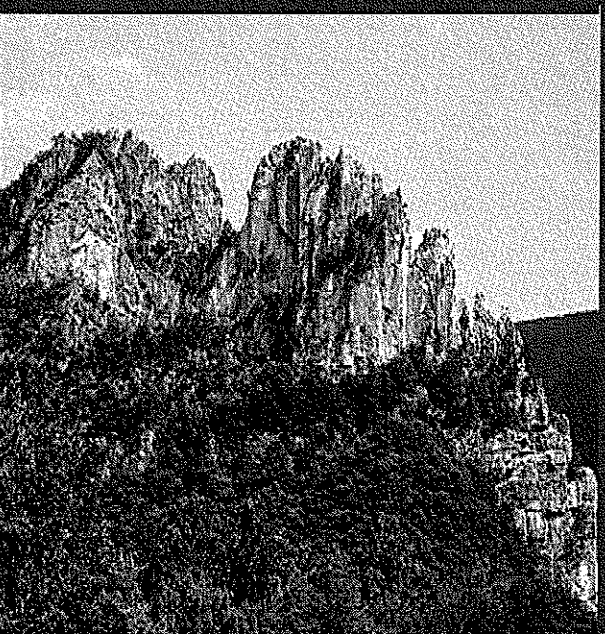




# West Virginia



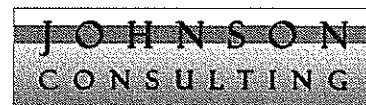
**Response to Request for  
Quotation**

## **Feasability Study for Lodge Expansion**

**SUBMITTED TO:  
West Virginia  
Department of Administration  
Purchasing Division**

**SUBMITTED BY:  
C.H. Johnson Consulting, Inc.**

**June 11, 2007**



# C.H. JOHNSON CONSULTING, INC.

EXPERTS IN CONVENTION, SPORT AND REAL ESTATE CONSULTING

June 12, 2007

Butch Chittum  
Department of Administration  
Purchasing Division  
2019 Washington Street East  
Post Office Box 50130  
Charleston, WV 25305-0130

RE: Request for Quotation # DNR80214  
State of West Virginia - Financial Feasibility Study for Lodge Expansion

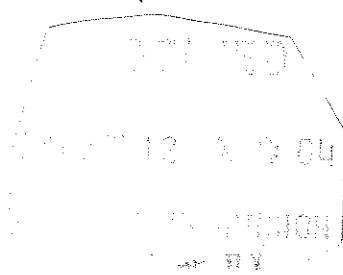
Dear Mr. Chittum and Selection Committee Members:

C.H. Johnson Consulting, Inc. (Johnson Consulting) is pleased to respond to your request to provide financial feasibility study for a 100 room lodge expansion at Cacapon Resort State Park.

Our firm is nationally recognized as one of the most comprehensive advisors on conference center and hotel developments, and has developed a reputation for quality, integrity, and success among operators, and within the public finance community.

A list of our firm's more recent work for conference centers/hotels includes:

- Glade Springs Hotel & Conference Resort, Daniels, West Virginia
- Oylebay Resort & Conference Center, Wheeling, West Virginia
- Winterplace, Ski Resort, Ghent, West Virginia
- Salem Conference Center and Hotel, Salem, Oregon (*in operation*)
- St. Charles Convention Center and Hotel (*in operation*)
- Hilton Garden Inn Conference Center and Hotel, Louisville, Kentucky (*in operation*)
- Downtown Conference Center, Jackson, Mississippi (*under construction*)
- Conference Center Feasibility Study, Tempe, Arizona
- Conference/Convention Center and Hotel Feasibility, Coralville, Iowa (*in financing*)
- South San Francisco Conference Center, San Francisco, California (*in operation*)
- Purdue University Calumet Conference Center, Hammond, Indiana (*in operation*)



- Bryan-College Station Conference/Convention Center Feasibility, Bryan-College Station, Texas
- Melbourne, Florida Conference Center Feasibility at the Melbourne Airport
- Wausau Hotel/Conference Center, Wausau, Wisconsin
- Will County Environmental Education/Conference Center, Joliet, Illinois (*in design*)

Our prior experience with similar projects position us to be a creative and comprehensive advisor to you on this assignment. This letter outlines our understanding of the assignment, scope of work, timing and fees, and our contractual conditions to perform this engagement. If you have any questions, please do not hesitate to call.

If you have any questions about our proposal, please contact me at 312-444-1031. We truly look forward to the opportunity of serving you.

Sincerely yours,  
C.H. JOHNSON CONSULTING, INC.



CHARLES H. JOHNSON  
PRESIDENT

## **SCOPE OF WORK**

The State of West Virginia is seeking professional services pursuant to developing a funding plan to construct a 100 room expansion at Cacapon Resort State Park. We remain flexible in our approach, and would be pleased to work with your client representatives to revise our methodology or scale our efforts in reflection of changing needs or expectations. In order to present the most efficient course of study, we present the following scope of services.

### **Task 1 Project Orientation and Field Work**

Johnson Consulting will meet with client representatives to confirm objectives of the study, develop clear lines of communication, review project methodology, and conduct initial fieldwork. Among the tasks to be performed during this step are:

- Discuss the project and the States goals.
- Gather and analyze background information related to the project, including previous studies and analysis.
- Identify appropriate contacts and resources necessary to ensure complete review and assessment of issues and specific data.
- Hold various meetings described in the tasks below.

