior Patterns**

- i. Types of Vacations Taken/Seasons Taken: The target market goes on many mountain vacations/camping trips along the Rocky Mountains. They are very much attracted to the great outdoors and mountain scenery, as well as trying new things. Most of their vacations take place during the summer and winter months but are willing to indulge throughout the entire year if possible.
- ii. Number of Vacations/Typical Stay: They average two/three long vacations per year, averaging 4-5 days each. Additionally, these people are constantly in search of a long weekend getaway.

- iii. Recreational Interests: Skiing, golf, mountain biking, hiking, snowmobiling, river rafting, swimming, jogging, and relaxing near a pool.
- iv. Spending patterns: The target market is good at saving money and spends their disposable income on activities and events of their choice. Some typical things we find out audience spending money on is recreational equipment, food, and travel.
- v. Media Habits: Over 50% of our target market uses the Internet and social media networks on a day to day basis. The other 50% reads the newspaper or watches the news daily.

**J. Consumption Patterns:**

- i. Travel Frequency: These people are every weekend adventurer, taking advantage of all the free time they can get. They travel an average of 5 short weekend trips per year, and 2 longer trips within the US, and 1 international trip per year.
- ii. Business vs Pleasure: These people are vacationers either travel as a couple, in groups (groups of couples or a family), or as an individual. This location is perfect for a weekend getaway but can also be somewhere to take a family for some amazing outdoor activities.
- iii. Leisure Products: The type of customer we will be marketing to are those who love the outdoors and those who want to try new outdoor activities. We will be renting out equipment as well, so those who travel to our resort do not have to bring everything with them. (Lofholm,2016)

**K. Consumer Predispositions:**

- i. Product Knowledge/ Expectations: These people will be customers that research a lot before committing to a location for a vacation. They want to know how much they will be spending and what their money goes toward because we are a luxury resort and things will most a little more than a traditional hotel. They want to know the quality of service they will be receiving so they may also look at reviews of our resort.
- ii. Consumer Problems: Overall, this group is a very outdoorsy group that is open to experiencing new things. They typically are not too worried about how much money they spend on a vacation but are very interested in finding out how good the quality is of the stay before they make a commitment.

**L. Competitive Analysis:**

- 1) Key Competitors: There are three main competitors that are also located in Western Colorado. Gateway Canyons Resort and Chipeta Solar Springs. These two resorts are the direct competitors according to the location of The Monument Resort. Additionally, located in Moab, Utah is Moab Spring Ranch.
- 2) Competitive Comparison: The closest competition The Monument Resort has is Gateway Canyons Resort

Property:	Pricing:	Amenities	Location:
The Monument Resort	Standard Room: \$150 Suite Deluxe: \$260	* Snow Mobiles, Nordic skiing, Hot springs, top golf, spa	Fruita, Colorado, Colorado National Monument
Gateway Canyons Resort	Deluxe Room: \$269	* Sky Tours, Auto Museum, ADA compliance, Business connections	Unaweep Canyons, Western Colorado
Chipeta Solar Springs	Standard Room: \$159 Lodge Deluxe: \$245	*Spa, Skiing, Ice climbing, ski competitions	Ridgeway, Colorado

- **Overlooked Opportunities:**

One advantage that the Gateway Canyons Resorts doesn't have is their online presence. With The Monument Resort, the resort can capitalize on having an extensive online presence by creating multiple online advertising campaigns and having an active social media presence. Hence, this will enhance the chances for The Monument Resort of competing with Gateway Canyons Resorts.

**M. Key Differentiators**

- Bathtubs / individual hot springs along with larger pools
- Top Golf
- Snowmobiling in the winter
- Convenient location for coming into town, outdoor activities, and near an airport
- Multiple outdoor activities
- Individual lodges and secluded rooms

## PHASE 2: RESORT OFFERINGS

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### A. Accommodations

1. Total Number of Rooms – 140 total rooms
  - i. Standard rooms: 75
  - ii. Deluxe rooms: 50
  - iii. Individual Cabins: 15
2. Types/Number of Accommodations –
  - i. Standard rooms: There will be 25 king rooms then 50 queen-queen rooms
  - ii. Deluxe Rooms: There will be 25 rooms with a king size bed and a sofa sleeper, then 25 double-double beds and a sofa sleeper
  - iii. Individual Cabins: 10 cabins will be a single room with a king bed then 5 cabins will be two rooms, one including a king bed and the other two double beds.
3. Special Features– Our resort will have many accommodations that will give our property a good look from the beginning. These things will include a top golf inspired hitting range, the bathtub hot springs, and the proximity to skiing and snow mobiles.
  - i. Specifically, with the rooms, we want to make sure that the guests have free high speed Wi-Fi, with being on the monument the service won't be the best, so we want to make sure that the guests are able to access the internet and use their phone in general. We also wanted to have ADA rooms and rooms with adjoining doors for larger groups who come and stay with us.

