

REQUEST FOR PROPOSAL

**TO MANAGE & OPERATE
CANAAN VALLEY RESORT
STATE PARK & BLACKWATER
FALLS RESTAURANT**

**Prepared For:
State of West Virginia
Purchasing Division**

December 5, 2013

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West Virginia Purchasing Division

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**BENCHMARK
HOSPITALITY**
INTERNATIONAL

December 5, 2013

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

Alex Cabañas
President of Business
Development & Finance

Dear Mr. Nesbitt,

I am pleased to be the messenger on behalf of a great team at Benchmark who looks forward to the opportunity of enhancing the value, service and performance of Canaan Valley Resort and the Blackwater Falls restaurant. Benchmark's unique capabilities and experience, combined with our knowledge of the West Virginia market certainly make us uniquely qualified to take Canaan to the next level.

While this proposal outlines in detail our capabilities and ideas, we clearly recognize the benefit of a partnership approach to our business. Therefore, we look forward to being in front of the decision makers on this project to even further understand the goals and objectives for Canaan. Perhaps the best indicator of our performance is what other says about us versus what this RFP response says – we look forward to you calling our references.

Thank you again for the opportunity and we look forward to the next step in this process.

Best Regards,

Alex Cabañas

Cc: Burt Cabañas, Greg Champion, Tom Cupo

RESORTS & HOTELS

•
CONFERENCE
CENTERS

•
PERSONAL LUXURY
RESORTS & HOTELS

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EXECUTIVE SUMMARY

We thought it would help to summarize what we feel truly differentiates Benchmark from the competition. We know the competition and how our experience and business model differs. It is these nine factors that we think truly make the difference:

Top Nine Reasons “Why Benchmark”

1. Benchmark’s Entrepreneurial Culture and Approach

Benchmark’s history, culture, management approach and success can all be linked to one word...**Entrepreneurship**. We approach every project with a customized approach, tailored to the physical project, ownership’s needs and the local and regional market, never assuming that everything we do works for every property. In other words, our approach is like an autograph for each property – unique and distinct to each individual location. As evidenced by our diverse portfolio, no two assets are the same and no two markets are the same, but all have the consistency of Benchmark’s quality and service and performance.

We value our entrepreneurial approach as a distinct competitive advantage over other management companies. We often say that “we’ve done a lot of things we’ve never done before” – and we like it that way. We think in terms of maximization and optimization, not standardization. Yes, we have minimum standards and policies, but we expect our managers to think on their feet and not always look to a manual on the shelf for answers – unless they are in accounting, IT and HR, where there is much less room for creativity.

The unique features of Canaan will require fresh thinking and creativity. We don’t have a lot of “campground” or “winter activity” experience – but to us, that is a positive. We will look at each element and develop a unique business plan for each to maximize performance and service.

2. Proven Performance as a Collection of Distinctive Destinations

For over 30 years we have successfully operated resorts, hotels, conference centers and Personal Luxury Resorts & Hotels, creating unique destinations at every location. Over the past 10 years as the internet has leveled the playing field and we have maintained our strong relationship with meeting planners, we have been more nimble and responsive to changes in marketing strategy, e-commerce, technology and sales than most of the competitors. Canaan will be a “destination” within West Virginia and something that we feel residents will be very proud to call their own.

3. Focused on Upscale and Luxury Hotels and Resorts

Benchmark experience and portfolio of hotels is focused on the upper end of the service scale in our industry – including golf and ski resorts in our base of experience. We have over 20 four-diamond hotels and resorts and consistently train and deliver on what we refer to as “service excellence” and “standards of brilliance”. We certainly appreciate ownership’s desire for Canaan to be run as consistent with the highest quality resorts in the state and region – while maximizing profitability.

4. Pioneer and Leader in Conference Centers

Benchmark is a founding member of the International Association of Conference Centers (IACC) and continues to be recognized as a global leader in the conference center business. Benchmark's strategic core remains focused in advancing our global leadership in the conference center concept. Our name is recognized in the meeting planning community and already valued through our experience at Stonewall Resort. While we are not suggesting that Canaan adhere to specific conference center standards, we do believe strongly that Benchmark experience delivering a great meeting will drive incremental group revenue and loyalty among customers. Additionally, over time as ownership considers additional investment in the meeting space, our experience will be very helpful in designing and budgeting the capital plan.

5. Unmatched Marketing and Revenue Management Skills

Benchmark has one of the strongest reputations in the industry for driving sales and marketing both in group and in transient resort guests. As a core competency, Benchmark's integrated e-Commerce Marketing Solution orchestrates marketing campaigns that are coordinated across multiple distribution channels to promote more effective customer relationships, sales programs, and targeted initiatives. Benchmark is increasingly successful at reaching the right customer, planner or prospect with the right offer, at the right time. Additionally, properties are supported with a website management program built around a core platform to drive traffic that results in optimum sales production.

6. Expert in Group Sales

Benchmark has one of the strongest reputations in the sales community for group sales – a critical element to the success of Canaan. The hotel will benefit greatly from Benchmark's existing global database of over 150,000 meeting planner contacts and over 200 in-house sales executives across the country. Additionally, Benchmark brings great relationships with national representation firms that act as an expansion to our in-house sales force, generating activity in markets that we have decided not to cover directly.

7. Passion for Culinary Excellence

Benchmark manages over \$180 Million in food and beverage revenues across our portfolio and has been responsible for the development of many diverse food and beverage concepts, each uniquely designed to suit the property and the marketplace. Benchmark has a breadth of experience and understanding of food and beverage operations that are as contemporary and worldly as most recognized free standing restaurants. We have had tremendous success in creating unique hotel restaurant concepts that strike a balance between supporting the hotel operations, where most of the profit is made, and promoting a free-standing restaurant concept that drives local business and supports the value of our room rates. This will be critical to the management and success of the Blackwater Falls location.

8. “Be the Difference” - Delivering Extraordinary Hospitality

More important to us than our AAA rankings and stars — is how our customers rate our service. Most companies and the major chains strive for greatness in the 80-90% range for customer satisfaction. Benchmark properties achieve 95-96% consistently and our best properties compete for the “97%+ club” – and ultimately our goal is never to settle for less than perfect service. The differentiating factor is our service culture which motivates our employees to “Be the Difference”. Best told through stories of customer experiences, “Be the Difference” is the simple phrase we expect our employees to have on their minds every day they show up to work. It’s designed to stimulate our service conscience, focused on being different and better than our competition.....knowing your name and using it is only the beginning.

9. We Come Recommended – Check Our References

Behind our people, relationships are the most important and valuable asset within Benchmark. We do not advertise our management services and nearly everything we do is related to a referral from someone that knows us well. Our reputation and the way we treat others is so important to us. And when we get referred, we treasure that as the best advertising possible. At the end of the day, all of this fancy writing means nothing if we have not delivered in the past for our partners. Therefore, we encourage you to ask them

ATTACHMENT A – VENDOR RESPONSE SHEET**A. INFORMATION REGARDING BENCHMARK HOSPITALITY INTERNATIONAL****a) Firm History****Brief History of Benchmark Hospitality International**

Benchmark Hospitality International is a recognized global leader in the management and marketing of resorts, hotels and conference centers. The company's two distinctive portfolios of properties, Benchmark Resorts & Hotels® and Personal Luxury Resorts & Hotels®, represent the finest in guest-dedicated hospitality in unique destinations across the United States, in the Caribbean and Japan. As a founding member of the International Association of Conference Centers, Benchmark Conference Centers® maintain the highest standards for certification in meeting excellence. Benchmark Hospitality was launched in 1980 as an independent company and today operates worldwide from offices in The Woodlands (Houston), Texas, and regional offices in Seattle, New Jersey, Japan and Chile.

Benchmark's capabilities and services cover all phases of a project -- consulting on market demand and feasibility analysis, facilities design and construction, complete pre-opening marketing and technical services, and the profitable operational marketing and management of the property. Further, comprehensive purchasing services are provided through Benchmark Equipment Company, a wholly-owned subsidiary. It is important to note that Benchmark does not own real estate so we work in the best interest of our ownership clients in every aspect of our business.

Benchmark has over 7,000 employees, who represent our most valuable asset. Our employees recognize the importance of our service focus to "Be the Difference" in every aspect of our business – with owners, guests, employees, industry partners and the communities where we live. Benchmark University was established in 1993 and has grown to hundreds of training courses and tools to enhance the skills and most importantly the "will" of our employees to serve our guests.

b) Staff Qualifications

Below we have included the professional biographies of the other individuals that are not included in section C “officers that are assigned to the project”.

Burt Cabañas – Chairman & Chief Executive Officer

Burt Cabañas has been involved in hospitality since he was 14 years old working after school as a pool boy at The Shelborne Hotel in Miami Beach, Florida. He found that serving guests was in his blood. Now as Chairman and Chief Executive Officer of Benchmark Hospitality International, he oversees every property in Benchmark’s diverse portfolio. His route took him from pool boy through various other service positions until he became executive assistant to the managing director and responsible for the operating departments of the Doral Hotel and Country Club, a five-star resort in Miami, Florida. After six years at Doral, he joined Stouffer Hotels to open their first resort hotel and later became Regional Director of Operations responsible for the financial performance of six hotel and resort properties with over 2,000 guest rooms. During that time he led the opening team for several new hotel projects and directed the operational responsibilities of a multi-million dollar renovation of an old landmark hotel in Cleveland, Ohio.

In 1979 he was recruited to The Woodlands Resort and Executive Conference Center in The Woodlands (Houston), Texas, as Vice President and General Manager and later promoted to Senior Vice President involved in all of the hospitality related operations of The Woodlands Corporation, a subsidiary of Mitchell Energy & Development Corp. These properties included The Woodlands Resort and Conference Center with golf and club operations, the Exxon Conference Center, the Tournament Players Golf Course, and The San Luis Resort Hotel on Galveston Island. In this role he also supported The Woodlands’ master-planned community development. In 1986 after growing the company with three additional properties, he purchased the company. To this day it remains a privately held corporation. A graduate of Florida International University with a Bachelor's Degree in Hotel and Restaurant Management, Mr. Cabañas was conferred the title of Honorary Community Professor in 1976 by Dr. Gerald Lattin, the Dean of The School of Hotel, Food and Travel Services. The University presented him with both the Alumni Torch Award and the FIU President’s Medallion Award in 2005. Today he serves as Chairman of the Industry Advisory Board for the Chaplin School of Hospitality & Tourism Management at F.I.U. Mr. Cabañas is a founding board member and a past president of the International Association of Conference Centers (IACC). While serving as president, he co-authored with Laventhol & Horwath "The Uniform System of Accounts for Conference Centers." In 1988 IACC presented Mr. Cabañas with The Mel Hosansky Distinguished Service Award in recognition of his outstanding service to the Association and to the conference center industry. In 2012 he was presented with the IACC Global Distinguished Service Award by Peter Stewart, President of IACC’s Global Board of Directors.

James Simkins – Chief Operations Officer “Personal Luxury Resorts”

As COO, Personal Luxury Resorts & Hotels for Benchmark Hospitality International, James Simkins is charged with the development and operations of this newly launched collection of extraordinary personal luxury hotels. Previously a senior partner and the CEO of MTM Luxury

b. Staff Qualifications

Lodging, which Benchmark purchased in 2011, James was responsible for the overall leadership of MTM's business with a particular emphasis, and love for, the art and science of designing, building and operating outstanding hotels. He was the primary influence in successful development of The Willows, Alderbrook Resort, Hotel 1000, The Ivy, The Liberty and Bardessono, some of MTM's most unique properties.

Prior to joining his friend Jim Treadway at MTM in 2000, James had a distinguished international career with Westin Hotels & Resorts, beginning at The Carlton Hotel in Johannesburg from 1972 to 1986. Following this assignment James earned executive leadership positions at The Kowloon Shangri-la (operated by Westin) in Hong Kong and The Westin Bonaventure in Los Angeles. In 1993, James' success with these challenging assignments was recognized with a promotion to vice president, operations of Westin Asia Pacific, where he led the development (and served as managing director) of two of Westin most significant gems in Asia-the \$620 million Westin Tokyo and the adaptive re-use project that became The Westin Sydney.

Bruce Burkhalter – Senior Vice President, Construction and Design

Mr. Burkhalter is responsible for a wide range of technical and design services. He serves an important liaison role between Benchmark and design and architectural consultants and contractors on specific new developments. His responsibilities include preparing and administering equipment design and specifications, preparing and administering project design critical paths and differential documents. He critiques and monitors project budgets, provides design alternatives, reviews and verifies all project plans, and prepares and reviews millwork design.

Mr. Burkhalter has been with Benchmark since 1989. Since joining the company, his major project accomplishments include the development and opening of The Northland Inn and Executive Conference Center, Resort at Squaw Creek, Lansdowne Resort, and The AT&T Learning Center. In addition, Mr. Burkhalter has coordinated the conversion of several hotels to conference centers including The Inn at San Luis and The Park Ridge at Valley Forge. His background includes five years as project manager for Darlco, Inc. in Houston, where he was responsible for all architectural, engineering and construction activities for company-owned projects which included the Wyndham Hotel, Travis Center Medical Professional Building, World Towers office building and other commercial properties.

Prior to that he served three years as project manager for Mariner Development Corporation in Houston and was responsible for the development of the Wyndham Hotel in Houston and the Holiday Inn in Fullerton, California.

Responsibilities included:

1. Coordination of architectural and engineering consultants
2. Acquiring regulatory approvals
3. Preparation of schedules and budgets
4. Bidding and negotiation

b. Staff Qualifications

5. Construction review
6. Installation of FF&E
7. Project acceptance and warranty

He also spent four years at the University of Houston as project manager for Facilities Planning and Construction. He obtained his Bachelor of Architecture degree from the University of Houston and is a registered architect.

