

ORIGINAL

CANAAN VALLEY MOUNTAIN RESORT
A WEST VIRGINIA STATE PARK

COST PROPOSAL

REQUEST FOR PROPOSAL
West Virginia Division of Natural Resources
DNR-214010

Attachment C: Cost Sheet

Cost information below as detailed in the Request for Proposal and submitted in a separate sealed envelope. Cost should be clearly marked. PROPOSERS WILL BE REQUIRED TO ENSURE THAT THEIR PROPOSALS ARE IN FULL COMPLIANCE WITH IRS PROCEDURES AND GUIDELINES AND FEDERAL TAX LAWS GOVERNING PRIVATE BUSINESS USE OF FACILITIES FINANCED WITH TAX-EXEMPT BONDS, AND THE PROPOSED TERM SHOULD NOT EXCEED FIVE YEARS. PROPOSERS ARE EXPECTED TO ADHERE TO IRS SAFE HARBORS PROVISIONS FOUND IN REVENUE PROCEDURE 97-13. A DNR PROJECTION OF TOTAL ANNUAL REVENUES / BUSINESS LEVELS IS ATTACHED AS A REFERENCE FOR PROPOSERS. PROJECTIONS MAY OR MAY NOT BE REALIZED.

Management Fee

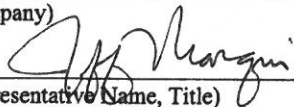
Canaan Valley State Park & Blackwater Falls Restaurant

| | |
|---|------------------------------|
| A. Annual fixed management fee YEAR 1; | \$ 250,000.00 Annual Fee |
| B. Annual fixed management fee YEAR 2; | \$ 275,000.00 Annual Fee |
| C. Annual fixed management fee YEAR 3; | \$ 300,000.00 Annual Fee |
| D. Annual fixed management fee YEAR 4; | \$ 300,000.00 Annual Fee |
| E. Annual fixed management fee YEAR 5; | \$ 300,000.00 Annual Fee |
| F. GRAND TOTAL YEARS 1 THROUGH 5 | \$ 1,425,000.00 Total Fee |

If applicable, sign and submit the attached Resident Vendor Preference Certificate with the proposal.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Guest Services, Inc.

(Company)
 President/COO

(Representative Name, Title) 9/11
703-849-9300/703-641-4690

(Contact Phone/Fax Number)
December 4, 2013

(Date)

REQUEST FOR PROPOSAL

West Virginia Division of Natural Resources

DNR-214010

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ORIGINAL



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

Solicitation

| |
|-----------|
| NUMBER |
| DNR214010 |

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|---|
| ADDRESS CORRESPONDENCE TO ATTENTION OF: |
| GUY NISBET |
| 304-558-8802 |

VENDOR



Guest Services, Inc.
 3055 Prosperity Ave
 Fairfax, VA 22031-2216

SHIP TO

DIVISION OF NATURAL RESOURCES
 PROCUREMENT OFFICE
 324 4TH AVENUE
 SOUTH CHARLESTON, WV
 25303-1228 304-558-3397

| |
|--------------|
| DATE PRINTED |
| 08/28/2013 |

BID OPENING DATE: 11/05/2013

BID OPENING TIME 1:30PM

| LINE | QUANTITY | UOP | CAT. NO. | ITEM NUMBER | UNIT PRICE | AMOUNT |
|---|----------|-----|----------|---------------------------------------|------------|--------------|
| REQUEST FOR PROPOSAL (RFP) | | | | | | |
| THE STATE OF WEST VIRGINIA AND ITS AGENCY, THE WEST VIRGINIA DIVISION OF NATURAL RESOURCES (WVDNR), REQUEST A PROPOSAL TO MANAGE AND OPERATE CANAAN VALLEY RESORT STATE PARK IN DAVIS, WV. AND A NEARBY SATELLITE OPERATION OF BLACKWATER FALLS STATE PARK RESTAURANT, PER THE ATTACHED SPECIFICATIONS AND INSTRUCTIONS TO BIDDERS. | | | | | | |
| 0001 | 1 | YR | 971-60 | 1ST YEAR PROPERTY MANAGEMENT SERVICES | | \$250,000.00 |
| 0002 | 1 | YR | 971-60 | 2ND YEAR PROPERTY MANAGEMENT SERVICES | | \$275,000.00 |
| 0003 | 1 | YR | 971-60 | 3RD YEAR PROPERTY MANAGEMENT SERVICES | | \$300,000.00 |

ORIGINAL

| | | |
|---------------|--------------|-----------------------------------|
| SIGNATURE | TELEPHONE | DATE |
| | 703-849-9300 | 12/4/2013 |
| TITLE | FEIN | ADDRESS CHANGES TO BE NOTED ABOVE |
| President/COO | 53-0164700 | |

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



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RFQ COPY

TYPE NAME/ADDRESS HERE

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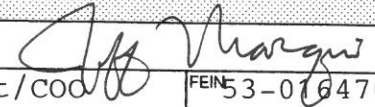
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| 0004 | 1 | YR | | 971-60 | | |
| | | | | 4TH YEAR PROPERTY MANAGEMENT SERVICES | | \$300,000.00 |
| 0005 | 1 | YR | | 971-60 | | |
| | | | | 5TH YEAR PROPERTY MANAGEMENT SERVICES | | \$300,000.00 |

ORIGINAL

***** THIS IS THE END OF RFQ DNR214010

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| SIGNATURE  | | TELEPHONE 703-849-9300 | DATE 12/4/2013 |
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| TITLE | President/COO | FEIN | 53-0164700 | ADDRESS CHANGES TO BE NOTED ABOVE | |

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| SIGNATURE <i>[Signature]</i> | TELEPHONE 703-849-9300 | DATE 12/4/2013 |
| TITLE President/COD | FEIN 53-0164700 | ADDRESS CHANGES TO BE NOTED ABOVE |