### B. Food/Beverage/Entertainment Outlets

1. On-site Restaurants/Eateries– The restaurant will be run by Thomas Keller, a seven Michelin Star chef, famous for his work both nationally and internationally. According to Oliver “he’s the only American chef to hold all six out of his total seven stars simultaneously.” (Oliver, 2020). It will be a formal fine dining restaurant that will operate mainly with reservations. Capacity of this restaurant will be able to accommodate 85 guests, with 15 bar style seating for either waiting guests or bar customers and the rest of 70 seats will be either 4 or 2 traditional round table seats. The restaurant will have wine parings and will serve alcohol as there will be an adjacent bar. Servers of the restaurant will be present the guests’ food table side for appetizers and desserts. Appetizers can have flambéed food depending on the guests’ menu orders. For the desserts, the servers and assistant cooks will have an artistic display for the deserts due to the liquid nitrogen, splashed sauces in the table and cracked chocolate spheres. This performance will all be done in the center of the guests’ table and the cooks and servers will be coming in from either the left or right side of the guests to reach the center of the table. So, this performance will have the guests amazed and excited after they have finished their meal and leaving them wanting more.
2. Bars/Lounges – The bar area will cover almost a third of the restaurant layout facilitating both bar and restaurant guests. Moreover, the location of the bar will be facing windows overlooking the edge of the monument to provide great sceneries as well as breathtaking ambiance for the whole restaurant. Uniforms for bartenders will be deferent from servers including bow ties for all alcohol handling staff. A second bar will be available on the premise acting as a lounge near the lobby. The second bar can accommodate 20 customers and the location of the bar will in the center of the lounge.
3. Additional Entertainment– Entertainment for the restaurant and bar will offer a weekly jazz or blues band playing in the restaurant for dining guests to enjoy. A theatre will be available in the premise that will either have plays or movies playing four times a week. Hence, these entertainment outlets will have guests flocking from all around the state to experience the majestic sceneries, exquisite food and unforgettable entertainment. This will assist in attracting other target market segments to the Monument Resort.

### **C. Recreational Facilities**

1. On-site Facilities – We will have different recreational activities available to our customers. We will have seasonal activities as well so we can get the most out of the amazing location of our resort. We will have Top Golf year-round for our customers to enjoy at our resort. We will also have a fitness center and our unique hot tubs year-round. In the Spring, Summer, and Fall, we will have hiking, mountain biking, and rock climbing available for our customers to enjoy. In the Winter, our hot tubs will be our main attraction. We will have a snowmobile course for the winter as well. (de Naray, 2018).
2. Off-site Recreational Attractions – Grand Junction has so much to offer for recreational activities. On Main Street, there is the Avalon where you can come watch a movie, show, concert, etc. Also, on main street you can find countless dining options, shopping, and activities offered throughout the year. You could also travel up to Powderhorn and have some fun in the snow during the Winter months. Powderhorn is great for families that want to snowboard, ski, or go tubing. Another option is going to visit a Winery in Palisade, more of a fun activity for couples. If rafting or fishing is your thing, Grand Junction has many river activities to offer as well. (VisitGrandJunction, 2020). Fruita has some of the best mountain biking spots in all of North America, which is one of the main attractions to the Grand Valley. Another main attraction is the Colorado National Monument, where you can find numerous hiking trails, spectacular views, and a variety of camping options.

### **D. Meeting & Banquet Facilities**

1. Meeting Space – There are two different room options for meetings/conferences at this resort. We have a theater style room for events. The theater room seats 250 people. This room cannot be rearranged like the second room option we have. The second meeting room has a 500-person capacity. This room does not typically get filled. This room has multiple seating options available. These options are banquet, t-shape, boardroom, and seminar. The features and equipment that our space has for conducting meetings includes but not limited to sound-proof, ergonomic design, video conferencing, multiple outlet stations, and presentation abilities (projector, screen, etc.) The typical types of meetings/events we are expecting to host are business meetings, large events (weddings, birthdays, etc.), and entertainment.
2. Banquet Space – There is space to host a banquet in one of the meeting spaces. We also have space outside with a beautiful view of the monument in the background. This space is great for larger events. These spaces are great for weddings, parties, etc. Hosting events is a year-round option for our guests because we do have both indoor and outdoor areas available.