Ellen Sinclair – Senior Vice President Operations

Ellen serves as Senior Vice President for Benchmark Hospitality based in New Brunswick, New Jersey. Ellen supports the Benchmark Conference Centers division, responsible for the operation and owner support for all private and semi-private conference centers. Currently Benchmark locations include: Deloitte University, Westlake, TX, Lockheed Martin Center for Leadership Excellence, Bethesda, MD, Capital One Hospitality Services in 17 domestic locations, World of Whirlpool Conference Center, Chicago, IL, SC Johnson Council House, Racine, WI, Johnson Foundation Wingspread Conference Center, Racine WI, GSUSA Edith Macy Conference Center in Briarcliff Manor, NY, Pace University Downtown Conference Center in New York, NY.

Ellen joined Benchmark in 1995. In her years with Benchmark, Ellen has made impressive contributions in each of her assignments with the company, first as General Manager at the AT&T Learning Center, then as Vice President of Human Resources, and as Vice President – Operations for the Eastern US region. In her current role as Senior Vice President, she leads the operations as well as Benchmark's growth and development of new conference center projects.

As a past member of the Board of Directors for the International Association of Conference Centers, Ellen is responsible for the association's Learning Network, its multi-dimensional educational arm. In 2006, she received IACC's Pyramid Award for educational leadership and in 2012 IACC's coveted Mel Hosanky Award for distinguished service. Having graduated from the University of Maine at Orono with a Bachelor of Arts degree in Political Science and Business Administration, Ellen is a Certified Hotel Administrator through the American Hotel & Lodging Association. She also is certified as a Real Property Administrator and a Facilities Management Administrator by BOMI.

Rita McClure – Vice President, Administration

In addition to serving as assistant to the chairman and chief executive officer of Benchmark Hospitality International, Ms. McClure coordinates functions between all Benchmark projects and the home office in The Woodlands including all administrative support services. She also directs the home office administrative staff functions.

Ms. McClure has been with Benchmark since 1983. Prior to that she worked as secretary to the chairman and president of Mitchell Energy & Development Corp. She attained her Certified Professional Secretary (CPS) rating in 1980 and received her Bachelor of Science degree in business technology from the University of Houston.

b. Staff Qualifications

She has been actively involved with the International Association of Conference Centers for over 20 years and is presently a member of the Board of Directors.

Tom Garcia – Vice President, Operations

Tom Garcia serves as Vice President of Operations for Benchmark Hospitality International. He provides operational support for Benchmark hotels, resorts and conference centers around the country.

Tom was most recently vice president and regional manager for Noble House Hotels & Resorts, responsible for operational oversight of properties on both US coasts and in the Midwest. Prior to this appointment, he was managing director and regional manager for the company.

Mr. Garcia has held leadership positions at several landmark properties and for leading hospitality brands within the United States, including hotels and resorts in Dallas, Houston, Lake Tahoe, Phoenix, Key West, and within the Caribbean. These assignments included general manager, regional vice president and executive director of food & beverage positions.

Cedric Fasbender – Vice President, Operations

Cedric Fasbender serves as Vice President of Operations for Benchmark Hospitality International. He provides operational support for Benchmark hotels, resorts and conference centers around the country.

Cedric was most recently regional vice president for Dolce Hotels and Resorts, where he also served as general manager for The Hayes Mansion, located in San Jose, California. Prior to these dual appointments, Mr. Fasbender held the title of resort manager for the PGA National Resort and Spa in Palm Beach Gardens, Florida.

Throughout his career, Mr. Fasbender has served in a variety of senior leadership positions for independent luxury hotels and resorts, including previously for Benchmark Hospitality International. He began his hospitality career working in food and beverage for properties within major hotel brands.

Todd Felsen – Vice President, Operations

Todd Felsen serves as Vice President of Operations for Benchmark Hospitality International. He provides operational support for Benchmark hotels, resorts and conference centers around the country.

He was previously general manager of Cheyenne Mountain Resort, a Benchmark Resort® located in Colorado Springs, Colorado. Prior to joining the Benchmark organization, Mr. Felsen served as managing director for The Claremont Hotel Club & Spa of Berkeley, California.

b. Staff Qualifications

Earlier in his career, Todd Felsen served in the role of corporate vice president for another hospitality management company. He has also held the title of general manager for several luxury hotels and resorts in destinations within Florida and Jamaica

Eric Gavin – Regional Vice President, Sales and Marketing

Eric Gavin is regional vice president sales & marketing for Benchmark Hospitality International. In this role, Mr. Gavin is responsible for overseeing and supporting the sales & marketing programming for Benchmark's properties throughout the Southeastern and western United States.

Prior to joining Benchmark Eric served as the Vice President of Marketing for Noble House Hotels & Resorts. Eric has a long career in hospitality and has held both regional and director of sales and marketing positions for other major hotel and resort brands.

Andy Finn – Vice President, Group Sales

Andy Finn, Vice President, Group Sales performs regional sales and marketing duties for specific hotels. In addition, he acts as coach and mentor for the Benchmark group sales team as a whole. He began his career in as a management trainee with Hyatt Hotels. He spent time in various sales and marketing positions in Orlando, FL, Washington DC, Knoxville, TN and Chicago, IL. Subsequently, he held positions with Westin Hotels and Resorts, as well as, Starwood Hotels & Resorts. He held senior leadership positions with various independent resorts in North Carolina, Las Vegas and Park City, Utah. Andy graduated with a Bachelor of Science degree in Hotel/Motel Management from Florida International University.

Vince Mennella – Vice President, Finance

Vince Mennella is Vice President-Finance for Benchmark Hospitality International. His 25 years in Hospitality accounting\finance include oversight of complex hotel and resort assets. Prior to joining Benchmark, Mennella served in similar roles at Sage Hospitality, and operator of upper scale branded hotels and at Destination Hotels and Resorts which operates mainly independent ski and golf resorts

Mennella previously was Vice President – Hospitality Accounting for Wyndham International where he supervised the accounting function of all hotels a division that included 75 branded and independent properties.

Mennella's formal education includes a Master Degree in Finance from the Illinois Institute of Technology.

Scott McMinn – Vice President, Benchmark Equipment Company

Company since its inception in 1983. The responsibilities of this organization include the negotiation of national account agreements with manufacturers and suppliers of products utilized by the hospitality industry and procurement of products for the operating properties of The Benchmark Management Company, its parent organization.

b. Staff Qualifications

In addition, Mr. McMinn is a member of The Benchmark Hospitality's Staff Support Team. This responsibility includes the establishment, implementation, and maintenance of Purchasing Policies and Procedures for operating properties, project coordination of capital expenditure projects, and participation in special task force projects.

Mr. McMinn has more than twenty-one years of experience in the hospitality industry. He served as Director of Purchasing for The Woodlands Inn and Country Club prior to the establishment of Benchmark Equipment Company. Previously he was Purchasing Coordinator for several Hilton Hotels, including The Waldorf Astoria.

Mr. McMinn is an allied member of the International Association of Conference Centers (IACC) and has served on a variety of committees, notably the Annual Conference Planning Committee. In 1994, he was elected to a two-year term on the Board of Directors.

c) Experience in Managing Properties of the same size

<u>STONEWALL JACKSON LAKE RESORT</u>	
Weston, West Virginia	
Opening Date:	Spring, 2001
Number of Guest Rooms:	191 sleeping rooms, including 7 suites, 10 Cottages, 46 campsites
Number of Meeting Rooms:	13; rooms can accommodate groups from 10 to 300 in configurations ranging from board room to theater style
Number of Restaurants:	3; One 150 seat all day dining; one 75 seat club dining; one 75 seat pub bar
Recreational Activities:	Golf, tennis, marina, fishing, hiking, biking, camping, swimming, hunting, nature trails

In 1997, Benchmark entered into an agreement with McCabe-Henley to provide technical services and management for this regional conference resort. Benchmark was selected to participate in this public/private partnership in a competitive RFP process, for management and technical services. Located within the Stonewall Jackson National Park, the conference resort opened in Spring, 2001.

<u>THE INN AT VIRGINIA TECH AND SKELTON CONFERENCE CENTER</u>	
901 Prices Fork Road Blacksburg, VA	
Commencement Date:	January, 2010
Number of Guest Rooms:	147 Sleeping Rooms, including 3 suites
Meeting Space:	24,000 square-feet of meeting space, including 135 seat amphitheater
Number of Meeting Rooms:	10; rooms can accommodate groups from 10 to 100 in configurations ranging from board room to theater style. The Latham Ballroom can accommodate groups up to 800
Number of Restaurants:	2; One 140 seat all day dining; one 30 seat lounge
Recreational Activities:	Fitness Center

In 2010, Benchmark entered into an agreement with Virginia Tech to provide technical services and management for the Universities Conference Hotel. Benchmark was selected to participate in a competitive RFP process, for management and technical services for the operation of the hotel and conference center. The Inn at Virginia Tech sits on 25 acres at the North entrance to the Virginia tech campus, it is the only hotel located on the campus. The property has become a premier meeting location in south West Virginia.

c. Experience in managing properties of the same size

<u>THE CHATTANOOGAN</u> 1201 South Broad Street Chattanooga, Tennessee 37402	
Number of Guest Rooms:	200 deluxe sleeping rooms, including 12 suites.
Meeting Space:	24,500 square feet, including an amphitheater
Number of Meeting Rooms:	20; rooms can accommodate groups from 10 to 600 in configurations ranging from boardroom to theater style.
Number of Restaurants:	2; One 250 seat all day dining; one 75 seat pub bar
Recreational Activities:	Health club including swimming pool.

In 1998, the Benchmark/Hines/Rabun team entered into a development/management agreement with The City of Chattanooga for this unique urban conference center project. The team was selected in a competitive RFP process, for management and development services. The project is designed to fulfill a variety of missions for the City including the strengthening of its ability to host appropriate strategic conferences, economic development and the redevelopment of the City's Southside. The conference center opened in April 2001.

d) Managed Properties

Benchmark's past and current managed portfolio is detailed in the chart below, which includes the name, brand, address, type of facility, number of rooms and description of the property. Also, you will find a copy of our most current mosaic magazine which has a listing of our current properties, in the pocket of each binder.

