

DAVID C. SALCFAS

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35+ Years Experience	\$330M+ Portfolio Revenue	\$80M Current P&L	1,500+ Employees Led
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EXECUTIVE SUMMARY

Results-driven hospitality executive with 35+ years of progressive leadership across Hard Rock, Marriott International, and Ritz-Carlton luxury portfolios. Current GM of Hard Rock Hotel New York — \$80M P&L, 325-person union workforce, 30% RevPAR growth, and \$20M GOP. Proven track record directing multi-property operations generating \$330M+ in annual revenue, delivering measurable EBITDA expansion, and leading complex NYC union labor environments. Deep expertise in collective bargaining, capital planning, ownership relations, AI-driven operational efficiency, and enterprise-wide performance optimization.

CORE COMPETENCIES

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|--------------------------------|----------------------------|-----------------------------------|
| ■ Multi-Property Operations | ■ RevPAR & EBITDA Growth | ■ Capital Planning & CapEx |
| ■ Union & Non-Union Labor | ■ Ownership & Asset Mgmt | ■ Operational Restructuring |
| ■ P&L; / Financial Performance | ■ AI-Driven Labor Planning | ■ Guest Experience & Quality KPIs |

PROFESSIONAL EXPERIENCE

General Manager Hard Rock Hotel New York May 2023 – Present

446-room Midtown NYC flagship | \$80M revenue | 325 union staff | \$20M GOP

- Achieved 30% RevPAR growth and 25% improvement in guest satisfaction; reduced operational expenses by \$2M through strategic efficiencies.
- Launched entertainment programming driving 40% increase in brand engagement; implemented CoPilot AI for forecasting, labor planning, and guest sentiment analysis.

General Manager New York Marriott East Side | Algonquin Hotel | Sheraton Boston Hotel | Marriott International March 2018 – Feb 2023

\$84M operating budget | 500+ associates | \$50M capital program | Local 6 and 26 Unite Here unions

- Managed \$68M P&L and outlined \$50M capital improvement program with ownership and asset managers.
- Primary labor relations contact with Local 6 delegates; drove balanced scorecard KPIs across financial, guest satisfaction, and employee engagement.

Hotel Manager New York Marriott Marquis | Marriott International Apr 2016 – Feb 2018

\$330M annual revenue | 1,500 associates | 175 managers | Times Square flagship

- Directed full operations at NYC's highest-volume property; spearheaded Carpedia initiative delivering \$4M in labor savings.
- Mentored and promoted 105 managers; key contributor to owner and asset manager communications.

General Manager LaGuardia Marriott | Marriott International April 2013 – March 2016

\$60M annual revenue | 225 associates | 55 managers

- Managed through the divestiture of property into a franchised model.
- Restructured the operating model to yield owners priority of \$2.9M.

Hotel Manager The Ritz-Carlton New York, Central Park Sep 2011 – March 2013

Forbes Five Star / AAA Five Diamond | \$75M annual revenue

- Led all operating departments for a \$75M luxury flagship; selected as one of four Forbes Five Star / Five Diamond Ritz-Carlton hotels globally (2013).

Earlier Career | Marriott International June 1988 – August 2011

17 executive roles across 10 properties: Director of Operations, General Manager Select Service, Director of Sales & Marketing, Senior Catering Manager, Culinary Leadership

- Oversaw renovations and rebrands exceeding \$60M; \$37M rooms/catering revenue; Eastern Region Sales Team of the Year (2005); re-deployed sales team to exceed revenue 118%.

SELECTED AWARDS & RECOGNITION

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| 2023 | Alumni Service Award — Johnson & Wales University |
| 2013 | Forbes Five Star / Five Diamond — Ritz-Carlton NYC, Central Park (one of four globally) • King of Queens Honoree |
| 2011 | Travel + Leisure: Top 5 North American City Hotels — only NYC property |
| 2001 | President's Award, Marriott International • 2000 Chairman's Circle Achiever • 1999 Manager of the Year |

INDUSTRY LEADERSHIP & COMMUNITY

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| • Board of Directors, Times Square Alliance NYC | • Board Member, Meet Boston Tourism & Chamber Council |
| • Board Member, Hotel Association of New York City | • Advisor — AlphaSights, GLG, Coleman Research |
| • Board Member, NY State Hospitality & Tourism Association | • VP Marketing Communications, Boy Scouts of America / Brooklyn |
| • Guidance Team Leader, Marriott Northeast Business Council | • Advisor, Johnson & Wales President's Alumni Leadership Council |

EDUCATION & CANDIDATE SCREENING

Cornell University — Executive Education, Hotel Investment & Financial Analysis

Johnson & Wales University — B.S. Food Service Management, Cum Laude, 1988 (Full Scholarship) | A.O.S. Culinary Arts, Magna Cum Laude, 1986 | 2023 Alumni Service Award

Availability: 3–4 weeks

Compensation: Open

Travel / Flexibility: Open and Ready