### **E. Retail Space**

1. While The Monument Resort does not have any retail business directly on the premises, there is a wide variety of shopping access within a ten-minute drive. For example, the Mesa Mall contains a wide variety of shops that will tend to many of our guests needs or forgotten items that they would wish to have during their stay. In addition to the mall, there are many shops located downtown Grand Junction. Included in the shops downtown, there is a variety of rental businesses for anyone looking to rent any sort of gear that is not offered on site. These shops will also appeal to those in search of souvenirs, gift shops, bakery's, and boutiques.

### **F. Modes of Transportation**

1. Due to the location of our resort, our guests will primarily travel to and from by car. Most guests will be traveling from Denver or Utah, where the resort is easily accessible from I-70. However, the resort will also provide a shuttle to the Grand Junction Airport, which can be arranged when you book your stay, by phone call, or online. Once you arrive onsite, most buildings are in the same proximity, allowing guests to easily walk throughout the property. The exceptions to walking on property will be due to any handicap restrictions, or when traveling to the top golf amenity. If the guests book a time to play top golf during their stay, there will be a complimentary golf cart pick up and drop off from the lobby. There will be underground parking located under each of the buildings, providing one parking space per room.

**G. Special Amenities**

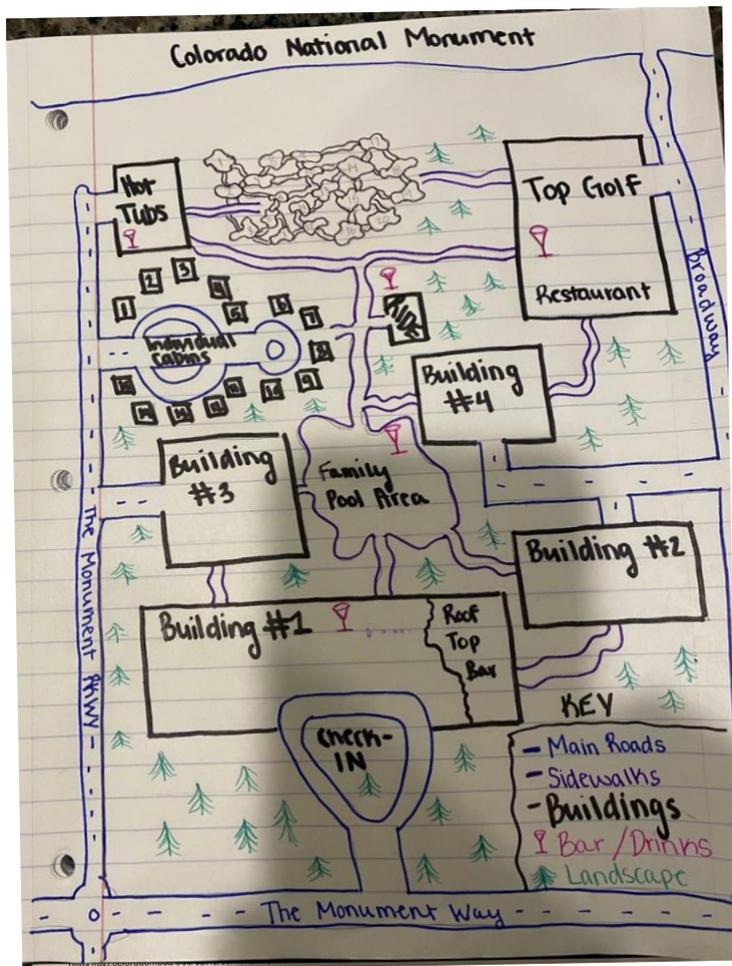
1. At The Monument Resort, there are simple and differentiated amenities that create a unique experience for the guests. The simple offerings include shampoo/conditioners, a hair dryer, ice/vending machine, an in-room television, a telephone, and Wi-Fi. Although these amenities seem sub-par, they are crucial to include and will assist in maximizing the guest's accommodations. The resort will also include a collection of unique hot tubs on property. This amenity also includes robes that will be placed in the room prior to the guest's arrival. Another unique amenity that the resort offers is in-room fresh, locally grown Palisade Peaches every morning. As our target market consists of mostly outdoorsy-type people, they will most likely be participating in some sort of recreational activity during their stay. Which is why we will be offering an "Adventure package" that will include anything you will need while exploring the outdoors. This will include sunscreen, granola bars, an energy drink, a water bottle, and a "Monument" cap. The main unique attraction is the on-site top golf center. This attraction is a modified driving range that aims at creating fun and entertainment. At top-golf, guests will be offered food and drinks, and a ride back to their building post game. Other amenities include personalized concierges, an onsite restaurant, and a fitness center.