Property Title	Property Address	Property Description	Mtg. Space Sq. Ft.	Guest rooms	Recreational Facilities	Outlets	Start Year	IACC Member?	Forbes & AAA
Benchmark Hospitality - Personal Luxury Resorts & Hotels									
Bardessono	Yountville, CA	Personal Luxury Hotel	1,665	62	Full Service Spa, rooftop pool and lounge	Restaurant, Bar	2011	No	4-Diamond
Bellevue Park Hotel	Bellevue, WA	Personal Luxury Hotel	5,000	108	n/a	Restaurant, Bar	Opening 2012	No	
Costa d'Este Beach Resort	Vero Beach, FL	Personal Luxury Hotel	1,170	94	Spa, Pool, Beach Access, Fitness Center	Restaurant, Bar	2008	No	4-Diamond
Hotel 718	Brooklyn, NY	Personal Luxury Hotel	n/a	128	Spa, Rooftop Deck, fitness Center	Restaurant, Bar	Opening 2012	No	
Hotel 1000	Seattle, WA	Personal Luxury Hotel	7,200	120	Spa, Golf Club	Restaurant, Bar	2011	No	4-Diamond
Hotel Granduca	Houston, TX	Personal Luxury Hotel	3,000	123	Pool, fitness, spa services	Restaurant, Bar	2010	No	4-Diamond
Marelas Resort	Sunny Isles Beach, FL	Personal Luxury Hotel	3,000	160	Beach amenities, pool, fitness, spa services	Restaurant, Bar	2010	No	4-Diamond
Naples Bay Resort	Naples, FL	Personal Luxury Hotel	5,000	193	Spa, Aquatic Center, Fitness Center, Tennis Courts, Marina, Yacht Club	Restaurant, Bar	2006	No	4-Diamond
One Bal Harbour Resort & Spa	Miami, FL	Personal Luxury Hotel	10,000	124	Spa, Pool, Beach Access, Fitness Center	Restaurant, Bar	2011	No	4-Diamond
Sorrel River Ranch Resort	Moab, UT	Personal Luxury Hotel	7,500	55	Spa, nature trails, rock climbing, white water rafting, skydiving, mountain biking	Restaurant, Bar	2011	No	4-Diamond
Sorrento Hotel	Seattle, WA	Personal Luxury Hotel	4,000	76	n/a	Restaurant, Bar	2011	No	4-Diamond
The Inn at Rancho Santa Fe	Rancho Santa Fe, CA	Personal Luxury Hotel	5,500	87	Spa, pool, tennis and fitness center	Restaurant, Bar	2012	No	
Villas of Grand Cypress	Orlando, FL	Destination Resort & Conference Center	10,000	146	45 holes of golf, tennis, pool, fitness	Restaurants, Bar, Pro Shop	2009	No	4-Diamond
Willows Lodge	Woodinville, WA	Personal Luxury Hotel	5,000	84	Full Service Spa	Restaurant, Bar	2011	No	4-Diamond
Resort / Hotels / Conference Centers									
Bonaventure Resort & Spa	Weston, FL	Destination Resort & Conference Center	60,000	500	Full Service Spa, 4 outdoor pool	Restaurant & Lounge	2012	No	4-Diamond
Chaminade Resort and Spa	Santa Cruz, CA	Destination Resort & Conference Center	12,000	156	Spa, Fitness, Tennis, Pool	Restaurants, Gift Shop, Pro Shop	1987	Yes	4-Diamond
Cheyenne Mountain Resort	Colorado Springs, CO	Destination Resort & Conference Center	40,000	316	18 holes of golf, Pools, Tennis courts, squash and racquetball courts, Fitness Center, 35-acre Lake	Restaurants, Gift Shop, Pro Shop	2001	Yes	4-Diamond
Eaglewood Resort	Itasca, IL	Destination Resort & Conference Center	37,000	295	18-Hole golf course, Bowling alley, Full service spa, Game courts, Fitness Center	Restaurants, Bar, Pro Shop	2004	Yes	4-Diamond
Eldorado Hotel & Spa	Santa Fe, NM	Hotel & Conference Center	23,185	219	Seasonal rooftop pool and hot tub, fitness center, Spa	Restaurant, Bar	2012	No	4-Diamond
Hotel Contessa	San Antonio, TX	Hotel & Conference Center	12,000	265	Spa, Pool, Fitness Center	Restaurant, Bar	2005	No	4-Diamond
Lansdowne Resort	Lansdowne, VA	Destination Resort & Conference Center	45,000	305	Spa, 18-hole Robert Trent Jones Jr. golf course, 18-hole Greg Norman golf course, tennis courts, health club, aquatic complex, jogging trails	Restaurant, Bar, Pro Shop	1989	Yes	4-Diamond
Santa Barbara Beach & Golf Resort	Newport, CURACAO	Destination Resort & Conference Center	36,000	350	Full Service Spa, Resort Pools, Beach & swimming lagoon, Quarry Golf Course, diving, snorkeling and watersports, Marina and Fitness Center	Restaurant, Bar	2012	No	
Scottsdale Resort	Scottsdale, AZ	Destination Resort & Conference Center	50,000	326	36 holes of golf surround the resort, four-lighted tennis courts, fitness center, two swimming pools, jogging trails, desert jeep tours	Restaurant, Bar	2001	No	4-Diamond
Snow King Resort	Jackson Hole, WY	Destination Resort & Conference Center	N/A	204	Ski Resort with various ski activities	Restaurant, Bar	2012	No	
Stonevall Resort	Roanoke, WV	Destination Resort & Conference Center	22,000	208	Spa, Golf, tennis, marina, fishing, hiking, biking, camping, swimming, hunting, nature trails	Restaurant, Bar	2002	Yes	4-Diamond
The Chattanooga	Chattanooga, TN	Hotel & Conference Center	25,000	199	Spa, Health Club, Heated indoor pool, sauna	Restaurants, Bar	2001	Yes	4-Diamond
The Heldrich	New Brunswick, NJ	Hotel & Conference Center	25,000	248	State-of-the-art health club and spa with indoor pool	Restaurant, Bar	2007	Yes	4-Diamond
Turtle Bay Resort	Oahu, HI	Destination Resort	31,000	443	Spa, Two 18-hole golf courses, 10 outdoor tennis courts, outdoor swimming pool, ocean beach, 5 miles of coastline, horseback riding, fitness center, nature trails, snorkeling & surfing	Restaurant, Bar, Gift Shop	2001	No	
Virginia Tech	Blacksburg, VA	Hotel & Conference Center	24,000	147	Fitness Center, indoor swimming pool, volleyball, basketball and tennis courts, jogging, hiking and biking paths	Restaurant	2010	Yes	
Benchmark Hospitality - Corporate Conference Centers									
Capital One - McLean	McLean, VA	Corporate Conference Center	30,000	0	Health and Fitness Centers, Indoor Basketball Court, Aerobics Room	n/a	2006	No	
Capital One - Lafayette	Lafayette, LA	Corporate Conference Center	10,000	0	Fitness Center	n/a	2008	No	
Capital One - Dallas	Dallas, TX	Corporate Conference Center	30,000	0	Fitness Center	n/a	2007	No	
Capital One - West Creek	Richmond, VA	Corporate Conference Center	80,000	0	Health and Fitness Centers, Indoor Basketball Court, Aerobics Room	n/a	2003	No	
DeLoitte University	Westlake, TX	Corporate Conference Center	700,000	800	Fitness Center	Restaurant	2010	No	
Downtown Conference Center	New York, NY	Day Conference Center	20,000	0	n/a	n/a	2003	No	
Edith Macy Conference Center	Briarcliff Manor, NY	Hotel & Conference Center	14,000	52	On-site fitness center, walking and jogging routes on the scenic 400-acre site	Restaurant	1999	Yes	
Lockheed Martin Center for Leadership Excellence	Bethesda, MD	Corporate Conference Center	60,000	180	Fitness Center	Restaurant	2009	No	
The Council House	Racine, WI	Corporate Conference Center	4,000	20	health club, tennis, swimming, game room, paddle tennis, cross country skiing	Restaurant	1990	Yes	
Tokyo Conference Center	Tokyo, Japan	Day Conference Center	18,632	n/a	n/a	Dining Service	2003	Yes	
Whisper	Chicago, IL	Day Conference Center	28,000	0	n/a	Restaurant	2010	No	
Wingspread Conference Center	Racine, WI	Corporate Conference Center	3,200	42	Nature trails on the 36-acre property	Restaurant	1996	Yes	

B. REFERENCES

REFERENCES	BENCHMARK HOSPITALITY INTERNATIONAL
Company Name: Name: Title/Position: Address: City: State: Telephone: Email Address:	Stonewall Resort Mr. Rudy Henley Senior Managing Director 305 Washington St., West Charleston West Virginia (304) 347-7520 JRHenley@wv-commercial.com
Company Name: Name: Title/Position: Address: City: State: Telephone: Email Address:	Virginia Tech University Mr. John Dooley CEO Virginia Tech Foundation Blacksburg Virginia (504) 231-3205 jdooley@vt.edu
Company Name: Name: Title/Position: Address: City: State: Telephone: Email Address:	City of Chattanooga Ms. Daisy Madison Administrator/Finance Officer 100 East 11 th Street Chattanooga Tennessee (423) 757-5230 Madison_D@chattanooga.gov

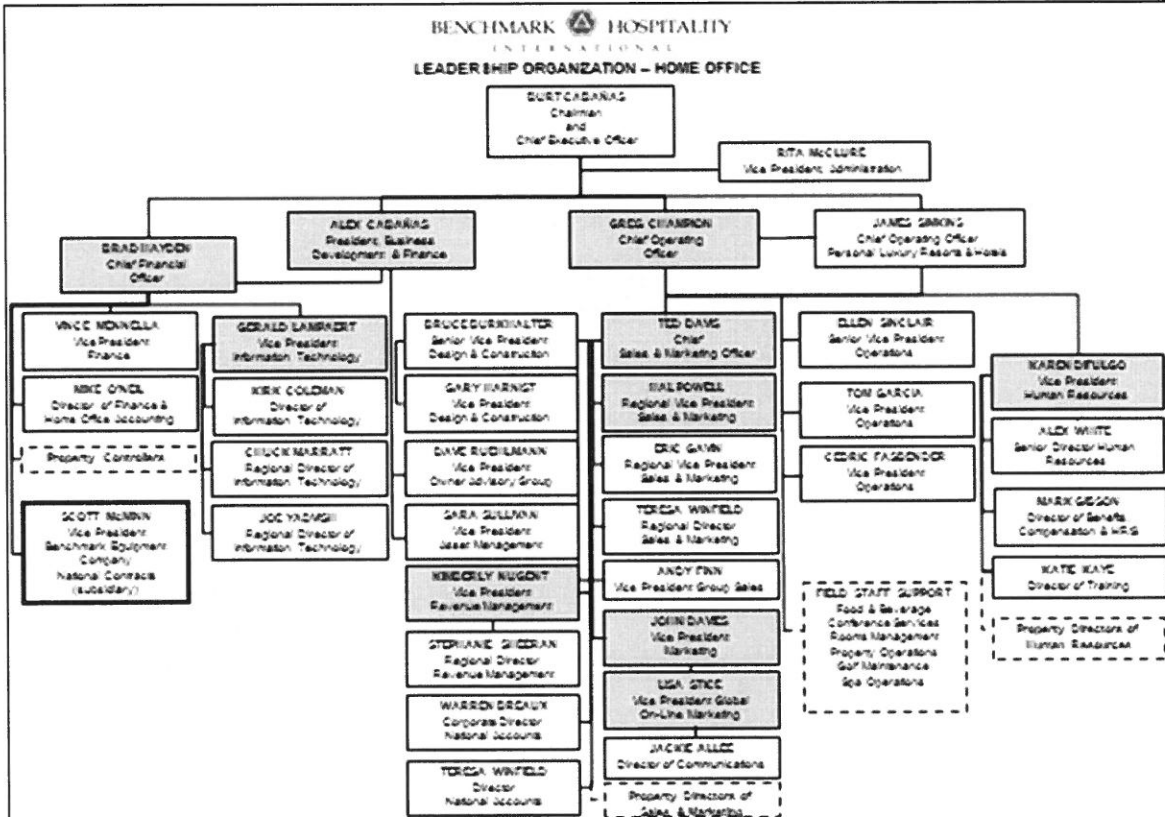
C. OFFICERS ASSIGNED TO THE PROJECT

Home Office and Regional Support

Benchmark's Home Office organizational structure is shown below – showing only the staff at Director Level and above who engage in the more direct oversight and contact with our properties. We have additional accounting, administrative, technology, central reservations and support staff on our Home Office team. The majority of our Home Office structure is located in the Woodlands, Texas. In our Northwest office (Seattle), we have 5 employees; in our Northeast office (New Brunswick) we have one Senior Vice President of Operations; in our Tokyo offices we have just over 50 employees including our senior executive partners.

Benchmark will provide unique and active oversight of Canaan Valley Resort. Our oversight is unique in that each operating discipline is assigned based on expertise and experience for the individual asset without geographic limitation. In addition, each Vice President or Director assigned to the asset has a limited number of other responsibilities so the support to the property can be hands on and ultimately add tremendous additional value.

Benchmark will be assigning the most senior and talented individuals to this asset. Each of the individuals will take an active role in the transitions and day to success of the property. In the organizational chart below, the transition and oversight team members are highlighted. Additionally, we have included a summary chart below with executive biographies.



C. Officers Assigned to the Project

Professional Biographies

Alex Cabañas – President, Business Development & Finance

Alex Cabanas is responsible for the all business development and finance functions, ensuring that Benchmark's commitments to owners of its managed properties remain in full focus, from contract negotiations through the life of the project with the company. He leads the company's global growth initiatives, including the continued expansion of its portfolio of award-winning hotels, resorts, Personal Luxury Resorts & Hotels, and conference centers. As it relates to strategic planning and organizational development efforts critical to successful growth, Alex works with Benchmark's entire executive team to move the organization forward. Additionally, he oversees the development of Benchmark's capital investment opportunities, relationships important to the company's expansion plans and Benchmark's operations in Japan.

Alex was previously chief development officer for Benchmark. During his tenure in this role, the company added 13 properties to its management portfolio and expanded into South America. The company also acquired MTM Luxury Lodging, which led to the launch of the hospitality industry's newest luxury brand, Personal Luxury Resorts & Hotels.

Alex Cabañas joined Benchmark Hospitality International in January 2006. Prior to joining Benchmark, he worked for The Boston Consulting Group from 2000 through 2005. While with BGC he worked with clients in a number of different industries including: travel and tourism, government, consumer/retail, telecommunications, e-commerce, financial services, and energy. His assignments included a variety of different tasks including: lodging investment proposal, market sizing and segmentation, competitive benchmarking, product development, process management, asset valuation, new business development and growth strategy.

Alex earned his MBA at Harvard Business School and holds a BBA and MS in Finance from Texas A&M University.

Greg Champion – Chief Operating Officer

As Chief Operating Officer, Mr. Champion has overall responsibility for the operations of all Benchmark Hospitality International projects in North America. He also provides oversight for the field staff support functions as well as for the home office staff functions of sales and marketing and human resources.

Prior to joining Benchmark in May 2009, Mr. Champion was president of Noble House Hotels & Resorts whose portfolio included 14 independent properties across the United States where he oversaw the direct management of all hotel operations. He was with Noble House since 2001 with prior service including executive vice president overseeing seven properties across the country and as the managing director of The Adolphus in Dallas. Mr. Champion left Noble House for a short period of time when he served as president and COO for Arizona-based Tiburon Hospitality Management.

C. Officers Assigned to the Project

Mr. Champion is a native of Seattle, Washington and attended Washington State University. He's a member of SKAL International and Chaine de Rotisseurs and has served on the board of directors for both the Dallas and Alaska Convention and Visitors Bureaus.

Ted Davis – Chief Sales & Marketing Officer

As Chief Sales and Marketing Officer for Benchmark Hospitality International, Ted A. Davis is responsible for the company's strategic sales and marketing initiatives. He has oversight of the company's enterprise sales and marketing systems, the national database of meeting planners, revenue management, global distribution, advertising and promotion, the national awareness campaigns, interactive marketing and e-commerce, customer relationship management programs, as well as sales training and compensation programs.

For the past 25 years, Ted Davis has been active in hospitality sales and marketing for major brands within the industry, serving in important leadership positions. Most recently, he was vice president of sales and marketing for Noble House Hotels & Resorts, responsible for the strategic direction and operations of the company's global sales organization, as well as corporate brand management and marketing.

Previous to this position, Mr. Davis served as regional director of sales & marketing for Wyndham Hotels Corporation, with domestic and international responsibilities for hotels within the Luxury Resorts Division.

Ted Davis is a graduate of Washington State University in Pullman, Washington, where he earned a Bachelor's degree in Hotel and Restaurant Administration.

Hal Powell – Regional Vice President of Sales & Marketing

Hal Powell is regional vice president sales & marketing for Benchmark Hospitality International. In this role, Mr. Powell is responsible for overseeing and supporting the sales & marketing programming for Benchmark's properties throughout the northeastern and mid-western United States.

Previous to this position Mr. Powell was the director of sales & marketing for Benchmark's East Coast flagship, Lansdowne Resort, located in Lansdowne, Virginia, near Washington, DC. A hospitality professional with extensive experience in strategic sales & marketing, Mr. Powell led the resort's salesteam through some of its most successful years. During this period he also served as Benchmark's marketing field staff support for several of the company's properties located on the US East Coast. Before joining Lansdowne in 2000, Mr. Powell was resident manager and director of marketing for a signature resort on Lake George in Bolton Landing, New York. Previous to this he held director level sales and marketing positions of increasing responsibility at properties in New York City, Florida and Virginia. Mr. Powell is a graduate of SUNY Empire State College in Saratoga Springs, New York, where he earned a Bachelor of Science degree in Marketing Management.