### **Task 2 - Economic and Trends Analysis**

Johnson Consulting will evaluate the economic trends in the State of West Virginia as they relate to the Lodge expansion. Among the data to be gathered and analyzed for the State of West Virginia will be:

- Demographic and economic trends, including population employment, income, residential and commercial construction, and highway construction.
- Local area growth trends in new business development
- Local municipal and county government revenue generated fro business and occupation tax
- Major public and private facilities including schools, hospitals, manufacturing, transportation, government
- Travel and visitor traffic
- Local area paints of natural and historic interest
- Location of the proposed lodging with respect to its location with the local area region.

- Hotel/Lodging property supply and trends.
- Community marketing resources and strategies.
- Interpretation of why penetration of the planned expansion may or may not achieve or exceed its fair share of demand.

### **Task 3 - Industry Trends**

- We will review statistics for successful hotel/lodging property, expansion projects compatible to the current proposed expansion project. The analysis will be based on primary and secondary sources of information, publications, and sources. We will also use the firm's extensive survey experience and information from ASAE to determine and document industry trends, such as growth, selection criteria, technology, and overall industry health that will affect this project.
- We will assemble information on existing planned state and regional facilities that will compete with the number of rooms, occupancy rate, ADR, and other measures of facility performance. This analysis will reflect information on planned and existing expansions.
- We will analyze the hotel supply changes and development strategies for lodges around other regional and national projects. We will analyze ownership, financing, quality levels, and branding trends.

### **Task 4 - Existing Facility Issues Review**

Via various interviews, we will obtain information and perceptions about facility size, quality, needs, capacity of the market for the facility and other required market enhancements. We will also seek their observations about suggested improvements. Subsequent surveys with area hoteliers and telephone interviews with a cross section of existing and potential users, local event producers, and presenters will also be conducted to supplement the focused interviews.

We will also compile historical demand and financial information with the intent of looking at trends and demand constraints and operational inefficiencies that may be occurring due to facility limitations. We will also analyze lost business reports and advance booking trends.

### **Task 5 - Regional and Comparable Facilities Analysis**

We will compile statistical data on the size, quality, and performance of facilities in comparable markets of neighboring states. We will work with client representatives to select a set of three comparable facilities. Case study information on comparable facilities will include:

- Cross section of expansion facilities in the market.
- Operational and financial information.
- Size, configuration, quality, and image.
- Upgrades and phasing programs and budgets.
- Adjacent hotel and real estate development impacts and strategies.

### **Task 6 - Lodging Market (Supply and Demand) analysis**

Johnson Consulting proposes to perform the hotel analysis as follows:

- Interview representatives of the regional tourism promotion organizations and local hotel property managers.
- Develop a comprehensive list of all hotel projects that currently exist or are under consideration and indicate the status of those projects using published reports, STR reports, developer contacts, and other available sources of information.
- Review and use information from prior hotel studies and research reports performed in the market.
- Analyze historical trends in the hotel market including the number of rooms, occupancy rates, and ADR's.
- Identify a set of competitive facilities in the market and analyze occupancy, ADR's, and REVPAR for this competitive set.
- Analyze the seasonality of demand for the competitive set.
- Analyze demand by market segment, business convention and seminar, other groups, travelers, vacation and tourists, local
- Perform a market penetration analysis for the proposed hotel and estimate future room-night demand.
- Based on a supply and demand analysis that reflects market growth and room supply additions, discuss phasing issues and options.

### **Task 7 - Financial Analysis (pro-forma)**

Johnson Consulting will estimate revenue and expenses from operation and maintenance over a stipulated time period to show potential cash flow, as follows:

- Estimate revenue based on fair market share generated by sales from each profit center i.e guest rooms, food and beverage, conference room rental, gift shop, message center other

- estimate maintenance and operation expenses i.e labor and supplies for management, administration, housekeeping, security, maintenance, operation, food and beverage custodial, spa and message, pool, building and grounds, advertising, other
- based on estimate of construction FFE, and pre-opening costs (prepared by others under a separate architectural/engineering contract), estimate annual debit service expense for money financed for a given interest rate
- prepare forecast of annual net operating income over stipulated time period and calculate ratio of revenue generated/expenses (debit service ratio)

## **SCHEDULE AND MEETINGS**

We have the staff resources to dedicate to this project, but need immediate authorization to proceed. We anticipate two potential meetings - at kickoff and a final workshop. We will conduct a conference call at the conclusion of the analysis to discuss edits to the report.

## **ESTIMATED FEES**

Fees associated with this work will be \$32,500, plus expenses.

Out-of-pocket expenses will be billed at cost and in addition to fees. These expenses include clerical and administrative services such as report reproduction, messenger service, and travel. To capture indirect costs, such as incidental telephone and fax charges, computer time and postage, a \$7 dollar per hour charge will be assessed.

If you require us to attend meetings and make presentations beyond the specified scope of services, Johnson Consulting will charge separately for its actual hours of professional time incurred in preparing for and attending the meetings. Professional time will be billed at Johnson Consulting's standard hourly rates plus travel and incidental expenses.