## PHASE 3: SPACE DESIGN

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### Resort Layout:

1. **Buildings:** There are 4 buildings labeled #1-4. In building #1 there is a rooftop restaurant and bar, as well as the access to concierges, check-in/out, and 50 rooms. There are 15 individual cabins located in the middle left of the layout. There is a building located on the path on the way to both top golf and the hot tubs. This building will serve as a mini-bar, a ride service station, and a shop where you are able to rent/buy anything you might need to swim or play top-golf. This station will be only accessible to guests. There is an individual building for both top-golf and the hot tubs.
2. **Outdoor recreational facilities:** There is a pool located centrally to all the buildings. This is a building that is made for families or guests that are staying at the Monument Resort. This pool consists of one large pool, gradually deepening up to 8ft, and two smaller kid pools. However, this pool site is not accessible to the public. Additionally, there are specialized hot tubs on-site. This consists of a main building where outside, non-guests, are able to purchase a pass and use the hot tubs without being a guest at the Monument Resort. Here you will find a mini bar/snack bar service, 20 separate hot tubs, and gorgeous views of the Colorado National Monument. Lastly, there will be an on-site top-golf driving range. Here, you will find a full restaurant and bar service. Additionally, like the hot tubs, outside guests are welcome to use this facility with their own purchases. This top golf facility will be three levels of a driving range, custom made to promote fun games and uniqueness of a driving range. Included in this building will also be an arcade available for any guest to enjoy. This arcade can be used while guests are waiting for their bay, after they are done with their top golf games, or they are able to use the arcade on its own.
3. **Landscaping:** The Colorado National Monument is located directly behind our resort. All parking will be underground below each building. There are roads near each of the entrances. Once you are on-site, there are paths that have access to all amenities, as well as paths between each of the buildings. Surrounding each building there is a light coverage of trees/shrubs. The landscaping consists of rock imitating the monument and native plants to the Grand Junction Area.



### A. Layout Justification

The main purpose for this layout is to take advantage of the National Monument mountain views at the same time use the natural surroundings to enhance the presence of the resort. Each building and outdoor facility is setup in a position that covers every angle possible of the Monument mountain. The resort uses the natural habitat to its advantage by both not disrupting it and building around it to give the natural terrain a huge role to play in for the resort. Therefore, natural sustainability and natural views both contribute to the benefit of the resort and the natural habitat.

- **Buildings:**
  - Building #1
    - Located in the entrance of the resort and it will be the first building guests use for the Monument Resort with a luxurious port-cochere.
    - Ground floor has the main lobby, front desk, executive offices, laundry storage and outlet and guest computers.
    - First floor has 50 room split into 25 standard rooms and 25 deluxe rooms.

- Standard: 10 king and 15 queen bedrooms
    - Deluxe: 10 king and 15 queen bed
  - Rooftop will have the bar and the Michelin star chef's restaurant.
- Building #2
  - Located at the right side of both the resort and family pool area.
  - Ground floor will have a laundry storage and outlet and a mini information desk.
  - First floor will consist of 8 deluxe rooms and 17 standard rooms.
- Building #3
  - Located in the left side of both the resort and family pool area.
  - Ground floor will have a laundry storage and outlet and a mini information desk.
  - First floor will consist of 8 deluxe rooms and 17 standard rooms.
- Building #4
  - Located in the right side of the resort right above or after the second building
  - Ground floor will have the main laundry area where all the laundry is done and either stored or shipped out to the other building's outlets and a mini information desk.
  - First floor will consist of 9 deluxe rooms and 16 standard rooms.
- Service station
  - Located in the middle of the resort to allow transportation with ease for guests.
  - Helps to bring in the housing and the outdoor facilities together.
  - Small shop for hot tub or top golf equipment.
  - Has mini bar for guests to enjoy either before or after their activities.
  - Allows for guests' private usage around the resort.
  - Allows for staff usage in case of any emergencies to ensure guest safety.
- Cabins
  - Located in the middle of the resort on the left side of the service station.
  - Will have 15 individual cabins.
    - 10 cabins will be a single room with a king bed.
    - 5 cabins will be a two-bedroom cabin consisting of a king bedroom and double-bed rooms
  - Each cabin will have a porch like entrance.
  - Outdoor seating for the guests.
  - Common area in the middle for guests to intermingle and get to know each other.
- **Outdoor facilities:**
  - Top Golf
    - Overlooking the Monument from the side and nature views of the surrounding area.
    - Location at the corner of the resort to both have space and allows access to the Monument trail head.
    - Creating options for guests either to enjoy the Monument trail or to have fun at the Top Golf
    - Allows access for both the guests and the public.
  - Hot tubs
    - Right under the Monument for incredible views of the mountain while relaxing.
    - Opposite corner of the Top Golf and the space between them is large.
    - Quiet and secluded area granting the space between them and the Top Golf facility.
    - Allows access for both guests and public.
  - Family pool
    - Located in the center of all four building and the cabins for guests either family or friends to enjoy.
    - Location plays a huge role for an easy access for all of the guests.
    - Views of the Monument from a distance.
    - Views of the resort as whole given its location.
    - Views of the vibrant nature at the resort from the native plants to the Monument rocks.