C. Officers Assigned to the Project

John Davies – Vice President, Marketing

As Vice President, Marketing, John Davies supports the important role of integrated marketing at Benchmark Hospitality International, including advertising and public relations. He brings significant industry knowledge and experience to the role, as well as an extensive and proven background in hospitality marketing. He was previously head of his own firm specializing in hospitality marketing and sales leadership.

Prior to starting his company, Mr. Davies served as vice president marketing for Noble House Hotels & Resorts, while based in Carefree, Arizona. In this role, he was responsible for all aspects of the communications and branding programming for the company's portfolio of 13 hotels and resorts.

Mr. Davies has held the title of vice president of sales and marketing for Tiburon Hospitality Management, also in Carefree, Arizona. Here he experienced significant success in establishing and developing integrated sales and marketing programming for the company's resorts, including strategic repositioning and branding initiatives.

John is an honors graduate of the University of California, where he earned his Bachelor's degree. He received his CHA designation from the Educational Institute of the American Hotel & Lodging Association.

Lisa Stice – Vice President, Global Online Marketing

Lisa Maria Stice is vice president of global online marketing for Benchmark Hospitality International. She was previously global director of online marketing for the company. During her tenure with Benchmark Hospitality she has worked tirelessly and effectively to build the company's new division of global ecommerce, significantly enhancing its ability to serve customers and owners.

Ms. Stice is a 20-year veteran of the hospitality industry. Prior to joining Benchmark Hospitality, she held the title of associate vice president ecommerce marketing for Noble House Hotels & Resorts. Stice previously served as corporate director of Internet marketing for Tiburon Hospitality Management.

Earlier in her career, Lisa served in sales leadership positions for Hilton Daytona Beach Oceanfront Resort, including the position of east coast regional director of sales & marketing. She has been the recipient of numerous awards of excellence during her productive career, including HSMAI Adrian Awards for website development, Awards of Excellence, Gold Key Awards, Sales Manager of the Year Awards, and Strategic e-Marketing Awards.

Kim Nugent – Vice President, Revenue Management

As Vice President of Revenue Management for Benchmark Hospitality International, Kim Nugent carries the responsibility of pricing, distribution and revenue management for all of the Benchmark portfolio. Having served in a variety of leadership roles in the travel industry, Kim

C. Officers Assigned to the Project

has 20 plus years' experience in revenue management, distribution and ecommerce. Kim has proven that effective revenue management will optimize RevPAR through analyzing and forecasting demand, establishing effective selling and oversell strategies, plus setting optimal market mix, including group, transient and wholesale.

Kim Nugent, 22-year hotel industry veteran, beginning her career in 1987 with Starwood Hotels & Resorts Worldwide, formally Westin Hotels and Resorts, where she earned seven promotions to become the area director of revenue management for two large properties in Southern California, with revenue oversight over three others. Kim then joined Wyndham Hotels and Resorts as the central director of revenue management, responsible for revenue management at 15 hotels and resorts throughout the United States, where her properties showed some of the highest RevPAR gains in the company. Kim next moved to Omni Hotels/Allegiance Hospitality, becoming resort manager of the Hilton Ocean Front Resort. Prior to joining Benchmark, she served as regional director of revenue management for ResortQuest/Gaylord Entertainment, later became the assistant general manager for ResortQuest Hilton Head.

Karen Di Fulgo – Vice President, Human Resources

As Vice President of Human Resources for Benchmark Hospitality International, Ms. Di Fulgo oversees all of the Human Resource Operations to include staffing, benefits & compensation, labor & employee relations, and training & development. Prior to joining Benchmark, Ms. Di Fulgo served as Vice President of Human Resources for Gaylord Hotels, and the Gaylord National Resort & Convention Center in Washington, D.C.

Ms. Di Fulgo brings over 23 years of professional human resource & leadership experience to Benchmark, having worked in a multitude of different industries to include Healthcare, Consumer Services, Technology, Landscaping, and Hospitality. Prior to Gaylord Hotels, Ms. Di Fulgo was Senior Corporate Director of Employee Development for Brickman Group in Gaithersburg, MD; and prior to Brickman, was Vice President of Global Human Resources for TNS Healthcare, based in London, England.

Currently, Ms. Di Fulgo serves as an executive board member for the American Hotel and Lodging Association – Women in Lodging; as well as active board member for the Human Resources Committee for AHLA. Ms. Di Fulgo resides in the Woodlands, Texas.

Brad Hayden – Chief Financial Officer

Brad Hayden is chief financial officer for Benchmark Hospitality International, a position he was appointed to in 2011. Prior to joining Benchmark Hospitality, Brad served for six years as vice president of finance for Destination Resorts & Hotels.

Previous to this, Brad worked with Ritz-Carlton Hotel Company, most recently holding the position of vice president, operations asset management, with oversight for a portfolio of 13

hotels and resorts. Prior to this, he held successive director of finance positions at individual Ritz-Carlton properties on both U.S. coasts and in Hawaii.

C. Officers Assigned to the Project

For a time, Brad served as principal and vice president business development for a management software solutions company, specializing in the hospitality industry. Earlier in his career, he held operations and finance positions with Hilton Hotels Corporation and Mandarin Oriental Hotels.

Brad holds a Bachelor of Arts degree in finance from California State University. He is an avid skier and active participant in marathons and triathlons. He resides in The Woodlands with his wife, daughter and son.

Gerald Lampaert – Vice President, Information Technology

Gerald Lampaert has a diverse and highly successful career in Information Technology. In addition to holding senior management positions for global organizations, he has launched his own companies specializing in information technology, most recently Hospitality Technology Services, an IT consulting firm with clients in multiple countries.

Mr. Lampaert has previously served as vice president of global information technology for Dolce Hotels and Resorts, supporting multiple properties domestically and in Europe and operating out of offices in New York and Paris. He has also held the position of director of information technology Continental Europe for the UK-based Millennium & Copthorne Hotels. Earlier in his career, Gerald Lampaert was director of information technology for signature properties in France. These included the L'Imperial Palace in Annecy and Disneyland Resorts Paris. Mr. Lampaert is a native of Belgium, and brings to his new position a unique international perspective. He is fluent in six languages and is a graduate of the Institut Saint Joseph, Bruxelles, Belgium, where he earned a degree in sociology and economics.

Tom Cupo – Regional Managing Director

Tom Cupo is the Regional Managing Director for Benchmark Hospitality International responsible for overseeing the management and operations of Stonewall Resort in Roanoke, West Virginia; The Chattanooga hotel in Chattanooga, Tennessee; The Inn at Virginia Tech and Skelton Conference Center in Blacksburg, Virginia; and The Tennessean (opening Spring 2015) in Knoxville, Tennessee. Cupo has worked with Benchmark Hospitality for the past 18 years, advancing to significant leadership positions within the operations and senior management departments of the company's upscale properties in West Virginia, Virginia, New Jersey, Tennessee, Minnesota, and Canada.

Mr. Cupo most recently served as the General Manager of The Chattanooga hotel, and he previously held the same position for Virginia Crossings Resort in Richmond, which was operated by Benchmark Hospitality at the time. Both hotels received Four Diamond status during his leadership.

For five years, Cupo served as Director of Operations for The Chattanooga, assuming the role during the pre-opening of the hotel. Mr. Cupo has also served as Interim General Manager for The Northland Inn of Minneapolis and for The Kingbridge Center in Toronto. He began his career with Benchmark Hospitality in 1995 as Director of Property Operations at the former North Maple Inn in Basking Ridge, New Jersey.

C. Officers Assigned to the Project

Cupo has led Benchmark's Hometown Hospitality initiative, and has been instrumental in the company's successful partnership with the USO. In addition, he conceived and developed the City of Chattanooga's highly respected Green Lodging initiative. The environmental program was honored with the Governor's Environmental Stewardship Award and recognized statewide through adoption and implementation by the Tennessee Hospitality Association as "The Tennessee Green Hospitality" Certification Program.

Mr. Cupo is a certified Real Property Administrator and Facilities Management Administrator, a designation he earned from the prestigious Building Owners and Managers Institute of Arnold, Maryland. The certifications cover all aspects of property management with an emphasis on asset management, design and operation, real estate law, finance, and business ethics. Tom's avocation is flying and he has a private pilot license. He and his wife reside in Chattanooga; they have three adult children and a new grandson.

National Task Force and Staff Support

Another critical element to the resources and capabilities Benchmark offers to Owners goes beyond the Home Office. Benchmark has formalized two sub-organizations: Staff Support and Task Force. These sub-organizations are designed to exchange best practices in each operating discipline, provide on-going and interim support to Benchmark properties, transition and open new properties and advance the knowledge base in each operating discipline.

Benchmark's existing presence in West Virginia and the surrounding states will be of great benefit to the project. This local and regional employee base will be supportive in all aspects of transition and ongoing operations should Benchmark be selected.

On-Site Management Team

At the end of the day, no matter how many Home Office or regional resources are behind us, the managers and employees on site, working every day to satisfy the guest/clients' needs are the most important to Benchmark. One of Benchmark's core values is Entrepreneurship. We expect our Managers and employees to think on their feet and react to the clients' needs on a daily basis, rather than rely on a corporate manual or mandates. We expect our on-site management team to work directly and closely with ownership as a team – avoiding as much as possible "us vs. them" situations. Our Home Office team should add value in all aspects of what we offer to our on-property teams and not get in the way with corporate reports and "standards". Of course, accountability and engagement are paramount to this balance to produce optimum performance.

D. FINANCIAL

With regards to Benchmark's financial statements, we are a profitable organization that is in excellent financial health. We plan to continue a measured growth strategy of planned expansion over the next five years that will continue this pattern of financial success. As a matter of policy Benchmark Hospitality International, as a privately held company, does not furnish its financial statements for review at this point in an RFP response process. Since this information is required, we would make arrangements for your financial analyst to review the company's financial statements, and audit reports as a condition of award. We would also be happy to provide a letter from our auditors certifying our financial health.

4.1. HIGHEST OPERATING STANDARDS

Standards: The Benchmark Approach

Benchmark properties are committed to a level of service that outperforms its competitors with high standards implemented at each property. Benchmark Resorts and Hotels strive to meet the 4-Diamond qualifications in all areas of service and through its facilities. At Canaan Valley Resort, we will operate consistent with AAA 4-Diamond level and a goal of ours will be to receive this designation within two years of our start date.

Our standards are exemplified through six *Core Values*:

1. **Integrity** - We will conduct our business in an ethical, honest, open, and responsible manner with our guests, owners, purveyors and fellow employees.
2. **Individuality** - Benchmark recognizes that the intrinsic and independent value of each employee transcends their role in the company. We care for each employee as an individual and are committed to creating an environment which promotes mutual respect, equal opportunity, personal growth, and individual well-being.
3. **Entrepreneurship** - As a company, we've achieved our incredible success through a keen focus on profitability, by encouraging initiative, innovation and leadership. People who thrive here are those who aren't afraid to step out on their own, try new ideas and maintain a balance of personal commitment, accountability and sense of ownership.
4. **Partnership** - The conduct of our relationships will, in every way, embody Partnership--between us and with and for our owners and clients. Our relationships will be long-term commitments of shared responsibility. We will listen to our owners and own their needs. We will listen to one another, and join individuality with mutual support. We will act with trust and respect, accountable to and for each other.
5. **Realism** - While lofty goals are encouraged, a sense of realism is just as important. Like the roots of a strong tree, our approach to management is firmly grounded in a realistic assessment of existing conditions and potential options. Accordingly, we develop budgets, forecasts, objectives, and strategies that generate the best opportunity for return on investment.
6. **Service** - When all the other values of Benchmark are upheld, we're able to fulfill the most valuable one of all: Service. We understand that personalized service is at the foundation of our success. It's the basis for everything we do, and delivering it to our guest and each other is the absolute obligation of every one of us.

Focusing on the significance of individual accountability, each team member is empowered with the same *First Priorities* every single day:

1. Provide Great Service
2. Ensure Safety and Security
3. Keep the Property Clean
4. Take Personal Responsibility
5. Present a Professional Appearance

4.1 Highest Operating Standard

6. Promote Your Property and Benchmark

These ***Core Values*** and ***First Priorities*** are communicated before an employee is hired; with Benchmark, the process begins with the interview. Here, management communicates its commitment to “Being the Difference” to each guest, every time, no exceptions. This commitment applies to our external guests who come to our properties as well as our coworkers as we extend personalized service to one another.

Although every property within Benchmark is different, standards are developed for the whole to instill a consistent performance that meets or exceeds each guest’s expectation, every time.

Once hired, the explanation of these standards goes deeper to emphasize the importance of the ***Core Values*** and ***First Priorities***. For example, at Stonewall Resort, orientation spans two days, as new team members learn the property’s history and discuss ways to apply these standards in his or her occupation.

After orientation, these standards are continually emphasized as we focus on “Being the Difference.” Daily stand-up meetings occur within each department to review the day’s activities and in-house groups. At the beginning of each of these meetings, a daily commitment is read and discussed with a focus on one of the ***Core Values*** or ***First Priorities***.

To help equip employees with the necessary knowledge to complete tasks to the standard that is expected, Benchmark properties provide Skills Training Outlines or STO’s. These documents provide a detailed description of how to properly perform a task while upholding safety practices. The task is broken down into the following areas:

1. Performance standards or objectives
2. Training materials and resources available for this task
3. Estimated training time
4. Prerequisite knowledge/information/skills
5. Task description
6. Attitude to emphasize
7. Methods of Training
8. Methods of Evaluation

These documents are provided for every area of the operation so that employees can consistently meet or exceed performance expectations.

