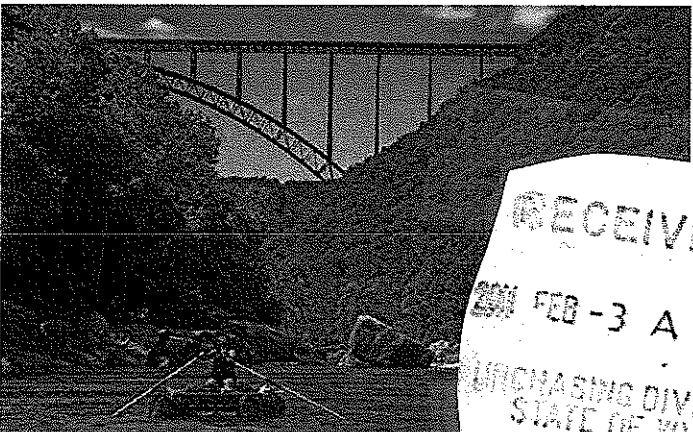

TECHNICAL
PROPOSAL TO
PROVIDE AN
ANALYSIS OF
AND STRATEGIC
PLAN FOR THE
TOURISM
INDUSTRY IN
WEST VIRGINIA



RFP TOR 4089

Presented to:
The West Virginia
Department of Commerce,
Tourism Division
February 3, 2011



CSL International
520 Nicollet Mall, Suite 440
Minneapolis, MN 55418
Phone - 612-294-2000
Fax - 612-294-2045





February 3, 2011

Mr. Frank Whitaker
Senior Buyer, Purchasing Division
State of West Virginia
2019 Washington Street East
Charleston, WV 25305-0130

Dear Mr. Whitaker:

Conventions, Sports & Leisure International (CSL), along with Thinkwell Development Group (Thinkwell), Marshall Murdaugh Marketing, and a select group of leading experts in specific fields of the tourism industry (collectively referred to as the Project Team) are very pleased to submit this proposal to provide analysis and strategic planning services to the West Virginia Department of Commerce, Tourism Division. Our proposal addresses each of the elements outlined in the recently-issued RFP (TOR 4089) to provide a comprehensive plan of action that will ultimately assess and identify growth opportunities in West Virginia's tourism-related industry sectors.

We are mindful that success in this effort requires a deep understanding of the elements that make the West Virginia tourism product unique and authentic, including history, culture, industry, outdoor sports, natural amenities and related features. We also understand that the evaluation and planning efforts must focus on appropriate target audiences, industry sectors and niche markets that combine to form the mainstay of a sustainable, long-term tourism program for West Virginia.

The Project Team we have assembled to conduct the necessary research, analysis and strategic planning for this assignment has unparalleled experience within the visitor industry, helping public sector entities and destination marketing organizations throughout the state with the development of strategic plans and evaluation of complex tourism and visitor industry planning issues. Project Team members also bring extensive knowledge of important aspects of West Virginia economic sectors, tourism infrastructure, political climate and other key aspects.

If selected for this extensive planning assignment, you can be assured that our Team will provide (1) an unbiased, diagnostic assessment of market supportable investment within the tourism industry designed to increase visitor industry market capture, and (2) a plan for implementation, drawing in all organizations that will have to be represented in order to successfully achieve the strategic plan goals.

We are enthusiastic about the prospect of assisting you with this project and are available for and intend to participate in oral presentations of this proposal, as necessary. Please contact John Kaatz at (612) 294-2001 or jkaatz@cslintl.com with any questions regarding this proposal.

Sincerely,

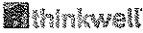
John T. Kaatz
CSL International

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Background and Experience of Team



CONVENTIONS, SPORTS & LEISURE INTERNATIONAL, INC.

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www.csintl.com



CSL is an industry leader in providing focused and independent research to the tourism, hospitality and convention industries. The professional resources at CSL include over 120 years of combined industry experience and a large staff of highly-trained visitor industry consultants.

A focus of our firm is on conducting planning research and analysis for projects that impact the ability of a destination to attract visitors. This includes assessment of visitor industry infrastructure, entertainment options, attraction, destination/visitor center, sporting venues, hotel offerings, convention facilities, and related projects/issues. We are continually researching emerging trends and conditions that impact destinations, hospitality and event facilities, municipalities, destination marketing organizations, public facility authorities and other such industry participants.

Over the past 23 years, members of our firm have built a reputation assisting clients in understanding tourism industry strategic planning, visitor industry project feasibility, destination planning, market issues, public/private partnership opportunities, funding methods, operational issues and other such characteristics. Our clients have included state agencies, cities, counties, states, private sector entities, DMOs/CVBs, economic development organizations, and other such entities.

The following provides a brief summary of services that CSL provides with regard to strategic planning for the visitor industry.

- **Tourism Industry Infrastructure Enhancement** – To research and analyze both public and private sector-led opportunities for new or improved visitor industry infrastructure product, including themed attractions, cultural/historic facilities, sporting venues, convention/conference facilities, hotels and other assets.
- **Strategic Planning** - To use a variety of tools such as visioning, tailored market research, analysis, branding exercises, community outreach and consensus-building to develop strategic planning initiatives and master plans for the tourism industry entities and destinations.
- **Destination Studies** - To analyze destination strengths and weaknesses, including comparative analysis of tourism industry amenities/infrastructure and market segmentation to develop strategic initiatives to capitalize on opportunities to strengthen destination tourism assets, brand, visitor appeal and economic impact.
- **Hotels & Hospitality Project Planning** - To analyze the market and financial feasibility of public assembly/visitor industry projects including convention centers, hotels, sports venues, theaters and other hospitality projects, and to assist with evaluation of public/private partnerships and terms of associated project development and management.
- **DMO Evaluation & Best Practices Evaluation** - To assist in the evaluation of destination marketing organization (i.e., convention & visitor bureau) operations, staffing, resource allocation and other performance issues.



THINKWELL DEVELOPMENT

1916 SW Madison Street
 Portland, OR 97205
 503.222.1859
www.thinkwellgroup.com



Thinkwell Development provides our clients and partners with comprehensive services and talents to execute one-of-a-kind experiential projects from concept through successful opening. Successful tourism-related real estate development requires a multi-disciplinary approach. Thinkwell Development draws on internal resources such as Thinkwell Design & Production and other external consultants and vendors that are part of the Thinkwell extended family. The following points highlight the services and strategic planning provided by Thinkwell Development.

Operations drive development - The development team codifies how operational requirements translate into building fundamentals.

Program before designing - Effective programming means formalizing the criteria that make a development successful. Even subjective criteria are considered.

Modularity - Mixed-use and entertainment development is comprised of many elements (attractions, exhibitions, hotels, parking, restaurants, retail, service, shows, sporting events, etc.). Specific attendance, market and site requirements drive each component. In essence, while the project needs to be integrated from a planning and design perspective, the program and financial variables can be evaluated independently.

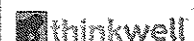
Design process - Design begins after programming is approved and detailed budgets are established. A regular financial / operations / development design review process is established at significant milestones (schematic design, design development, construction documents).

Design from the inside out - The substance of specialty buildings geared for the tourism industry is not traditional construction and often includes newly invented technologies or applications. Thinkwell manages the design and construction of these inside components and develops traditional building specifications to allow a general contractor to perform the more traditional construction that wraps the interior.

Define the connections - We diagram and illustrate the relationships between program elements. How the content is integrated is as important as the content itself.

Manage the connections - Much of the cost overruns, construction errors and delays occur where there are gaps in scope between disciplines, with minimal to no coordination. Many operational challenges are created by the spatial relationships or adjacencies between vendors. Thinkwell identifies these gaps in the programming stage of development and works to close them through the design.

Value-driven - Program and design decisions and trade-offs are supported with a business case that shows how the change increases value to the project. It is important to quantify both the value and cost of design decisions. Calculating life cycle costs is part of the design process, particularly with respect to building systems. Up front capital outlay decisions need to be balanced with future costs associated with operational efficiency and replacement costs.



MARSHALL MURDAUGH MARKETING

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Richmond, VA 23226
(804) 658-4401 - telephone
MMurdaughMKTG@aol.com
www.mmtourismmarketing.com



**MARSHALL
MURDAUGH
MARKETING**

Marshall Murdaugh Marketing is one of America's top tourism marketing consultants specializing in the development of strategic planning for convention and visitor destination marketing organizations.

Recently, Mr. Murdaugh was chosen by Destination Marketing Association International (formerly the International Association of Convention and Visitor Bureaus) to produce the Marketing Chapter for their new industry manual, *Principles of Destination Management*.

Over the past thirty years, Mr. Murdaugh has served as President/CEO for some of America's most noted tourism destination offices including New York City, Atlantic City, Memphis, and the State of Virginia (where he developed the successful, award-winning "Virginia is for Lovers" campaign). Today, Mr. Murdaugh is one of the tourism industry's most sought-after consultants, providing marketing support counsel and strategic planning assistance for many of America's most successful tourism destinations.

Marshall was also a senior team member in development of the State of Maine's Strategic Plan, and served as chairman of the regional Central Atlantic States Travel program during the 70's and early 80's with West Virginia, Virginia, Delaware, Maryland and the District of Columbia.

In the past ten years, Marshall Murdaugh Marketing has been chosen to develop major strategic marketing and performance review assignments for more than eighty destinations and convention/visitor bureaus including, Miami (FL); Los Angeles (CA); Memphis (TN); The State of Maine Office of Tourism, The Pennsylvania Capital Region of Harrisburg, Baltimore (MD); Atlantic City (NJ); and Mexico City, Mexico. Mr. Murdaugh also served as Consultant to the Visit USA Program and received the US Department of Commerce's first Special Citation for distinguished service to that Agency.

Marshall Murdaugh has also developed a number of successful regional market planning programs that have strong parallels to your assignment in West Virginia. They have included:

- The Black Hills and Badlands of South Dakota
- The Pocono Mountains of Pennsylvania
- The Capital Region of Harrisburg and Hershey Pennsylvania
- Door County, Wisconsin
- Steuben County and the Finger Lakes of New York

Mr. Murdaugh wrote the first marketing plan for the country's top regional destination, Travel South USA, comprised of the eleven southern states, including Virginia and North Carolina. He was also a principal architect of the Coastal Plains Regional Commission (Virginia, North and South Carolina, Georgia and Florida) which introduced the Atlantic Seacoast's vacation product to international visitors. As Chairman of the Washington DC/Mid-Atlantic Coast Travel Association (of Virginia, West Virginia, Delaware, Maryland and the District of Columbia), he was a principal developer of the award-winning new tourism product created for auto travelers known as "the George Washington Heritage Trail".



SPECIALTY CONSULTANT EXPERTISE

Recognizing the broad nature of the types of projects to be considered as part of this tourism industry strategic plan, we have assembled a group of leading experts in specific fields of the tourism industry. As the planning effort moves forward, we will draw on their expertise as needed. Our strategy in creating this team is to ensure that as specific research requirements arise tied to unique niche's or industry sectors particularly relevant to West Virginia, we will have immediate access to the necessary knowledge base. In this way, the CSL team can offer a unique capacity not only to conduct the strategic planning efforts, but to be highly responsive to the challenges and opportunities that surely will arise as this extensive effort moves forward. The sectors represented by this group include:

- Specialty retail, including planning for rural retail efforts that target the visitor community.
- Regional shopping opportunities.
- National Parks and Forest with emphasis on visitor attraction.
- Outdoor sports.
- Adventure sports.
- Agri-tourism.
- Culinary tourism.
- Second home market.
- Zoos and aquariums.
- Festivals and events with emphasis on visitor attraction.
- Camping/RV parks.

Resumes for our team members in these and other sectors are presented later in this submittal.

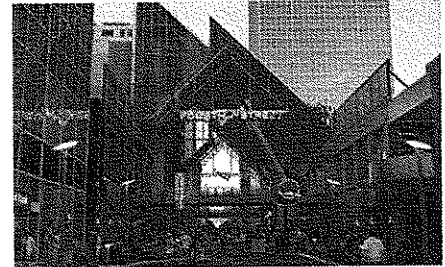
CASE STUDIES OF RELEVANT PROJECT TEAM EXPERIENCE



Together, our Team has extensive convention and tourism industry experience, as well as a significant understanding of the characteristics of destinations of all types throughout North America. Our project leaders have directed detailed strategic planning efforts designed to (1) identify and plan for the tourism industry infrastructure needed to increase industry market capture, and (2) plan for implementation, drawing in all organizations that will have to be represented in order to successfully achieve the master plan goals. Ultimately, we seek to put forth a strategic plan that fully takes advantage of and develops the unique tourism industry assets available in West Virginia.

A listing of several of the projects that our team has led is presented on the following pages.

Project: Tourism Destination Development Plan
Involved Firm: CSL International
City/State: Louisville and the Broader Ohio River Region, Kentucky
Client: Louisville Convention and Visitors Bureau

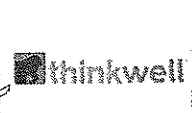


CSL recently assisted the Louisville Convention and Visitors Bureau with the creation of a Destination Development Plan for Louisville, Kentucky and the broader Ohio River region. The objective of this research was to provide a strategic foundation for investment in convention and leisure facilities, helping to create substantial increases in visitor impact. The result of the study clearly identified strengths and weaknesses of the visitor and convention industry in the Louisville area, strategies for improvement, and roles/responsibilities for particular entities in implementing the recommendations. The Plan presented specific strategies for enhancing the competitiveness of the destination, drawing from aspects and attributes that are unique to the history, culture, industry, convention and sports/entertainment aspects of Louisville. Key elements of the Destination Development Planning process are described below.