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

Detailed Forecast of Income and Expense

| | 2014 | | | | 2015 | | | | 2016 | | | | Stabilized | | | |
|--------------------------------|--------------|--------------|----------------|----------------|---------------|--------------|----------------|----------------|----------------|--------------|----------------|----------------|----------------|---------------|-----------------|----------------|
| Number of Rooms and Cabins: | 183 | | | | 183 | | | | 183 | | | | 183 | | | |
| Occupancy: | 44% | | | | 47% | | | | 50% | | | | 53% | | | |
| Average Rate: | \$105.00 | | | | \$117.60 | | | | \$129.36 | | | | \$133.24 | | | |
| RevPAR: | \$46.20 | | | | \$55.27 | | | | \$64.68 | | | | \$70.62 | | | |
| Days Open: | 365 | | | | 365 | | | | 365 | | | | 365 | | | |
| Occupied Rooms: | 29,390 | %Gross | PAR | POR | 31,394 | %Gross | PAR | POR | 33,398 | %Gross | PAR | POR | 35,401 | %Gross | PAR | POR |
| REVENUE | | | | | | | | | | | | | | | | |
| Room and Cabin Rentals | \$3,086 | 33.9 % | \$16,863 | \$105.00 | \$3,692 | 36.2 % | \$20,175 | \$117.60 | \$4,320 | 38.2 % | \$23,607 | \$129.35 | \$4,717 | 38.6 % | \$25,776 | \$133.24 |
| Canaan Valley Food & Beverage | 2,101 | 23.1 | 11,482 | 71.50 | 2,270 | 22.3 | 12,402 | 72.30 | 2,446 | 21.6 | 13,367 | 73.24 | 2,631 | 21.6 | 14,378 | 74.33 |
| Blackwater Falls Restaurant | 480 | 5.3 | 2,625 | 16.34 | 519 | 5.1 | 2,835 | 16.52 | 559 | 4.9 | 3,055 | 16.74 | 601 | 4.9 | 3,286 | 16.99 |
| Telecommunications | 15 | 0.2 | 83 | 0.52 | 16 | 0.2 | 89 | 0.52 | 18 | 0.2 | 96 | 0.52 | 19 | 0.2 | 103 | 0.53 |
| Golf | 726 | 8.0 | 3,968 | 24.70 | 781 | 7.7 | 4,270 | 24.89 | 840 | 7.4 | 4,588 | 25.14 | 900 | 7.4 | 4,920 | 25.43 |
| Downhill Ski & Tubing | 1,997 | 21.9 | 10,911 | 67.94 | 2,149 | 21.1 | 11,743 | 68.45 | 2,309 | 20.4 | 12,616 | 69.13 | 2,476 | 20.3 | 13,531 | 69.94 |
| Recreation (Incl. Clay Sport) | 245 | 2.7 | 1,338 | 8.33 | 263 | 2.6 | 1,435 | 8.36 | 281 | 2.5 | 1,537 | 8.42 | 301 | 2.5 | 1,643 | 8.49 |
| Rentals & Other Income | 463 | 5.1 | 2,532 | 15.77 | 495 | 4.9 | 2,707 | 15.78 | 529 | 4.7 | 2,890 | 15.83 | 564 | 4.6 | 3,081 | 15.93 |
| Total | 9,114 | 100.0 | 49,801 | 310.10 | 10,185 | 100.0 | 55,657 | 324.43 | 11,301 | 100.0 | 61,755 | 338.38 | 12,210 | 100.0 | 66,719 | 344.89 |
| DEPARTMENTAL EXPENSES * | | | | | | | | | | | | | | | | |
| Room and Cabin Rentals | 1,049 | 34.0 | 5,734 | 35.70 | 1,181 | 32.0 | 6,456 | 37.63 | 1,296 | 30.0 | 7,082 | 38.81 | 1,321 | 28.0 | 7,217 | 37.31 |
| Canaan Valley Food & Beverage | 1,996 | 95.0 | 10,908 | 67.92 | 2,111 | 93.0 | 11,534 | 67.23 | 2,202 | 90.0 | 12,030 | 65.92 | 2,315 | 88.0 | 12,653 | 65.41 |
| Blackwater Falls Restaurant | 475 | 99.0 | 2,598 | 16.18 | 503 | 97.0 | 2,750 | 16.03 | 531 | 95.0 | 2,903 | 15.90 | 559 | 93.0 | 3,056 | 15.80 |
| Telecommunications | 49 | 324.3 | 269 | 1.67 | 51 | 315.5 | 281 | 1.64 | 54 | 307.4 | 294 | 1.61 | 56 | 300.0 | 308 | 1.59 |
| Golf | 426 | 58.7 | 2,329 | 14.50 | 448 | 57.4 | 2,450 | 14.28 | 471 | 56.1 | 2,575 | 14.11 | 495 | 55.0 | 2,706 | 13.99 |
| Downhill Ski & Tubing | 1,066 | 53.4 | 5,823 | 36.26 | 1,121 | 52.2 | 6,124 | 35.70 | 1,178 | 51.0 | 6,438 | 35.28 | 1,238 | 50.0 | 6,765 | 34.97 |
| Recreation (Incl. Clay Sport) | 213 | 86.9 | 1,163 | 7.24 | 222 | 84.4 | 1,212 | 7.06 | 231 | 82.1 | 1,262 | 6.92 | 241 | 80.0 | 1,315 | 6.80 |
| Rentals & Other Income Expense | 294 | 63.4 | 1,606 | 10.00 | 308 | 62.2 | 1,683 | 9.81 | 323 | 61.1 | 1,764 | 9.67 | 338 | 60.0 | 1,849 | 9.56 |
| Total | 5,569 | 61.1 | 30,430 | 189.48 | 5,946 | 58.4 | 32,490 | 189.39 | 6,286 | 55.6 | 34,349 | 188.21 | 6,564 | 53.8 | 35,870 | 185.42 |
| DEPARTMENTAL INCOME | 3,545 | 38.9 | 19,371 | 120.62 | 4,239 | 41.6 | 23,166 | 135.04 | 5,015 | 44.4 | 27,406 | 150.17 | 5,645 | 46.2 | 30,849 | 159.47 |
| OPERATING EXPENSES | | | | | | | | | | | | | | | | |
| Administrative & General | 1,082 | 11.9 | 5,914 | 36.82 | 1,140 | 11.2 | 6,230 | 36.32 | 1,200 | 10.6 | 6,559 | 35.94 | 1,254 | 10.3 | 6,854 | 35.43 |
| Marketing | 732 | 8.0 | 4,002 | 24.92 | 766 | 7.5 | 4,184 | 24.39 | 800 | 7.1 | 4,372 | 23.96 | 832 | 6.8 | 4,547 | 23.51 |
| Repairs & Maintenance | 584 | 6.4 | 3,191 | 19.87 | 641 | 6.3 | 3,503 | 20.42 | 701 | 6.2 | 3,828 | 20.97 | 750 | 6.1 | 4,097 | 21.18 |
| Utilities | 812 | 8.9 | 4,435 | 27.62 | 855 | 8.4 | 4,673 | 27.24 | 900 | 8.0 | 4,919 | 26.95 | 941 | 7.7 | 5,141 | 26.57 |
| Total | 3,210 | 35.2 | 17,542 | 109.23 | 3,402 | 33.4 | 18,590 | 108.36 | 3,601 | 31.9 | 19,677 | 107.82 | 3,777 | 30.9 | 20,640 | 106.69 |
| HOUSE PROFIT | \$335 | 3.7 | \$1,829 | \$11.39 | \$837 | 8.2 | \$4,576 | \$26.68 | \$1,414 | 12.5 | \$7,728 | \$42.35 | \$1,868 | 15.3 | \$10,210 | \$52.78 |
| Management Fee | 273 | 3.0 | 1,494 | 9.30 | 306 | 3.0 | 1,670 | 9.73 | 339 | 3.0 | 1,853 | 10.15 | 366 | 3.0 | 2,002 | 10.35 |
| EBITDA** | 61 | 0.7 % | 335 | 2.09 | 532 | 5.2 % | 2,907 | 16.94 | 1,075 | 9.5 % | 5,876 | 32.20 | 1,502 | 12.3 % | 8,208 | 42.43 |

Note: Revenue and expense whole dollar amounts expressed in thousands (,000). PAR= Per Available Room; POR= Per Occupied Room.

*Departmental expenses are expressed as a percentage of departmental revenues.

**EBITDA: Earnings Before Interest, Taxes, Depreciation and Amortization

Source: Nichols Hospitality Consulting, Inc.