While providing this exceptional service, all employees are required to follow high safety standards as outlined in STO’s. Additionally, employees from each department gather monthly to discuss safety concerns and emphasize areas of safety in the workplace. Departments also watch various safety videos throughout the year that discuss common safety concerns and ways to avoid accidents.

In addition to these resources, ongoing training, coaching, and counseling occur across all levels of the operation to ensure compliance with these standards and address problem areas. On a

4.1 Highest Operating Standard

regular basis, all employees come together to celebrate achievements in maintaining these standards and acknowledge those who have excelled through employee reward programs. The greatest asset of any Benchmark property is its workforce. Their commitment to personalized service is what sets us apart and is evident through our high customer satisfaction rankings. To help meet the needs of this important group and address concerns, each Benchmark property maintains a ***Culture Committee*** made up of employees from all departments. This committee is a volunteer group of hourly and salary employees who promote outstanding product and service delivery to every internal and external guest, every time. The committee has three primary functions:

1. Review problems, recommend solutions and suggest ideas for improvement.
2. Promote an environment of communication which crosses organizational lines to create a more informed and cohesive team.
3. Plan and execute events and programs which contribute to employee motivation.

This committee meets regularly and is an active force in many programs that emphasize our standards in action.

Throughout Benchmark properties, standards are set high and expectation even higher. It is not enough to simply maintain, one must constantly seek ways to “Be the Difference,” and provide personalized service to each guest, every time, no exceptions. This is the Benchmark way.

4.2. ACTIVITIES

In this section, we provide an overview of each primary area of guest activity as well as subsection describing how we will communicate with our guests in order to encourage maximum use of the resort's amenities. Some of our ideas suggest both operational and capital improvements to guest amenities, which we would like to review with Ownership.

Guest Activity Areas

Golf Course

The Canaan Valley Golf Course is well known throughout the region and has a reputation as being one that is playable for golfers of all skill levels. We would plan to maintain the course in a very playable state which would maintain its appeal to its current customer base. We believe there is great opportunity to increase guest activity at the golf course with a more robust calendar of golf activities for guests. These include golf lessons for players of all abilities, golf clinics, theme events and contests, demo equipment days, junior golf programs such as the First Tee as well as hosting competitive events sponsored by organizations like the TopFlite Junior Series and the WV Golf Association.

We would also make sure our golf snack bar food and beverage offerings are convenient to golfers at the beginning, middle and end of their rounds. In addition, we would deploy food and beverage cart service to golfers out on the course. The lawn areas adjacent to the clubhouse are ideal settings to host food and beverage events associated with larger golf tournaments.

We believe we can expand the golf shop merchandising offerings to include more golf equipment and more lines of men's and women's apparel as there is no other full service golf shop in the area.

We also see a great opportunity to promote Canaan Valley via direct sales to golf groups who attend winter golf shows in DC, Pittsburgh, Columbus and Cleveland as well as electronic marketing to Benchmark's database of golfers within driving distance of Canaan Valley.

Skiing

Canaan Valley Resort has a rich history as a ski resort attracting both overnight guests and regional day visitors. The winter business at Canaan can be very successful through promoting the social side of skiing and Canaan as a place to enjoy a quality outdoor winter experience. A focus on snowmaking at the new tube park from the start of the winter season is essential in appealing to young families and capturing guests of all age not seeking the demands of big mountain skiing.

Opportunity to increase ski area visitation should exist through creative lift ticket pricing structures and packaging. An analysis of the present lift ticket POS should provide excellent information to determine how skier counts can be increased.

4.2 Activities

Ski merchandise is an excellent source of additional revenue as well as a visible sign of the excitement that is part of the skiing experience. Like with any retail operation the greatest yield from merchandise sales is based in the purchase price of the product. Toward this end the best prices are obtained from purchasing merchandise at national buyer shows shortly after ski season ends in the spring. Assuming the management contract is awarded before the end of the 2014 ski season then Benchmark will develop plans to attend these shows and commit to purchases at early season discounts for the 2015 season (payment terms will be December 2014 and January 2015). Additional savings can be found by cooperating with other ski shops in order to purchase merchandise in greater quantities and earn greater discounts than if we were on our own. Management of the Ski Barn located in Canaan Valley and Snowshoe may present one such source.

The improvements to the outdoor deck at Quenchers and the lounge area of the Ski shop will be more appealing to skier and create a feeling of comfort. Reasonably priced quality quick service food readily available and is served cafeteria style in the Bear Paw Lounge. Tables should be kept clean and bussed immediately after guest use so potential purchases are not lost and encourages skiers to purchase. Selection of foods available to this type clientele needs to be as fresh as possible. The options of having freshly prepared items resonates well with skiers that are coming off the slope and in need of a variety of selections that are freshly prepared and served clean and presentable. A selection of both craft and domestic beers and wine are provided in the lounge, Quenchers. Food must be prepared to order in a timely fashion and tables turned quickly to provide easy access. This arena should provide ultimate professional service to each and every guest that dines. The offerings need to remain different but friendly in comparison to the other outlets of the resort. Items should not be the same causing the guest to compare and contrast this outlet. Attractive menus and wholesome foods are a must in this outlet.

Recreation Facilities and Activities

Canaan Valley Resort has a wealth of recreational facilities for the guest's enjoyment: outdoor and indoor pools, tennis, paintball, miniature golf, climbing wall, bungee jumping, a scenic chair lift and miles of hiking and biking trails. Outdoor packages that offer discounts for guest to use all of the facilities and equipment will encourage guests to stay within the resort because there is a wealth of recreation options on site. The construction of the new tubing run is second to none in the region and will draw both overnight guests and day visitors. The new five-station wobble clays course is a major attraction for corporate groups and team building and provides an excellent activity from early spring until late fall. In addition, a children's outdoor camp that will promote the outdoors in a healthy environment can be based at the recreation/nature center. By also offering the camp to local youth, we would encourage community support and increase participation in the program. This would provide an opportunity efficiently staff the program and increase participation and revenue. Partnering with the local schools would provide an opportunity for us to utilize professional expertise in developing educational public programs. In the long term, this will help create a supporting relationship with the community, providing goodwill and a lasting legacy for the resort.

4.2 Activities

Special Events

Through strategic and creative planning, established events at Canaan Valley Resort will continue to grow while new events will be introduced. Special events such as the Brew Skies Music Festival are an important component of resort's growth plan, as they drive room reservations, create positive publicity and bring new guests to the area and resort. New events, from additional culinary weekends to music festivals to art shows, will be researched and launched.

Open communication between Stonewall Resort and Canaan Valley Resort will allow both locations to host special events without overlapping or competing. An example of this occurs in June when both resorts host WV Heritage events. In order to maximize attendance at both programs, it is important that each location plans its event on separate weekends. This synergistic approach will generate additional visitors to the region by providing combined assets to enhance the promotion and overall success of each production.

As is the case at all Benchmark properties, we will also create a calendar of culinary and entertainment events, geared to the local market as well as resort guests. From chef's dinners to outdoor dining and entertainment to unique events at the golf club and ski lodge, we have found that being popular among residents and seasonal visitors helps provide a base of business that enables the property to offer an enhanced guest experience to its overnight guests.

Guest Communication

A comprehensive, interactive guest communication program is an essential component of maximizing the use of onsite activities, events and amenities. These activities produce incremental revenue for the property, enhance the guests' overall experience and help drive repeat stays. Our approach to guest communication involves various stages:

- On-going research and database management: Utilizing our existing database of past and potential customers, we will utilize cost-effective quantitative (electronic surveys, etc.) and qualitative (focus groups, etc.) research methods to help guide us on guest experience preferences. This information can be reported on and analyzed in numerous ways including by season, day of week, demographic profile and geographic origin. As detailed in the revenue generation section, we will append our data, allowing the property to communicate with past guests on activities and events that are of special interest to them.
- Pre-reservation services: The property's web site and reservation booking engine will provide the foundation for potential guests to learn and get excited about the many activities available at Canaan. The web site will detail the activities available in each season and provide suggested vacation itineraries geared to guests with certain interest: family fun, romantic getaway, outdoor enthusiast and, of course, golfers and skiers. The web site and booking engine will feature compelling amenity-inclusive leisure packages and the ability to add amenities to the purchase of any guest room accommodation.
- Reservation services: Whether booking online with a computer or mobile device or calling the property or Benchmark's reservation call center, our guests will be

4.2 Activities

encouraged to simultaneously book their resort activities. Guest room confirmations will provide information and links enabling guests to make activity reservations throughout the resort.

- Pre-arrival: Guests will receive a pre-arrival email, providing helpful information and introducing the property's Activity Coordinator.
- On-site services: A comprehensive weekly activity guide will be distributed to guests upon arrival. Throughout their stay, guests will be encouraged to visit the resort's Activity Desk, where knowledgeable staff will be available to help plan and reserve daily activities. Additionally, front line employees throughout the resort will be trained to discuss and help arrange activities with interested guests. Utilizing strong visuals is another important element in accomplishing our goal. We will display compelling photos and videos throughout the resort on video monitors, in-room TVs, stand-alone posters and elevator signage.
- Post departure: Guests will be encouraged to "opt-in" to receive information on special events and promotions based on their personal interest.

4.3. CONFERENCE DESTINATION

Benchmark Conference and Group Experience

Benchmark is a founding member of the International Association of Conference Centers (IACC) and continues to be recognized as a global leader in the conference center and meetings market. Our name is recognized and sought out in the meeting and event planning community and will be a welcome addition to the Canaan Valley Resort brand image.

Hosting group meetings, conferences, weddings, golf outings and special events are essential to achieving success at Benchmark Resorts & Hotels. The revenues generated by these groups typically account for over 60% of total revenues for the group-oriented properties we manage. Most importantly, Benchmark is committed to providing the best meeting experience possible for our group clients and guests. Following is a brief overview of the way in which meetings will be optimized at Canaan Valley Resort.

- **Superior conference environment:** From day one the 10,000 square feet of conference space at Canaan Valley Resort will feature comfortable padded chairs, solid static walls, flexible and functional breakout rooms with natural light and convenient, enticing refreshment break areas near the meeting rooms. These design elements provide a distraction free meeting environment for groups. As we move forward, the property will add ergonomic conference furnishings and other improvements to enhance meeting attendee comfort and productivity.
- **Advanced technology:** With support from Benchmark's regional and home office technology teams, we will continually provide the latest capabilities in audio/visual technology including high definition projection and a high quality sound system with satellite radio. Free high speed wireless internet access and a 3G level of cell phone service will help group attendees stay connected to the outside world.
- **Flawless conference services:** Benchmark meeting service is unsurpassed in the industry. The Director of Conference Services is designated as a senior leadership executive at all Benchmark properties. This person reports directly to the resort general manager and has the authority and respect to marshal the resort resources needed to plan and host successful meetings. All the details and execution of the Canaan Valley Resort conference experience will be coordinated by a Benchmark Conference Planner who is dedicated to the success of the meeting. The planner works with a team of service professionals including a conference concierge who is close by and available throughout the event. A dedicated audio/visual technician is also nearby to make sure all presentations are ready to go. Conference break attendants update and replenish the refreshment break service throughout the day.
- **Wide variety of unique conference dining:** Choices and variety for each group will be unique at Canaan Valley Resort. Our locally sourced food style is incorporated in each planned meal and refreshment break. Using the freshest local and regional ingredients, including herbs and vegetables from our own garden, our culinary team will transform traditional dishes into memorable experiences. We will offer two restaurant venues, paved outdoor patio areas and several lawn areas for conference dining locations, all overlooking the beauty and splendor of Canaan Valley.

4.3 Conference Destination

- **Unsurpassed recreation and team building for groups of all sizes:** We cannot wait to introduce our repeat clients to the outstanding recreation and team building options available at Canaan Valley Resort. The excellent skiing, tubing and golf experience offered to group meetings will only improve. As is the case at all of our destination resorts, our team will join forces with existing professionals to build out the programming surrounding outdoor adventure activities and team building and indoor culinary-focused team building to a new level.

Group Sales and Marketing Strategies

The group sales effort at Canaan Valley Resort requires a strategic, aggressive and goal-driven approach. Specific, measurable strategies will include:

Leveraging the Benchmark Sales Network

As part of a company with renowned resorts nationwide and a venerable reputation in the meetings market, the property will benefit from positioning as Benchmark's premier east coast ski destination and an important part of our resort group catering to meeting and incentive programs that include golf, team building and outdoor adventure.

A key strategy to increase group revenues is to fully tap the Benchmark global database and sales force in mid-Atlantic and Canaan's major feeder markets including Washington DC, Virginia, Maryland, Pennsylvania and, of course West Virginia. In that Benchmark has operated conference hotels and resorts for over 30 years, the breadth and detail of our database is unsurpassed. We will also take maximum advantage of the synergy between the Canaan and Stonewall teams.

Due to our longstanding relationships on the corporate side – ranging from multi-property agreements with major accounting/consulting firms like Deloitte, KPMG and PriceWaterhouseCoopers to preferred contracts with pharmaceutical companies such as Pfizer Pharmaceutical and Johnson and Johnson – we are confident in our ability to quickly impact booking production with new business. Following is an abbreviated list of additional top Benchmark accounts:

Company	Meetings Annually
Microsoft	555
Merrill Lynch	464
BDO USA	52
Hewlett Packard	66
eBay, Inc.	53
CB Richard Ellis	83
Janssen Pharmaceuticals	86
Deutsche Bank	151
Kaiser Permanente	62
The Nielsen Company	71

4.3 Conference Destination

Since the earliest days of the company, Benchmark has operated resorts and conference centers in Virginia so it's no coincidence some of our top feeder metropolitan markets and long-time accounts are in D.C., Virginia and Maryland. With over 300 meetings a year booked out of the region, high-volume accounts include:

Top Metro Washing DC Accounts (PARTIAL LIST)
Lockheed Martin Corporation
Booz Allen
Volkswagen of America, Inc.
American Council on Education
Optical Society of America
National District Attorneys Association
Rotary International
The Nature Conservancy
Visiting Nurses Association of America
Johns Hopkins University

Likewise, having operated resorts in Pennsylvania and West Virginia, we have developed strong relationships with meeting planners and decision makers in metropolitan Pittsburgh that specifically hold multiple meetings and conventions at Benchmark resort properties including:

Top Pennsylvania Accounts (PARTIAL LIST)
Westinghouse Electric Company
EQT
H.J Heinz Company
CNX Company LLC/Consol Energy
Eaton
MEDRAD
Clear Channel
Sheetz, Inc.
CENTRIA
American College of Physicians

Of course, due in large part to our valued operation of Stonewall Resort for 11 years, we enjoy solid partnerships with West Virginia associations, governmental departments, and companies. From its relationships with professional associations to the state's dynamic extraction and financial businesses to its renowned universities, the Benchmark team is well prepared to capitalize on Canaan's excellent reputation within the state.