- Extensive review and site tours of local market attractions, convention facilities, hotel properties and other such visitor industry amenities.
- In-person interviews/meetings with approximately 70 Louisville political, business, community and visitor industry leaders.
- Analysis of previously-conducted intercept interviews with thousands of visitors to Louisville.
- Review of extensive past visitor industry research and planning.
- Internet-based surveys of approximately 125 national travel writers.
- Research of national and regional trends in the visitor, convention and hospitality industries.
- Analysis of efforts underway in competitive and comparable markets to build a more attractive destination.
- Approximately 50 interviews with past Kentucky International Convention Center and past Kentucky Exposition Center users.
- Internet-based surveys of members of the Louisville Restaurant Association.

Project Reference:

Mr. Jim Wood
 President & CEO
 Louisville Convention & Visitors Bureau
 One Riverfront Plaza
 401 W. Main Street, Suite 2300
 Louisville, KY 40202
 (502) 584-2121



Project: Summit Bechtel Family National Scouting Reserve
Involved Firm: Thinkwell Development
City/State: New River Gorge Region, West Virginia
Client: TrinityWorks



In 2010, Thinkwell Development was hired by Dallas, Texas based TrinityWorks and the Boy Scouts of America to provide development advisory and strategic planning services for the approximately 10,000 acre Summit Bechtel Family National Scouting Reserve in West Virginia, which will be the permanent home of the US National Boy Scout Jamboree and will also serve as the host for the International Scout Jamboree. Thinkwell and a select group of outdoor adventure consultants are developing the outdoor adventure program for the Summit, as well as advising on the long-term strategic plan for the property.

The Summit will be a world class complex in the New River Gorge region of West Virginia. The site will be home to a high-adventure base camp and national Scout leadership programs, as well as the permanent hosting spot for the National Scout Jamboree beginning in 2013. With diverse program offerings and unique extreme sporting, The Summit will become a pinnacle of the Scouting experience. Trinity Works, working closely with Thinkwell Development, will serve as the project developer for The Summit, overseeing all areas of the development process ranging from construction to program implementation.

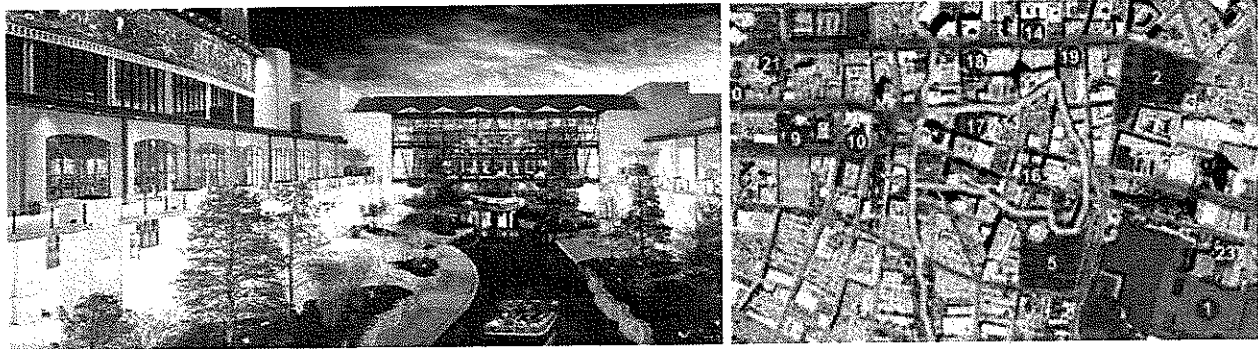
Some of the larger structures will include:

- The year-round home of a Scouting Leadership and Training Center
- An Inspiring Visitor's Center
- An Interactive BSA Museum
- A Dining Facility
- Lodging for guests and event attendees

Project Contact:

Mr. Isaac Manning
President
TrinityWorks
2128 Misteltoe Blvd.
Fort Worth, Texas 76110
(817) 332-3918

Project: Visitor & Convention Industry Master Planning Study for the San Antonio Destination
Involved Firm: CSL International
City/State: San Antonio, Texas
Client: San Antonio Convention and Visitors Bureau



In 2010, CSL was retained by the San Antonio Convention & Visitors Bureau and the San Antonio Hospitality and Industry Strategic Planning Group to perform an update to destination planning services (Destination SA) previously conducted by CSL in 2006. Destination SA is a formal long-range Master Plan for the San Antonio visitor industry. The basic objectives of the Master Plan were to provide the community with strategies to: (1) enhance the attractiveness of the destination for visitors and residents; (2) protect and enhance the unique cultural and historical visitor industry infrastructure of the San Antonio destination; and (3) enhance the ability of the visitor industry to create significant economic benefits for the residents of San Antonio.

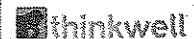
The planning and research efforts for Destination SA went well beyond a traditional master planning document by tying together relevant infrastructure, policy, organizational structures, resource allocation, investment and related elements that impact the tourism and visitor industry in San Antonio.

CSL research efforts included surveys of more than 1,500 leisure visitors and event planners via telephone, Internet and intercept survey instruments. Our efforts also included interviews with more than 60 San Antonio area stakeholders, public officials, visitor industry personnel, event facility managers, business leaders and local residents. Web-based surveys and focus groups were conducted with local visitor organizations (i.e. concierge and other service groups) and major travel writers. On-site analysis of all key visitor industry features in the broader San Antonio area was also conducted, and best practices analysis against major competitive and comparable destinations were provided.

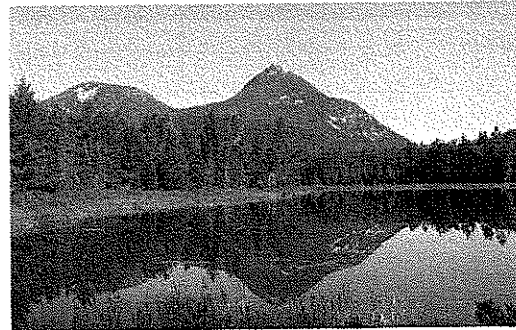
In addition, CSL recently assisted the City of San Antonio with an expansion and improvement analysis for the Henry B. Gonzalez Convention Center in San Antonio. This analysis provided recommendations regarding the type of facility growth and improvement which may be needed to maximize the Center's competitive position within an increasingly competitive industry.

Project Reference:

Mr. Robert Salluce
 Director of Community Relations & Strategic Initiatives
 San Antonio Convention & Visitors Bureau
 203 S. St. Mary's Street, Suite 200
 San Antonio, Texas 78205
 (210) 207-6718



Project: Assessment of Statewide Visitor Industry Assets
Involved Firm: CSL International
City/State: State of Maine
Client: Maine Meetings and Conventions Committee



CSL was engaged by the State of Maine through the Maine Meetings and Conventions Committee to conduct a Master Plan for visitor industry development initiatives in the State of Maine. Extensive field research within every region of the state was conducted. Recommendations were tailored to the unique aspects of the state and included opportunities for public/private partnerships.

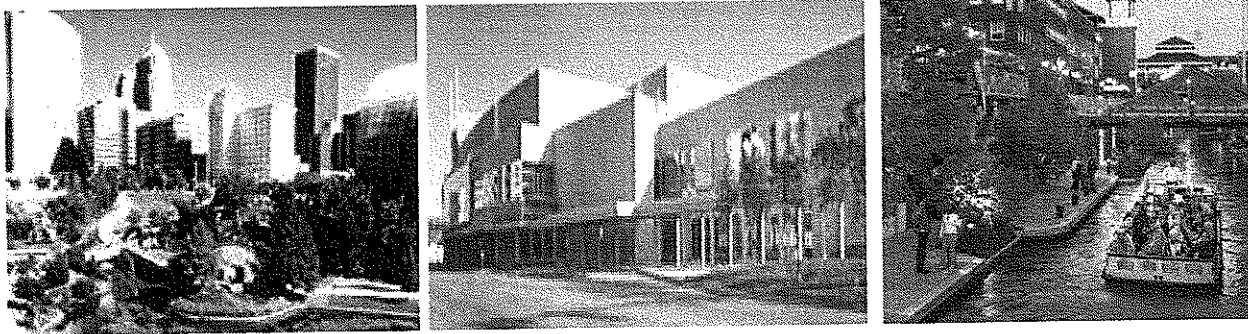
A major focus of the study was to assess the state's meeting and convention facilities. We conducted an assessment of potential development initiatives around the state that could be supported from a market, financial and economic perspective. Importantly, recommendations took into consideration the critical element of compatibility among state facilities, with interest in minimizing the level of competition among existing and potential convention/meeting facilities within the state and to maximize the overall penetration of regional and national event markets.

Specific Maine communities analyzed included Portland, Augusta, Bangor, Lewiston, Bar Harbor and other areas. Final recommendations were presented that outlined action steps for facility development/improvement and funding efforts from both a private and public sector standpoint.

Project Reference:

Ms. Barbara Whitten
President & CEO
Greater Portland Convention & Visitors Bureau
94 Commercial Street, Suite 300
Portland, Maine 04101
(207) 772-4994

Project: Tourism Industry Destination Master Planning Research
Involved Firm: CSL International
City/State: Oklahoma City Region, Oklahoma
Client: City of Oklahoma City / Greater Oklahoma City Chamber



CSL recently provided destination-wide Master Planning research designed to identify the overall convention, sports, entertainment, equestrian/livestock and other visitor industry products required to move Oklahoma City and the surrounding region into a more competitive position within the visitor industry.

The goal of this Destination Master Plan was to create a planning link between the extensive visitor industry research unique to Oklahoma City, and development and policy initiatives regarding the visitor and convention industry. These initiatives could include targeted downtown investment, improvements to State Fair Park, long-range convention and exposition center planning, support for hotel development, creating appealing linkages among various visitor zones within the area, development of new attractions, and creating policies that encourage visitor industry growth. Most importantly, the emphasis throughout the Destination Master Plan was on infusing the visitor industry infrastructure with elements that are unique to Oklahoma City while protecting the attraction elements already existing in the market.

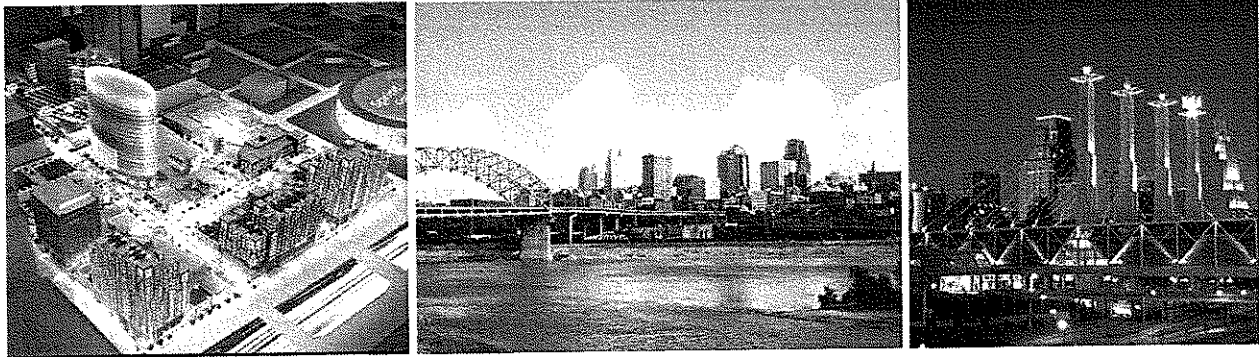
Concurrently, we also analyzed the market demand for development of new convention center and headquarter hotel facilities in the downtown Oklahoma City area. The research included detailed market analysis of past, existing and potential convention center use, historical utilization analysis, a review of industry trends and characteristics, competitive and comparable facilities analysis, building program analysis, analysis of financial operations and economic impacts and funding alternatives analysis.

Project Reference:

Mr. Michael J. Carrier
President
Oklahoma City CVB
189 Sheridan
Oklahoma City, Oklahoma 73102
(405) 297-8912



Project: Comprehensive Tourism and Convention Industry Destination Master Plan
Involved Firm: CSL International
City/State: Kansas City, Missouri
Client: Kansas City Convention and Visitors Association / City of Kansas City



CSL has provided convention and visitor industry consulting services to the Kansas City CVA and the City of Kansas City for several years. As part of our research, CSL conducted a short and long range planning study for the 18th and Vine area of Kansas City, in addition to an overall long range visitor industry Destination Master Planning study for the entire Kansas City market area.

The objective of the research provided as part of this study effort was to help facilitate the creation of a Destination Master Plan designed to integrate primary research into a coordinated vision for growing the magnitude and impact of the visitor industry in Kansas City. Specific initiatives presented within the master plan were placed within appropriate timeframes for implementation. In addition, appropriate public, private and non-profit entities that should be involved in the implementation process were identified.

The Destination Master Plan for Kansas City focused on many areas including transportation linkages between visitor industry assets, creation of large scale public art and landscaping within key visitor industry districts, organizational structure changes for management of key historical and entertainment districts, and policy changes to enhance the local unique and authentic entrepreneur.

CSL has also conducted extensive research into the convention center needs for Kansas City. The study addressed market demand, facility and community needs, and financial and economic issues as they relate to attracting and accommodating convention activity specific to Kansas City. Extensive market research, planner interviews, trend analysis, competitive facility analysis and other study elements were conducted as part of the project.