Staffing Charts

| Administration | | | | | |
|--------------------------|-------------|-------------------------|-------------------------------|-----------------|----------------|
| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
| Salary | | | | | |
| Director | 39.31 | F | R | 40 | 81,761 |
| General Manager | 27.89 | F | R | 40 | 58,001 |
| Administrative Assistant | 16.83 | F | R | 40 | 35,000 |
| Total Salary | | | | | 174,762 |
| Hourly | | | | | |
| Clerk | 10.00 | F | R | 40 | 20,800 |
| Clerk | 10.86 | P | R | 32 | 18,071 |
| Security Officer | 8.00 | F | R | 40 | 16,640 |
| Security Officer | 7.91 | F | R | 40 | 16,453 |
| Warehouse/Storage | 9.00 | F | R | 40 | 18,720 |
| Total Hourly | | | | | 90,684 |
| Total Labor | | | | | 265,445 |

| |
|--------------|
| Sales |
|--------------|

| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
|-----------------------|-------------|-------------------------|-------------------------------|-----------------|----------------|
| Salary | | | | | |
| Director of Sales | 27.89 | F | R | 40 | 58,011 |
| Manager | 17.31 | F | R | 40 | 36,001 |
| Manager | 14.42 | F | R | 40 | 30,000 |
| Total Salary | | | | | 124,012 |
| Hourly | | | | | |
| Special Assistant | 9.00 | F | R | 40 | 18,720 |
| Special Assistant | 9.00 | F | R | 40 | 18,720 |
| Marketing Coordinator | 13.16 | F | R | 40 | 27,373 |
| Total Hourly | | | | | 64,813 |
| Total Labor | | | | | 188,824 |

Conference Set-up

| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
|--------------------|----------------|-------------------------|-------------------------------|--------------|------------------|
| Hourly | | | | | |
| Set-Up | 7.25 | P | W | 16 | 6,032 |
| Set-Up | 8.25 | F | R | 40 | 17,160 |
| Total Labor | | | | | 23,192 |

Food and Beverage

| Salary | | | | | |
|---------------------|-------|---|---|----|----------------|
| Manager | 22.6 | F | S | 40 | 47,008 |
| Sous Chef | 14.15 | F | R | 40 | 29,432 |
| Total Salary | | | | | 76,440 |
| Hourly | | | | | |
| Chief Cook | 12.17 | F | R | 40 | 25,314 |
| Supervisor | 11.24 | F | R | 40 | 23,379 |
| Crew Leader | 10.00 | F | R | 40 | 20,800 |
| General Utility | 7.25 | P | W | 18 | 6,786 |
| General Utility | 7.25 | P | S | 15 | 5,655 |
| General Utility | 7.25 | P | W | 16 | 6,032 |
| General Utility | 7.25 | P | S | 18 | 6,786 |
| General Utility | 7.25 | F | R | 40 | 15,080 |
| General Utility | 7.25 | P | W | 21 | 7,917 |
| General Utility | 7.25 | P | W | 20 | 7,540 |
| General Utility | 7.25 | P | S | 24 | 9,048 |
| General Utility | 7.25 | P | W | 24 | 9,048 |
| General Utility | 7.25 | P | W | 8 | 3,016 |
| General Utility | 8.67 | F | R | 40 | 18,034 |
| General Utility | 7.25 | P | S | 24 | 9,048 |
| General Utility | 7.25 | F | R | 40 | 15,080 |
| General Utility | 7.25 | P | S | 24 | 9,048 |
| General Utility | 7.25 | P | S | 20 | 7,540 |
| General Utility | 7.25 | P | S | 16 | 6,032 |
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| General Utility | 7.25 | P | W | 20 | 7,540 |
| General Utility | 7.25 | P | S | 24 | 9,048 |
| General Utility | 7.25 | P | S | 16 | 6,032 |
| General Utility | 7.25 | P | W | 24 | 9,048 |
| Cook | 8.25 | F | R | 32 | 13,728 |
| Cook | 9.61 | F | R | 40 | 19,989 |
| Cook | 9.75 | F | R | 40 | 20,280 |
| Cook | 8.00 | P | S | 40 | 16,640 |
| Cook | 9.00 | F | R | 40 | 18,720 |
| Junior Cook | 9.00 | F | R | 40 | 18,720 |
| Tipped Waitperson | 7.50 | P | R | 15 | 5,850 |
| Tipped Waitperson | 9.38 | F | R | 30 | 14,633 |
| Tipped Waitperson | 9.64 | F | R | 40 | 20,051 |
| Tipped Waitperson | 7.25 | F | R | 35 | 13,195 |
| Tipped Waitperson | 8.07 | F | R | 35 | 14,687 |
| Tipped Waitperson | 10.02 | F | R | 40 | 20,842 |
| Hostess | 7.25 | F | R | 35 | 13,195 |
| Hostess | 8.83 | F | R | 40 | 18,366 |
| Clerk | 11.72 | F | R | 46 | 28,034 |
| Total Hourly | | | | | 508,829 |
| Total Salary | | | | | 585,269 |

| Bear Paw Food Court & Quenchers Pub | | | | | |
|--|--------------------|---------------------------------|--|-------------------------|--------------------------|
| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
| Salary | | | | | |
| Manager | 15.38 | F | R | 40 | 12,304 |
| Total Salary | | | | | 12,304 |
| Hourly | | | | | |
| Supervisor | 12.04 | F | R | 40 | 9,632 |
| Cook | 8.00 | P | W | 16 | 1,792 |
| Cook | 8.00 | F | S | 40 | 4,480 |
| Cook | 8.00 | P | S | 20 | 2,240 |
| Cook | 8.00 | P | S | 20 | 2,240 |
| Cook | 8.00 | F | S | 40 | 4,480 |
| Cook | 8.00 | P | S | 16 | 1,792 |
| Cook | 7.25 | F | S | 40 | 4,060 |
| Cashier | 7.25 | P | S | 24 | 2,436 |
| Clerk | 7.25 | P | S | 24 | 2,436 |
| Cashier | 7.25 | F | S | 40 | 4,060 |
| Cashier | 7.25 | P | S | 24 | 2,436 |
| Bartender - Untipped | 9.00 | F | S | 40 | 5,040 |
| Bartender - Untipped | 7.25 | F | R | 40 | 4,060 |
| Waitstaff | 8.00 | F | S | 40 | 4,480 |
| Waitstaff | 7.25 | P | S | 40 | 4,060 |
| Waitstaff | 7.25 | P | S | 40 | 4,060 |
| Total Hourly | | | | | 63,784 |
| Total Labor | | | | | 76,088 |