## **CONTRACTUAL CONDITIONS**

The following conditions are standard policy for Johnson Consulting and are customary for engagements of this type. Should you have any questions concerning any of these conditions, please feel free to contact us.

The findings and recommendations of our research will reflect analyses of primary and secondary sources of information. Estimates and analyses presented in our report will be based on economic trends, market assumptions, and financial data that are subject to variation. Johnson Consulting will use sources that it deems reliable, but will not guarantee their accuracy. Recommendations will be made from

information provided by the analyses, internal databases, and from information provided by external sources.

It is understood in accepting this proposal that neither fees nor payment thereof is contingent upon the findings of the study. Additionally, all outstanding invoices must be current prior to the release of any draft and final reports.

Johnson Consulting will have no responsibility to update its report for events and circumstances occurring after the date of its report. If you decide not to proceed with the project, or if it appears that the study will result in a finding that the project cannot achieve its required results, Johnson Consulting would, at your request, terminate its work and would only bill you for fees and expenses incurred to that point in time.

All invoices must be paid in full before we can issue the final report.

Invoices outstanding after thirty days of receipt shall accrue at the interest rate of 1.5 percent per month until paid. If we need to bring action to enforce the terms contained in this letter, you will be responsible to pay our reasonable attorney's fees, costs and expenses.

If this document meets with your approval, you can accept this letter and authorize us to proceed by signing the space below and submitting the retainer check.

### **AUTHORIZATION TO PROCEED**

If the above is acceptable, please indicate by signing below.

Signature: \_\_\_\_\_

Print: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Date: \_\_\_\_\_

**Wiring payment information:**

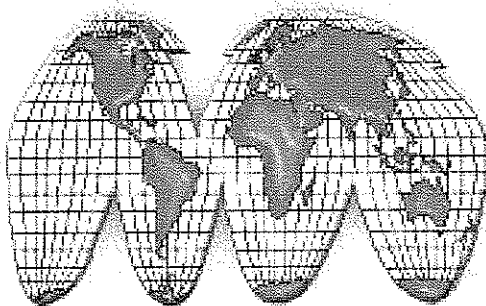
Bank: JP Morgan Chase Bank, NA  
ABA #: 021000021  
Acct. #: 840714364



# C.H. JOHNSON CONSULTING

EXPERTS IN REAL ESTATE CONSULTING

## INTRODUCTION TO JOHNSON CONSULTING



Johnson Consulting is a professional services firm specializing in convention/conference centers, hotels, sports facilities, tourism, fairgrounds, performing arts centers, casinos, golf courses, and other real estate land uses. Our firm works with both public and private sector partners.

We perform planning strategies, market and feasibility studies, economic and fiscal impact studies, develop business plans, perform surveys, conduct operational and organizational studies, perform tax analyses, and manage the process of obtaining and negotiating with developers for government agencies. We assist all aspects of the early stages of the development process, taking projects from a concept study to asset management for an owner.

## EXPERIENCE

Johnson Consulting's staff has extensive experience in real estate consulting, public finance, financial analysis, and business planning. The firm's President, Charles Johnson, has over twenty years of experience in real estate consulting, including direct involvement in over 600 assignments. Staff members have advanced degrees in business, public policy, finance, law, and public administration. Johnson Consulting regularly teams with other firms in order to provide clients the precise mix of expertise required for the engagement.

## OUR CLIENTS

Our clients include state and local government agencies, universities, convention and visitor bureaus, state tourism development agencies, hotel chains, sports teams, real estate developers, universities, lenders, and investment bankers. Over the past seven years, Johnson Consulting has served clients in North America, Europe, the Caribbean, and Asia.

## OUR APPROACH TO SERVICE

We guarantee our clients the day-to-day involvement of our senior staff in the conduct of any engagement. We offer creative solutions supported by rigorous analysis. Our clients appreciate the timely delivery of high-quality reports designed specifically for their needs. Numerous long-term and repeat engagements attest to the satisfaction of our clients.

## AFFILIATIONS

- Among Johnson Consulting's numerous affiliations, either individually or as a corporation, are:
- International Association of Convention and Visitor Bureaus
- International Society of Hospitality Consultants (Charles Johnson and Rob Hunden)
- International City/County Management Association
- International Association of Assembly Managers
- Urban Land Institute
- International Economic Development Council

# C.H. JOHNSON CONSULTING

EXPERTS IN REAL ESTATE CONSULTING

## SENIOR STAFF

### CHARLES H. JOHNSON IV

Charles Johnson is an internationally recognized consultant in the tourism and hospitality field. He grew up in Florida and spent his first eight years of consulting at Laventhol and Horwath in Orlando and Tampa. Subsequently, he was National Director for Convention, Sports, and Tourism Consulting for Tampa-based KPMG. He has worked on a myriad of real estate projects and specializes in urban public and public/private relationships. He has worked extensively internationally, most notably in Asia, Canada, Mexico, and the Caribbean.