Project Reference:

Mr. Rick Hughes
 President & CEO
 Greater Kansas City CVB
 1100 Main Street, Suite 2200
 Kansas City, Missouri 64105
 (816) 691-3815



Project: Comprehensive Visitor Industry Strategic Plan for Door County, Wisconsin
Involved Firm: Marshall Murdaugh Marketing
City/State: Door County, Wisconsin
Client: Door County Visitor Bureau



Marshall Murdaugh developed a comprehensive strategic plan following onsite meetings and planning programs with all major constituent groups, including elected officials, board members, hoteliers, attractions operators, restaurateurs, transportation and travel officials, etc.

A comprehensive visitor marketing study was produced to determine the demographic and psychographic profile of the visitor and the level of familiarity for the region with both the visitor and non visitor. From this information, we were able to develop a comprehensive marketing plan that guides not only the CVB, but the private sector as well in marketing their goods and services. We plan the same process for West Virginia.

In addition, we developed a comprehensive assessment survey for the community to determine the value of the visitor program and resulting modifications to achieve greater success.

One major success was a new funding plan that virtually tripled the local tourism marketing budget, allowing for a much more successful ongoing program. Other tactical recommendations for media publicity development, advertising, internet support, collateral development and direct sales were all incorporated into the new marketing plan.

Project Reference:

Mr. Dave Elliott
former Chair of the Strategic Planning Committee
Door County Visitor Bureau
1015 Green Bay Rd - PO Box 406
Sturgeon Bay, Wisconsin 54235-0406
(920) 421-1336

Project: Gatlinburg Destination/Resort Planning
Involved Firm: Thinkwell Development
City/State: Gatlinburg, Tennessee
Client: Private Developer



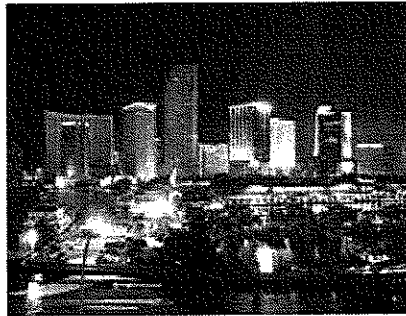
A Tennessee developer hired Thinkwell to conceive and create a new world-class destination resort on a hillside in downtown Gatlinburg, the gateway to the Smoky Mountains and a highly visited tourist destination. At the direction of the landowner, Thinkwell conceived a fantastical resort that fit the rustic setting with a unique architectural style.

The master plan connects the property to the existing pedestrian and vehicular traffic routes within downtown Gatlinburg while also providing easy access to structure parking, internal roadways on the property, and the project's overall elements. Constrained by the topography of the site, Thinkwell worked to conceive the best possible access and circulation plan for a highly complicated site, while also complementing the landscape to enhance the concept.

Size: 92 acres.

Role: Thinkwell provided concept design, master planning, entertainment program design, character and storyline.

Project: Greater Miami Visitor Industry and CVB Performance Review
Involved Firm: CSL International and Marshall Murdaugh Marketing
City/State: Miami Beach / Miami, Florida
Client: Miami – Dade County and the City of Miami



In 2003, Miami-Dade County retained CSL International and Marshall Murdaugh Marketing to conduct a comprehensive evaluation of the hospitality industry resources in the Greater Miami area, and the Greater Miami Convention & Visitors Bureau's operational performance, structure and processes. The study evaluated key resources such as hotel and facility inventory, air access, natural resources and entertainment opportunities. Analysis of visitor perceptions towards the Destination was also conducted. In addition, the structure, policies, procedures of the CVB, allocations of staff and financial resources, marketing budgets, strategic planning, adequacy of funding sources and limitations on the ability to achieve success were evaluated.

Along the way, we incorporated an extensive series of meetings with various leader groups where SWOC Analyses was employed as a major tool. Thus we were able to list and prioritize community and marketing strengths, weaknesses and challenges—and then gaining strong input on future opportunities for consideration.

The final report contained a full set of recommendations to be considered as part of a process of improving the strategic planning resources and effectiveness of the CVB. The study involved the collection of significant amounts of data, SWOC analyses, benchmarking analysis with respect to major destinations throughout the country, outreach to numerous individuals and organizations within the community, and the development of recommendations that were expected to have a significant impact on the ability of the CVB to promote convention and tourism activity for all stakeholders and within all sectors of the greater Miami area.

Perhaps, most importantly, going forward, the Destination was able to apply our marketing recommendations for a wide range of consolidated efforts that benefited all components of the visitor product.

Project Reference:

Mr. William D. Talbert, III
 President & Chief Executive Officer
 Greater Miami Convention and Visitors Bureau
 701 Brickell Avenue, Suite 2700
 Miami, Florida 33131
 (305) 539-3000



Project: Long-Range Visitor Industry Planning
Involved Firm: Marshall Murdaugh Marketing
City/State: Atlantic City, New Jersey
Client: Atlantic City Convention and Visitors Authority



Amidst Atlantic City's growing competition from nearby destinations, Marshall Murdaugh Marketing was retained to develop a supplemental marketing plan and process to assure ongoing success for the city's tourism industry. In response to this growing need, he conceived and developed "Atlantic City Rising": a strategic plan to produce peak convention and leisure tourism performance success for America's East Coast Entertainment and Gaming Capital. The plan recommended a comprehensive supplemental annual budget of \$10 million dollars that would produce a quantifiable economic impact return of more than \$220 million in thousands of new visitors, overnight rooms sold and meetings produced—a return on investment of more than 22- to- 1. Highlights of the plan include:

- "The Atlantic City Road Show", taking AC to New York, Chicago and Washington DC with sales calls, mini trade show and hosted function for the nation's top potential convention planners, media writers and tour operators.
- New Umbrella Destination Brand Advertising Campaign for Leisure tourism and convention development: that will produce more than 57,000 visitor parties and \$86 million dollars.
- Producing thousands of new visitor parties, utilizing an estimated 81,000 lodging room nights and an estimated \$7 million dollars in accommodations spending. A minimum of \$25 million dollars in direct consumer spending throughout Atlantic City.
- Through a multi-tiered new effort of market research, increased sales solicitation and a new \$1 million dollar convention development fund. Annual market potential: 128 new booked conventions and an economic impact of \$96 million in new delegate spending.
- Delivering major family shows, special concerts and sports events: \$1 million dollar Event Development Fund.
- Launching a new \$2 million dollar program of Co-operative Casino ad Support to leverage Brand Positioning.
- Expansion of Media Publicity efforts to host travel writers: Would generate more than 100 additional writer visits annually, producing an estimated \$7-8 million dollars in valued coverage.

Project Reference:

Mr. Jeffrey Vasser
 President
 Atlantic City Convention and Visitors Authority
 2314 Pacific Avenue
 Atlantic City, New Jersey 08401-6629
 (609) 449-2032

Project: Coney Island Visitor Industry Development
Involved Firm: Thinkwell Development
City/State: Brooklyn, New York
Client: Thor Equities, LLC



Thinkwell was commissioned by Thor Equities, LLC, to re-imagine the historic Brooklyn, New York entertainment destination known as Coney Island. Thor hired Thinkwell to help drive the creative vision of the project, ensuring this new Coney Island would be an 'extreme' reincarnation of our beloved amusement park of years past.

Size: 13 acres.

Role: Thinkwell was responsible for developing the overall vision of the development as well as the attraction and entertainment program design.

Project Reference:

Mr. Joe Sitt
Chief Executive Officer
Thor Equities, LLC
25 West 39th St.
New York, NY 10018
(212) 529-7415

Project: Long-Range Analysis for the Convention & Visitor Industry
Involved Firm: CSL International
City/State: New Orleans, Louisiana
Client: New Orleans Metropolitan Convention and Visitors Bureau



CSL has provided convention and visitor industry consulting services to the New Orleans Metropolitan Convention and Visitors Bureau since 1987. In addition to the initial research, CSL conducted research projects in 1995, 1999, 2004 and 2009.

The focus of the most recent research was on the ability of the destination to accommodate large and small group business. We are analyzing the suitability of existing hotel base, entertainment districts and event facilities in accommodating current and long-term demand. Our analysis included recommendations of development and strategies designed to increase economic impact and room night generation. We also evaluated the potential for development of upscale convention and conference space located near the Ernest N. Morial Convention Center, with a focus on hosting small to mid-sized events

In 1987, we conducted the first Center expansion study, and in 1995, CSL consultants were again retained to study industry trends and market demand conditions related to the expansion to the current level of 1.1 million square feet of exhibit space. These studies focused on all key aspects of industry trends, competitive facility benchmarking, SWOC analysis, potential event levels and other such characteristics. In 1999, CSL was retained to conduct another long-range planning study for the future development of convention facilities in New Orleans. The study highlighted case studies of competitive and comparable facility operating and financial data. In addition, the study addressed the market demand from all primary event segments, the types of facilities required to accommodate this demand, the financial and economic feasibility of future facility development, financing options and other issues associated with the project.

Project Reference:

Mr. Ralph Brennan
 President
 The Ralph Brennan Food Group
 550 Bienville Street
 New Orleans, Louisiana 70130
 (504) 539-5520

Project: Planning Feasibility Study for Community-wide Visitor Industry Issues
Involved Firm: CSL International
City/State: Saint Paul, Minnesota
Client: Saint Paul Convention and Visitors Bureau



CSL assisted the Saint Paul Convention and Visitors Bureau in performing a feasibility study for the RiverCentre Complex (Complex) focusing both on individual facility components, and on the synergies that may exist within the overall Complex and with area hotel, entertainment, retail and visitor industry assets. The research conducted included extensive surveys of current and potential customers, analysis of competitive destinations and facilities, analysis of industry trends that would impact the project, and an overview of the conditions in Saint Paul that will impact the viability of current and potential future facility development. Key study components included recommendations regarding expansion/improvements to existing facilities, opportunities to leverage the strengths of the overall RiverCentre Complex, financial operating impacts, and overall community-wide and state economic impacts.

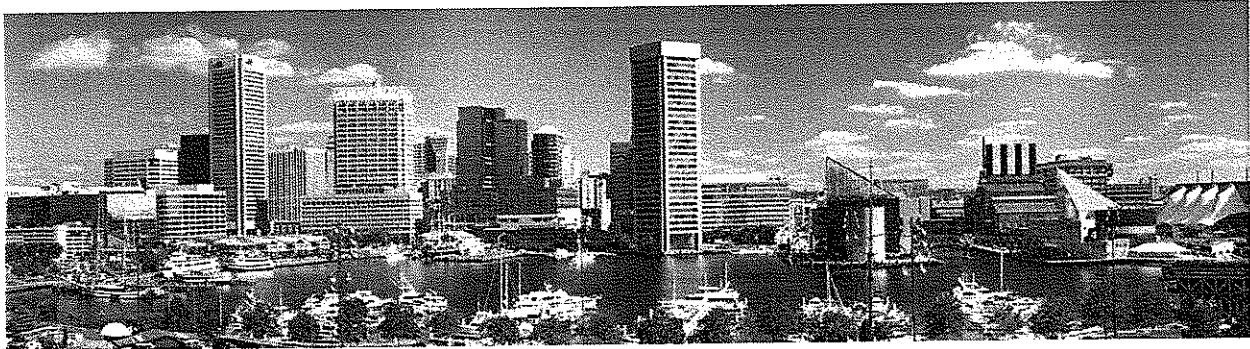
Additionally, in 2005 and 2006 CSL worked with the Bureau to perform a detailed study of issues relating to the convention, tourism and hospitality industries in Saint Paul and to develop comprehensive strategies to enhance visitation. The primary component of the study was a market, financial and economic feasibility analysis of a new/renovated headquarters hotel for the Saint Paul RiverCentre. The study was conducted in two phases, with a Phase I objective of analyzing issues that impact the ability to strengthen the city's tourism, meetings and hospitality industries in the downtown core. Phase II of the study focused on cost, funding and coordination issues with respect to implementation of recommended strategies. Project tasks undertaken included:

- Analysis of Visitor Industry Resources and Conditions
- Headquarters Hotel Market Analysis
- Headquarters Hotel Financial Operating Analysis
- Project Cost and Funding Alternatives Analysis
- Strategic Planning Recommendations

Project Reference:

Ms. Karolyn Kirchgesler
 Executive Director
 Saint Paul Convention & Visitors Bureau
 175 West Kellogg Boulevard, Suite 502
 Saint Paul, Minnesota 55102
 (651) 265-4901

Project: Comprehensive Performance Assessment /Evaluation
Involved Firm: Marshall Murdaugh Marketing
City/State: Baltimore, Maryland
Client: Baltimore Area Convention and Visitors Association (BACVA)



Mr. Murdaugh recently served as the lead consultant and project coordinator for the BACVA's comprehensive Performance Assessment/Evaluation. Areas of focus included:

- Assistance in developing a comprehensive marketing, promotional and sales plan.
- Extensive interviews with BACVA and key stakeholder personnel.
- Development of performance projections.
- Benchmarking key performance measures against comparable CVB's.
- Evaluating the BACVA's organizational structure and effectiveness.
- Analysis of key roles and responsibilities within the structure.
- Analysis of the effectiveness of communication among departments/stakeholders.
- Evaluation and benchmarking of financial performance and controls.
- Assessment of web and other technology features in the marketing efforts.
- Presentation of results to key Board and stakeholder members.

Mr. Murdaugh also later assisted the BACVA in its operational and promotional efforts on an on-going basis.