- **Landscape:**

- No major disruptions were made to the natural habitat of the forest or The National Monument during construction.
- Used the natural habitat to our advantage by placing each building and outdoor facility in the middle of trees and shrubs, surrounding the facility or building.
- Paths were created within the resort to navigate all building and facilities with appropriate signage.
- Rocks imitating the Monument were placed within the resort to enhance the natural ambiance.
- Native trees and plants surround the buildings/facilities and cover most of the resort grounds.
- Roads leading to the resort helped navigate the surrounding natural areas.
- All guest and staff parking are located underground to cause minimal disturbance to nature.
- Used nature roads to create a porte-cochere entrance for the resort.

## **B. Environmental Considerations**

The Monument Resort has multiple elements and practices that qualify this resort as an environmentally responsible “green resort”. The first practice involves the guests. The guests will be informed about the efforts that the Monument Resort has in place to meet their standards and have them participate in keeping this resort “green”. These include things like recycling and energy conservation. Reducing waste and utility costs is a big goal for this resort and what makes them stand out among other resorts in the area. A few of the ways they are reducing utility costs is by having timers for the lighting in the bathrooms and incorporating more ways to use natural lighting in large areas. They are also encouraging guests to use their towels multiple times to conserve energy and water. They are given the option to hang their towel back up if they do not want it washed yet or they can make a pile on the floor for things they’d like replaced by the housekeepers. The next element that the Monument Resort has done is they have an architecture that blends in with the environment. This is done by having neutral colors that go well with the rocks and plants around the base of the Monument. The color balance helps the resort not to be an eyesore to those enjoying the environment. The Monument resort also has ongoing training opportunities for employees to ensure they are following the proper steps to maintain a “green resort”. Along with training opportunities, the Monument Resort also likes to motivate and recognize their employees’ environmental efforts. This is a key factor in encouraging more employee participation in keeping this resort as “green” as possible.

## **C. ADA Considerations**

The monument resort will accommodate to all guests by having multiple ADA specifications to ensure their happiness within their stay. To accommodate these guests, the resort will have three different lifts in our pools/hot tubs to make sure that guests who are unable to use the pool on their own can enjoy it just as much as any other guest. Secondly, to make sure all rooms are made for these guests. Many hotels have few rooms to accommodate to these guests so having every room accommodate to ADA will help with filling rooms. Another idea is to have more than one elevator to the Top Golf facility so wheelchair guests can access all levels of top golf along with having 1 lift per floor to help those who are unable to stand on their own to be able to play along with their friends or family. Having little things like lower counter tops, wider doors, and braille is a priority to add into the structure. Lastly, hire on a few employees who can sign for the guests who are unable to communicate through voice to the employees. With these things the resort will be able to accommodate to everyone who is interested in staying no matter what limitations they may have.

With these accommodations it will put The Monument Resort above all other resorts along the western slope and will allow this resort to strive and become one of the top resorts throughout Colorado and through America.