*Manager/Supervisor calculated at 20 weeks

*Staff calculated at 14 weeks

Blackwater Falls Restaurant

| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
|---------------------|-------------|-------------------------|-------------------------------|-----------------|----------------|
| Salary | | | | | |
| Manager | 16.83 | F | R | 40 | 34,998 |
| Total Salary | | | | | 34,998 |
| Hourly | | | | | |
| Kitchen Supervisor | 9.00 | P | W | 40 | 18,720 |
| Waiter/Waitress | 9.25 | P | W | 32 | 15,392 |
| Cook | 7.25 | P | W | 32 | 12,064 |
| Cook | 7.25 | P | W | 32 | 12,064 |
| Cook | 9.00 | P | W | 32 | 14,976 |
| Cook | 7.25 | P | W | 32 | 12,064 |
| Waiter/Waitress | 7.25 | P | W | 32 | 12,064 |
| Tipped Waitperson | 7.25 | P | W | 32 | 12,064 |
| Tipped Waitperson | 7.25 | P | W | 32 | 12,064 |
| Tipped Waitperson | 7.25 | P | W | 16 | 6,032 |
| Tipped Waitperson | 7.25 | P | W | 32 | 12,064 |
| Tipped Waitperson | 7.25 | P | W | 32 | 12,064 |
| Tipped Waitperson | 7.25 | P | W | 32 | 12,064 |
| Tipped Waitperson | 7.25 | P | W | 32 | 12,064 |
| Tipped Waitperson | 7.25 | P | W | 16 | 6,032 |
| Tipped Waitperson | 7.25 | P | W | 32 | 12,064 |
| Tipped Waitperson | 7.25 | P | W | 32 | 12,064 |
| General Utility | 7.25 | P | W | 32 | 12,064 |
| General Utility | 7.25 | P | W | 32 | 12,064 |
| General Utility | 7.25 | P | W | 32 | 12,064 |
| General Utility | 7.25 | P | W | 32 | 12,064 |
| Dish Washer | 8.00 | P | W | 32 | 13,312 |
| Bus Person | 7.25 | P | W | 24 | 9,048 |
| Bus Person | 7.25 | P | W | 32 | 12,064 |
| Hostess | 8.25 | P | W | 32 | 13,728 |
| Hostess | 8.25 | P | W | 32 | 13,728 |
| Hostess | 8.50 | P | W | 25 | 11,050 |
| Total Hourly | | | | | 327,106 |
| Total Labor | | | | | 362,104 |

| Club House Grill | | | | | |
|-------------------------|--------------------|---------------------------------|------------------------------------|-------------------------|--------------------------|
| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
| Hourly | | | | | |
| Supervisor | 12.04 | F | R | 40 | 14,448 |
| Cook | 7.25 | P | W | 16 | 3,480 |
| Cook | 7.25 | P | W | 24 | 5,220 |
| Cook | 7.50 | P | W | 16 | 3,600 |
| Total Labor | | | | | 26,748 |

*Calculated on 30 weeks

| Laurel Lounge | | | | | |
|----------------------|--------------------|---------------------------------|--|-------------------------|--------------------------|
| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
| Hourly | | | | | |
| Bartender - Untipped | 7.25 | F | R | 40 | 15,080 |
| Bartender - Untipped | 7.25 | F | R | 40 | 15,080 |
| Bartender - Untipped | 7.25 | F | R | 32 | 12,064 |
| Bartender - Untipped | 7.25 | P | R | 25 | 9,425 |
| Total Labor | | | | | 51,649 |

Mountain Operations

Summer Mountain Crew

| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
|------------------------|-------------|-------------------------|-------------------------------|-----------------|----------------|
| Salary | | | | | |
| Manager | 27.10 | F | R | 40 | 41,192 |
| Manager | 14.87 | F | R | 40 | 22,598 |
| Total Salary | | | | | 63,790 |
| Hourly | | | | | |
| Specialist | 8.00 | F | R | 40 | 12,160 |
| Cashier | 8.00 | F | R | 40 | 12,160 |
| Cashier | 8.25 | F | R | 40 | 12,540 |
| Cashier | 7.50 | P | W | 16 | 4,560 |
| Attendant | 7.73 | F | W | 40 | 11,750 |
| Attendant | 8.50 | F | R | 40 | 12,920 |
| Attendant | 7.96 | F | R | 40 | 12,099 |
| Maintenance Specialist | 9.55 | F | R | 40 | 14,516 |
| Maintenance Specialist | 9.50 | F | R | 40 | 14,440 |
| Maintenance Specialist | 8.24 | F | R | 40 | 12,525 |
| Maintenance Specialist | 9.01 | F | R | 40 | 13,695 |
| Maintenance Specialist | 8.75 | F | R | 40 | 13,300 |
| Total Hourly | | | | | 146,665 |
| Total Labor | | | | | 210,455 |

Ski Season Mountain Crew

| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
|---------------------|-------------|-------------------------|-------------------------------|-----------------|---------------|
| Salary | | | | | |
| Manager | 27.10 | F | A | 40 | 15,176 |
| Manager | 16.87 | F | A | 40 | 9,447 |
| Manager | 14.01 | F | A | 40 | 7,847 |
| Manager | 17.25 | F | A | 40 | 9,660 |
| Total Salary | | | | | 42,130 |
| Hourly | | | | | |
| Ski School Director | 16.00 | R | A | 40 | 8,960 |
| Ski Patrol | 10.50 | P | A | 28 | 4,116 |
| Ski Patrol | 9.50 | P | A | 28 | 3,724 |
| Ski Patrol | 10.00 | F | A | 40 | 5,600 |
| Ski Patrol | 10.50 | F | A | 40 | 5,880 |
| Ski Patrol | 10.00 | P | A | 16 | 2,240 |
| Ski Patrol | 13.50 | P | A | 29 | 5,481 |
| Ski Patrol | 9.00 | F | A | 40 | 5,040 |
| Ski Patrol | 11.00 | P | A | 20 | 3,080 |
| Ski Patrol | 9.50 | P | A | 29 | 3,857 |
| Ski Patrol | 9.50 | P | A | 28 | 3,724 |
| Ski Patrol | 11.00 | F | A | 40 | 6,160 |
| Ski Patrol | 9.50 | F | A | 40 | 5,320 |
| Ski Patrol | 10.00 | F | A | 40 | 5,600 |
| Ski Patrol | 11.00 | P | A | 28 | 4,312 |
| Ski Patrol | 10.50 | F | A | 40 | 5,880 |
| Ski Patrol | 10.50 | F | A | 40 | 5,880 |
| Ski Patrol | 10.00 | P | A | 28 | 3,920 |
| Ski Patrol | 10.50 | P | A | 28 | 4,116 |
| Ski Patrol | 10.50 | F | A | 40 | 5,880 |
| Ski Patrol | 10.50 | F | A | 40 | 5,880 |
| Ski Patrol | 13.50 | P | A | 40 | 7,560 |
| Bus Driver | 12.06 | F | A | 40 | 6,754 |
| Bus Driver | 10.75 | F | A | 40 | 6,020 |
| Attendant | 8.50 | F | A | 40 | 4,760 |
| Attendant | 8.50 | F | A | 40 | 4,760 |
| Attendant | 8.79 | F | A | 40 | 4,922 |
| Attendant | 8.50 | F | A | 40 | 4,760 |
| Attendant | 8.50 | F | A | 40 | 4,760 |
| Attendant | 8.50 | F | A | 40 | 4,760 |
| Attendant | 8.50 | F | A | 40 | 4,760 |
| Attendant | 8.75 | F | A | 40 | 4,900 |
| Attendant | 8.50 | F | A | 40 | 4,760 |
| Attendant | 8.50 | F | A | 40 | 4,760 |
| Attendant | 8.50 | F | A | 40 | 4,760 |
| Attendant | 8.00 | F | A | 40 | 4,480 |
| Attendant | 8.50 | F | A | 40 | 4,760 |
| Attendant | 8.50 | F | A | 40 | 4,760 |
| Attendant | 8.50 | F | A | 40 | 4,760 |