This comprehensive plan laid the foundation for a new era of successful tourism marketing. Recommendations included performance marketing that delivered quantifiable return on investment, a stronger partnership development plan, brand identification and positioning, and a whole host of supportive program for boosting and tracking visitor business including conversion analysis that quantifies the value of ad programs and media publicity.

Project Reference:

Mr. Clarence Bishop (former Chairman of the Baltimore Area CVA),
Deputy Director
Department of Business and Economic Development, State of MD
401 E. Pratt Street
Baltimore Maryland 21202
(410) 767-6302

Project: House of Blues
Involved Firm: Thinkwell Development
City/State: U.S.A
Client: House of Blues



House of Blues is the place to visit for live music, Mississippi Delta inspired cuisine and hospitality. Prior to Thinkwell Development, Liam Thornton acted as Senior VP of Development and corporate officer for House of Blues, where he directed the domestic and international expansion of the House of Blues club and concert venues.

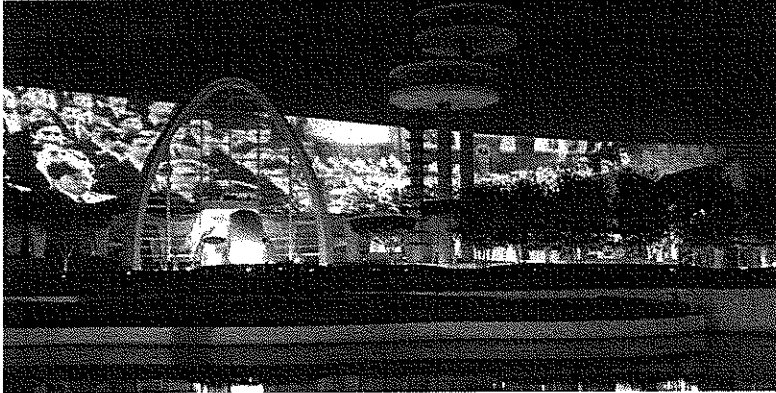
Size: Various locations throughout the U.S., including Atlantic City, San Diego, Dallas, Cleveland, Houston and Boston.

Role: Liam Thornton directed the domestic and international expansion of the House of Blues club and concert venues.

Project Reference:

Mr. Joe Kaczorowski
Former President of House of Blues
Grosvenor Park Media
1310 Montana Avenue, Second Floor
Santa Monica, CA 90403
(310) 776-7122

Project: Universal 360 - A Cinesphere Spectacular
Involved Firm: Thinkwell Development
City/State: Orlando, Florida
Client: Universal Studios, Florida



Universal 360 — A Cinesphere Spectacular is the biggest and most sophisticated end-of-day show ever produced for Universal Orlando. Tens of thousands attended the opening night, resulting in the highest guest retention rate for any Universal nighttime spectacular in history.

The state-of-the-art building projections are the largest projected high definition images in the world. The experience also features:

- Over 30 synchronized and integrated projection fields.
- Over 60 minutes of original computer animation.
- First U.S. permanent installation of a fully integrated pan and tilt, full-color laser system.
- An original score featuring Academy Award-winning film theme songs performed by a 60-piece symphony orchestra and broadcast over more than 300 outdoor speakers.

Size: 430,000 square feet

Role: Thinkwell designed and produced all elements of the immersive nighttime spectacular.

Project Reference:

Mr. Jim Timon
Vice President Entertainment
Universal Studios Florida
1000 Universal Studios Plaza
Orlando, FL 32819
(407) 224-7627

Project: Snow Park at Ski Dubai
Involved Firm: Thinkwell Development
City/State: Dubai, United Arab Emirates
Client: Majid Al Futtain Investments



The Ski Dubai indoor snow ski resort is the first of its kind anywhere in the world. Working under Majid Al Futtain Investments and in conjunction with Transmontagne, Thinkwell provided concept design, construction documents, and fabrication supervision for the Snow Play Zone in addition to in-field art direction for the total Ski Dubai project. Attached to the third largest mall in the world — the Mall of the Emirates — Ski Dubai is a 25-story-high real indoor snow mountain with five slopes, ski lifts, a bunny run, a snowboarding half-pipe, a warming chalet, classes, a rustic restaurant and more.

For Ski Dubai's Snow Play Area, Thinkwell was awarded a Thea Award, the industry's "Oscar" for Outstanding Attraction.

Size: 25-stories-high.

Role: Thinkwell provided concept design, construction documents and fabrication supervision for the Snow Play Zone and in-field art direction for the total Ski Dubai project

Project Reference:

Mr. Arnaud Palu
Majid Al Futtain Leisure and Entertainment
COO
Mall of the Emirates
Dubai, Dubai PO Box 119991
UAE
+971 4 409 9207

CONVENTIONS, SPORTS & LEISURE INTERNATIONAL - SELECTED VISITOR AND CONVENTION INDUSTRY EXPERIENCE

A broader listing of the communities in which CSL has provided research, analysis and planning services concerning the tourism and convention industry is provided below. In studies and planning efforts for virtually all of these cities, we have conducted an in-depth assessment of key tourism industry and related resources. In many cases, the objective was to assess demand for tourism industry generators, such as convention/meeting facilities and other destination infrastructure.

- Anaheim, California
- Arlington, Virginia
- Arvada, Colorado
- Austin, Texas
- Bartlesville, Oklahoma
- Bentonville, Arkansas
- Biloxi, Mississippi
- Boise, Idaho
- Boston, Massachusetts
- Boulder, Colorado
- Branson, Missouri
- Buena Park, California
- Burlingame, California
- Calgary, Alberta, Canada
- Cincinnati, Ohio
- Cleveland, Ohio
- Dallas, Texas
- Denver, Colorado
- Des Moines, Iowa
- Dubuque, Iowa
- Durango, Colorado
- Evansville, Indiana
- Fort Wayne, Indiana
- Fort Worth, Texas
- Gatlinburg, Tennessee
- Granbury, Texas
- Grand Junction, Colorado
- Hammond, Louisiana
- Hartford, Connecticut
- Helena, Montana
- Hendricks County, Indiana
- Houston, Texas
- Joliet, Illinois
- Kansas City, Missouri
- Knoxville, Tennessee
- La Crosse, Wisconsin
- Lake of the Ozarks, Missouri
- Lancaster, Pennsylvania
- Lane County, Oregon
- Lansing, Michigan
- Las Vegas, Nevada
- Los Angeles, California
- Louisville, Kentucky
- Lubbock, Texas
- McAllen, Texas
- Memphis, Tennessee
- Miami, Florida
- Milwaukee, Wisconsin
- Minneapolis, Minnesota
- Montgomery, Alabama
- Muskegon, Michigan
- Nashville, Tennessee
- Newark, New Jersey
- New York, New York
- New Orleans, Louisiana
- Palm Beach, Florida
- Pasadena, California
- Pensacola, Florida
- Philadelphia, Pennsylvania
- Portland, Maine
- Redding, California
- Reno, Nevada
- Sacramento, California
- San Antonio, Texas
- Scranton, Pennsylvania
- Sioux Falls, South Dakota
- Snowmass, Colorado
- Soldotna, Arkansas
- So. Lake Tahoe, California
- So. San Francisco, California
- Springfield, Massachusetts
- St. Charles, Missouri
- St. Cloud, Minnesota
- St. Louis, Missouri
- State of Maine
- Temple, Texas
- Washington, D.C.
- Waterbury, Connecticut
- Watertown, South Dakota
- West Hollywood, California
- Woodstock, Illinois

THINKWELL DEVELOPMENT

Current & Past Clients and Projects

- Boy Scouts of America: Bechtel Summit Reserve Project, West Virginia
- Daniels Development, Seattle, WA
- Live Nation Music, Los Angeles, CA
- Knitting Factor Live Music, New York, NY

HOUSE OF BLUES

- House of Blues Anaheim
- House of Blues Cleveland
- House of Blues San Diego
- House of Blues Atlantic City music venue, casino and hotel rooms
- House of Blues Dallas at Victory Park
- House of Blues Mohegan Sun music venue, casino and hotel rooms (currently in development)
- House of Blues Houston

UNIVERSAL STUDIOS RECREATION GROUP

- Development of Hollywoodland theme park concept for Universal Studios planned roll-out of international theme parks
- Hollywoodland , Singapore (project ultimately postponed)
- Universal City Walk, Osaka, Japan
- Universal's Port Aventura, Barcelona, Spain theme park acquisition and development, including 2000 acre expansion master plan
- Resort hotel development at Universal's Port Aventura, Barcelona, Spain
- Production and development of theme park attraction and show upgrades to Universal's Port Aventura theme park
- Acquisition of 2400 acre site in Orlando, FL for future Universal Studios theme park and hotel expansion

DISNEY DEVELOPMENT COMPANY / WALT DISNEY IMAGINEERING

- Robert Stern designed Anaheim Stadium renovation for California Angels baseball team
- Disney "ICE", a Frank Gehry designed ice rink for Anaheim Mighty Ducks, Anaheim, CA
- Team Disney Anaheim headquarters building designed by Frank Gehry
- Disneyland Resort Master Plan
- Downtown Disney, mixed-use retail, dining and entertainment district
- Acquisition of the 120 acre Grand Central Business Center (GCBC) in Glendale, California.

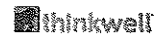
OTHER

- 777 Tower, 51 floor office building in downtown Los Angeles, CA
- Westwood Terrace, Studio Office Building in Westwood, CA
- Studio Plaza, Columbia Pictures Headquarters in Burbank, CA
- Center Tower Office Building, Costa Mesa, CA
- Center Club, Private Club at Orange County Performing Arts Theater, Costa Mesa, CA

**MARSHALL MURDAUGH MARKETING –
SELECTED TOURISM MARKETING INDUSTRY EXPERIENCE**

- Atlantic City
Atlantic City, New Jersey
- Baltimore Area CVA
Baltimore, Maryland
- City and CVB of Memphis
Memphis, Tennessee
- City of Charleston CVB
Charleston, West Virginia
- City of Los Angeles CVB
Los Angeles, California
- City of Palm Springs
Palm Springs, California
- Florida's Space Coast Tourism
Viera, Florida
- Greater Wilmington CVB
Wilmington, Delaware
- Harrah's Entertainment, Inc.
Las Vegas, Nevada
- Harrisburg/Hershey CVB
Harrisburg, Pennsylvania
- Mexico City CVB
Mexico City, Mexico
- Miami Conv. & Visitors Bureau
Miami, Florida
- Mississippi Tourism Association
Yazoo City, Mississippi
- Natchitoches, Louisiana CVB
Natchitoches, Louisiana
- Oneida County, New York CVB
Utica, New York
- Palm Springs Bureau of Tourism
Palm Springs, California
- Palm Springs Desert Resorts CVA
Rancho Mirage, California
- Puerto Rico Conv. Ctr. Dist. Auth.
San Juan, Puerto Rico
- SMG Management
Philadelphia, Pennsylvania
- State of Maine
Augusta, Maine
- The David Green Organization
Chicago, Illinois
- Tupelo, Mississippi CVB
Tupelo, Mississippi

Professional Resumes



JOHN T. KAATZ

Partner, CSL International

Mr. Kaatz's experience includes in-depth analyses for over 300 tourism, hospitality, convention and entertainment industry projects. The results of these planning studies have been used to assist public and private sector entities in defining the array of visitor-generating investments that are supported from a market demand perspective. His studies emphasize development initiatives that will be productive, and that reflect the unique and authentic characteristics of a tourism region. Beyond the plan development, John's guidance includes preparation of important implementation recommendations.

Prior to joining CSL, John was the Director of Coopers & Lybrand's Visitor Industry Consulting Group. John has been asked to speak at various industry forums and seminars related to the visitor industry and has also testified before local and state wide public bodies related to the financial and economic implications of public sector investment in the visitor and convention industries. John has led studies within the industry focusing on a variety of areas including:

- Visitor industry strategic planning
- Implementation planning
- Management structure analysis
- Business plan development
- Economic and fiscal impacts
- Policy and procedure analysis
- Financial operating and funding analysis
- Supportable building programs

In recent years, John has led study efforts regarding:

- Destination development master planning for the Louisville and broader Ohio River region in Kentucky. The study identified the spectrum of market-supportable investments designed to increase visitation to the market – emphasizing the assets that are unique and authentic to the region.
- Master Plan for visitor industry development initiatives in the State of Maine. Extensive field research within every region of the state was conducted. Recommendations were tailored to the unique aspects of the state and included opportunities for public/private partnerships.
- Destination planning services related to the development of "Destination SA", a formal long-range Master Plan for the broader San Antonio area's tourism industry. John is currently leading the comprehensive update study to the original 2006 Master Plan.
- Strategic planning for the tourism and convention industry in the Oklahoma City region focusing on a wide variety of visitor industry assets including equestrian facilities, new visitor destination centers, establishment of marquee cultural festivals, enhancement to local trolley connections and related infrastructure elements.
- Creation of a visitor industry destination master plan for the City of Kansas City. The master planning process focused on elements needed to increase visitation and room night generation. Elements analyzed included downtown entertainment amenities, hotel base, transportation linkages, enhancement of entertainment and cultural districts, signage and the overall convention and visitor appeal of the destination.
- Planning research for the development of livestock/equestrian, convention, event center and related convention and visitor industry product in Reno, Nevada.
- Comprehensive evaluation of the hospitality industry resources in the Miami/Miami Beach market, including linkages between convention industry facilities and area restaurant, retail, cultural and entertainment assets.

