

# April E. MacDonald

Operations Leadership | Strategy Execution | Performance Optimization

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## CAREER PROFILE

A dynamic, results-focused leader working at the cutting-edge of strategic planning, cross-functional stakeholder engagement and high-impact management to drive class-leading business performance and sustainable revenue growth. A notable capacity for defining and translating organization goals into innovative solutions that streamline efficiencies while expanding bottom-line profitability, is underpinned by an aptitude for building, training, and aligning talented leadership teams to overdeliver against commercial objectives. Superior communication and interpersonal skills facilitate strong consultative relationships at all levels, and engender a leadership environment that is conducive to motivation, target-attainment and continuous improvement.

## KEY SKILLS & STRENGTHS

- Staff Management & Team Development
- Strategic Planning & Forecasting
- Financial Management & Budget Optimization
- Performance Analysis & Optimization
- Change Management & Operational Improvement
- Guest/Customer Service & Relations
- Innovative Solution Development/Problem Solving
- Problem-solving & Crisis Management
- Business Development and Company Growth
- Recruitment, Onboarding, Coaching & Training
- Consulting, Influencing, & Advising (Senior Level)
- Vendor Relationship Management
- Cultural Improvement & Diversity
- End-to-End Event & Project Management
- Cross-functional Collaboration & Teamworking

## CAREER HISTORY

### Director of Dining Services

2015 – Present

#### Watermark Retirement Communities

*Complex, multifaceted role encompassing leadership, strategic and operational functions; driving class-leading performance while overdelivering against challenging financial and organizational goals*

- Spearhead day-to-day operations, promoting a culture of quality, cost efficiency and continuous improvement to align performance and service delivery with best-in-class standards
- Provide incisive leadership to a talented culinary 9-person leadership team, including performance oversight, professional development, and delegation of workflows in accordance with individual expertise
- Define organizational priorities and build workflows around them; tracking performance against key metrics and KPIs to capitalize on opportunities for improvement
- Transformed the internal culture to focus on customer service, complaint resolution and continuous development to increase resident satisfaction with the dining experience from 76% to 98% in just 8-months
- Drive sustainable revenue growth by embedding a commercial culture at all levels measured by monthly P&L and NOI statements. Developed an associate discount program to encourage participation in dining venues. Created resident driven menus by meeting with residents monthly for input and suggestions. Created happy hour, early bird specials and incentives to increase participation.
- Headed a major program of revenue recovery by analyzing existing processes to identify issues and roll out improved standard operating procedures – securing \$43K in lost internal revenue
- Nurture strong vendor relationships to facilitate seamless supply chain functions; negotiating as necessary to drive cost efficiencies while tracking contracts to ensure quality standards are maintained
- Slashed food costs from \$9.35 per resident/day to \$6.55 per resident/day by transitioning from frozen ready-to-eat products to freshly made, small batch meals
- Modernized internal processes via the cutting-edge Crandall Tray Tracker and ServingIntel POS systems – improving resident dining experiences as well as reducing labor costs by analyzing service time reports and reducing labor where necessary.
- Gained senior buy-in to revolutionize the branding and marketing across multiple food venues, elevating engagement by 35% while delivering a significant increase in sales

- Translated feedback and resident recommendations into improved menus to drive a 25% increase in internal and external catering revenue
- Partnered with Union to execute a program of improvement that led to an increase in associate satisfaction and a decrease in associate grievances by 80%+ in 2 years; leveraged the partnership to initiate a shift towards associate accountability, leadership visibility and consistency in the Dining Department
- Enhanced and streamlined leadership/associate communication and implemented an open-door policy to mitigate departmental silos and promote cross-functional engagement
- Conceptualized and implemented the innovative Gourmet Bites program focused on finger foods and easy-to-eat foods for cognitively and nutritionally impaired residents.
- Designed and rolled out customer service and sensitivity training to increase awareness of the population served by the company and elevate the end-to-end resident experience
- Built a rewards program around performance based goals and leadership/associate team work
- Prioritize accuracy and efficiency in managing a full administrative/financial workload, including spend-down and worksheet management, month-end account reconciliations, timely vendor invoice payout, and collaborative forecasting/budget tracking to streamline financial performance
- Leverage Dayforce software to coordinate cost-efficient scheduling, and VIKUS to gather insights into attendance and to coordinate recruitment operations
- Key player in a period of major improvement via collaboration with construction partners to renovate and modernize three new dining venues, before installing and training on cutting-edge POS systems