Top West Virginia Accounts (PARTIAL LIST)
WV Department of Education
Community Bankers of WV
WV Oil and Natural Gas Association

4.3 Conference Destination

West Virginia University
Dominion Transmission
Cabot Oil and Gas Corporation
Bowles Rice LLP
Steptoe and Johnson, PLLC
WV Credit Union League
United States Army National Guard

No strategy is more vital than quickly developing and then maintaining a highly skilled, motivated and effective property sales team. This is a major strength of Benchmark that differentiates us from the competition in markets throughout the country. We have a tenured direct sales force and have enjoyed much success in filling out the sales and marketing teams at new properties with existing high producers, transfers from other Benchmark properties and outside candidates with an interest in joining our company. We have a reputation in the industry as a sales and marketing oriented company that provides excellent training and support, has an incentive plan that appeals to high producers, and provides opportunity for advancement.

Listed below are additional direct sales and marketing tactics that will be implemented in the short-term, all of which will involve corporate and/or national sales support:

- Facilitate personalized introduction of Benchmark's newest property to major accounts in mid-Atlantic region and Pennsylvania not currently using Canaan Valley Resort.
- Execute a series of Benchmark-wide sales blitzes and client events in metro DC and Pittsburgh by the DC-based Director of National Sales.
- Large scale, integrated marketing campaign announcing the fantastic new Lodge and introducing Benchmark's newest property. Components will include direct marketing to the BRH database, Internet marketing, public relations releases and social media marketing
- Hold joint property awareness and strategy meeting with sales teams at Canaan and Stonewall.
- Launch property to the Benchmark sales executive network with a STAR lead promotion for first five groups booked.
- Fully engage our network of sales partners, including preferred relationships with organizations such as Krisam Group, Helms-Briscoe and Conference Direct.
- Immediately contact Canaan's current bookings and top 100 accounts to ensure a smooth transition and introduce the positive changes ahead.
- Introduce Benchmark's national level Reader Board program, garnering leads from competitive resorts in major markets and utilize Internet research to uncover groups meeting at more remote resort properties such as Seven Springs and The Homestead.

Group Marketing

Working with its marketing partners, the Benchmark team will quickly evaluate and improve upon the marketing support materials and tools geared to the group market. A priority will be to create a dynamic e-proposal as well as e-mail templates for each group segment. Using our e-mail distribution system, we will execute highly targeted direct marketing campaigns harnessing the power of Benchmark's Global Database.

4.3 Conference Destination

Benchmark's strength in Internet marketing extends to the group market. The company's web site and RFP system (Meeting Broker integrated with Delphi) is an important source of group leads for all properties. We will ensure the property's web site is fully optimized for group terms and we will utilize highly targeted pay-per-click advertising to drive leads. With regard to meeting destination search and RFP submission sites, Benchmark has negotiated contracts with CVENT and StarCite that provide volume discounts and value add elements.

Social marketing management is a priority for Benchmark. Group sales managers have been trained to utilize LinkedIn as part of their overall customer relationship and business development process.

Public Relations support will include coverage of the major New York-based meeting and travel publications by Benchmark's PR counsel, Ken Ellens and Associates.

Catering Sales and Marketing

As is the case with group meetings, we believe there is an opportunity to increase overnight room and food and beverage revenues at Canaan by focusing our operational expertise and sales and marketing knowhow on hosting catered events. Such events include destination weddings, receptions and banquets, cook out events after golf tournaments, car and bike rallies and special events. There is plenty of room for parking adjacent to large lawn and grassy areas for groups with good logistics for guests as well as service staff.

Job one will be to ensure we have a strong catering team and the department is configured in a way that enables a pro-active selling process. With a special focus on destination weddings, we will provide them with the tools they need to do their job, and hold them accountable for specific activity, booking and revenue consumption goals.

With regard to tools, there are several core items we will introduce or improve upon immediately:

- A dynamic and informative catering web site section (or mini-site), including great photography, a compelling description of resort-wide options available to destination wedding groups, well-crafted menus and testimonials from past clients.
- An electronic proposal that includes many of the features above and can be easily personalized and customized to fit the needs of a specific customer and event.
- A print brochure and wedding planner, more than likely created at no cost through our partnership with Hawthorne Publications.
- An on-site catering display and closing room.

To drive leads we do recommend a relatively modest amount of advertising, primarily electronic through The Knot and regional directories. We will take a lead role in top bridal shows and will host functions for special event planners from around the region. Public relations will become an important part of the marketing mix for catering; our catering director and Chef will be featured as experts in their fields.

4.4. PROFITABILITY IN OPERATIONS

The entire Benchmark team is committed to maximizing revenue and controlling expenses, returning a maximum profit to the West Virginia Division of Natural Resources.

Revenue Generation

Benchmark is driven by sales and marketing geared toward maximizing revenue generation. We clearly recognize the sales function as a differentiator in our business and, throughout our history, have specifically invested in building a competitive advantage in sales and marketing. On the group side, we have tremendous success in attracting and retaining Fortune 500 corporate meetings, professional association events and upscale catering to our properties. The following information describes our overall approach to sales and marketing.



Benchmark Global Group Database

Benchmark maintains a propriety database of our 110,000 Group Meeting Planners located throughout North America, Europe, Latin America and Asia. Access to this database will enable the group sales team at Canaan Valley Resort to prospect and market to an extensive database of clients who regularly book at one or more Benchmark properties. Benchmark conducts regular marketing to these clients through direct sales, direct marketing (web, mobile, print, electronic and mailings), client events and blitzes.

Aggressive Direct Sales

Each of Benchmark's 200+ sales executives can effectively sell, check availability, and confirm space at any Benchmark property. Executives are incentivized to do so through a lead referral

4.4 Profitability in Operations

system known as the STAR Lead Program, which financially rewards sales executives who refer group business to another Benchmark property.

Benchmark maintains Global Sales Offices (GSO) throughout the country, responsible for supporting the individual properties in their sales trips, top account relationships and lead generation from supported client sales. In addition, the GSO coordinates participation in all national trade shows. The 2013 schedule includes 38 trade shows domestic, and internationally.

Benchmark also conducts National Sales Blitzes to target heavily client concentrated areas such as Washington DC, New York/New Jersey, Chicago and Dallas.

The Brand Positioning Process – A Collaborative Effort with West Virginia Division of Natural Resources

At Benchmark, we realize that a brand is much more than the name and physical product; it's a belief system, a personality, a style and a vernacular. Defining and bringing these elements to life is where the difference and brand strength lies.

The task of creating a resort experience, as sweeping in its scale and complexity as the one we envision for Canaan, requires a conscientious effort to align a shared vision by all stakeholders. These efforts will entail having a clear vision, one that serves as a reliable compass bearing, a True North, as we move towards the future. The answer is a clear branding process that culminates in a shared story. As the Harvard Business Review has noted, *"every great enterprise begins with and takes its first step forward in faith, and faith is best expressed in story."*

The brand positioning process results in a Brand Book, which interprets data gleaned from a series of brand "sessions" and expands into a verbal and visual narrative. It is an accountable document that represents the creative look, feel and voice we will develop in internal and external communications. It is our Standard, and will guide in all decision making moving forward.

Marketing with Benchmarks Proprietary Platforms

The Benchmark team has developed a dynamic e-proposal, as well as e-mail templates, promotional video and electronic brochures for our sales teams to leverage in developing property specific marketing plans. Using our e-mail distribution system, we execute highly targeted direct marketing campaigns, harnessing the power of Benchmark's Global Database.

We utilize long-term partnerships to obtain preferred status with travel management companies, Travel Agents and Wholesalers. The transient sales effort is augmented through GDS preferred placement agreements and advertising. Utilizing Benchmark's long-time relationships with On-line Travel Agencies – Expedia, Travelocity, Orbitz and others – we have strong promotional and packaging efforts that drive incremental revenues.

4.4 Profitability in Operations

Electronic Marketing

Benchmark provides its properties with a robust e-commerce platform, including a complete suite of turnkey solutions and services. These applications are managed by the company's Global Director of Internet Marketing, working in close association with the property, home office staff and our marketing partners. At the forefront of this platform, Benchmark provides website support services including design and content development, CMS capabilities, marketing integration (including social media) and ROI reporting. Benchmark utilizes the latest techniques for search engine optimization, linking strategies and coordination.

As is the case at all Benchmark properties, we develop an extensive media plan that is carefully tailored to profiled market segments and guests with highly targeted offers. The property team leverages comprehensive e-mail capture campaigns to automate a program for sending promotional e-mails with specials and bounce back offers. For seasonally oriented efforts, we utilize the full Benchmark database, providing us with the ability to sort past resort guests by interest (group, transient, spa, romance, family, golf) as well as demographic and psychographic details for guest profiling.

While the majority of our marketing efforts are electronically based, we utilize a modest, fully integrated print, and radio advertising campaign to drive leisure rooms. Special rate codes and URL's are used to track the return on all marketing expenditures. We measure all marketing efforts with detailed analytics to ensure exceptional ROI.

Internet marketing includes active partnerships with travel wholesalers, effective promotion on the property web site, and a grass roots effort to gain exposure through travel and social web sites like Facebook, Twitter, Pinterest and Flickr.

Email marketing is coordinated through the home office team. Through proprietary report writing and list creation programs, we are able to produce highly focused direct marketing campaigns geared to past and profiled customers. Each campaign is supplemented by transient, meeting and catering customers of other Benchmark properties, as well as, list purchasing to target those that fit the target profile. Utilizing our database and email management program, we facilitate email capture and opt-in protocol, and provide campaign tracking and ROI analysis.

As is the case with group sales clients, Benchmark has an expansive and professionally managed database of past guests who have opted-in to receive news and offers from our resorts and hotels. Guest history information includes appended demographic information (lifestyle preference, age income, occupation, etc.) as well as frequency, spend, and geographic detail.

The following table summarizes the number of leisure guests in the database in Canaan Valley Resort's primary feeder markets:

Washington DC	75,949 past guests	50,675 with e-mail
Pittsburgh	19,768 past guests	12,798 with email
Charleston	18,163 past guests	11,001 with email

4.4 Profitability in Operations

Baltimore	13,209 past guests	9,136 with email
Wheeling	2,902 past guests	1,660 with email
Norfolk	13,228 past guests	8,441 with email
Richmond	13,678 pasts guests	8,294 with email
Clarksburg-Weston	9,853 past guests	5,252 with email
Bluefield-Beckley	4,931 past guests	2,635 with email

Within the targeted markets, 9.83% are known skiers and 30.29% are known golfers. In addition, we have access to the e-mails of over 282,000 known skiers and 646,000 known golfers who live in the Washington DC, Pittsburgh, West Virginia area.

WV Tourism Matching Advertising Partnership Program

When managed by Benchmark, Canaan Valley would plan to participate in the WV Tourism Matching Advertising Partnership Program, which is a reimbursable partnership program that provides matching funds for innovative and effective direct advertising projects that increase visitation and travel expenditures in the State of West Virginia impacting the economic growth of the travel industry. We would plan to submit our grant application by August 1, 2014 and obtain approval for up to \$100,000 in funding by October 2014, in time to market the 2014-15 winter season.

Public Relations

Benchmark has a solid Public Relations presence at all properties, and as a corporation. Our New York-based PR counsel is a leading expert in the hospitality market. Additionally, we have strategically coordinated local and regional PR support for Benchmark properties. A major PR focus is emphasized at every property, and an action plan is developed annually as part of the marketing plan process. USA Today, Conde Nast Traveler, Sports Illustrated, E Television, People Magazine, Meetings and Conventions, and The New York Times, to name a few, have all covered stories at Benchmark properties in the past 12 months. Benchmark believes that the value of PR is often times far superior to paid advertising, and we use it often for special events and promotions.

Global Reservation Center

Benchmark Hospitality International's Global Revenue Support Center is designed to provide a voice reservations solution to customers of the company's coast to coast properties. The center, which is based at Benchmark's home office, was developed with both the consumer and each individual Benchmark property in mind. Our goal is superb, attentive customer service and maximized room revenue through the use of advanced technology and specialized reservation sales training.

4.4 Profitability in Operations

Expense Control

Benchmark properties are largely decentralized and accounting is done on site, with support from the Home Office. We do have some small corporate facilities whose accounting is supported through Benchmark's Home Office staff, per the client's choice, but that is the exception rather than the rule. We do house the Profitvue back office software at the Home Office for maintenance and control purposes, but owners have the option of housing at the property with the purchase of a server.

Control Procedures

Benchmark has developed standardized accounting procedures, which are implemented at all properties to ensure accurate and timely financial reporting. The procedures are adapted to fit individual property requirements. A manual of these systems and procedures is available at all properties and is updated periodically by a committee of property controllers. We require self-audits by the property controller twice a year and Benchmark's Corporate Controller and/or Operations Controller conducts internal audits once a year. In both cases we use a questionnaire that covers all accounting policies. Any deficiencies noted during the annual accounting review are documented and forwarded to the Controller, General Manager, Regional VP of Operations and CFO with a request for an action plan.