John holds a B.S. in Economics from the University of Minnesota in Minneapolis. He has been quoted in periodicals such as the *Wall Street Journal*, *New York Times*, *Meeting News* and numerous local publications on topics related to the hospitality, convention and visitor industry.

LIAM THORNTON**Managing Director, Thinkwell Development**

Mr. Thornton is the Principal and Managing Director of Thinkwell Development, the division of the Thinkwell Group focusing on the creation of experiential, branded, and tourism oriented destinations. Liam is a real estate investment and development executive with experience crossing multiple development platforms, including urban redevelopment, retail, gaming, sports, hospitality and entertainment. His background and experience encompass the foundation of strategic partnerships with state and municipal agencies, real estate developers, resort owners, sports team owners, facility operators and investors that can be critical to implementing plan recommendations.

In 2010, Thinkwell Development was hired by Dallas, Texas based TrinityWorks and the Boy Scouts of America to provide development advisory and strategic planning services for the approximately 10,000 acre Summit Bechtel Family National Scouting Reserve in West Virginia, which will be the permanent home of the US National Boy Scout Jamboree and will also serve as the host for the International Scout Jamboree. Thinkwell and a select group of outdoor adventure consultants are developing the outdoor adventure program for the Summit as well as advising on the long term strategic plan for the property.

The Summit will be a world class complex in the New River Gorge region of West Virginia. The site will be home to a high-adventure base camp and national Scout leadership programs, as well as the permanent hosting spot for the National Scout Jamboree beginning in 2013. With diverse program offerings and unique extreme sporting, The Summit will become a pinnacle of the Scouting experience. Trinity Works, working closely with Thinkwell Development, will serve as the project developer for The Summit, overseeing all areas of the development process ranging from construction to program implementation.

Prior to joining Thinkwell Group, Liam was the Senior Vice President of Development and corporate officer for House of Blues Entertainment, directing the domestic and international expansion of the House of Blues club venues and House of Blues concert venues. Before joining House of Blues, Liam was the Vice President and Executive Director of New Business Planning and Development at Universal Creative, the real estate planning, design and development division of Universal Studios Recreation Group (USRG).

Mr. Thornton has also served as a development executive for Disney Development Company and Walt Disney Imagineering identifying, evaluating and initiating location-based entertainment, hospitality, sports facility, and architecturally significant corporate real estate investment and development projects.

Liam holds a bachelor's degree from the University of Santa Clara, School of Engineering, where he was a DaVinci Scholar, and a master's degree from the Massachusetts Institute of Technology School of Architecture and Planning with a concentration in Finance.

He is a member of the Design Management Institute, Urban Land Institute, International Council of Shopping Centers and an alumni member of the MIT Center for Real Estate. Liam Thornton and Thinkwell development are also supporters of the MIT Media Lab. Liam is active in Pacific Northwest conservation organizations including the Surfrider Foundation and the Western Rivers Conservancy. He also is a board member for Cedar Bay Entertainment based in Branson, Missouri.

JOHN H. DIETZ**Real Estate Development and Consulting**

Mr. Dietz has more than 40 years of experience (including more than 30 years in West Virginia), both public and private, in the travel and tourism industry. He has provided leadership in these areas and has contributed expertise toward the creation of creative and unique approaches to tourism project development.

He has served as the Director of Travel and Tourism Development for the West Virginia Department of Commerce. In this role, he was responsible for marketing all of the recreational activities in the state that related to the tourism industry. Highlights of his work include the following:

- Mr. Dietz conceived, developed and implemented the theme "Almost Heaven, West Virginia"—which won top awards among all states for two years within the travel industry and coordinated the promotion of a theme "Wild, Wonderful, West Virginia."
- During this time, John also coordinated the promotion of travel within the private sector through travel shows and promotional activities.
- He established the first major travel writers tours within the state, which generated millions of dollars of free advertising and editorial support for the state and its attractions and facilities.
- His efforts also led to the coordination of state park promotional efforts and other public agency activities with travel-related potential.
- Worked to establish tourism into geographic travel councils in order to more effectively promote all areas of West Virginia.
- Initiated a campaign to bring quality developers to West Virginia and help in-state developers to build visitor amenities such as ski resorts, white water rafting companies, hotels, campgrounds, and other such facilities and attractions.
- Coordinated development activities by quarterly meetings of state and federal agencies (such as the US Forest Service, US Corps of Engineers, West Virginia Department of Highways, etc.) by anticipating the development needs of both the public and private sectors and how to solve interrelated problems.

Mr. Dietz's past experience also includes ownership of a private public relations and marketing firm, serving as a registered lobbyist for the West Virginia Legislature, and as a consultant for four-season resort developers.

He received a degree in Economics and Political Science from Marshall University.

DR. JASON R. SWANSON

University of Kentucky

Sector Expertise: legislature issues, agencies, associations and organizations, tourism agency research programs, advertising/public awareness for all age groups, demographics/market demand/industry trends, gaming (horse racing and dog racing)

Jason's professional experience consists of hotel operations, technology consulting, market/feasibility analysis, hospitality real estate advisory services, and tourism development. He has worked for consulting clients in the restaurant, hotel, spa, convention center, marina, golf course, and government sectors in over 45 markets throughout the United States, the Caribbean, and Asia.

He also serves on the Southeast Tourism Policy Council, the governmental affairs arm of the Southeast Tourism Society. Jason has a unique blend of hospitality operations, tourism, and consulting experience coupled with skills in project management, tourism policy development and analysis, public speaking, technical report writing, qualitative research methods, and marketing research.

Jason's studies at Cornell University centered on tourism development and marketing with a special emphasis on tourism policy, and social and community development. Jason's doctorate degree is in Parks, Recreation and Tourism Management from North Carolina State University, where his research focused on association management and tourism policy advocacy at the federal level in the United States.

Between graduate school experiences, Jason started a tourism development consulting firm that helped communities by providing strategic planning and implementation assistance to governments and private-sector tourism businesses. He also co-authored Tourism Policy and Planning: Yesterday, Today, and Tomorrow (Elsevier, 2008), a textbook used by tourism students around the world. Jason is now an Assistant Professor in the Hospitality Management and Tourism program at the University of Kentucky, conducting tourism-related research and teaching classes on tourism trends and hospitality marketing.

MARSHALL MURDAUGH**Principal; Marshall Murdaugh Marketing**

Marshall Murdaugh is one of America's top tourism marketing consultants in the development of strategic planning, performance evaluations, marketing audits and branding analysis for Convention and Visitor Destination Marketing Organizations.

An internationally recognized Destination Planning and Marketing expert, Murdaugh is the recipient of the prestigious Lifetime Career Achievement Award from the Association of Travel Marketing Executives. He also served as Chairman of that organization and as a Board member of the Travel Industry Association of American and the New York Society of Association Executives. Marshall was also a senior team member in development of the State of Maine's Strategic Plan, and served as chairman of the regional Central Atlantic States Travel program during the 70's and early 80's with West Virginia, Virginia, Delaware, Maryland and the District of Columbia.

Murdaugh is a former member of the Board of the International Association of Convention and Visitor Bureaus, past Chairman of the Tourism Committee, and was an active Member of the Association for nearly twenty years. He also served as a consultant to the Visit USA Program and received the US Department of Commerce's First Special Citation for Distinguished Service to that Agency.

In the last ten years, Marshall Murdaugh Marketing has been chosen to develop performance-based tourism strategic plans and related assignments for numerous destinations and tourism related businesses and organizations, including:

- Greater Miami Convention & Visitors Bureau and Miami/Dade County
- Baltimore Area Convention & Visitors Association
- Niagara Falls Tourism Canada
- City of Palm Springs and the Palm Springs Tourism Office
- Memphis Convention & Visitors Bureau
- Maine Office of Tourism
- Puerto Rico Convention Center District Authority
- Savannah Convention & Visitors Bureau
- The Pennsylvania Capital Region of Harrisburg/Hershey
- City of Newport Beach, CA for the Newport Beach Conference and Visitors Bureau
- Greater Wilmington, Delaware CVB
- Mississippi Tourism Association
- Florida Space Coast Bureau of Tourism
- Greater Wilmington, Delaware CVB
- The Mississippi Tourism Association
- Pocono Mountains Vacation Bureau of Pennsylvania
- Hilton Head, South Carolina Chamber & CVB
- City of Fort Worth, TX and the Fort Worth Convention and Visitors Bureau
- Myrtle Beach, South Carolina Chamber/CVB
- Wisconsin's Door County Visitors Bureau
- City of Tulsa for the CVB
- Oneida County New York CVB
- Fairfax VA Tourism Corporation
- Harrah's Entertainment, Inc.
- New Orleans Ernest Morial Convention Center

BILL KRUEGER**Project Director, CSL International**

Director of CSL's convention & visitor industry practice, Mr. Krueger's experience includes nearly 200 studies and research engagements relating to the convention, tourism and hospitality industries. Many of these studies have involved analysis of opportunities to expand and enhance communities' ability to generate new economic activity, room nights and tourism. Clients have included convention and visitor bureaus, cities, counties, chambers of commerce, state organizations, and private entities. Areas of project focus have included hotel and center development and expansion feasibility; CVB/community/convention facility organizational structure, policies, and procedures; facility/organization operations; and convention and visitor industry marketing.

In recent years, Bill has directed/managed study efforts including:

- Coordination, Marketing and Best Practices Study for the Davis County (Utah) destination, involving the Davis Area Convention & Visitors Bureau, Davis County, Davis Conference Center and various other local visitor industry stakeholders.
- Development of a comprehensive Strategic Plan for the Visitor Industry in San Antonio, Texas. The Plan was entitled "Destination: SA" and involved all aspects of the local visitor industry participants, infrastructure, attractions and stakeholders.
- Benchmarking of operations and review of marketing programs related to the Greater Miami Convention & Visitors Bureau.
- Planning analysis of a new conference center and associated headquarters hotel property in Provo, Utah.
- Market and economic feasibility analysis of additional hospitality infrastructure development in Saint Paul, Minnesota.
- Analysis of financial operating resources, CVB booking levels, Center booking levels, marketing budgets and related measures for the convention industry in Washington DC.
- In-depth facility and marketing master planning analysis for the Las Vegas Convention and Visitors Bureau.
- Evaluation of key convention and visitor industry characteristics in New Orleans, focusing on CVB budget, air access, hotel base, tax rates, taxi service and available event facilities.
- Analysis of organizational structures, staffing levels, financial performance, management qualifications, booking policies, performance measurement policies and related areas for convention and visitor facilities in Kansas City, including marketing and operational coordination between headquarters hotel and convention center entities.
- Evaluation of organizational structure, staffing levels, operating policies, booking policies, budgets and related measures for convention and visitor industry facilities in Oklahoma City.
- Tulsa (OK) citywide event facilities needs study. Study included evaluation of local market conditions and visitor amenities and related infrastructure, including hotel inventory.

Bill graduated from the Carlson School of Management at the University of Minnesota with a Bachelor of Science in Business with an emphasis in Marketing.

KRISTOFFAR NELSON**Project Manager, CSL International**

Mr. Nelson's experience has included numerous tourism and convention industry studies across the country. These studies have included operational, policy and coordination aspects of convention and visitor bureaus and convention center facilities. In addition, he has participated in projects involving a wide variety of visitor-generating facilities including convention centers, conference centers, exhibition centers, arenas, performing arts theaters, other spectator venues, museums, and other such facilities.

Kristoffar's experience has included research and planning during the early stages of strategic planning, performing various market demand, comparable/competitive facility and market, local market, and socioeconomic analyses, as well as analysis related to the financial operations and funding of hotels and public assembly facilities. Additionally, many of these studies have incorporated analysis of a community's ability to generate new economic activity, through both tourism and convention activity. Such analysis has comprised in-depth research of visitor amenity inventories (hotels, restaurants, entertainment, etc.), tax impacts and generation, CVB / community / convention facility organizational structure, policies and procedures, facility and organization operations, site evaluation and convention and tourism industry marketing practices.

Mr. Nelson has ten year of industry experience and has participated in more than 80 tourism industry, convention, civic and public assembly facility projects throughout North America. A summary of selected recent projects with which Kristoffar has been actively involved is presented below.

- Maine State-wide Visitor Industry Planning
- Louisville Regional Destination Development Plan
- San Antonio Regional Destination Master Planning
- Oklahoma City Regional Destination Master Planning
- Kansas City Destination Master Planning
- Jacksonville Convention and Visitor Industry Analysis
- Las Vegas Convention Industry Master Planning
- Arlington, Virginia Convention and Visitor Industry Planning
- Boston Convention and Exhibition Center and surrounding area Master Planning
- Cincinnati Visitor Industry Planning
- Greater Miami Visitor Industry Planning
- Henry B. Gonzalez Convention Center (San Antonio) Master Planning
- Jacksonville Convention and Visitor Industry Analysis
- Las Vegas Convention Industry Master Planning
- New Orleans Morial Convention Center Master Planning
- Norfolk, Virginia Convention and Visitor Industry Planning
- Washington State Convention and Trade Center Expansion Analysis

Kristoffar received a Bachelor of Science in Business degree with an emphasis in Finance from the Carlson School of Management at the University of Minnesota.

CRAIG HANNA**Principal/Chief Creative Officer, Thinkwell Development**

Craig is a filmmaker, writer and storyteller with nearly 20 years expertise in the creation of compelling experiences and environments. He serves as the creative conscience on every Thinkwell project and directs the creative development of each project from inception to opening day.