Ski Season Mountain Crew Continued

| | | | | | |
|------------------------|-------|---|---|----|--------|
| Rental | 7.75 | F | A | 40 | 4,340 |
| Rental | 7.75 | F | A | 40 | 4,340 |
| Rental | 8.25 | F | A | 40 | 4,620 |
| Rental | 8.00 | P | A | 24 | 2,688 |
| Rental | 7.75 | P | A | 24 | 2,604 |
| Rental | 8.00 | P | A | 24 | 2,688 |
| Rental | 11.00 | F | A | 40 | 6,160 |
| Rental | 8.50 | F | A | 40 | 4,760 |
| Rental | 8.00 | P | A | 24 | 2,688 |
| Rental | 8.00 | P | A | 24 | 2,688 |
| Rental | 7.75 | F | A | 40 | 4,340 |
| Rental | 8.00 | F | A | 40 | 4,480 |
| Snow Removal | 10.00 | F | A | 40 | 5,600 |
| Snow Removal | 7.25 | P | A | 28 | 2,842 |
| Snow Maker | 10.50 | F | A | 40 | 5,880 |
| Snow Maker | 9.00 | F | A | 40 | 5,040 |
| Snow Maker | 15.00 | F | A | 40 | 8,400 |
| Snow Maker | 11.00 | F | A | 40 | 6,160 |
| Snow Maker | 10.50 | F | A | 40 | 5,880 |
| Snow Maker | 9.25 | F | A | 40 | 5,180 |
| Snow Maker | 10.00 | F | A | 40 | 5,600 |
| Mechanic | 9.50 | F | A | 40 | 5,320 |
| Snow Maker | 13.00 | F | A | 40 | 7,280 |
| Snow Maker | 9.00 | F | A | 40 | 5,040 |
| Snow Maker | 9.00 | F | A | 40 | 5,040 |
| Crew Leader | 15.00 | F | A | 40 | 8,400 |
| Crew Leader | 13.50 | P | A | 16 | 3,024 |
| Maintenance Specialist | 18.00 | F | A | 40 | 10,080 |
| Maintenance Specialist | 10.50 | F | A | 40 | 5,880 |
| Specialist | 8.00 | P | A | 16 | 1,792 |
| Specialist | 8.50 | F | A | 40 | 4,760 |
| Specialist | 8.50 | F | A | 40 | 4,760 |
| Specialist | 8.00 | F | A | 40 | 4,480 |
| Specialist | 8.00 | P | A | 29 | 3,248 |
| Specialist | 8.00 | F | A | 40 | 4,480 |
| Specialist | 8.00 | P | A | 29 | 3,248 |
| Specialist | 8.00 | P | A | 29 | 3,248 |
| Specialist | 8.00 | P | A | 29 | 3,248 |
| Specialist | 8.50 | P | A | 29 | 3,451 |
| Cashier | 8.00 | F | A | 40 | 4,480 |
| Cashier | 8.00 | P | A | 24 | 2,688 |
| Cashier | 8.00 | P | A | 24 | 2,688 |
| Cashier | 8.00 | F | A | 40 | 4,480 |
| Cashier | 7.75 | P | A | 20 | 2,170 |
| Cashier | 8.00 | P | A | 16 | 1,792 |
| Cashier | 8.00 | P | A | 24 | 2,688 |
| Cashier | 8.00 | P | A | 24 | 2,688 |
| Cashier | 11.75 | F | A | 40 | 6,580 |
| Ski School Clerk | 7.50 | P | A | 16 | 1,680 |
| Ski School Clerk | 8.50 | F | A | 40 | 4,760 |

Ski Season Mountain Crew Continued

| | | | | | |
|--------------------------------|-------|---|---|----|----------------|
| Instructor | 8.25 | P | A | 8 | 924 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 8.25 | P | A | 8 | 924 |
| Instructor | 8.50 | P | A | 8 | 952 |
| Instructor | 10.50 | P | A | 16 | 2,352 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 8.25 | P | A | 20 | 2,310 |
| Instructor | 8.25 | P | A | 8 | 924 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 7.25 | P | A | 24 | 2,436 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 8.25 | P | A | 20 | 2,310 |
| Instructor | 10.50 | P | A | 8 | 1,176 |
| Instructor | 8.50 | P | A | 8 | 952 |
| Instructor | 8.25 | P | A | 8 | 924 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 8.75 | P | A | 8 | 980 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 8.00 | P | A | 16 | 1,792 |
| Instructor | 8.25 | P | A | 18 | 2,079 |
| Instructor | 8.00 | P | A | 8 | 896 |
| Instructor | 7.50 | P | A | 8 | 840 |
| Instructor | 7.75 | P | A | 8 | 868 |
| Total Hourly | | | | | 445,592 |
| Total Salary | | | | | 487,722 |
| *Winter calculated on 14 weeks | | | | | |

| |
|--------------------|
| Maintenance |
|--------------------|

| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
|------------------------|-------------|-------------------------|-------------------------------|-----------------|----------------|
| Salary | | | | | |
| Manager | 17.64 | F | R | 40 | 36,693 |
| Total Salary | | | | | 36,693 |
| Hourly | | | | | |
| Maintenance Specialist | 8.00 | F | R | 40 | 16,640 |
| Maintenance Specialist | 8.26 | F | R | 40 | 17,181 |
| Maintenance Specialist | 10.10 | F | R | 40 | 21,008 |
| Maintenance Specialist | 9.34 | F | R | 40 | 19,427 |
| Maintenance Specialist | 8.00 | F | R | 40 | 16,640 |
| Maintenance Specialist | 9.55 | F | R | 40 | 19,864 |
| Maintenance Specialist | 8.00 | F | R | 40 | 16,640 |
| Maintenance Specialist | 8.00 | F | R | 40 | 16,640 |
| Maintenance Specialist | 8.00 | F | R | 40 | 16,640 |
| Maintenance Specialist | 10.00 | F | R | 40 | 20,800 |
| Total Hourly | | | | | 181,480 |
| Total Labor | | | | | 218,173 |

Rooms Division

| Front Desk Staffing | | | | | |
|----------------------------|-------------|-------------------------|-------------------------------|--------------|----------------|
| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
| Salary | | | | | |
| Manager | 19.00 | F | R | 40 | 39,520 |
| Total Salary | | | | | 39,520 |
| Hourly | | | | | |
| Supervisor-FD | 9.47 | F | R | 40 | 19,698 |
| Supervisor-Res | 9.67 | F | R | 40 | 20,114 |
| Clerk | 10.73 | F | R | 30 | 16,739 |
| Clerk | 8.00 | F | R | 40 | 16,640 |
| Clerk | 8.00 | P | W | 24 | 9,984 |
| Clerk | 8.00 | P | R | 20 | 8,320 |
| Clerk | 8.00 | F | S | 40 | 16,640 |
| Night Auditor | 12.14 | F | R | 40 | 25,251 |
| Reservation | 8.00 | P | W | 20 | 8,320 |
| Reservation | 8.00 | F | R | 40 | 16,640 |
| Reservations | 8.00 | P | W | 24 | 9,984 |
| Reservations | 8.00 | F | R | 40 | 16,640 |
| Phones | 8.65 | F | R | 40 | 17,992 |
| Clerk | 8.00 | F | R | 40 | 16,640 |
| Total Hourly | | | | | 219,601 |
| Total Labor | | | | | 259,121 |