Charles Johnson has consulted for CVBs, national and state tourism agencies, and their Boards of Directors or funding agencies in Toronto, Thailand, Puerto Rico, Cincinnati, Boston, and many other markets. In Florida, he has consulted for the Orlando CVB, the Tampa CVB, and Volusia County's TDC. He assisted in the transition of Broward County's CVB from solely a tourism promotion organization to one that also addresses the convention and meetings market. He is currently providing similar services to Osceola County, as it develops its new convention center. He has conducted room tax projections for Dade County, Osceola County, Orange County, and Hillsborough County. He has also served on the Board of Directors for the Tampa Convention and Visitors Bureau.

### MARK ERICKSON

Mark Erickson is an attorney with over twenty five years of experience in virtually every aspect of real estate development and management in both corporate and private practice handling retail, office, industrial and residential projects. His experience spans such projects from their inception by conducting site acquisition to the marketing and disposition of the completed projects through their sale or lease as well as every aspect in between including rezoning, site plan and other regulatory approval and construction management. In these capacities, his expertise extends to working with government regulators at the State, regional and local levels, as well as architects, engineers, builders, developers and lenders.

Erickson recently completed several years in private practice where his clients included several prominent residential builders as well as commercial and residential developers. During this time, he also served on the real property tax review board, zoning board of appeals for a local municipality, and the development process review advisory board of another municipality.

### AYU LISTIOWATI

Ayu Listiowati provides economic, market and financial analysis for real estate and hospitality projects. She is also responsible for project research, analysis and report writing. Listiowati joined Johnson Consulting after earning her masters degree in Real Estate from Cornell University. She graduated from University of Indonesia with a Professional Degree in Architecture. At Cornell University, she completed an internship with Winthrop Financial Associates, a real estate management firm in Boston, Massachusetts where as an Analyst she designed and performed financial analysis for various residential and retail properties.

Listiowati has worked on the feasibility study and room-tax projection for the City of Overland Park, KS, and Osceola County, FL. She also developed a comprehensive real estate planning model for a convention center and hotel complex in San Juan, Puerto Rico. She performed analyses for the Jackson Telecom Conference Center in Jackson, MS and the Busch Memorial Center in St. Louis University in St. Louis, MO. She is currently analyzing a ski resort expansion in Ghent, West Virginia and a resort/hotel expansion in Daniels, West Virginia as part of our contract with the West Virginia Development Office.

# C.H. JOHNSON CONSULTING

EXPERTS IN REAL ESTATE CONSULTING

## RYAN JOHNSON

Ryan recently joined Johnson Consulting and has done extensive coursework in international relations and finance, statistics, and business management. He has studied at the University of Denver and DePaul University. Prior to joining Johnson Consulting, Ryan worked to produce commercials where he worked as a line producer for a major production company in Los Angeles and New York. Since joining Johnson Consulting, he has worked on the analysis of the venue for Expo 2010 in Shanghai, China as well as an analysis of the Wenatchee Convention Center in Wenatchee, Washington. Currently, Ryan is managing the selection of a development company for a new convention center hotel in Fort Wayne, Indiana and is also working on an analysis of the Javits Convention Center in New York City.

## JOE ZEIT

Joe Zeit holds a Bachelor of Arts in Political Science degree from the University of Dayton, and specializes in research for sports and recreation development projects. Prior to joining Johnson Consulting, he was an intern at a law firm completing projects in legal research and legal writing. He is currently working on a hotel strategy study for the City of Norfolk, a youth recreation center in Cape Cod and an expansion of Papa John's stadium at the University of Louisville.

## BRIAN LEVIN

Brian Levin holds a Bachelor of Arts in Sports Business from the University of Illinois. Prior to joining Johnson Consulting, he was a project manager for Site Acquisition Consultants where he led the coordination of pre-construction for cellular towers and reviewed construction drawings and financial models. Brian is currently working on a feasibility study for a proposed Minor League baseball stadium in Lee's Summit, Missouri as well as an analysis of the Oregon Convention Center.

## LESLIE LAW

Leslie provides Johnson Consulting with experience in marketing, advertising, and administrative management. She has extensive experience in directing proposal and RFP activities for governmental municipalities. Prior to joining Johnson Consulting, Ms. Law managed proposal procedures for ARAMARK Correctional Services. Ms. Law was then recruited as a presentation specialist for an advertising agency in Chicago. Recent projects included sales presentations for Exelon, Coke, Kraft, Coors, Proctor & Gamble, and the US Army. At Johnson Consulting, Ms. Law has worked on proposals for several potential clients. She is also responsible for drafting and editing of reports as well as managing user surveys, coordinating the developer solicitation process, and business development.

# C.H. JOHNSON CONSULTING

EXPERTS IN REAL ESTATE CONSULTING

## ALLIANCES

Johnson Consulting often serves as an owner's representative for projects, performing its services and assisting clients to implement projects. In that regard, we often work with architects, contractors, urban design firms, survey houses, and other service providers. We have entered into several formalized strategic alliances, as described below.