His experience in content master planning, attraction development, museum and exhibit design, and other tourism areas spans a variety of world--class projects including efforts for Universal Studio's Orlando: Wizarding World of Harry Potter VIP Event, Universal Studios Hollywood, Disney, MGM, Warner Bros., Sesame Workshop, The Franklin Institute, Fernbank Museum of Natural History, Museum of Science & Industry--Chicago, Arizona Science Center, Virgin and more.

Among the many notable Thinkwell exhibit projects for which Craig played a Critical creative role are Sesame Street Presents: The Body, the highly successful 7,000 square foot interactive traveling exhibit currently touring North America and the Thea Award--winning Jurassic Park Institute Tour, an immersive and exciting 50,000 square foot pulsed educational experience that toured Asia.

Industry Affiliations:

International Association of Amusement Parks and Attractions
Themed Entertainment Association (Past President of International Board)

ADDITIONAL SECTOR SPECIFIC PROFESSIONAL EXPERIENCE

Recognizing the broad nature of the types of projects to be considered as part of this tourism industry strategic plan, we have assembled a group of leading experts in specific fields of the tourism industry. As the planning effort moves forward, we will draw on their expertise as needed. Our strategy in creating this team is to ensure that as specific research requirements arise tied to unique niche's or industry sectors particularly relevant to West Virginia, we will have immediate access to the necessary knowledge base. In this way, the CSL team can offer a unique capacity not only to conduct the strategic planning efforts, but to be highly responsive to the challenges and opportunities that surely will arise as this extensive effort moves forward. The sectors represented by this group include:

- Specialty retail, including planning for rural retail efforts that target the visitor community.
- Regional shopping opportunities.
- National Parks and Forest with emphasis on visitor attraction.
- Outdoor sports.
- Adventure sports.
- Agri-tourism.
- Culinary tourism.
- Second home market.
- Zoos and aquariums.
- Festivals and events with emphasis on visitor attraction.
- Camping/RV parks.

Resumes for our team members in these and other sectors are presented below.

Stephen W. Sherf

Sector Expertise: visitors centers; camping / RV parks; waterparks, breweries, wineries, and distilleries; theme parks; motor sports (truck racing and road racing); truck stops and gas stations

Stephen has over 30 years of operational and consulting experience in the hospitality industry. He spent 15 years with a major national public accounting firm, where he was the partner-in-charge of the consulting division for the Upper Midwest, specializing in Leisure Industry projects. Steve has a broad background of consulting assignments for income producing real estate developments that includes market studies, research assignments, valuations, appraisals, and sales. These assignments have included hotels, casinos, RV parks, water parks, nursing homes, elderly housing, subsidized and market rate housing, convention centers, ice arenas, restaurants, convenience stores, bowling alleys, cinemas, horse tracks and business plans for new ventures.

His relevant tourism assignments include: 1) A comprehensive study of tourism for the State of South Dakota inventorying the state's tourism facilities and attractions, evaluating their effectiveness/utilization, and recommending improvements necessary to draw more visitors to South Dakota. 2) Analysis of a mixed-use project that included a theme park, outlet mall, themed retail, off-road motor park, water park, and a professional bowling complex. 3) Market studies for RV parks in eight states, analyzing both seasonal and year-round demand cycles. 4) Market studies for theme parks in Minnesota, Michigan and Illinois. 5) Market studies and/or consulting assignments for water park projects in Wisconsin, Minnesota, Kansas, and Michigan. Stephen was also the lead consultant on a project for the Minnesota

Department of Tourism focusing on creating tourism in a specific northern region of the state. Stephen received an undergraduate degree in economics and an MBA in finance from Cornell University.

Dr. Vanessa P. Jackson

Sector Expertise: regional shopping centers, outlet malls, souvenir stores, local products

Dr. Jackson is an Associate Professor at the University of Kentucky in the Department of Merchandising, Apparel and Textiles. An important part of her research concentration is in rural retail development – working on projects in several states. This research stream has examined rural retailer's needs to be successful and their contributions to economic development in their communities.

Dr. Carol Kline

Sector Expertise: other paddle sports (canoeing, kayaking), public lands (state parks, forest system, National Forests, National Parks, other public lands), agri-tourism, ATV and dirt bike courses, scouting, handicrafts

Carol Kline has worked in the area of rural tourism planning, development and marketing for over 15 years. She earned her Ph.D. in Parks, Recreation and Tourism Management from North Carolina State University, where she instructed classes and provided outreach to North Carolina communities on issues of sustainable tourism including agri-tourism, outdoor recreation, arts and culinary tourism, African-American heritage, and other forms of niche travel. Her background includes consulting in community/economic development, distribution of value-added products and many years in the hospitality industry. In 2002 and 2003, she served as Director of Tourism at HandMade In America, Inc., a non-profit that promotes and celebrates the artisans of Western North Carolina. She has recently taken a position teaching and researching tourism at the Center for Sustainable Tourism at East Carolina University.

Dr. David Edgell

Sector Expertise: organizational planning including efforts to impact legislative, executive and other governmental entities in the tourism industry

Dr. Edgell has considerable knowledge and experience in strategic tourism policy, planning, marketing, sustainable tourism development, and tourism education and training activities. In 1993-1994, Dr. Edgell served as acting Under Secretary of Commerce for Travel and Tourism.

He was responsible for all national tourism plans aimed at increasing international tourism visitation to the United States. As Vice President for Strategic Marketing for MMG Worldwide between 1997 and 2002, Dr. Edgell helped to formulate the plans for increasing tourism to the State of Missouri. Dr. Edgell is now a tenured professor of tourism at East Carolina University.

John F. Meeske

Sector Expertise: second home market, groceries (relative to second-home markets)

John has more than 40 years of direct experience in the resort and hospitality industry, focused and dedicated toward the financing, ownership, management, marketing and repositioning of destination resorts and clubs, and all of the facilities and infrastructure associated with such major projects. His areas of concentration have included golf, ski, tennis, conference and marina resorts, resort clubs, and second home communities at a variety of market levels. As President of ClubResorts from 1985 to 1990, John was responsible for integrating private club and resort cultures, generating resort acquisitions, turning around resorts considered to be "fallen angels", building profits, adding second home

communities, and repositioning, refinancing and upgrading a variety of resort experiences and associated real estate developments.

Ralph R. Miller

Sector Expertise: hostels; white water rafting; zip line excursions; zoos, aquariums, gardens, film / video production; mountain biking

Ralph is President and Co-founder of Inntegrated Hospitality Management Ltd. and is a specialist in restructuring and repositioning destination accommodation, food & beverage, and educational, recreational, and adventure tourism businesses. Ralph has managed hostels and campgrounds at destination resorts in Canadian National Parks (Banff National Park, Waterton National Park), and northern Vancouver Island, in Western Canada. Ralph has participated in the development and integration of "off-season" recreational (sight seeing, hiking, picnicking, nature programs, vertical driving ranges, etc.) and adventure tourism (bungee jumping, parasailing, mountain biking, etc.) activities and programs at regional ski facilities. He has worked in conjunction with Tourism BC and a variety of regional and municipal stakeholders on the development of the Regional Tourism Office model, including the cataloguing of tourism products and analysis of the strategic alternatives and priorities leading to the successful launch of the "Super Natural British Columbia" branding.

William J. Callnin

Sector Expertise: gaming (casinos and racinos)

Bill Callnin is the Founding Partner, Chairman and Managing Director of Cayuga Hospitality Advisors, Inc. He is an active expert in casino gaming and has worked on resort development teams in the conceptual design, planning, building, furnishing, licensing and opening of the casinos in major resorts and cruise ships. Bill has conducted over 100 operational reviews, market positionings, acquisition analyses, management performance reviews, compliance audits, and casino operations upgrades on all facets of casino operations in commercial and tribal casinos throughout the U.S. and the Caribbean over the last 30+ years.

Antonio G. Castro

Sector Expertise: workforce development -availability, training, wages

Tony has ten years of experience with Marriott Corporation in the Employee Relations Department, serving as the Corporate Director of Employee Relations for the last five years. Tony's consulting assignments have included: developing recruiting strategies; identifying cultural differences; designing, developing and facilitating a Positive Employee Relations seminar; conducting employee opinion surveys, as well as wage, salary and benefit surveys.

Patrick J. Gleason

Sector Expertise: airports, concessionaires

Patrick has spent much of the last 35 years in the aviation industry as a Vice President of a major U.S. large hub airport and, subsequent to that, consulted in the industry. His clients include all size airports from very small (Hilton Head) to the very large (DFW, LAX, Miami, and others). Patrick works closely with elected and appointed officials to craft policies and procedures as well as to gain consensus on goals and objectives of concession programs. He has 15 years of experience with quasi-public agencies and municipalities in planning, developing, and operating food, retail, advertising, and rental car concession at airports and other non-traditional locations.

Gary Henkin

Sector Expertise: Health and wellness (spas and fitness centers)

Gary is the Founder and President of WTS International, a 38 year old company which specializes in providing consulting and daily management services for spas, fitness centers and leisure facilities worldwide. WTS clients include numerous hotels and resorts, residential properties, golf and country clubs, and real estate development worldwide. Gary has over three decades of experience in the planning, design and management of health clubs, spas and athletic facilities of all types. He has coordinated and developed numerous feasibility and needs assessment studies for spa and health club properties and has participated in over 200 spa, fitness and leisure facility openings.

Malcolm A. Noden

Sector Expertise: tourism research programs, education systems, advertising/public awareness for all age groups, state and regional advertising campaigns, timeshares, bed & breakfasts, boating, group tours, air tours, general aviation, airline service, AAA (local chapters and service providers), receptive tour operators

Malcolm Noden is the (Retired) Senior Lecturer in Management, Economics, Marketing and Tourism at the School of Hotel Administration at Cornell University, and is a well-known expert in the applied economics of hospitality and tourism policy, promotion and development. During his 32-year tenure at the Cornell Hotel School, Mr. Noden taught several courses including Resort Condominium & Timeshare Management, Airline Management, Franchising, and two tourism policy and development seminars. He is the past Chairman of the New York State Tourism Education Task Force, an advisory board appointed by former Governor George Pataki of New York. He was the Cornell University representative to, and a founding member of, the World Tourism Organization Educational and Training Board. He has had many years of experience in the operational aspects of the travel industry having been both an owner and a manager of wholesale and retail travel agencies in the United States, and has managed large international agencies with Thomas Cook & Sons, Ltd. and American Express Company, Inc.

Kevin G. O'Donnell

Sector Expertise: bicycling

Kevin has extensive experience in rural tourism, ranging from country inns to outdoor recreation. As Chair of the Governor's Council on Tourism and Recreation, Chair of the Vermont State Chamber of Commerce, and Chair of the Vermont Hospitality Council, Kevin has assisted in several State-wide branding studies which included extensive input from the recreation sector. Kevin has extensive cycling experience as a Cat 4 racer, and has participated in a variety of rides and fundraisers including the "Harpoon B2B ride", "Vermont Food Bank ride" and the "Mt. Washington Hill climb challenge."

Bob Perry

Sector Expertise: culinary instruction and demonstration, local foods

As the Director of Foodservice for Kentucky State Parks, Bob Perry instituted a local foods purchasing program for fresh produce, meats and dairy that received national press and accolades. He also began the practice of having "KY Proud" dinners at which all the foods served were produced within the state's borders. At the University of Kentucky he has continued to advocate and research local food production, processing, distribution and promotion including creating the KY Hamburger Alliance and the Whole Beef Carcass Food Value Chain for UK Dining Services. He teaches the capstone course Quantity Food Production to seniors in Hospitality Management and Dietetics majors in which the students operate a

fifty seat restaurant twice weekly serving local foods. He currently is a board member of Chefs Collaborative and a past board member of the KY Tourism Council and the KY Restaurant Association.

Theodore A. Seale

Sector Expertise: hotels & resorts; weddings, family reunions, other special events; festivals and events; full-service restaurants; fast-food/fast-casual restaurants; bars and taverns; Conferences / group meetings

Ted has conducted over 700 assignments including market studies, appraisals, operational reviews, brand selection, acquisition/disposition analyses, financial pro forma, site selection studies for hotels, motels, institutions, bed and breakfast, inns, restaurant, taverns and bars primarily in the Eastern United States over the last 33 years. He is the past president and 16-year member of the Conference and Visitors Bureau of Montgomery County, Maryland, active in strategy and planning for attracting and promoting county destinations for weddings, reunions, special events, festivals, conferences, meetings, full-service restaurants, fast food restaurants, bars, hotels and motels. Ted has conducted market studies for new visitor centers and prepared analysis for electronic visitor kiosks.

R. Steven Sewell

Sector Expertise: golfing (recreational play), golfing (academies and camps), golfing (competitive sanctioned tournaments), golfing (trail excursions)

Steve, a professional golfer who has competed on the United States, European, and Caribbean Tours, has been a Member of the PGA of America for the past 30 years and is a former Member of PGA of Italy and Egypt. He has operated, directed, or initiated the development of four Golf Schools/Academies, including instruction, accommodations, F&B, retail, staffing, training, marketing, all program development, and implementation. His previous experience includes tournament operations experience with the US Open, Ryder Cup, PGA Tour Events, Euro Tour Events, National Amateur, and development of the LPGA's Legend's Tour. Steve has been a Member of National PGA Education Committee while teaching at national shows and other US cities for PGA of America. His teaching efforts involved marketing, retail, golf instruction, agronomy, sports psychology, design, (course and facility structures such as clubhouses), construction, golf programs, operations, management, leasing, fiscal and insurance concerns,, accommodations, travel /tourism, systems implementation and more. Steve has written three books, one of which addressed marketing within the golf industry that was purchased by the PGA of America for Member instruction.