Controls and Expense Management

Benchmark has a proven track record of taking an aggressive approach to cost control while maintaining the highest quality levels of product and service. We employ extensive cost analysis and control systems including:

- Computerized zero-based budgeting, forecasting and analysis
- Payroll productivity analysis and control on a daily, position-by-position basis
- Food and beverage cost control systems based on complete procurement control procedures, recipe and production specifications, and portion control.
- Multi-property buying power providing percentage savings of 10-15% for purchases
- Periodic operational reviews to measure the property's profitability

Implementation of our standard programs is directed by the property controller and assisted by the Chief Financial Officer, Corporate Controller, Operations Controller, and Director of Financial Operations for Benchmark and the Vice President of Benchmark Equipment Company.

Annual Budget Process

The annual budgeting process for all properties is zero-based and done on a line-by-line basis. The process usually begins six months prior to the end of the fiscal year. A final version will be submitted for approval two to three months prior to the end of the fiscal year.

Effective control of payroll expenses and productivity in the property budget will be measured through the preparation of detailed staffing guides for all positions. All departmental staffing is

4.4 Profitability in Operations

viewed on a volume basis. All variable positions are staffed based upon productivity ratios using the appropriate type of business volume, (i.e., number of guest arrivals, occupied rooms, dinner covers, etc.). The productivity ratios are developed as a result of analyzing the needs of each individual property. The resulting ratios are also compared to other Benchmark managed properties. For fixed positions, emphasis is placed on the number of full-time equivalents and the needs of the respective department. All of these analyses are performed with the goal of optimizing payroll dollars while providing a high level of service to the guest.

During the budgeting process a complete review of the current year's fixed and variable expenses is completed. Furthermore, detailed projections are made on the operating costs for the balance of the year. These actual and projected costs are re-evaluated to ensure that efficiencies and controls are in place. From this analysis, new cost-volume standards are developed as necessary. As each expense line in each department is reviewed, the corresponding assumption used to compute the expense is also reviewed to ensure that the expense is justified and follows the established business plan. Managers are constantly challenged throughout this process to be creative in managing expenses and take an entrepreneurial approach to their respective area of responsibility.

The completed budget package includes a business plan, costs and expenses for each month presented in financial statement format, a commentary including expense assumptions, and the formula used in calculating the expenses.

Payroll Reporting

All properties use a time keeping system, which allows for daily managing of payroll costs. Such systems allow the property controller to produce reports measuring actual costs to budgeted staffing guides and volume standards.

An example of how the payroll reporting takes place at the property level is as follows:

- A weekly sales forecast is prepared and distributed which details all volume levels such as arrivals, departures, occupied rooms, food and beverage covers by meal period, etc.
- Managers develop schedules using budgeted factors and volume of business as their basis for the number of hours to be worked by the staff for the week.
- Schedules are input into the time keeping system and compared to budgeted standards to ensure all staffing is at established levels.
- Significant variances and productivity losses are addressed and adjustments to schedules made accordingly.
- On a daily basis a payroll productivity report is produced that details by department the hours scheduled, hours worked and the budgeted standards. Variances that result in productivity losses are addressed and changes in scheduling for the balance of the week are made accordingly.

In addition to financial reports, each Benchmark managed property produces weekly and/or monthly activity reports and/or quarterly business reviews. The content of these reports vary according to the needs of the property and the owner.

4.4 Profitability in Operations

Benchmark Hospitality Financial Reporting

Benchmark's accounting procedures follow the Uniform System of Accounts for Hotels, Tenth Edition on an accrual basis consistent with General Accepted Accounting Procedures (GAAP). Financial reporting and management begins with the budgeting process, owner approval, and follows through with monthly financial and update reports detailing the property's performance. All financial reporting by Benchmark and its managed properties is based on the accrual method of accounting for a more accurate financial presentation.

Financial Information

The table below gives a summary of the financial information and the time frame they are generally produced by the property. Any additional reports required by the owner would be distributed in a manner and frequency necessary to meet their requirements.

SCHEDULE OF REPORTS GENERATED	
NAME	TIMING
Annual Budget	Once a year and presented to owner 60 days prior to new fiscal year
Profit and Loss Statements	Ten (10) working days after the end of the month.
Daily Revenue Reports	Prepared daily by the property.
30-60-90 Day Forecasts	Prepared monthly and presented to owner.
Accounts Payable Aging and Other Reports	Upon request.
Cash Flow Statements or Statements of Cash Position	Prepared monthly and included with the financial statements

All report formats can be customized to meet the needs of the Client.

The financial statements are distributed on a monthly basis and include critiques and updates of annual and monthly forecasts. Statistical and accounts payable reports will be provided along with financial statements.

Thirty- sixty- and ninety-day activity and financial forecasts are prepared on a monthly basis. These forecasts, as well as the monthly financial will include performance analysis and commentary. The forecasts include occupied rooms and cover counts for food and beverage, as well as expected costs and expenses. The thirty- sixty- and ninety-day forecasts will be submitted five days prior to the beginning of the first month being forecasted.

4.5. CAMPING DESTINATION

Benchmark has a proven track record in West Virginia managing the Briar Point campground at Stonewall Resort. This 46 site facility is annually the most utilized campground in the state system, receives high ratings by the visitor and is attracts campers from throughout the region.

The overnight camper at Canaan should enjoy a 4 diamond experience just as any other overnight guest within the Resort. Campers want an accurate reservation system, ease at check-in, clean camp sites, restrooms and shower facilities and a safe secure environment for their families. The wide range of recreation activities at Canaan are attractive to families. Packaging all of the extra cost activities and facilities into affordable day use package will encourage participation. Proper maintenance, great guest service and affordable prices will encourage their use. Recreation programs such as nature classes, short family hikes, lawn and field games geared toward families and children during the summer months and shoulder weekends will attract families. Interactive and electronic activities like geocaching are gaining popularity, especially among adolescents who are increasing comfortable with new technologies. Programs, like bird watching, spring flowers, fall foliage hikes, and photography that are geared toward the older clientele should be more prevalent in the fall and spring. An active marketing program that is directed at the Canadian and North American “snowbird” traffic can help boost attendance during these slower seasons.

Camping is an American tradition and according to the 2012 American Camper Report, <http://www.outdoorindustry.org/images/researchfiles/SpecialReportOnCamping2012.pdf?179>, is still gaining in popularity.

According to the report:

- The American Camper Report shows that camping participation is growing. In 2011, 42.5 million Americans — or 14.9 percent of the US population over age six — went camping. This participation rate is up from 39.9 million, or 14.1 percent of the population, in 2010.
- The most popular place to make a camping reservation is at one of America’s more than 7,000 state parks.
- Of those that made camping reservations during their last camping trip, almost half (47%) made the reservation at a state park
- Seventy-seven percent of all campers are married or living with a domestic partner.
- After a decline in 2010, participation rates for children and young adults returned to the 2009 numbers; the hard to reach adolescent group maintained the modest growth it saw in 2010; while the adult age group over 25 gained, but not to the 2009 level.
- The average camper went on 4.97 camping trips.
- Participants traveled a mean of 190.6 miles away from home to camp.
- 42.5 million Americans, or 14.9 percent of the population, got outside to go camping in 2011.
- Males make up 53% of the camping population and females 43%.
- The camping participation rate within the South Atlantic region that includes West Virginia, Maryland, Virginia, and Washington, DC. is 11%. The percent of the US

4.5 Camping Destination

- population in that region is 14%. The two border states of Ohio and Pennsylvania, while in different regions have an even higher participation rate among the population base.
- Thirty-nine percent of campers say that a tent is the most essential camping product. Sleeping bags come in second at 25 percent
- Eighty-four percent of campers participate in multiple outdoor activities.
- Hiking is, by far, the most popular sports and leisure activity to participate in while camping. Seventy-six percent of camping participants say they enjoy hiking while camping.
- Running/jogging, 71%, road bicycling, trail running, photography, card/board games, yard games

In addition, the overall occupancy rate for the West Virginia state park system is 31%. Canaan is in the top three of all parks at 39%, and nearby Stonewall Resort experiences the highest rate in the system at 70%.

These positive trends bode well for the future of camping at Canaan Valley Resort.

Long term improvements to the Canaan Valley campground could also enhance and increase occupancy and revenue. Extension of the pull through and standard campsites to accommodate today's larger motor coaches, 50 amp electrical service and internet access to each site will become increasingly important.

4.6. COMPETITIVE RATE SCHEDULES

Process for Setting and Maintaining Room Rates

Benchmark will assign an experienced director of revenue management to Canaan Valley Resort. This executive will be responsible for implementing the analytics, tools and strategy related to effective revenue management. This person will report to the general manager, and will be supported by Benchmark's Regional Director of Revenue Management, as well as the Vice President of Revenue Management. The property's revenue management team, which also includes the general manager, director of sales/marketing and other key resort managers, will analyze current market conditions, monitor competitors, identify trends, and develop sound pricing and promotion strategies.

Activities central to maintaining competitive pricing in the group and leisure markets, and maximizing revenues include:

- Complete and maintain a comprehensive competitive pricing analysis utilizing the latest business intelligence tools (example RateView 360 by TravelClick), Internet research and personal rate shops.
- Maximize the daily utilization of revenue management reports and analytics including STAR data, RateView 360, pace reports, and proprietary group and transient demand tools.
- Maintain leisure pricing based on property positioning, season, day of week, room type and market demand.
- Ensure Minimal Available Rates (MARs) are kept current in the Delphi sales/catering system, and that concise rules and procedures are in place for approval of rate, pattern and total spend exceptions. Complete a detailed 'Selective Sell Guidelines' document to include guidelines for group patterns, and function space allocation and rental, as well as guest room pricing.
- Analyze current market segmentation and demand, and set goals toward achieving the optimal mix of business.

Feature a Variety of Unique and Creative Leisure Packages

At Benchmark we take pride in our ability to develop and merchandise compelling, relevant leisure packages that not only sell, but help create return visits in all seasons.

Of course, Canaan Valley Resort provides almost limitless opportunities for packages geared to: couples and families; ski, golf and outdoor adventure enthusiast; and culinary offerings and events to name a few. We will offer inclusive packages that provide convenience and value, and will use our web site technology and highly trained reservation sales agents to introduce build your own packages, allowing guests to create their own perfect escape.

Benchmark also partners with AAA, AARP and other membership organizations, providing savings on room and package pricing. We are also successful in creating and promoting special

4.6 Competitive Rate Schedules

pricing, unique packages and events available to in-state residents, a strategy we feel will create a win-win for Canaan and its neighbors in West Virginia.

We will make it easy and cost effective for the property to promote its packages and special offers through a comprehensive distribution network, including Benchmark web sites, social media, PR releases, and direct marketing at the property level and regionally.

Below are links to example of package pages on the web sites of similar Benchmark properties:

http://www.stonewallresort.com/wv_deals/

http://www.snowking.com/packages_offers/

Common Goals and Objectives Rate Schedules and Processes

If awarded the contract, the Benchmark team recommends a meeting with our partners at the West Virginia Division of Natural Resources to present our research and preliminary recommendations relative to pricing and gain further direction and understanding on our common goals and objectives. We feel there is an opportunity to maintain competitiveness and affordability while maximizing revenue.

4.7. FOOD & BEVERAGE

Food & Beverage

Benchmark's portfolio of food and beverage outlets currently generates over \$180M in revenue, so we are well versed in the culinary arts and have a strong interdisciplinary team covering all aspects. Our culinary experience is customized for each location, constantly exploring new ways to utilize locally grown food products and cuisine, providing unique flavors targeted to that particular destination or client.

For over three decades, Benchmark has created and presented new restaurant concepts and culinary expertise to a diverse and discriminating clientele. Today's consumers are knowledgeable and sophisticated in their food choices. They are constantly redefining their lifestyles and what they desire. Nowhere is this more evident than in their dining habits. Age, time, ethnicity and personal preference all affect what they enjoy and, over time, these factors clearly impact the dining landscape.

Improve menu programming

Our latest food and beverage concepts driven by market expectation and "farm to table" fresh product are highly competitive with local free standing restaurants and satisfy today's discerning hotel guest. We have successfully married traditional fare with lighter, healthier alternatives in concert with the culture and goals of that specific client/owner. Staring in the 1980's with our trademark America's Harvest concept, Benchmark has captured food trends through the decades. Not unlike today, America's Harvest took its roots from the local region, featuring fresh, local products prepared in traditional culinary styles including healthy alternatives.

Enhance menu alternatives

We deliver food and beverage experiences that address current food trends and want of the local general public. Everyone is simply more savvy today when choosing where and what to eat. We maintain trends that have found a stable place in the U.S. are evident across the marketplace. We entice our guest to want to dine on great food in a comfortable environment with a variety of conscientious dietary demands.

Build healthy menu selections

Benchmark menus are based on a coordinated effort to utilize fresh and local whole foods and ingredients, healthy cooking methods, portion control, nutritional content, and seasoning to create a well-balanced and exciting food product for our guests. It is much more than counting calories and carbohydrates. Attention to no trans-fats, avoidance of processed foods, low carbohydrate options, low saturated fats, proper use of herbs and spices to encourage lower salt use adds to our commitment in food and beverage. Our use of whole foods has significant impact on the quality level and health benefits affiliated with our client expectation.

4.7 Food & Beverage

Reduce trans-fats

All of our properties currently support the trans-fat reduction effort in a variety of ways, including:

- Using trans-fat free products including: cooking oils, breads, salad dressings, snacks, dough and desserts
- Patronizing food providers that have similar interests in providing trans-fat free foods
- Buying organic products when available and cost effective
- Gathering information through discussions with product representatives and increased focus on reading labels
- Cooking to reduce trans-fat absorption (e.g., lightly blanching vegetables to lower cooking time, reducing oil absorption)
- Avoiding deep fried foods (unless the client specifically requests)

All Benchmark properties are ~75% trans-fat free.