| Housekeeping | | | | | |
|---------------------|--------------------|-----------------------------|--------------------------------|---------------------|----------------------|
| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
| Salary | | | | | |
| Supervisor | 13.85 | R | R | 40 | 28,808 |
| Total Salary | | | | | 28,808 |
| Hourly | | | | | |
| Crew Leader | 8.38 | R | R | 40 | 17,430 |
| Crew Leader | 8.25 | R | R | 40 | 17,160 |
| Housekeeper | 7.25 | S | S | 40 | 15,080 |
| Housekeeper | 7.25 | R | R | 40 | 15,080 |
| Housekeeper | 7.25 | R | R | 40 | 15,080 |
| Housekeeper | 9.44 | R | R | 40 | 19,635 |
| Housekeeper | 8.93 | R | R | 40 | 18,574 |
| Housekeeper | 7.50 | R | R | 40 | 15,600 |
| Housekeeper | 8.39 | R | R | 40 | 17,451 |
| Housekeeper | 7.25 | S | S | 40 | 15,080 |
| Housekeeper | 7.25 | S | S | 40 | 15,080 |
| Housekeeper | 7.25 | R | R | 40 | 15,080 |
| Housekeeper | 7.25 | S | S | 40 | 15,080 |
| Housekeeper | 7.25 | R | R | 40 | 15,080 |
| Housekeeper | 7.25 | S | S | 40 | 15,080 |
| Housekeeper | 7.25 | S | S | 40 | 15,080 |
| Laundry | 8.15 | R | R | 40 | 16,952 |
| Laundry | 7.75 | R | R | 40 | 16,120 |
| Laundry | 7.25 | R | R | 40 | 15,080 |
| Inspector | 7.75 | R | R | 40 | 16,120 |
| House Person | 7.50 | R | R | 40 | 15,600 |
| House Person | 7.25 | W | W | 28 | 10,556 |
| House Person | 8.00 | S | S | 40 | 16,640 |
| House Person | 7.25 | R | R | 40 | 15,080 |
| House Person | 7.25 | R | R | 40 | 15,080 |
| House Person | 7.25 | S | S | 40 | 15,080 |
| House Person | 7.75 | R | R | 40 | 16,120 |
| Total Hourly | | | | | 425,079 |
| Total Salary | | | | | 453,887 |

Recreation

| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
|--|-------------|-------------------------|-------------------------------|-----------------|------------------|
|--|-------------|-------------------------|-------------------------------|-----------------|------------------|

| | | | | | |
|---------------------|-------|---|---|----|----------|
| Salary | | | | | |
| Manager* | 14.87 | F | R | 40 | 0 |
| Total Salary | | | | | 0 |

*Manager is paid under Mountain Operations

| | | | | | |
|---------------------|-------|---|---|----|----------------|
| Supervisor | 10.00 | F | R | 40 | 20,800 |
| Supervisor | 9.00 | F | R | 40 | 18,720 |
| Naturalist | 10.00 | F | R | 40 | 20,800 |
| Cashier | 7.25 | F | S | 40 | 15,080 |
| Cashier** | 7.25 | F | S | 40 | 4,060 |
| Attendant | 7.25 | F | R | 40 | 15,080 |
| Attendant | 8.00 | P | W | 24 | 9,984 |
| Attendant | 8.00 | P | W | 8 | 3,328 |
| Attendant** | 7.25 | F | S | 40 | 4,060 |
| Attendant** | 8.00 | P | W | 40 | 4,480 |
| Attendant** | 8.36 | F | R | 40 | 4,682 |
| Lifeguard** | 8.00 | F | S | 40 | 4,480 |
| Lifeguard** | 8.00 | F | S | 40 | 4,480 |
| Lifeguard** | 8.00 | F | W | 40 | 4,480 |
| Lifeguard** | 8.00 | F | S | 40 | 4,480 |
| Lifeguard** | 8.00 | F | S | 40 | 4,480 |
| Lifeguard** | 8.00 | F | W | 40 | 4,480 |
| Total Hourly | | | | | 147,954 |

| | | | | | |
|--------------------|--|--|--|--|----------------|
| Total Labor | | | | | 147,954 |
|--------------------|--|--|--|--|----------------|

**Summer hourly is calculated at 14 weeks

Campground

| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
|--------------------|----------------|-------------------------|-------------------------------|-----------------|------------------|
| Hourly | | | | | |
| Attendant | 8.00 | F | W | 40 | 8,960 |
| Attendant | 8.00 | F | R | 40 | 8,960 |
| Total Labor | | | | | 17,920 |

*Campground attendants are calculated on 28 weeks

| Retail-Main Lodge | | | | | |
|--------------------------|--------------------|---------------------------------|--|-------------------------|--------------------------|
| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
| Hourly | | | | | |
| Supervisor | 9.50 | F | R | 40 | 19,760 |
| Cashier - Union | 7.75 | F | R | 40 | 16,120 |
| Cashier - Union | 8.00 | F | R | 40 | 16,640 |
| Cashier | 8.50 | F | R | 40 | 17,680 |
| Total Labor | | | | | 70,200 |

| Ski Retail | | | | | |
|--------------------|--------------------|---------------------------------|--|-------------------------|--------------------------|
| | Hourly Rate | Full-time/ Part-time | Regular/ Wage/ Seasonal | Weekly Hours | Annual Salary |
| Hourly | | | | | |
| Cashier 1 | 8.25 | F | R | 40 | 17,160 |
| Cashier 2 | 8.00 | P | W | 40 | 8,320 |
| Cashier 3 | 8.00 | P | W | 20 | 2,240 |
| Cashier 3 | 8.00 | P | W | 20 | 2,240 |
| Total Labor | | | | | 29,960 |