- **Integra Realty Resources** is the nation's largest real estate valuation firm, with more than 50 US offices. Integra supports us in offering real estate, finance, and development consulting and public finance and tax strategy. [www.irr.com](http://www.irr.com)
- **ES Partners** provides management and development assistance for golf courses. Both ES Partners and Johnson Consulting are preferred vendors to Nicklaus Design. [www.espartners.biz](http://www.espartners.biz)
- **Conventional Wisdom** offers programming, operating, design, and construction consulting services for convention centers. [www.cwisdom.com](http://www.cwisdom.com)
- **Steve Greenberg**, formerly of the Pittsburgh Pirates, provides programming, operating, and marketing plans for sports facilities and teams as well as design and construction reviews.
- **Avatar Asia**, is Johnson Consulting's Asia Pacific partner, offering regional expertise in hospitality development, operations, and marketing. [www.avatarasia.com](http://www.avatarasia.com)

# C.H. JOHNSON CONSULTING

## EXPERTS IN REAL ESTATE CONSULTING

### Real Estate, Tourism & Urban

#### Entertainment

Boston CVB Funding Analysis  
Boston Redevelopment Authority - Facility Funding Plan  
Bradenton, Florida- Real Estate Economic Master Plan - PUD  
Buffalo CVB (New York)  
Cincinnati Regional Tourism Study  
Colville Confederated Tribes- Tourism Plan  
Commonwealth of MA - Regional Tourism Study  
Commonwealth of KY- Tourism Development Initiatives  
Corpus Christi Bayfront Masterplan  
Environmental Education Center - Greylack Glen, MA  
Grand Rapids CVB Promotions Plan & Room Tax Projections  
Hamilton County Fairgrounds, Indiana  
Houston Casino Developer - Proposal Review  
Jefferson County CVB- Tourism Strategy Study (LA)  
Leu Botanical Gardens - Orlando  
4<sup>th</sup> Street Live! Retail Complex - Louisville  
KC Live! Entertainment District - Kansas City  
Museum of Science & Industry - Columbus, OH  
New Orleans Land-based Casino  
Organizational Study- Cincinnati CVB  
Organizational Study - Milwaukee CVB  
Organizational Study - Orlando CVB  
Organizational Study - Tampa CVB  
Organizational Study - Tulsa CVB  
Orlando, Florida- Real Estate Economic Master Plan - PUD  
Quad Cities Tourism Strategy Plan  
Richmond Convention & Visitors Bureau  
Rockford, IL Downtown Events Center Masterplan  
Roebbling Resort Redevelopment (New Jersey)  
Royal Gorge Park Masterplan (Colorado)  
Salem, OR Fairground Analysis  
San Juan, PR- Office, Retail, Hotel, Residential Analysis  
Sault Ste. Marie Indian Tribe Casino (Detroit)  
Savannah, Georgia Proposed Aquarium  
Toronto Tourism Strategic Plan  
Tourism Authority of Thailand  
Waterpark of America - Bloomington, MN  
West Palm Beach Meals Tax Analysis  
WestWorld Equestrian Complex, Scottsdale, Arizona  
Impact Analysis- 6 World Trade Centers worldwide  
Waukegan Waterfront Masterplan (Illinois)

#### Stadiums/Arenas/Theaters

Albuquerque Downtown Arena  
Alcoa Proposed Arena Feasibility (Tennessee)  
American Airlines Center, Dallas, Texas  
Arlington Heights - Metropolis Performing Arts Ctr. (IL)  
Ashland Motorsports Speedway (Kentucky)  
Bears Domed Stadium, McCormick Place  
Beijing Olympic Facilities - 2008 Olympics  
Boston Red Sox- Economic Impact Analysis  
BI-LO Center (Greenville, SC)  
Biloxi Proposed Minor League Stadium  
Charlotte Coliseum  
Chesterfield County Arena and Soccer Complex (Virginia)  
The Citadel- Proposed Football Stadium  
Columbus, Ohio Arena Development  
Des Moines Arena  
Delaware State Univ. Arena/Football Feasibility  
East St. Louis Motor Speedway

Erie Civic Center- Feasibility Study/Masterplan (PA)  
Formula Motorsports Park - Pennsylvania  
Golden State Warriors Arena (Oakland)  
Green Bay Veterans Memorial Complex  
Holland Arena Feasibility (Michigan)  
Indianapolis' Blocks Theater  
Iowa Motor Speedway- Jasper County, Iowa  
Jackson, MS - Proposal AA Minor League Baseball  
Kiel Center Arena- Opera House (St. Louis)  
Manchester Civic Center- Proposed Arena (NH)  
Maryland Minor-league Ballparks Impact Analysis  
Miller Park- Milwaukee Brewers  
Norfolk Scope Complex Operations and Exec. Search  
Olathe Arena and Retail District (Kansas)  
Olympic Center Modernization - Lake Placid, NY  
Osceola County Stadium and Sports Complex (FL)  
Palmer Auditorium/Bass Hall (Austin)  
Quad Cities Speedway  
Richmond Coliseum and Mosque Theater  
Savannah Proposed Arena (Georgia)  
Scene Pavilion - Cleveland  
St. Louis Domed Stadium  
Tampa Baseball Group - MLB Expansion  
Tampa Stadium - Relocation Analysis  
University of Northern Iowa Arena Feas.  
Valdosta Motor Speedway  
Victory Stadium- Renovation Analysis (Virginia)  
Warren Co. Sports/Entertainment Complex (Ohio)  
Washington Redskins - New Stadium  
West Palm Beach Minor League Stadium  
Wilmington, DE- Diamond Sports & Community Ctr.  
Wyandotte County Proposed Arena (Kansas)