### **Director of Dining Services**

**2013 – 2015**

#### **Freedom Village at Brandywine – A Brookdale Community**

- Established and embedded targets within key operations/workflows to advance overarching organizational goals, while maintaining impeccable quality, efficiency, and service delivery standards
- Pioneered an initiative to increase leadership team visibility, while improving senior stakeholder accountability to increase resident satisfaction by 10% in less than 3-months by meeting one-on-one with each leadership member to map out growth potentials and improvement management.
- Designed and executed a business-critical program to increase in-service training and improve senior engagement with all business levels to enhance satisfaction by 5% leading to better decision making processes.
- Partnered with the Executive Chef to transform menus; transitioning from ready-made frozen product to freshly made, small batch and cooked-to-order items – minimizing waste while slashing costs from \$7.65 per resident/day to \$6.12 per resident/day
- Introduced a commercially-focused “Fine Dining/Family Style” dining night as an alternative to the regular menu increasing resident and guest satisfaction.

### **Operations Manager**

**2010 – 2013**

#### **Rivercrest Golf Club & Preserve**

- Provided strategic and operational oversight to 4 dining outlets.
- Safeguarded member satisfaction by implementing new training programs focused on customer service and service efficiency.
- Optimized the recruitment pipeline to source, onboard, train and lead top talent with the potential to deliver the company’s vision/mission
- Applied a data-driven approach to inventory management; tracking levels across all sites to facilitate timely procurement and replenishment – employing a lean approach to mitigate waste and overspend
- Managed and negotiated vendor contracts
- Managed a full complement of financial and administrative workflows, to include reporting, record keeping, health & safety documentation and forecasting
- Rolled out an initiative to increase leadership team visibility, while improving senior stakeholder engagement
- Implemented and maintained companywide quality control procedures
- Modernized and managed key Human Resources and HRIS processes and procedures
- Synthesized complex data into targeted reports that provided insights and business intelligence into issues and opportunities for improvement
- Defined, implemented, and continuously evolved operational policies and guidelines to ensure internal workflows met changing business and customer needs

### **Restaurant Manager & Staff Development Manager**

**2003 – 2011**

#### **Ann’s Choice, an Erickson Retirement Community**

- Served as subject matter expert in the conceptualization, establishment, and management of multiple restaurants from scratch to streamlined, operationally efficiency businesses
- Employed a data-backed approach to budget setting, forecasting and expenditure tracking to minimize costs, optimize resources and maximize ROI – overdelivering on targets by 10%
- Elevated the customer satisfaction rating by 15% to elevate the ranking of the restaurants to the top three in the 60 community company.
- Orchestrated the recruitment, training, and subsequent management of 300 staff across the three restaurants, while nurturing top talent and promoting continuous professional development
- Elevated retention and morale sustainably with the design and execution of employee-focused reward and recognition programs
- Initiated a shift to digitization with the implementation of Manager-In-Training Calendars and programs to ensure managers received adequate education and training to deliver against company objectives
- Built a Tactical Leadership Program and Retention Project around organizational goals reduction in labor costs and retaining top talent.

## EDUCATION

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### **Human Resources: An In-depth Look at HR Practices and Procedures**

*Key Topics: Leadership by Design, Interviewing Right, Fred Pryor - Excelling as a Supervisor, Conducting a Performance Appraisal, Creating a Positive Workplace*

### **Human Resources – Federal and State Employment Laws**

### **Tactical Leadership – 16 week Leadership Course**

### **ServSafe Certification – exp. 2026**

### **T.I.P.S Training**

### **CPR/First Aid Certified**

### **Maintaining a Union Free Work Environment**

### **Leadership By Design**

## QUALIFICATIONS & PROFESSIONAL DEVELOPMENT

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| • Microsoft Office Suite<br>(Power User) | • IBS              | • Citrix C-Bord   |
| • Remanco                                | • QuickBooks       | • Event Master    |
| • MICROS                                 | • Quicken          | • HRMS            |
| • NCR                                    | • DSSI             | • Horizon Systems |
| • POS                                    | • Citrix JDEdwards | • AVID            |
| • Revelations                            | • Hyperion         | • ServSafe        |