*Cashier 1 calculated on 52 weeks

*Cashier 2 calculated on 26 weeks

*Cashier 2 & 3 calculated on 14 weeks

Winter Marketing Plan

| | September | October | November | December | January | February | March | Grand Total |
|--|------------------|------------------|-----------------|-----------------|-----------------|------------------|-----------------|------------------|
| WINTER MARKETING PLAN 13-14 | | | | | | | | - |
| WV Co-ops (Newspapers/Magazine) | | | | | | | | - |
| Blue Ridge Outdoors (Snowbound - Dec 2013 issue) | | | | 2,290.00 | | | | 2,290.00 |
| Recreation News (Winter/Summer Getaways Co-op Sept./Jan) | 899 | | | | | 899 | | 1,798.00 |
| Total WV Co-op | 899 | | | 2,290.00 | 899 | | | 4,088.00 |
| Newspapers | | | | | | | | - |
| Elkins Intermountain (Local: Recreation, Events, F&B, Gift Shop Sales) | 429.75 | 300 | 400 | 400 | 400 | 400 | 400 | 2,729.75 |
| Parsons Advocate (Local: Recreation, Events, F&B, Gift Shop Sales) | 355.5 | 100 | 200 | 200 | 200 | 200 | 200 | 1,455.50 |
| The Republican (Golf, Events, S ki) | 93.6 | 94 | 150 | 150 | 150 | 150 | 150 | 937.6 |
| Journal News - Martinsburg | | | 410 | 410 | 410 | 410 | 410 | 2,050.00 |
| Charleston Newspapers (Almost Heaven Section - last Sunday month) | | 400 | 400 | 400 | 400 | 400 | 400 | 2,400.00 |
| Baltimore Sun | 695 | | | | | 3,900.00 | | 4,595.00 |
| Herald Mail (Hagerstown MD) | | | 500 | | 500 | 500 | | 1,500.00 |
| Observer Reporter (Washington PA) | | 300 | 600 | 600 | 900 | | | 2,400.00 |
| Record Delta | 249 | | | 150 | 150 | 150 | | 699 |
| Pittsburgh City Paper | | 700 | | | | | | 700 |
| Parkersburg News | 460 | | | 310 | 310 | 310 | | 1,390.00 |
| Total Newspapers | 2,282.85 | 1,894.00 | 2,660.00 | 2,620.00 | 3,420.00 | 6,420.00 | 1,560.00 | 20,856.85 |
| | September | October | November | December | January | February | March | Grand Total |
| Total Newspapers & Co-ops | 3,181.85 | 1,894.00 | 2,660.00 | 4,910.00 | 4,319.00 | 6,420.00 | 1,560.00 | 24,944.85 |
| Special Publications | | | | | | | | |
| Guest Quest (Travel Guide) | | | 750 | | | | | 750 |
| Graffiti Magazine (Parkersburg News) Beth Lockhart quarter page \$315.3 | 229 | | | | | | | 229 |
| Frederick News-Post (August 2013 - Wedding Planner) | | | | | | | | - |
| Epoch Times (Asian Market - DC Newspaper) | | | 526 | 526 | 526 | 1,052.00 | 526 | 3,156.00 |
| Loudoun Magazine (25,000 circulation - full color half page) Run date 6/1 | 900 | | | | | | | 900 |
| Daily Antheneum *Coupon Section (Nov, Jan, Feb dates - \$90 each) | | | 100 | | 100 | 100 | | 300 |
| Scouter Digest (Boy Scout Leaders) *June/Oct Issues | | 750 | | | | | | 750 |
| Total Special Publications | 1,129.00 | 750 | 1,376.00 | 526 | 626 | 1,152.00 | 526 | 6,085.00 |
| WV Magazine | | | | | | | | |
| WV Weddings Magazine 2/3 Page 4.971" w x 9.5" h (\$1850) | | 1,800.00 | | | | | 1,800.00 | 3,600.00 |
| WV Living Magazine | | | | | 2,000.00 | | | 2,000.00 |
| WV Travel Recreation (WV Mtn Highlands feature) 1/6 page (3.50 x 3") *internet inc | | | 535 | | | | | 535 |
| Randolph Arts Alliance | | | | | | | | - |
| Travel / Group Publications | | | | | | | | |
| WV State Travel Guide-Miles Media-1/2 Pg - Vertical) | | | | | | 4,799.00 | | 4,799.00 |
| WV Executive Magazine (February 2013) | | | | | | | | - |
| Miscellaneous Listings | | | | | | | | |
| Homeschoolers Guide (Spring/Fall 2013 dates) Full Page 20% Disc | 240 | | | | | | | 240 |
| Golf Publications | | | | | | | | |
| WV Golf Association (Yearbook 2013 - half page) | | | | | | | | - |
| Club Directories/Newsletters | | | | | | | | |
| Ski World Directory (12-13) season) | | 525 | | | | | | 525 |
| Club Directories (Quarter page OVSC - \$25 Columbus Ski club Directory) | 80 | 25 | 25 | 25 | 25 | 25 | 25 | 205 |
| Sitzmark Ohio Clubs - 1/4 Pg V 5" x 8" color | | | 590 | | 255 | | | 845 |
| WVSAE Directory | | | | | 250 | | | 250 |
| Total CVR Publications | 320 | 2,350.00 | 1,150.00 | 25 | 2,530.00 | 4,824.00 | 1,800.00 | 12,999.00 |
| TOTAL PUBLICATIONS | 1,449.00 | 3,100.00 | 2,526.00 | 551 | 3,156.00 | 5,976.00 | 2,326.00 | 19,084.00 |
| Total Advertising- Via Print (76001) | 4,630.85 | 4,994.00 | 5,186.00 | 5,461.00 | 7,475.00 | 12,396.00 | 3,886.00 | 44,028.85 |
| Budget (76001) | 3,500.00 | 3,600.00 | 5,400.00 | 5,400.00 | 7,200.00 | 13,950.00 | 6,840.00 | 45,890.00 |
| Difference | -1,130.85 | -1,394.00 | 214 | -61 | -275 | 1,554.00 | 2,954.00 | 1,861.15 |

| | September | October | November | December | January | February | March | Grand Total |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|-----------------|------------------|
| Media-76000 | | | | | | | | |
| Trade Shows | | | | | | | | |
| *Additional Trade Shows (allowance) | | | | | | | | - |
| AAA Great Vacations Expo (Jan 24 -26, 2014) *Columbus OH (paid) | | | | | | | | - |
| ABA Marketplace (Jan 11-15, 2014) *Nashville TN (paid) | | | | | | | | - |
| Crescent Ski Council (Myrtle Beach, SC) April 25 - 28, 2014 | | | | 1,000.00 | | | | 1,000.00 |
| HSMIAI Affordable Meetings (Sept 2014) *3725 (Member/2013 rate) | | | | | | | | - |
| Bank Travel "Boomers" *November 15-17, 2013 *Cleveland OH | 1,700.00 | | | | | | | 1,700.00 |
| Charleston Wedding Expo (January 2014) - KR *Discount - early payment (Aug) | | | | | | | | - |
| Travel South (Charleston WV) *February 23-26, 2014 | | 2,500.00 | | | | | | 2,500.00 |
| Northcoast Golf Productions (Pittsburgh Show - Mar 8-10, 2013) *Pay Se | 895 | | | | | | | 895 |
| WV Governor's Conference on Tourism (October 2013) *Sept 6 - \$225 pp | 450 | | | | | | | 450 |
| Total Trade Shows | 3,045.00 | 2,500.00 | - | 1,000.00 | - | - | - | 6,545.00 |
| | | | | | | | | |
| Billboard Advertising | | | | | | | | |
| WV Outdoor Advertising (Morgantown, Charleston, Davis) *3 locations - \$500 each | | | | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | 6,000.00 |
| Production Expenses | | | | | | | | |
| Five 15 Creative (Ad Agency) | 1,621.80 | 1,621.80 | 1,621.80 | 1,621.80 | 1,621.80 | 1,621.80 | 1,621.80 | 11,352.60 |
| Total Production/Billboard Expenses | 1,621.80 | 1,621.80 | 1,621.80 | 3,121.80 | 3,121.80 | 3,121.80 | 3,121.80 | 11,352.60 |
| | | | | | | | | |
| Total Media Advertising (76000) | 4,666.80 | 4,121.80 | 1,621.80 | 4,121.80 | 3,121.80 | 3,121.80 | 3,121.80 | 23,897.60 |
| Budget (76000) | 6,300.00 | 4,500.00 | 1,800.00 | 4,500.00 | 4,680.00 | 1,800.00 | 2,880.00 | 26,460.00 |
| Difference | 1,633.20 | 378.2 | 178.2 | 378.2 | 1,558.20 | -1,321.80 | -241.8 | 2,562.40 |
| | | | | | | | | |
| | | | | | | | | |
| Internet/Website Services - 76007 | | | | | | | | |
| Hungerhost -website hosting (3 mini sites) \$30 @ 3 months x 3 sites | 90 | | | | | | 90 | 180 |
| Hungerhost - Hosting (Main Site - 1 year \$240) | | | | | | | 1,200.00 | 1,200.00 |
| Constant Contact - Email Services | | | | | 891 | | | 891 |
| Total Internet Services | 90 | - | - | - | - | - | 1,290.00 | 1,380.00 |
| | | | | | | | | |
| Pay-Per-Click Advertising-76007 | | | | | | | | |
| Pay-Per-Click Advertising-Google/MSN | 500 | 500 | 800 | 800 | 1,000.00 | 1,000.00 | 500 | 5,100.00 |
| Total Pay-Per-Click | 500 | 500 | 800 | 800 | 1,000.00 | 1,000.00 | 500 | 5,100.00 |
| | | | | | | | | |
| Internet Advertising - 76007 | | | | | | | | |
| Publication/Radio/Television | | | | | | | | |
| Outside WV State | | | | | | | | |
| RecreationNews.com (May 13 - April 14) *200 month/yr contract require | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 1,400.00 |
| Washington Diplomat *Nov - Jan | | | | 900 | 900 | 900 | | 2,700.00 |
| Baltimore Sun (Travel Section/Entertainment Section) Dec - Feb 2014 | | | | | 1,500.00 | 1,500.00 | 1,500.00 | 4,500.00 |
| DaytonNews/10tv.com (Columbus OH) *Dec - Feb | 700 | | | | 700 | 700 | 700 | 2,800.00 |
| usa9.com (DC/Metro) CBS *2 weeks per month *Dec - Feb | | | | | 700 | 700 | 700 | 2,100.00 |
| West Virginia | | | | | | | | |
| WCHSTV.com (Skyscraper) 6mon (May - Nov) | 495 | 495 | 495 | 495 | | | | 1,980.00 |
| Journalnews.com (Martinsburg, WV) | 540 | 540 | 540 | | | | | 1,620.00 |
| wvgazette.com (Charleston Newspapers - \$8.10@ 100 thousand min) - \$810 month | | | | 500 | 810 | 810 | 810 | 2,930.00 |
| WV Tourism /Miles Media ENewsletter (Featured Deals section) | | | | | | 695 | 695 | 1,390.00 |
| Dominionpost.com (Morgantown,WV) *26 week contract \$70 week | | 280 | 280 | 350 | 280 | 280 | 350 | 1,820.00 |
| WDTV.com (Clarksburg/Morgantown) *CBS (300x 250 pixels) 3 months | | | | 525 | 525 | 525 | | 1,575.00 |
| Ski Websites | | | | | | | | |
| dski.com | 2,000.00 | | | | | | | 2,000.00 |
| skisoutheast.com *\$7500 online ads | | | 3,500.00 | | 4,000.00 | | | 7,500.00 |
| SnoCountry.com | | 2,500.00 | | | | | | 2,500.00 |