#### Convention/Civic Centers

Austin Convention Center  
Akron Convention/Conference Center (Ohio)  
Baltimore Convention Center (Maryland)  
Bangkok Convention Center Hotel Complex (Thailand)  
Bloomington Convention Center Expansion (IN)  
Boston Convention and Exhibition Center  
Broward County Convention Center (Ft. Lauderdale)  
Buenos Aires Convention Center Development  
Bryan-College Station Convention/ Conference Center Feasibility (Texas)  
Cancun Convention Center (Mexico)  
Canton Civic Center (Ohio)  
Charlotte Convention Center  
Cheyenne Convention/ Multi-Purpose Center Feasibility (Wyoming)  
Cincinnati Convention Center (Ohio)  
College Park Convention Center/Hotel Complex (GA)  
Columbus Convention Center (Ohio)  
Dane County Coliseum/ Fairgrounds (Wisconsin)  
Des Moines Convention Center (Iowa)  
Detroit Cobo Hall  
Durham Civic Center (North Carolina)  
Gastonia Civic/Convention Center Feasibility (North Carolina)  
Heartland Events Center, (Grand Island, Nebraska)  
Hynes Convention Center (Boston)  
Jackson Convention Center (Mississippi)  
Jacob Javits Convention Center (New York)  
Japan Convention Market Entry Study  
Kansas City Convention Center  
Kissimmee Civic Center (Florida)  
Kuala Lumpur City Centre  
Lansing Center (Michigan)  
Malaysia Expoland (Kuala Lumpur)  
McCormick Place (Chicago)  
Meydenbauer Center Expansion, Bellevue, WA  
Montego Bay Convention Center Feasibility (Jamaica)

Myrtle Beach Convention Center  
National Trade Center (Toronto)  
Navy Pier (Chicago)  
Norfolk Convention Center (Virginia)  
Ocean Center- Daytona Beach, Florida  
Orange County Convention Center (Orlando)  
Oregon Convention Center - Benchmarking Analysis  
Overland Park Convention Center (Kansas)  
Oregon Convention Center (Portland)  
Peoria Civic Center (IL)  
Philadelphia Convention Center  
David Lawrence Convention Center (Pittsburgh)  
Richmond Convention Center (Virginia)  
San Mateo State Fair Expo Hall (California)  
San Juan Convention Center/WTC (Puerto Rico)  
Savannah Convention/Civic Center  
Singapore Trade and Convention Center  
South Padre Island Convention Centre  
St. Charles Proposed Convention Center and Hotel (Missouri)  
St. Louis Cervantes Convention Center  
South San Francisco Conference Center  
Tampa Convention Center  
Toronto Exhibition Place Trademart and Exhibit Hall  
Trenton Exhibition Facility Feasibility (New Jersey)  
Tucson Convention Ctr, Arena, Performing Arts Complex  
Tulsa Arena and Convention Center  
Washington State Convention & Trade Center  
Winnipeg Convention Centre - Operational Audit (Manitoba)  
Wisconsin Center Expansion (Milwaukee)  
World Expo Center (Osceola County, Florida)  
Vancouver Trade and Convention Centre

#### Conference Centers and Headquarters Hotels

Austin Convention Center Headquarters Hotel  
Bangkok, Thailand - Headquarters Hotel  
Bloomington Convention Center HQ Hotel (IN)  
Calgary Convention Hotel - Land lease refinements  
Charlotte Convention Center Headquarters Hotel  
College Park, GA Convention Center/Hotel  
Concord Resort Conference Center (New York)  
Denver Convention Center Hotel  
Embry-Riddle Aeronautical Univ. Conference Center  
Erie, PA Headquarters Hotel  
Fresno Headquarters Hotel  
Ft. Wayne, IN Convention Center Headquarters Hotel  
Ft. Worth Convention Center Headquarters Hotel  
Hilton Garden Inn Conference Hotel at KFEC  
Houston Headquarters Hotel  
Jackson Telecom Center (Mississippi)  
Minneapolis Hilton  
Minneapolis HQ Hotel Feasibility  
Melbourne, FL Conference Center Feasibility - Airport  
New Orleans Headquarters Hotel  
Osceola County, FL Convention Center & Hotel  
Overland Park Headquarters Hotel (Kansas)  
Palm Springs Hotel / Resort  
Purdue University Calumet Conference Center  
Salem, OR Hotel and Conference Center  
San Moritz, Switzerland Conference Center/Hotel  
South San Francisco Conference Center  
St. Louis Headquarters Hotel  
Syracuse, NY Hotel Development  
Tempe, AZ Hotel and Conference Center  
UTTC Hotel/Convention Center - Bismarck, ND  
Washington DC Headquarters Hotel  
Wausau Hotel/Conference Center (Wisconsin)  
Will Co. IL Environmental Education/Conf. Center



State of West Virginia  
 Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

# Request for Quotation

RFQ NUMBER  
**DNR80214**

PAGE  
**1**

ADDRESS CORRESPONDENCE TO ATTENTION OF  
**BUTCH CHITTUM  
 304-558-8806**

RFQ COPY  
 TYPE NAME/ADDRESS HERE

DIVISION OF NATURAL RESOURCES  
 PARKS & RECREATION SECTION  
 BUILDING 3, ROOM 719  
 1900 KANAWHA BOULEVARD, EAST  
 CHARLESTON, WV  
 25305-0662 304-558-2775

