



JOB TITLE: Executive Vice President/Deputy Director for Operations
DEPARTMENT: Operations
REPORTS TO: President / CEO
DATE: July 2019

POSITION OVERVIEW

The EVP/Deputy Director for Operations will be responsible for leading the operations of the National September 11 Memorial & Museum (9/11 Memorial). Reporting to the Chief Executive Officer (CEO), the EVP/Deputy Director for Operations will plan and execute organizational strategies and initiatives to enhance service delivery of the visitor experience, ensure a safe and secure visit, maintain the facility and grounds, drive earned revenue, and achieve operating efficiencies, all in support of delivering the highest quality of customer service and an exemplary visitor experience. The Deputy Director for Operations' focus necessarily cuts across departments with such efforts as establishing/reporting key performance indicators, life safety coordination, risk assessment and overall visitor satisfaction. The Deputy Director for Operations will establish and oversee the management of employees who directly interact with and indirectly impact visitors to the Memorial and Museum; deliver a safe, world-class visitor experience; provide effective operational support and communicate in alignment with the institutional vision; and be specifically responsible for security, visitor services, retail, café, admissions and buildings and grounds. The EVP/Deputy Director for Operations will lead and manage three core Departments within its division including Security, Buildings & Grounds, and Visitor Experience. Each department has a senior leader that oversees the relevant area of operation. The EVP/Deputy Director for Operations must also develop strong relationships with external partners, including 9/11 stakeholder groups, government agencies, and others with a stake in the World Trade Center site.

ESSENTIAL FUNCTIONS

Operations:

- Lead an operations management team and staff (overall operations headcount: 54 full time, 132 part time) in accordance with visitor projections.
- Ensure a positive visitor experience at the Memorial and Museum by leading the organization's security, visitor services, retail, admissions, buildings and grounds teams and coordinating closely with other

9/11 MEMORIAL & MUSEUM

public-facing functions, including education, public programs, special events, exhibitions, communications/marketing, institutional advancement, and external affairs.

- Evaluate, monitor, make recommendations, and implement processes related to site, facility, and common area operations such as: visitor services and volunteers; safety; employee relations; training; admissions; retail; and café operations.
- Develop and manage visitor and employee safety and security programs, including processes required for special events planning and execution, and high-level emergency situations in coordination with the NYPD, PAPD, the Port Authority safety and security teams.
- Ensure that operational processes are well coordinated across the Memorial and Museum, are aligned with the priorities of the institution, and are communicated openly.
- Organize, facilitate, and participate in meetings with project principals and stakeholders (including World Trade Center stakeholders) to resolve issues, achieve consensus, and determine appropriate actions.
- Plan and execute strategies to drive earned revenue and achieve operating efficiencies, while maintaining a best-in-class operation.
- Working with the Department of Strategy & Advancement, and specifically its Special Events & Sponsorships division, play a key role in staffing and executing large-scale events at the Memorial and Museum, including the annual 9/11 anniversary commemoration, the February 26, 1993 commemoration, and the May 30 Rescue and Recovery commemoration.

Strategy and Planning:

- Contribute, as a member of the executive management team, to planning, policy making, and long-term management of the NS11MM by providing strategic and tactical direction for the operation of National September 11 Memorial & Museum.
- Develop effective standard operating procedures, including key performance indicators (“metrics”) and ensure adherence to same, for all reporting departments, partners and concessionaires.
- Preparation and updating of risk assessment reports and business continuity plans and their incorporation into ongoing operations of the organization.
- Anticipate evolving visitor needs, their impact on service requirements and incorporate on an ongoing basis into the operations plan.

9/11 MEMORIAL & MUSEUM

- Evaluate queuing process to address bottlenecks at the box office and security lines, evaluate opportunities to enhance the visitor experience, and maximize visitation during business hours.
- Develop and implement organizational strategies to convert more Memorial only visitors into Museum visitors.

Budget and Administration:

- Develop and be accountable for department annual capital, labor, expense budgets and overall financial performance for all operating departments with a recognition of the maturation of the physical plant and ongoing capital needs to maintain the Memorial and the Museum.
- Ensure sound human relations practices.
- Develop and manage compliance of regulatory requirements.
- Manage the negotiation process and operational contracts for security and facilities maintenance which currently represent the two largest operational contracts of the organization.
- Work with direct reports in Security and Buildings & Grounds, manage the negotiation process and operational contracts for security and facilities maintenance.
- Work with cross-functional teams to develop ways to enhance the guest experience including the investigation of guest complaints.
- Manage overall staffing and scheduling needs to optimize operational excellence.
- Evaluate recruitment and retention of full-time and part-time staff

QUALIFICATIONS/SKILLS REQUIREMENT

- The EVP/Deputy Director for Operations will have a record of accomplishment in a cultural, educational or other relevant organization that balances a broad range of priorities such as respect for the visitors served, high public traffic, and with concerns of security, safety, transportation, and heavy logistical demands.
- Proven leadership skills and a record of managing effectively in an entrepreneurial organization with a relatively flat hierarchy and a strong, but evolving culture. He/She will have a background that ideally includes:
 - At least 10 years of operational management and experience with specific focus on high-volume visitor entities, security, facility

9/11 MEMORIAL & MUSEUM

management, large-scale event production, and process implementation.

- Experience planning and opening a complex, highly attended, commercially driven public facility or attraction.
- Prior exposure to all aspects of expanding an institution and scaling systems and processes to address growth.
- Responsibility for designing and building a team and successfully recruiting top talent.
- A track record of overseeing day-to-day operations in a heavily trafficked, consumer-facing environment where there are multiple demands on time, numerous decisions to be made, and visitor/customer service issues to address.
- Managerial, problem solving and planning experience with day-to-day operating responsibilities in a public or not-for-profit organization of significant size and scope.
- A degree in business administration or management.
- Willing to work nontraditional hours.

Other Personal Characteristics:

- High energy and the propensity to thrive in a high intensity environment.
- Skilled at establishing and focusing on priorities.
- Flexibility with the initiative to take on challenging projects.
- Enjoy the autonomy to make decisions that will have long-range impact on the organization.
- Creative thinker with out-of-the-box solutions to daily challenges and opportunities.
- Appreciation for a once-in-a-lifetime opportunity to become part of an organization that holds immeasurable meaning and importance to the country.

PHYSICAL DEMANDS/WORK ENVIRONMENT

The physical demands and work environment described in this job description are representative of those that the employee will encounter and is expected to meet to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

9/11 MEMORIAL & MUSEUM

While performing the duties of this job, the employee is required to be available for 2-way communication with the public and staff.

The work environments are an indoor, climate-controlled office environment comprised of cubicles, walled-offices and group conference rooms, an outdoor facility open to the public and surrounded by construction sites, and a museum area currently under construction. The noise level in the office environment is usually low. For the outdoor facility and the museum area, the noise level can be high. There are no protective devices necessary to be worn or utilized in the office work environment. Minimal travel is required.

- This job description is a descriptive list of the responsibilities and qualifications associated with this position and are not intended to be all inclusive. Employees are expected to also perform other business-related duties as assigned by the supervisor or other management.
 - The organization reserves the right to change, modify, or reassign job responsibilities, duties and scheduled work hours as per business needs.
 - This document is a communication tool and not intended as a written or implied contract of employment.
 - I have read and understand this job description. I agree to accept the responsibilities and duties as outlined.
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HOW TO APPLY

- Include job title in the email subject field.
- Send cover letter and resume to 911mmhrjobs@911memorial.org