Golf Marketing Plan

Marketing Outline / Golf Course 2014

April - October 2014

| Print (Newspaper) | Rate (per placement) | Size | Run Dates | Circulation | Placement / Message |
|--|----------------------|---------------------|------------------------|---------------------|--|
| The Journal (Martinsburg, WV) | \$ 500.00 | Half Page / color | May, 2014 | 37,000 | Summer Travel Guide (promote resort & golf course) |
| The Herald Mail (Hagerstown, MD) | \$ 895.00 | Full Page/color | May, 2014 | 31,000 | Summer Travel Guide (promote resort & golf course) |
| Dominion Post (Morgantown, WV) | \$ 230.00 | 3col x 5 | May, 2014 | 25,367 | Summer Fun Tabloid / golf page promo |
| Clarksburg Exponent (Clarksburg, WV) | \$ 350.00 | 3col x 6 | May - Sept (monthly) | 23,000 | Sunday sports page (discount day coupon/golf pkg) |
| Cumberland Times/Weekender/WV Pages MD/WV | \$ 75.00 | 1col x 3" | May - Sept (weekly) | 58,000 | Golf Pages - Weekly Ad (includes "spotlight" golf course promo) |
| Parkersburg Sentinel | \$ 350.00 | 10" w x 10" h | May - Sept (3 ads) | 45,000 | Free Time - Special Sections - Friday run dates |
| Print Special Sections - Golf Guides/Directories | | | | | |
| Parkersburg Sentinel/Marietta Times/Marietta A.M. (3 Newspapers) | \$ 275.00 | 10" x 3" | April, 2014 | 110,000 | Mid Ohio Valley Golf Guide Tabloid (Color) / Golf Package Offer |
| Clarksburg Exponent (Clarksburg, WV) | \$ 350.00 | 2col x 3 | April, 2014 | 25,000 | Spring Golf Directory / Golf Packages/Day Discounts |
| Charleston Gazette / Golf WV Special Section | \$ 750.00 | 4.175"w x 7.5" h | April, 2014 | 49,000 | Quarter Page/Colr - Promote golf course & package offered |
| Greenbrier Golf Classic (program directory) PGA Tour | \$ 743.25 | 4.175" w x 7.375" h | July, 2014 | 65,000 | *Charleston Gazette, half page/color promote golf course/package: |
| Mylan Golf Classic (program directory) Web.com Tour | \$ 799.00 | Half Page/Color | July, 2014 | 25,000 | *Observer-Reporter Newspaper, directory for golf classic |
| Print (Magazine) | | | | | |
| WV Golf Association (Magazine / Statewide Assoc Members) | \$ 800.00 | Half Page | Summer Issue | 10,000+ | golf Course promotions and golf packages offered |
| Print (Local Newspapers) | | | | | |
| Elkins Intermountain (Elkins, WV) | \$ 156.00 | 3col x 5" | May - Sept (1 @ month) | 10,958 | Sports Section / Golf Events & Discount Coupons for redemption o |
| Parsons Advocate (Tucker County, WV) | \$ 75.00 | 3col x 5" | May - Sept (1 @ month) | 4,000 | Golf Events & Discount Coupons for redemption on day play |
| The Republican (Garrett County, MD) | \$ 20.00 | 3col x 5" | May - Sept (1 @ month) | 4,000 | Golf Events & Discount Coupons for redemption on day play |
| Online | | | | | |
| postgazette.com - Pittsburgh, PA / Sport Section | \$ 1,200.00 | Leaderboard | May - Sept | 100,000 impressions | golf course package promos |
| wstaycations.com / WV Market / Specials Sections | \$ 750.00 | Skyscraper | April - May | 100,000 impressions | golf course package promos |
| wmetronews.com / Statewide / Sports Section | \$ 1,000.00 | Big Box | June - Sept | 100,000 impressions | golf course package promos |
| Golf Trade Shows | | | | | |
| Pittsburgh Golf Show (Feb 28 - Mar 2, 2014) | \$ 895.00 | NA | NA | 18,000 Attendance | Golf Course/Resort Promotion; packages offered |
| Washington Golf Show (Jan 31 - Feb 2, 2014) | \$ 895.00 | NA | NA | 18,000 Attendance | Golf Course/Resort Promotion; packages offered |
| AAA Great Vacations Travel Expo (Jan 24 - 26, 2014) *Columbus, C | \$ 995.00 | NA | NA | 12,700 Attendance | Promote destination resort @ vacations, golf course, ski, and sumi |