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
05/29/2007				

BID OPENING DATE: **06/13/2007** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	JB		961-34		
<b>FINANCIAL FEASIBILITY STUDY FOR LODGE EXPANSION</b>  <b>PROFESSIONAL SERVICES PURSUANT TO DEVELOPING A FUNDING PLAN TO CONSTRUCT A 100 ROOM LODGE EXPANSION AT CACAPON RESORT STATE PARK PER THE ATTACHED SPECIFICATIONS.</b>  <b>NOTICE TO PROCEED: THIS CONTRACT IS TO BE PERFORMED WITHIN 90 CALENDAR DAYS AFTER THE NOTICE TO PROCEED IS RECEIVED. UNLESS OTHERWISE SPECIFIED, THE FULLY EXECUTED PURCHASE ORDER WILL BE CONSIDERED NOTICE TO PROCEED.</b>  <b>VENDOR PREFERENCE CERTIFICATE</b>  <b>CERTIFICATION AND APPLICATION* IS HEREBY MADE FOR PREFERENCE IN ACCORDANCE WITH WEST VIRGINIA CODE, 5A-3-37 (DOES NOT APPLY TO CONSTRUCTION CONTRACTS).</b>  <b>A. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:</b>  <input type="checkbox"/> BIDDER IS AN INDIVIDUAL RESIDENT VENDOR AND HAS RESIDED CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR  <input type="checkbox"/> BIDDER IS A PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR AND HAS MAINTAINED ITS HEAD-						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Charles Johnson</i>	TELEPHONE 312 444 1031	DATE 6/11/07
TITLE President	FEBIN 36-4074772	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

**GENERAL TERMS & CONDITIONS  
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)**

1. Awards will be made in the best interest of the State of West Virginia.
2. The State may accept or reject in part, or in whole, any bid.
3. All quotations are governed by the *West Virginia Code* and the *Legislative Rules* of the Purchasing Division.
4. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125.00 registration fee.
5. All services performed or goods delivered under State Purchase Orders/Contracts are to be continued for the term of the Purchase Order/Contract, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30.
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract.
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, this contract is automatically null and void, and is terminated without further order.
14. **HIPAA Business Associate Addendum** - The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Covered Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.

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**INSTRUCTIONS TO BIDDERS**

1. Use the quotation forms provided by the Purchasing Division.
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in cases of discrepancy.
5. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications.

**SIGNED BID TO:**

Department of Administration  
Purchasing Division  
2019 Washington Street East  
Post Office Box 50130  
Charleston, WV 25305-0130





State of West Virginia  
 Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

# Request for Quotation

RFQ NUMBER
DNR80214

PAGE
2

ADDRESS CORRESPONDENCE TO ATTENTION OF
BUTCH CHITUM 304-558-8806

RFQ COPY  
 TYPE NAME/ADDRESS HERE

VENDOR

SHIP TO

DIVISION OF NATURAL RESOURCES  
 PARKS & RECREATION SECTION  
 BUILDING 3, ROOM 719  
 1900 KANAWHA BOULEVARD, EAST  
 CHARLESTON, WV  
 25305-0662 304-558-2775

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
05/29/2007				

BID OPENING DATE: **06/13/2007** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>QUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR 80% OF THE OWNERSHIP INTEREST OF BIDDER IS HELD BY ANOTHER INDIVIDUAL, PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR WHO HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR</p> <p>( ) BIDDER IS A CORPORATION NONRESIDENT VENDOR WHICH HAS AN AFFILIATE OR SUBSIDIARY WHICH EMPLOYS A MINIMUM OF ONE HUNDRED STATE RESIDENTS AND WHICH HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA CONTINUOUSLY FOR THE FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION.</p> <p>B. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:</p> <p>( ) BIDDER IS A RESIDENT VENDOR WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES WORKING ON THE PROJECT BEING BID ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID;</p> <p>OR</p> <p>( ) BIDDER IS A NONRESIDENT VENDOR EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS OR IS A NONRESIDENT VENDOR WITH AN AFFILIATE OR SUBSIDIARY WHICH MAINTAINS ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES OR BIDDERS' AFFILIATE'S OR</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
<i>Charles Johnson</i>	312 444 1031	6/11/07
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
President	36-4074772	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'





State of West Virginia  
 Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

# Request for Quotation

RFQ NUMBER
DNR80214

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3

ADDRESS CORRESPONDENCE TO ATTENTION OF
BUTCH CHITTUM 304-558-8806

VENDOR	RFQ COPY
	TYPE NAME/ADDRESS HERE

SHIP TO	DIVISION OF NATURAL RESOURCES PARKS & RECREATION SECTION BUILDING 3, ROOM 719 1900 KANAWHA BOULEVARD, EAST CHARLESTON, WV 25305-0662 304-558-2775
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DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
05/29/2007				