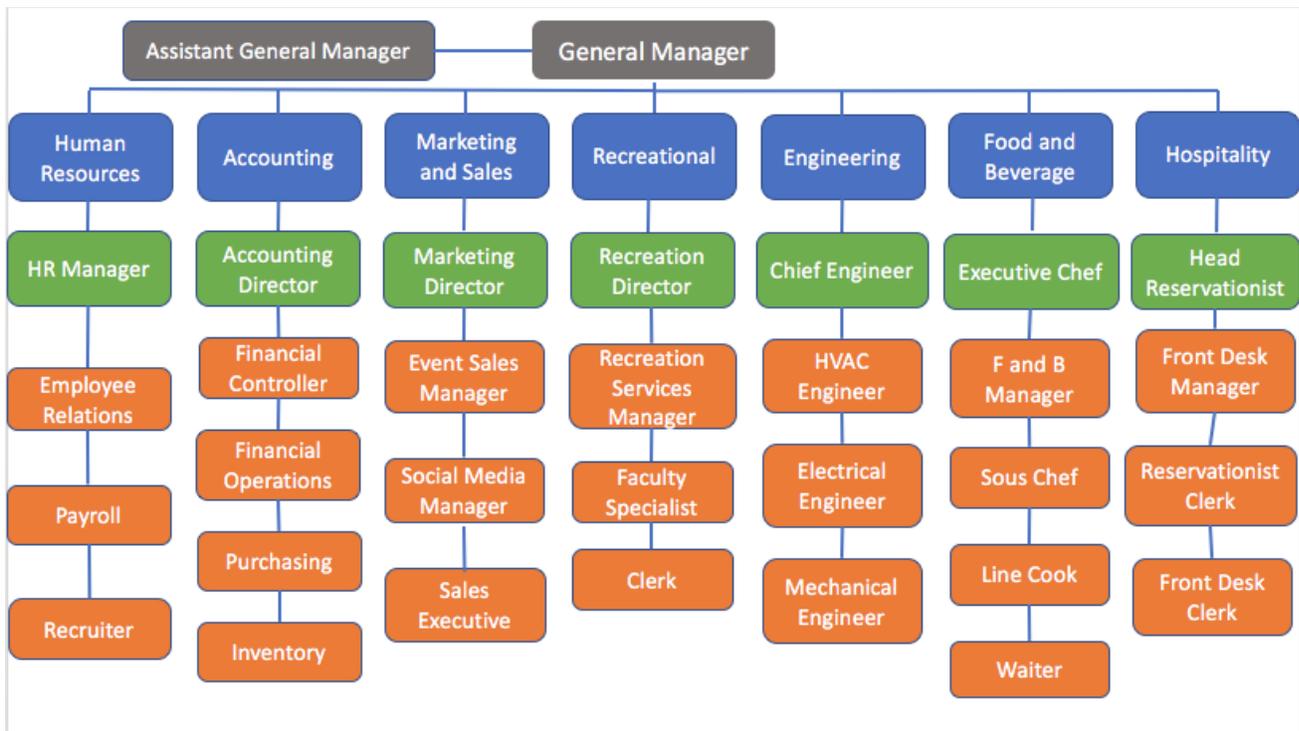
## PHASE 4: HUMAN RESOURCE MANAGEMENT

### Organizational Chart:

The Monument Resort’s organizational chart consists of all of the departments involved in operating and maintaining the resort for the guests’ elevated and relaxing experience. This organizational chart will show how the flow of the resort works from top to middle management and from there from supervisors to employees. Each department will have a harmonious flow to contribute to the overall goal of the resort.

The organizational chart colors are explained as follows:

- Grey: Top Management
- Blue: Departments
- Green: Middle Management
- Orange: Supervisors to employees



### A. Sample Job Description

- **Job Summary:** This position as Executive Housekeeper will ensure that The Monument Resort’s high standards of quality are consistently met and exceeded through attention to detail, good communication, and focusing on customer service. This will be accomplished by providing supervision and direction for all housekeeping activities and laundry operations according to the company established guidelines. This position is also responsible for training and motivating employees. Focusing on guest satisfaction is a must, along with delivering a unique guest experience.
- **Report To:** The Monument Resort is a small-to-medium size luxury resort so the Executive Housekeeper will report directly to the general manager.

**B. Job Responsibilities –**

- i. Responsible for working with all departments to ensure guest and employee satisfaction
- ii. Investigate guest complaints involving cleanliness of guest rooms
- iii. Responsible for implementing proper standards and procedures for housekeeping staff
- iv. Responsible for inspecting and evaluating the condition of the guest rooms and cabins
- v. Responsible for training all housekeeping and laundry staff
- vi. Responsible for supervising all housekeeping and laundry staff
- vii. Responsible for performing “other duties” as assigned by management

**C. Relation to other Departments –** This position directly interacts with the engineering department because they take care of the maintenance of the facility. To be able to know what needs to be repaired or done the maintenance crew needs to be in direct communication with the housekeeping department. This position also requires communication with the reservations department. The reservations department need to know which rooms are clean and ready to be checked into.