Project Goals and Objectives



UNDERSTANDING OF ASSIGNMENT

Unique among economic development initiatives, investment in the tourism industry can increase economic activity and spin-off private sector development, create important employment opportunities, bolster local tax revenues thereby reducing the tax burden on residents, improve the quality of life aspects within the state, *and* increase the exposure of the destination to business leaders from around the country and globally. In order to provide for long term growth in an increasingly competitive tourism industry, the importance of comprehensive strategic development planning is difficult to overstate.

We understand that the purpose of this project is to study the development and implementation of a comprehensive analysis and action plan to fully develop the tourism industry in West Virginia, including the potential development of attractions, events and facilities within the State. This strategic plan will assist the West Virginia Department of Commerce, Tourism Division; West Virginia State Legislature; Tourism Commission; the West Virginia Hospitality and Travel Association; and the state-wide tourism industry as a whole, reach a goal of sustaining and growing this important sector of the State's economy for the next ten years.

We are mindful that success in this effort requires a deep understanding of the elements that make the West Virginia tourism product unique and authentic, including history, culture, industry, outdoor sports, natural amenities and related features. We also understand that the evaluation and planning efforts must focus on appropriate target audiences, industry sectors and niche markets that combine to form the mainstay of a sustainable, long-term tourism program for West Virginia.

The Project Team we have assembled to conduct the necessary research, analysis and strategic planning for this assignment has unparalleled experience within the visitor industry, helping public sector entities and destination marketing organizations throughout the state with the development of strategic plans and evaluation of complex tourism and visitor industry planning issues. Project Team members also bring extensive knowledge of important aspects of West Virginia economic sectors, tourism infrastructure, political climate and other key aspects.

If selected for this extensive planning assignment, you can be assured that our Team will provide (1) an unbiased, diagnostic assessment of market supportable investment within the tourism industry designed to increase visitor industry market capture, and (2) a plan for implementation, drawing in all organizations that will have to be represented in order to successfully achieve the strategic plan goals.

PROPOSED APPROACH

The approach we have designed stresses research efforts that are grounded in community and stakeholder input, comprehensive research and analysis, and extensive industry and West Virginia experience to generate an actionable, market-driven plan. Ultimately, we seek to put forth a strategic plan that fully takes advantage of and develops the unique tourism industry assets available in West Virginia. We have organized our proposed scope of work into the following goals and objectives:

Goal/Objective 1. Research & Analysis of Tourism Industry Sectors –

Developing a Market-Based Assessment of Tourism Generating Initiatives Unique to West Virginia

Goal/Objective 2. Research & Analysis of Agencies, Industries, Issues & Entities –

Developing an Implementation Plan Involving All Key Organizations

Goal/Objective 3. Demonstrated Capacity to do the Work –

A comprehensive team emphasizing local knowledge and national expertise

Goal/Objective 4. Detailed Timeline –

Providing a structured timeframe to accomplish major planning goals

Goal/Objective 1 is inclusive of all items outlined in sections 2.4.1 of the RFP. Goal/Objective 2 addresses all items covered in section 2.4.2 of the RFP. Further detail concerning the specific work that will be undertaken under each of these tasks is provided below and on the following pages.

Goal/Objective 1. Research & Analysis of Tourism Industry Sectors

Developing a Market-Based Assessment of Tourism Generating Initiatives Unique to West Virginia

The primary objective of this task is to develop recommendations as to the market-supportable initiatives, unique and authentic to West Virginia, that will combine to form a comprehensive strategic plan to fully develop the state's tourism industry.

We stress a highly research-based approach that digs deep into the unique aspects of the West Virginia history, culture, natural attractions, industry, visitor demand generators and related defining characteristics. Findings and recommendations will draw from this assessment in order to create a tourism industry strategic plan that can entice the highly sought after traveling public to visit West Virginia. Specific steps to be undertaken as part of this analysis are presented below.

Step 1: Review Existing Research Data, Promotional Material and Related Documents

We will conduct a thorough review of existing tourism and related research studies, destination promotional material, on-line information and related tourism industry data. Documents that include past research studies and efforts, local and state-wide organizational responsibilities, marketing plans, mission statements, operating budgets, tourism industry procedures and processes, current and planned project development plans and related information will be evaluated. Our project team includes individuals with significant experience with West Virginia tourism industry efforts, allowing us to quickly access, analyze and interpret this data.

Step 2: Stakeholder and Community Outreach

Stakeholder and community outreach is an extensive process of identifying and evaluating the opinions of a wide cross-section of key tourism industry representatives, business leaders, elected officials, governmental agencies and other industry representatives to obtain critical background information and an understanding of the issues that impact the West Virginia visitor industry. The interview process will include individuals such as:

- Local, regional and state-wide business and political leaders.
- Key leadership of selected governmental agencies.
- Representatives of hotels, attractions, restaurants and other visitor industry establishments state-wide.
- Representatives of historic and cultural sites within the state.
- Managers of convention, meeting, sports and other state-wide public assembly facilities.
- Leadership at various Convention and Visitors Bureaus around the state.
- Natural and cultural heritage site staff and volunteers.
- Leadership of chambers of commerce and other economic development organizations.
- Representatives of key academic institutions.

- Other appropriate individuals, business leaders, civic and visitor industry representatives on a state-wide basis.

The interview and information gathering process comprises a critical analysis component, drawing from the leadership and insight of a broad base of key constituent organizations to identify, prioritize and analyze the most important issues facing the visitor industry in West Virginia. Taken together, this extensive outreach process will help to identify priorities, regional values and visions, existing assets and resources, marketing strategies, regional initiatives, current product development and other elements necessary for an understanding of how the state is currently positioned from a visitor industry standpoint.

Step 3: In-Depth Statewide Site Inspections and SWOC Analysis

The Strengths Weaknesses, Opportunities and Challenges (SWOC) analysis involves a very extensive process of field research within each region of the state. Our analysts will cover the state in order to generate current, first-hand insight into the existing tourism industry infrastructure. The SWOC analysis will explore a wide variety of state-wide tourism industry conditions, focusing on:

1. principal tourism and visitor-oriented amenities, attractions, events, facilities and infrastructure throughout the state, and
2. untapped opportunities to leverage unique and authentic West Virginia assets into the tourism generating effort.

The SWOC assessment will address issues on a state-wide level, and also at a regional level, focusing on the eight established visitor regions within the state:

- Potomac Highlands
- New River/Greenbrier Valley
- Eastern Panhandle
- Mountaineer Country
- Northern Panhandle
- Mountain Lakes
- Metro Valley
- Mid-Ohio Valley

We will conduct the SWOC sessions on both a regional and state-wide basis in order to define the nuances that exist within particular regions of the state, inviting key stakeholders including government, relevant business sectors, destination sales and marketing organizations, and other prominent stakeholders within various regions of the state. This group setting is ideal for identifying and probing current conditions and concerns relative to the tourism industry.

There are numerous elements that determine a destination's success within the tourism industry. Factors to be reviewed as part of the SWOC analysis include hotels, convention/conference facilities, outdoor sports and recreation, road signage, important visitor services, unique food and retail, entertainment, cultural and historic attractions, housing and office inventory, transportation options, cleanliness, security, aesthetics and other such elements important to a successful tourism industry.

Step 4. Analysis of Specific West Virginia Tourism Industry Assets

We will analyze the inventory, performance metrics, physical characteristics, market demand, improvement opportunities and related characteristics associated with existing West Virginia tourism industry assets. These will include attractions, outdoor sports, event facilities, natural amenities, historic sites and many other features. As part of this step, we will analyze attendance, event level, occupancy, market capture, seasonality and related data for existing tourism assets including:

- Outdoor amenities including golf courses, winter sports operations, adventure tourism, hunting and fishing, and related entities.
- Lodging infrastructure including number of properties, location, guestroom counts, brands, performance and seasonality.
- Historical sites.
- Parks and forests.
- Convention and conference centers, both public and private.
- Spectator sporting venues.
- Themed attractions.
- Major shopping and restaurants districts.
- Gaming operations.
- Equestrian facilities.
- Camping facilities.

We will also analyze performance data for the many fairs, festivals and special events held throughout the year, particularly those that currently or could potentially be leveraged towards attracting visitors.

Step 5. Analysis of Specific Organizational Policy and Procedure Initiatives

In many markets we've researched, there are various public policies, procedures and organizational structures in place that can positively and negatively impact the ability to sustain and increase the magnitude of the tourism industry. In this step, we will analyze various statewide, regional and local public policies and procedures that impact the success of the tourism industry. Specific research efforts will include the following.

- Evaluate policies and procedures in terms of their effectiveness in supporting the tourism and visitor industry. Policy recommendations will be designed to encourage visitor related development, oftentimes with a focus on supporting local/authentic entrepreneurs and establishments that enhance the uniqueness of the destination.
- Review public sector initiatives that impact the attractiveness of the state-wide tourism generation effort, including organizational support for historical, cultural, outdoor, natural attraction, entertainment and related organizations that may highlight a unique element of West Virginia that may be appealing to visitors and residents.
- Evaluate visitor industry organizations within the State to ensure that the internal structures and cross-organizational linkages are conducive to growing the industry for West Virginia (this aspect will be more fully explored as part of the Goal/Objective 2 process).

Step 6: External Research Components

As part of the strategic planning effort, we will implement numerous external research methods in order to gain insight into how visitors and residents view the destination, characteristics and perceptions of the traveling public that have *not* visited the state, and how specific initiatives could serve to increase the magnitude of the tourism industry throughout the state. These methods will include, but are not limited to:

- Field Surveys – We will conduct in-person field surveys with visitors and residents throughout specific regions of the state. We will target the various facilities, attractions and events throughout the state that attract some measure of non-local visitation. Surveys will be conducted with the individual traveler to evaluate factors including:
 - Reasons for visiting.
 - Length of stay.
 - Travel party size.
 - Attractions, facilities and events visited throughout the state.
 - Their views on the desirability of specific tourism assets visited.
 - Suggestions for improving the quality of the tourism product.
 - Satisfaction with visitor support services (rest stops, signage, atm's, auto services, equipment rental, etc.).
 - Actual versus expected experience levels.
 - Willingness to return for future visits.
 - Individual traveler demographics and place of origin.
 - Effective travel distances and preferred methods of travel.

We expect to complete between 2,000 and 3,000 individual interviews as part of the project. This type of first-hand data is highly useful in developing recommended strategic tourism sector initiatives.

- Online Analysis - We will develop an online questionnaire for distribution to prospective visitors to the destination, posted at wvtourism.com and/or other State-wide or regional tourism-related websites. The envisioned survey instrument would invite comments regarding the destination, its features, strengths and weaknesses. We will work with state-wide and local organizations to establish the questions, assist them in posting the instrument to their website (if desired), and in providing online access to survey results for analysis. We will also conduct follow-up email surveys with individuals that visit West Virginia tourism promotion sites in order to help develop travel conversation statistics. Data captured in this process can include, but will not be limited to the following:
 - Profile of those who inquire and those who convert into visitors.
 - Visitor origin points.
 - Rank order of sources of information leading to inquiry.
 - Visitor & advertising conversion statistics (segmented by new and previous visitors).
 - Reasons for not visiting.
 - What other destinations/communities were considered.

- Party size, composition, and length of stay.
 - Mode of travel.
 - Rank order of visitor interests and activities.
 - Satisfaction rating with categories of tourism product (dining, lodging, etc.).
 - Visitation and satisfaction ratings of a listing of specific attractions and events.
 - Demographics (age, sex, race, income, occupations).
- Email Surveys with Convention, Travel and Tourism Writers – We will survey leading convention, travel and tourism representatives concerning their perceptions of the destination’s visitor and hospitality industry product. Surveys will be sent to over 500 members of the Society of American Travel Writers. This type of research can give a useful, unbiased view of the strengths and weaknesses of the state as a tourism destination, and provide suggestions for future initiatives designed to increase visitation.
 - Event Planner/Group Tour Operator Surveys - We will conduct a targeted set of telephone interviews with planners of meetings and group tour operators to assess opinions, attitudes and perceptions of West Virginia as an event destination. Planners will represent a cross-section of the industry, including those that have not taken tours or met in West Virginia in the past. The analysis will explore perceptions of West Virginia as a destination, likelihood to hold group tours or events within the state, and required attraction, festival, facility, hotel and community amenities.
 - Lodging Property/Concierge Interviews/Surveys - We will conduct a series of in-person and online interviews with hotel management and concierge staff at properties state-wide to determine the market mix (percentage of total lodging booked for business, convention, group, leisure, etc.), monthly occupancy, top feeder markets, and average daily rates (ADR), weekday versus weekend occupancy, seasonality and other hospitality industry characteristics. Also, as these professionals serve on the front line of the visitor industry, they also have definite, well-founded opinions as to the types of tourism amenities and features that visitors find attractive or disappointing. We will solicit their input regarding initiatives that could improve the overall visitor industry product throughout West Virginia.
 - Demographic Analysis – We will analyze the existing population demographics within the state, with a focus on those metrics that can have an impact on the tourism industry. Population density can create demand for amenities that cater to the visitor industry. Age demographics in specific regions can enhance or detract from the marketability of particular visitor industry resources. We will explore current and projected demographic characteristics, and assess their impact on future tourism related initiatives that may be supportable from a market perspective.