BID OPENING DATE: 06/13/2007 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>SUBSIDIARY'S EMPLOYEES ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID.</p> <p>BIDDER UNDERSTANDS IF THE SECRETARY OF TAX &amp; REVENUE DETERMINES THAT A BIDDER RECEIVING PREFERENCE HAS FAILED TO CONTINUE TO MEET THE REQUIREMENTS FOR SUCH PREFERENCE, THE SECRETARY MAY ORDER THE DIRECTOR OF PURCHASING TO: (A) RESCIND THE CONTRACT OR PURCHASE ORDER ISSUED; OR (B) ASSESS A PENALTY AGAINST SUCH BIDDER IN AN AMOUNT NOT TO EXCEED 5% OF THE BID AMOUNT AND THAT SUCH PENALTY WILL BE PAID TO THE CONTRACTING AGENCY OR DEDUCTED FROM ANY UNPAID BALANCE ON THE CONTRACT OR PURCHASE ORDER.</p> <p>BY SUBMISSION OF THIS CERTIFICATE, BIDDER AGREES TO DISCLOSE ANY REASONABLY REQUESTED INFORMATION TO THE PURCHASING DIVISION AND AUTHORIZES THE DEPARTMENT OF TAX AND REVENUE TO DISCLOSE TO THE DIRECTOR OF PURCHASING APPROPRIATE INFORMATION VERIFYING THAT BIDDER HAS PAID THE REQUIRED BUSINESS TAXES, PROVIDED THAT SUCH INFORMATION DOES NOT CONTAIN THE AMOUNTS OF TAXES PAID NOR ANY OTHER INFORMATION DEEMED BY THE TAX COMMISSIONER TO BE CONFIDENTIAL.</p> <p>UNDER PENALTY OF LAW FOR FALSE SWEARING (WEST VIRGINIA CODE 61-5-3), BIDDER HEREBY CERTIFIES THAT THIS CERTIFICATE IS TRUE AND ACCURATE IN ALL RESPECTS; AND THAT IF A CONTRACT IS ISSUED TO BIDDER AND IF ANYTHING CONTAINED WITHIN THIS CERTIFICATE CHANGES DURING THE TERM OF THE CONTRACT, BIDDER WILL NOTIFY THE PURCHASING DIVISION IN WRITING IMMEDIATELY.</p> <p style="text-align: right;">BIDDER: <u>Johnson Consulting, Inc</u></p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
<i>Charles Johnson</i>	312 444 1031	6/11/07
TITLE	FAX	ADDRESS CHANGES TO BE NOTED ABOVE
President	36-4074772	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia  
 Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

# Request for Quotation

RFQ NUMBER  
**DNR80214**

PAGE  
**4**

ADDRESS CORRESPONDENCE TO ATTENTION OF  
**BUTCH CHITTUM  
 304-558-8806**

VENDOR

RFQ COPY  
 TYPE NAME/ADDRESS HERE

SHIP TO

DIVISION OF NATURAL RESOURCES  
 PARKS & RECREATION SECTION  
 BUILDING 3, ROOM 719  
 1900 KANAWHA BOULEVARD, EAST  
 CHARLESTON, WV  
 25305-0662 304-558-2775

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
05/29/2007				
BID OPENING DATE: 06/13/2007		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
DATE: <u>June 11, 2007</u> SIGNED: _____ TITLE: <u>President</u>						
* CHECK ANY COMBINATION OF PREFERENCE CONSIDERATION(S) IN EITHER "A" OR "B", OR BOTH "A" AND "B" WHICH YOU ARE ENTITLED TO RECEIVE. YOU MAY REQUEST UP TO THE MAXIMUM 5% PREFERENCE FOR BOTH "A" AND "B". (REV. 12/00)						
NOTICE A SIGNED BID MUST BE SUBMITTED TO: DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130						
THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED: SEALED BID						
BUYER:				BUTCH CHITTUM		44

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Charles Johnson</i>	TELEPHONE 304 444 1031	DATE 6/11/07
TITLE President	FEN 36-4074772	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia  
 Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

# Request for Quotation

RFQ NUMBER  
**DNR80214**

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**5**

ADDRESS CORRESPONDENCE TO ATTENTION OF  
**BUTCH CHITTUM**  
**304-558-8806**

RFQ COPY  
 TYPE NAME/ADDRESS HERE

RFQ COPY

SHIP TO

DIVISION OF NATURAL RESOURCES  
 PARKS & RECREATION SECTION  
 BUILDING 3, ROOM 719  
 1900 KANAWHA BOULEVARD, EAST  
 CHARLESTON, WV  
 25305-0662 304-558-2775

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
05/29/2007				

BID OPENING DATE: **06/13/2007** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
RFQ. NO.:				DNR80214		
BID OPENING DATE:				06/13/2007		
BID OPENING TIME:				1:30 P.M.		
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID:						
----- 312-444-1125 -----						
CONTACT PERSON (PLEASE PRINT CLEARLY):						
----- Charles Johnson, IV -----						
***** THIS IS THE END OF RFQ DNR80214 ***** TOTAL: _____						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Charles Johnson</i>	TELEPHONE 312-444-1031	DATE 6/11/07
TITLE President	FAX 36-4074772	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

## JOHNSON CONSULTING'S MISSION STATEMENT

Johnson Consulting is committed to providing governments, developers, and not-for-profits with real estate market and financial analysis and project implementation support for urban and destination-oriented projects.

We guide our clients through organizational advancement by way of best-practice advisory services.

We promote the following values through our work: objectivity, independence, economic pragmatism, and social responsibility.