**D. Qualifications –**

- i. High school diploma or equivalent
- ii. Ability to adapt to different situations and adjust work processes accordingly
- iii. 2 years of management-level experience
- iv. Prior experience in cleaning and disinfecting
- v. Exhibits a professional demeanor
- vi. Must have excellent oral and written communication skills, leadership, initiative, and judgment
- vii. Successful completion of pre-employment criminal background check and physical screening

**E. Unique Contribution to the Organization –** This position impacts the quality of service provided to guests as well as the future success of the resort because the guests experience at a resort depends significantly on the quality and cleanliness of the guest’s room. Maintaining the high standards of The Monument Resort will place this resort above the competitors in the area and help create a successful future for this resort.

**F. Hiring Process**

The Monument Resort will have many ways of recruiting new employees year-round. The CMU job fairs will be the main local recruiting option as it is perfect for CMU business and hospitality students. The internet has many different outlets for recruiting. The monument resort will primarily stick to the careers tag on the Monument resort website and LinkedIn. Interviewing will take place in person if the candidate is close enough to have a face to face interview. For those who are further away from the property, the human resource team will schedule a skype or facetime interview so the team can physically see the candidate who is interviewing for the position. The Monument resort will have a required orientation that will include two informational videos about emergency procedures and restrictions. Following the videos, the new hire will then be taken on a tour of the resort, so they are informed on the ins and outs on the property. A couple weeks into working, new hires will go through a whole information day learning all about the resort and all that it stands for.

Every month each employee will be required to go through an employee training to keep everyone on the same page about the company's expectations of them and what they will need to know about the next month.

**G. Salary/Incentives/Benefits**

1. **Salary Range:**

- i. Assistant General Manager: \$50,000-\$75,000
- ii. General Manager: \$75,000-\$100,000

Based off similar size, service levels, seasonality, labor supply and demand, and cost of living factors, these two ranges were calculated. Furthermore, a comparable resort to The Monument Resort is the Gateway Canyon Resort and Spa. This resort, like The Monument Resort, is also located near physical landmarks, offers 4-star services and has an outdoorsy target market. At Gateway canyon resorts, the general managers make approximately \$100,000 a year, and the general manager makes around \$75,000 a year (Glassdoor).

**H. Incentive Systems**

- i. Bonuses
- ii. Recognition awards
- iii. Commissions
- iv. Shareholder options
- v. Increased decision-making capabilities
- vi. Internal Rewards/Perks

**I. Benefits**

- i. Social Benefits: Education, housing, retirement
- ii. Family-Related Benefits: 401K program, family healthcare, kids' college funds
- iii. Personal Benefits: Healthcare, paid time off, vacation time

## PHASE 5: OPERATIONS MANAGEMENT

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### J. Front of the House Operations

#### 1. Reservations:

- a. What is the last name on this reservation?
- b. How many nights will you be staying?
- c. What type of room would you like to book? (Standard, Deluxe, or Individual Cabin)
- d. Do you have any children/pets?
- e. Will you need an ADA equipped room?
- f. How many cars will you be bringing on-site?/ Will you need a ride from the airport?
- g. Are there any special requests (roll away bed, highchair, etc.) that you would like to have in your room?
- h. Would you like to add a meal plan to your reservation?
- i. What is a credit card number we can put on file?
- j. How did you hear about us? / What prompted you to stay with us?

#### 2. Cancellation Policy:

- a. If you wish to cancel your reservation, you may do so 48 hours in advance with no charge. If you have made a down payment or a full payment, you will be fully refunded when you cancel before 48 hours of your arrival. At this time, you may also use this payment to change the reservation dates and reschedule your stay for no fee.
- b. However, there will be a charge of 25% of your total stay as a cancellation fee if you chose to cancel your stay outside of this 48-hour time period. Thank you for your cooperation.

#### 3. Guest History Card:

This is a form that guests will fill out upon checking out of the resort, offered both electronically and on paper. It allows the resort to document important information about their stay, celebrations, birthdays, how many times they have visited, and other information that the resort can take note of to increase customer satisfaction and the number of returning guests. The Monument Resort will use this form for feedback, as well as data information to send special promotional offers to guests.