Step 7. Tourism and Visitor Industry Benchmarking Analysis

We will prepare a benchmarking analysis of comparable and competitive statewide tourism planning strategies around the country focusing on key development, policy, planning and implementation initiatives. The analysis will encompass four to six statewide programs, focusing on those that are current, relevant to West Virginia, and that may offer important insights into future tourism strategic planning in West Virginia.

Key aspects that may be focused on as part of the benchmarking research include:

- Level of funding for tourism efforts (both marketing and asset development).
- Method for coordinating state organizations with local and regional entities.

- Measures of tourism industry performance.
- Overall state-wide visitation statistics.
- Inventory of attractions, events and facilities geared towards visitors.
- Marketing strategies and focus.
- Transportation conditions.
- Other such characteristics.

This data will be summarized into a concise presentation of key tourism plan characteristics and destination attributes. The analysis will yield the identification of effective industry practices and will assist in making recommendations concerning future initiatives that are supportable as part of a West Virginia tourism industry strategic plan.

Step 8. Putting it All Together--Development of a State-Wide Tourism Strategic Plan

Using the data generated from the previous planning steps, we will develop an initial draft statewide tourism industry strategic plan that presents a set of market-supportable, visitor generating initiatives focused on events, attractions, facilities and other amenities that take full advantage of West Virginia's unique assets. Issues addressed in preparing this strategic development plan could include, but are not limited to the following:

- Assess potential market support for state-wide tourism industry initiatives that could drive large increases in visitation. The RFP issued for this project provides an appropriately broad set of sectors in which West Virginia may be able to compete more effectively, including many outdoor sports, gaming, theme parks, spectator sports, equestrian activities, parks, history/culture, film/video, camping and many others. We will define a set of market supportable, visitor-generating initiatives to be recommended as part of a coordinated, strategic tourism industry development plan for the State of West Virginia.
- Identify improvements to visitor support services including visitor centers, banks and ATM's, emergency health services, automobile services (towing/repair), equipment rental, highway signage, rest stops, and many other assets that may need to be addressed in order to create a successful visitor experience.
- Evaluate the "are we ready for them?" conditions within the state. In many cases, communities are not taking advantage of the tourism potential with hours of operation that are not conducive to visitors, lack of promotional efforts, poor aesthetics/landscaping, and other issues. We will evaluate these shortcomings and develop recommendations on a region by region, destination by destination basis throughout the state.
- Identify fairs, festivals, special events and other public functions that can be promoted to the traveling public. This may include new events and enhancing the profile of existing events. The potential for large week-long celebrations combining various events and focused on aspects that are unique to West Virginia will be explored.
- Assess opportunities to create and enhance a "destination linkage" system within West Virginia. The importance of this concept lies in the fact that it can in some cases be difficult to induce a visitor to return to a particular destination to experience the same amenities a second or third time. Therefore, marketing efforts that focus on drawing visitors back to the destination by leveraging multiple regional assets within the state can be productive.
- Identify specific convention, conference and meeting facility improvements that are market supportable, and that could increase visitation to the state. We will consider both publically

owned venues, as well as efforts that could be considered to support private venues that draw visitors.

- Identify the potential for strategic land acquisition initiatives and funding sources to ensure future visitor industry infrastructure development.
- Identify the on-going tourism industry research and analysis efforts that should be conducted by the state in order to retain a firm grasp of how visitors view the state as a destination, conversion statistics for interested travelers, and areas of needed tourism industry improvement. This may include means of measuring individual programs and projects on a return on investment (ROI) basis. We will prepare an outline of a sustainable, affordable research program that will achieve these objectives.

The extensive research conducted as part of this planning effort will also allow us to identify the primary and secondary tourism audiences unique to the state. The recommendations for targeted program and/or infrastructure development will be evaluated in terms of their effectiveness in attracting these various target audiences.

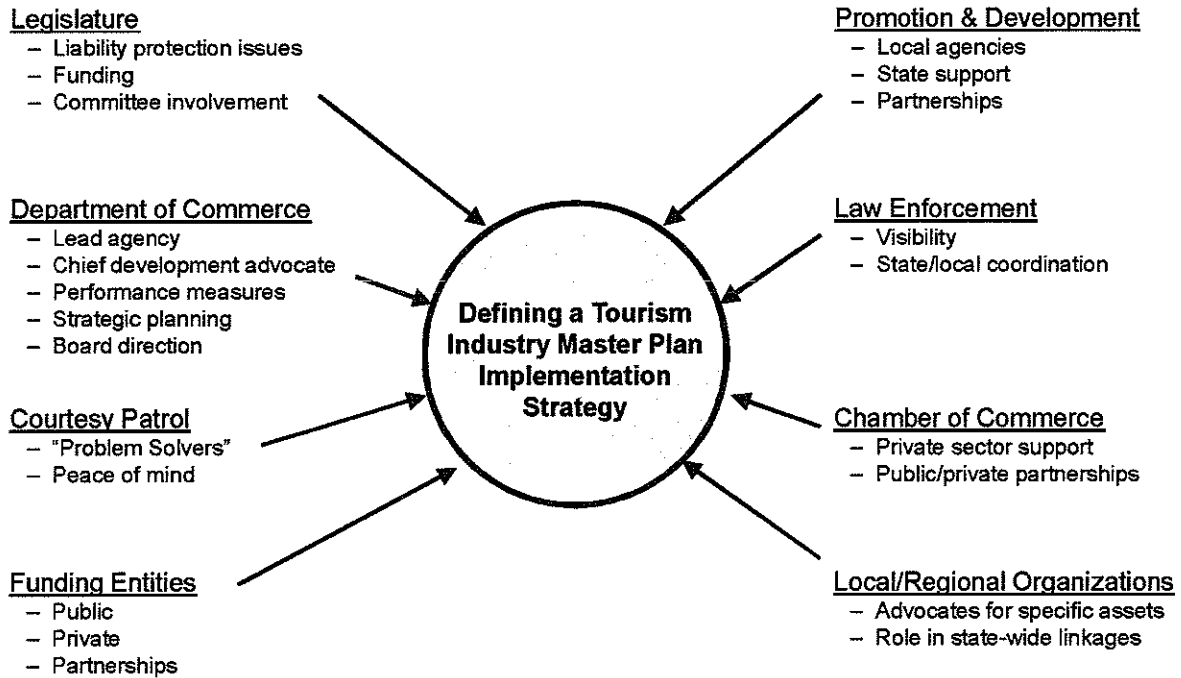
Upon completion of this research, we will prepare a draft of the industry strategic plan designed to sustain and grow the tourism sector over the next ten years. We will present findings to key stakeholder entities as determined in partnership with the West Virginia Department of Commerce, Tourism Division and other key organizations.

In the following task description, we define the approach to creating an actionable implementation approach for the tourism industry strategic plan. The implementation approach provides a framework for each of the entities that will have to be involved during the implementation process.

Goal/Objective 2. Research & Analysis of Agencies, Industries, Issues & Entities
Developing an Implementation Plan Involving All Key Organizations

In Goal/Objective 2, we will prepare a detailed analysis with recommendations as to how key agencies, elected bodies, local/regional destination marketing organizations, private sector interests and other stakeholders should be involved in successfully implementing the tourism industry strategic plan. The framework for the implementation approach will generally follow the diagram presented below.

Framework for Tourism Strategic Plan Implementation Stakeholders



Note that this is only an example of the framework for implementation that will be developed. Our research will lead to a detailed, fine-tuned and coordinated approach for each of the various tourism industry stakeholder entities. For each agency involved in the many aspects of the West Virginia tourism sector, we will identify the roles, responsibilities, and needed resources. We will also develop a framework for interaction between organizations that helps to prevent duplication of effort, harmful miscommunications, counterproductive turf wars, and other shortcomings that could prevent the state from maximizing its tourism industry economic potential.

The result of this Task will be a practical, actionable implementation plan that will effectively guide and support tourism industry infrastructure, policy and planning efforts over the next ten years. Rather than being led by old information, generalized assumptions, personal experiences and intuition, this strategic plan will be designed and crafted to be relevant and persuasive to the state's various tourism industry participants.

Goal/Objective 3. Demonstrated Capacity to do the Work

A comprehensive team emphasizing local knowledge and national expertise

As previously noted herein, we understand that the purpose of this project is to facilitate the development and implementation of a comprehensive analysis and action plan to fully develop the tourism industry in West Virginia, including the potential development of attractions, events and facilities within the State. This strategic plan will assist the West Virginia Department of Commerce, Tourism Division; West Virginia State Legislature; Tourism Commission; the West Virginia Hospitality and Travel Association; and the state-wide tourism industry as a whole, reach a goal of sustainment and growth of this important sector of the State's economy for the next ten years.

Certainly no small task, and recognizing the magnitude of the necessary study efforts, we have assembled a project team of experts in key areas of the tourism industry, with particular relevance to the goals and objectives set forth in the RFP issued by the West Virginia Department of Commerce, Tourism Division.

We are mindful that success in this effort requires a deep understanding of the elements that make the West Virginia tourism product unique and authentic, including history, culture, outdoor activities, industry, cuisine, natural amenities and related features. We also understand that the evaluation and planning efforts must focus on appropriate target audiences, industry sectors and niche markets that combine to form the mainstay of a sustainable, long-term tourism program for West Virginia.

Recognizing these goals, our team consists of 20 firms and/or individual professionals drawing from key relevant tourism industry sectors. For example, John Dietz, a core member of our team, has served as the Director of Travel and Tourism Development for the West Virginia Department of Commerce. Liam Thornton is currently leading his firm's efforts in studying the approximately 10,000-acre Summit Bechtel Family National Scouting Reserve in West Virginia, to be the permanent home of the U.S. National Boy Scout Jamboree and host for the International Scout Jamboree.

Our team is comprised of experienced professionals in the development of tourism master plans, as well as experts in individual niche markets that could prove viable for West Virginia ranging from adventure sports, small market retail, conventions, equestrian, golfing, skiing, other outdoor sports, historic attractions, theme parks and other potential sectors. Our strategy in creating this team is to ensure that as specific research requirements arise tied to unique niche's or industry sectors particularly relevant to West Virginia, we will have immediate access to the necessary knowledge base. In this way, the CSL team can offer a unique capacity not only to conduct the strategic planning efforts, but to be highly responsive to the challenges and opportunities that surely will arise as this extensive effort moves forward.

In summary, the Project Team we have assembled to conduct the necessary research, analysis and strategic planning activities for this assignment has unparalleled experience within the tourism industry, helping numerous public sector entities and destination marketing organizations with the development of strategic plans and evaluation of complex tourism and visitor industry planning issues.

If selected for this extensive planning assignment, you can be assured that our Team will provide (1) an unbiased, diagnostic assessment of market supportable investment within the tourism industry designed to increase visitor industry market capture, and (2) a plan for implementation, drawing in all organizations that will have to be represented in order to successfully achieve the strategic plan goals.

Goal/Objective 4. Detailed Timeline

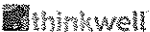
Providing a structured timeframe to accomplish major planning goals

We are prepared to commence this engagement upon receipt of notice to proceed. The project tasks included in this proposal are based on both the scope of services identified in the RFP by the West Virginia Department of Commerce, Tourism Division, as well as from various elements of past tourism development projects that our project team have successfully implemented in other markets and regions nationwide.

We will work with you at the outset of the effort to fully define project goals and time requirements. In general, these comprehensive planning studies are completed within an 8 to 12 month timeframe. In advance of this meeting, we have prepared a preliminary assessment of timing based on a one-year timeframe for research, analysis and strategic plan development.

	2011								2012			
	March	April	May	June	July	August	September	October	November	December	January	February
Goal/Objective 1 - Research & Analysis of Tourism Industry Sectors												
Step 1 Review Existing Research and Data												
Step 2 Stakeholder & Community Outreach												
Step 3 In-Depth Statewide Site Inspection/SWOC Analysis												
Step 4 Analysis of Specific WVA Tourism Industry Assets												
Step 5 Analysis of Specific Policy and Procedure Initiatives												
Step 6 External Research Components												
Step 7 Tourism & Visitor Industry Benchmarking Analysis												
Step 8 Development of Statewide Tourism Strategic Plan												
Goal/Objective 2 - Research and Analysis of Agencies, Industries, Issues & Entities												
A - Kickoff Meetings	A											
B - On-Site Field Research		B	B	B	B		B			B		
C - Study Presentations			C		C			C			C	C

Please note that this proposed schedule does not necessarily reflect the specific nuances of your goals, and can be modified as needed. In particular, we can work under a narrower timeframe if necessary, however the one-year cycle offers opportunities to assess visitation across all seasons, and this may be useful for forming strategic recommendations.



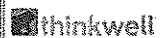
Attachment B:

Mandatory Specification Checklist



Attachment B: Mandatory Specification Checklist

N/A



Purchasing Affidavit



RFQ No. _____

STATE OF WEST VIRGINIA
Purchasing Division
PURCHASING AFFIDAVIT

West Virginia Code §5A-3-10a states: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate.

DEFINITIONS:

"Debtor" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

Under penalty of law for false swearing (*West Virginia Code §61-5-3*), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated.

WITNESS THE FOLLOWING SIGNATURE

Vendor's Name: CSL International

Authorized Signature: [Signature] Date: 2/1/2011

State of Minnesota

County of Hennepin to-wit:

Taken, subscribed, and sworn to before me this 1 day of February, 2011.

My Commission expires 01/31/2015

NOTARY PUBLIC

[Signature]

AFFIX SEAL HERE