Example of Guest History Card: (offered online)

Name: \_\_\_\_\_

Date of Birth: \_\_\_\_\_

Marriage Anniversary: \_\_\_\_\_

Business: \_\_\_\_\_

Reason for traveling: \_\_\_\_\_

Dates of Stay: \_\_\_\_\_

Number of stays at The Monument Resort: \_\_\_\_\_

Example of Comment Card: (offered online)

1-5 Rating Scale on (1 being the lowest and 5 being the highest):

Service Quality: \_\_\_\_\_

Rooms: \_\_\_\_\_

Cleanliness: \_\_\_\_\_

Professionalism: \_\_\_\_\_

Activities: \_\_\_\_\_

Overall Experience: \_\_\_\_\_

Employee who portrayed exceptional customer service: \_\_\_\_\_

#### 4. Guest Relations–

1. Reservations: Reservations will not only be able to be made online, but the resort will have a designated employee (or more) that are primarily responsible for phone call reservations that will allow the guest and employee to communicate the expectations or any special requests. This employee will assist with the guests and take notes of their specific needs while they stay at The Monument Resort.
2. Reception: The receptionists will oversee all customer interactions so the resort will need to have top notch customer service and will need to put themselves in the shoes of the customer when problems arise.
3. Uniformed Services: Any uniformed personnel are the most important for customer service because they are usually wearing the name of the resort on their chest. They will need to make the guests stay the most memorable because of this.
4. Food and Beverage Outlets: The resort will have many food and beverage outlets so it will need plenty of hard working and customer-oriented employees working within them. They will need to be able to please any kind of guests that they cross paths with.
5. Recreational Personnel: With families being a huge target market, the recreation personnel will need to be able to not only entertain the adults, but also entertain the kids to make their trip fun as well.
6. Housekeeping: The housekeepers will all have to be able to talk to guests while they are cleaning the rooms and tending to problems that involve cleaning the rooms. In order to make the guests stay more than just a regular stay at any other resort.

Customer service is the most important part to hiring all employees on this resort. This alone will make The Monument Resort stand out because having good employees that have above and beyond customer service will give the Monument Resort something good to talk about.

#### K. **Heart of the House Operations**

- Preventative Maintenance Program – Based on your resort structure, list 4 preventative measures that would be taken to maintain your facilities and grounds. (Provide a mix of indoor and outdoor measures.)

The preventive measures that will be taken for The Monument Resort will include maintaining both outdoor and indoor facilities to be in full operating form. These measures will allow equipment for outdoor and indoor facilities to be non-hazardous for guests and staff alike. The preventive measures will include all of the following:

- 1) Topgolf, family pool and hot tubs: First, the Topgolf fresh grass to be mowed every two weeks to keep the freshness of the grass for guests. Second, the family pool to be maintained and cleaned weekly from waterlines to the water itself to avoid any hazards for guest usage. Lastly, hot tubs to be drained and cleaned every two months to maintain freshness of the bathtubs and the water.
- 2) Roads/pathways and golf carts: Pathways within the resort will be maintained by cleaning and removing any excess debris monthly to ensure safety for guests. Snowplowing during the winter season for entrances and exits to accommodate snowmobiling activities. Golf carts will be maintained by a mechanical check every three to four months to prevent any breakdowns during operation.
- 3) Rooms and cabins maintenance schedules: These measures will include mainly all electrical systems that are in the rooms and cabins to be maintained weekly to work properly and efficiently. This will also include monthly inspections of backup generators that are present within the resort.
- 4) HVAC systems maintenance: Monthly HVAC systems inspection including boilers, air filters, thermostats, electrical connections, lubricating equipment, cleaning air conditioner coils and fuel line connections for heat maintenance. Maintaining these systems will often need outsourcing for equipment that are of high value.

### **Food and Beverage Operations:**

- Appetizer:

**Squab on a Chestnut Branch:** Wild game appetizer with a gastronomy twist.

Ingredients: Brick pastry chestnut leaf, manioc branch, cumin, five spice, mixture of ingredients to create edible sand and squab.



- Entrée:

**Red Wine Elk Stew with Parsley Sauce:** A perfect dish that is tailored for the winter season.

Ingredients: Red wine, carrots, mushrooms, shallots, garlic, Italian parsley springs, thyme springs, bay leaf, Elk, olive oil, unsalted butter, parsley sauce inspired by Thomas Keller, AP flour, salt and pepper (Chef Keller, 2019).



- Dessert

**Gâteau Mont Blanc with Raspberry ice-cream:** When liquid nitrogen has a part to play for the dessert. Ingredients: Chestnut vermicelli, pound cake rum confit, rum confit, raspberry ice cream and a combination of liquid nitrogen and herbal tea for aromatics.



- Beverage

**Pineapple:** An innovative drink in a vintage cup. Ingredients: Herbaceous St. George Terroir gin, flavored with sage, Douglas fir, and California bay laurel, forms the base for a shaken Pineapple cocktail. Fresh pineapple juice, lime juice, house made limoncello, and a garnish of chamomile round out the entire drink (ZZ's Clam Bar, 2018). This drink is represented as an international symbol of hospitality.



Welcome to:

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**The Monument Resort**  
**“Where Luxury Meets Nature”**



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