Cook with fresh and local whole foods

Despite the fact that global trade has given us access to almost any food at any time of the year, much of the food produced worldwide sacrifices quality, nutritional values and more importantly sustainability. This fact is why we have create seasonal menus taking advantage of local foods creating strong emphasis on naturally grown vegetables, poultry, eggs, and conscientiously fed livestock.

Driving Revenues

A big part of our success is the ability to maximize revenue opportunities within the markets we represent. As noted above, our menu engineering and design starts the process for creating an interest and desire to be in our outlets and to utilize our catering/conference services offered. Our understanding of consumer value and experience is the other side of the coin. In pricing our menu offerings, our goal is to find balance in profitability and market penetration. Our pricing should reflect value to our guest, while obtaining the desired margins required that allow for sustainability. We want our guest to leave our establishments knowing that they feel good about both service and product offered. Recipe cards, that are perpetually priced, guide us in establishing price points across all areas of our F & B operations. Understanding trends that are in vogue and capitalizing on them, lead to greater sales. Also, conversely, trends that become out dated are eliminated in a timely manner, so we can keep our offerings fresh and exciting. In addition, we take full advantage in leveraging our buying power with our F & B partnership platforms, allowing us access to quality products at reduced pricing. With this, we feature recognized premium brands in some of our menu offerings, thus affording us the ability to charge more for specific entrée or drink offerings. In regards to guest experience, our goal is to make each guest experience personal and memorable. We challenge our associates to observe, listen, anticipate and react to guest interactions. Separating ourselves from our competitors lies in the guest experience that encompasses not only a great meal, yet the environment that surrounds that event. That environment includes lighting, sound, service and temperatures, to name a few.

4.7 Food & Beverage

We have also partnered with Open Table and City Eats to assist us in driving more off premise guest to our outlets. We take full advantage of the widgets and promotions they offer and have one on one reviews with our account executives.

Controls and Accountability

Benchmark takes the approach that every operation has the opportunity to contribute to top line sales, through revenue generation, or the opportunity to control cost, through sound established policies or procedures. We understand all facets that drive our Food & Beverage profitability.

Our expectations for property personnel leadership is simple, "Be part of the solution". Controls become a daily part of what we do, in an effort to protect or enhance our flow through percentages. In regards to food, we have partnered with companies like ARO and Averro. ARO assists our efforts in controlling food and beverage cost of goods sold. They conduct a full study of menus and recipes focused on maximizing profit and guest value perception. ARO looks at the relationship of the plate cost versus the sell, Market Comps, and the relationship of each item to like items. This includes all outlets, room service, and BEO's (Catering/Outside Sales).

When conducting a specification analysis, a major portion of savings comes from using the proper specification for the proper application. ARO analyzes all items being used and their application and make recommendations for specification changes. All recommendations will be geared to the "Four" and "Five" Star levels. We allow our chef's to participate in this process, not wanting to compromise the interpretation of the market they are in, or the brand pillars that have been established.

In regards to Averro, this partner assists in software driven operational analysis that takes revenue opportunities not realized or that are under performing, and recommends methods and plans to address the shortfall. Cost can rise due to product that is not run through POS or items not accounted for through voids and transfers. Averro software identifies anomalies in employee cash ratios by trending the number and types of voids per employee and looks for inconsistencies. It also monitors abnormally high tip percentages to ensure SOP's are being followed. With server controlled items, the team at Averro looks for any anomalies that may suggest further investigation or monitoring. Our goal is to have our core operations team improve their knowledge and understanding throughout the F & B Department in regards to both controls and accountability.

Enhanced Food Service Training

Benchmark utilizes a comprehensive orientation and guest service to all staff members, beginning with 2-3 full days of "train the trainer" where Benchmark imparts our vision and approach to the management team and assimilates managers. Below is a brief summary of the training categories for a food server.

- Sequence of Service - this creates a restaurant culture that delivers the restaurant concept, and the absolute philosophy of good service.
- Food Orientation - menu descriptions, menu philosophy and kitchen timing.

4.7 Food & Beverage

- Restaurant Procedures/Mechanics - this includes hot beverage service, water service, glassware handling, plate clearing, plate carrying, table #'s, position #'s, etc.
- Point of Sale training and certification- This phase requires a representative from your POS system to be on site, or your property expert to be available for 3 hours per day, twice a day.
- Wine/Beverage Training- a liquor vendor representative and management staff member coordinated by our Vice President of Operations Tom Garcia instruct a Benchmark charged curriculum of the wine basics, wine opening and pouring and beverage basics.

Food & Beverage Field Staff Support

We have a team of F & B Field Staff Support personnel, who are led by the Vice President of Operations, with knowledge of all current standard operating procedures. Our Field Staff Support personnel have years of experience among them, yet more importantly, bring a specialty to the property they are being placed at, like POS mapping and training, Beverage Pricing/Costing Analysis, Staffing Guide Breakdown and Banquet Menu Packaging. Another key with our Field Staff Support program is that we have certain levels within the body of the program, which are from specific disciplines within the F & B Division, which can help properties flex their labor models. Understanding that seasonality plays a factor in some markets, we can import labor to any location for short periods of time to help address demand, or conversely when it is slow, we can ship out labor to sister properties to reduce fixed labor. With the availability of the Field Staff Support model, we have found that both the receiving property and the shipping property benefit from the use of “best practices”, shared knowledge and company pride. In this scenario, all parties benefit from the talent pool available. We constantly review the talent pool within the Benchmark organization to match need to ability. Monthly calls are held with Field Staff Support leads, covering current F & B culinary trends and topics, along with ongoing educational information, both internal and external to our organization.

4.8. PROPERTY MANAGEMENT SYSTEMS

Benchmark provides tremendous infrastructure and capabilities in information technology. Our approach is customized to the unique needs of the property, so we do not have a “standard” approach to property management systems. We currently use Maestro, Opera and Springer Miller – all of which serve the individual properties well in terms of efficiency, flexibility and creativity. And due to our strong relationships with each company, we have the ability to work closely with each system to customize as needed.

With that said, we have included below a summary of Benchmark’s technology platform.

Information Technology

Benchmark IT operations: facilities, hardware and systems

All enterprise systems are housed in SunGard’s World Class Datacenter, in Dallas, TX. SunGard’s Datacenter allows for maximum uptime and information security. The facility contains man-trap doors, badges, biometric scanners and 24/7 monitored security cameras. All servers are in a locked cabinet. The facility is connected to 2 separate power grids and has redundant UPS and backup generators.

Enterprise systems include; accounting system, HRIS/Payroll, Business Intelligence, Sales and Marketing, Property Management System, Point of Sales, Cisco RCM Call Manager are housed and managed centrally.

All applications are on the Cisco UCS/VMware 5.1 VBlock virtual server enterprise environment. This allows for a fully redundant replicated environment ensuring maximum levels of uptime and performance.

Properties securely access all applications via Sprint’s MPLS network (explained further under IT security), Cisco VPN Client and/or Citrix Zen-App Client over the web access.

Exchange Email, Blackberry Enterprise Server and Benchmark Central SharePoint are centrally managed and hosted.

IT service availability and performance measurements

All systems are monitored 24/7/365 by Benchmark’s Corporate Help Desk and Solar winds monitoring software. Both hardware and software are monitored for errors and automatic alerts are dispatched to the Home Office IT department if found.

- All server hardware has multiple processors, redundant power supplies, RAID configuration, and are covered by 24/7/365 support from Cisco, VMware, and EMC with 4 hour SLA’s.
- The Benchmark network is monitored both by Sprint and by Benchmark’s Solar winds solution. Any lapse in reaching any of the routers or an increase in network latency will trigger an automatic ticket generated by Sprint who will then ensure the issue is promptly fixed.
- Any network latency over 100ms that lasts longer than 1 minute will trigger an internal Benchmark escalated ticket.
- All network latency is consistent +/- 5ms at any given time.

4.8 Property Management System

- High availability services will automatically detect any hardware and OS failures and reroutes service request to another machine with no human intervention.
- Monitoring services continually and automatically optimize machines within the resource pool and if performance degrades, will perform a live migration, undetectable to the user.

Information Technology Security

Security profile

- All on-net sites are using the Sprint MPLS network, which is managed by Sprint and the Cisco routers at each end point, having just 1 pathway into the BHI Network. These are also secured by dual Cisco 5520 firewalls at our Data Center and a Cisco 5510 firewall at each of our properties managed under a Cisco Smart Net 24/7/365 support and maintenance with 4 hour maximum response time. The MPLS and these Cisco routers are managed and monitored 24/7/365 by Sprint.
- All external access is controlled by the Cisco firewalls then verified and authorized by Benchmark's Citrix Access Gateway. The CAG verifies that the remote computer's virus protection is up to date, and transmits all data via 128-bit encryption.
- All access into the network is logged and audited both by the Citrix Access Gateway and Windows security logs and monitored by Solar winds solution. Access is logged both at the Home Office and at the property with these logs being stored for a set amount of time.
- Benchmark's network is PCI compliant protecting both employee and guest data.
- Weekly, Monthly and Quarterly network scans are done on all servers and edge layer 3 devices. The scans detect vulnerabilities in hardware and software. The appliance used for the scans is updated weekly to ensure all new threats are caught.
- All network files have restricted access to only necessary users and all access to the files is logged and audited through Microsoft Server 2008 Active Directory procedures and security policies.

Payment Card Industry "Best Practice" security standards utilized

- PCI compliance ensures that all guest and employee personal data, including payment information, is encrypted and secured and prevents any unauthorized access to any information that personally or uniquely identifies a guest or employee.
- In addition to our weekly, monthly, and quarterly network scans, and we also have network scans from an independent third party to check for new vulnerabilities.
- In order to become PCI compliant Benchmark is required to:
 - Build and maintain a secure network
 - Protect cardholder data
 - Maintain a vulnerability management system
 - Implement strong access control measures
 - Regularly monitor and test networks
 - Maintain an information security policy
- Benchmark has chosen to extend the PCI compliance requirements to all of our data, not just payment information.
- All key managers and supervisors are given sensitive data security awareness training and audited on a regular basis for security and compliance.

4.8 Property Management System

- Benchmark takes every reasonable precaution to find and detect vulnerabilities before they occur. In the event of a breach (disaster), will follow our protocol of isolate the breach, investigate logs, determine the cause, and take all necessary steps to eliminate future problems. If the breach is determined to be external, Benchmark will immediately seek pre-selected third party security services.

Anti-Virus, OS patch policies and procedures

- Benchmark has chosen to use Kaspersky Enterprise Antivirus as the Centrally Managed Anti-Virus Server. Computers Antivirus Clients are also Patched and updated on a regular basis to ensure full security.

Applications (PMS, BMS, POS)

Property Management System vendor and release information

- MICROS Opera, current release 5.0.02.03 and PCI Compliant with Shift4 Tokenization
- Opera is a full-function, multi-module PMS that improves the efficiency of any size property by incorporating Reservations, Yield Management, Front Desk, A/R, Group Management, Housekeeping, Guest History/CRM all on a single-image database to simplify guest information tracking and reporting
- Benchmark works closely with MICROS developers ensuring all new releases integrate seamlessly with new products and requested features are implemented.
- MICROS Opera systems are fully PCI compliant ensuring customer data is secure, utilizing end to end encryption tokens instead of the actual credit card information.
- Benchmark has a long standing relationship with MICROS, which ensures that the property will receive the highest level of support.
- Alternatively, SMS and North wind are PMS approved.

Point of Sales system vendor and release information

Micros 9700, current release 3.6 and PCI compliant with Shift4 Tokenization

Micros 9700 is the most widely used POS solution used in the Hospitality industry.

- **9700 Reservation and Table Management** - Enterprise Reservations and Guest Experience Management using a single guest profile, updated with special requests, preferences and guest check details of each visit.

9700 Suites Management - food and beverage catering solution that allows you to facilitate web ordering, pre-orders/standing-orders, production management and pantry delivery management.

- **9700 Web Reporting, Auditing and Analysis** - designed to deliver the information you need to run your business, right to your desktop. The web design allows you to view high level information, such as net sales and drill all the way down to individual check detail quickly and efficiently.

Examples of analysis queries include menu engineering, void analysis, transaction queries and more.

Back Office systems vendor and release information

Accounting system

- Aptech's Profitvue, current release 14.5

4.8 Property Management System

- Profitvue incorporates accounts payable, general ledger, budgeting, forecasting and financials all of which is housed in Benchmark's Dallas data center to ensure financial data is completely secured.

Ultimate Software's Ultipro HRMS

- A comprehensive Human Resource, Payroll, and Talent Management solution.
- Allows for web-based employee and management self-service.
- Access to over 400 reports and a custom report writing tool.

ADP Time & Attendance

- ADP On-Demand, a centralized solution, with all information kept off-site at ADP's datacenter.
- All Time Clocks use the biometric functionality for added security.
- Generates consolidated reports for accuracy and auditing.

4.9. WINTER ACTIVITIES

Canaan Valley Ski Operations

As we describe in section 4.3 and 4.4, we would deploy a series of sales and marketing strategies designed to make Canaan Valley a winter activity and recreation destination in the minds of current guests, past guests and new potential customers.

The ski operation at Canaan Valley State Park was the first commercially viable ski facility in West Virginia that continues to operate today. Canaan Valley has had a long and rich ski history that dates back to the early 1950's when the Ski Club of Washington D.C. developed a small ski area on the northwestern face of Cabin Mountain. Without doubt, the new lodge will be a major draw for the Canaan Valley skier.

Canaan Valley has received an average of 167 inches of annual snowfall for the past thirty years. Although the snowfall is significant, the commercial value of it is only realized when heavily subsidized with machine made snow. Significant capital has been spent over the years to develop snowmaking capability at Canaan and yet the snow making facility is not sufficient to capture market share during prime times. As an example the ten day period around Christmas and New Year's finds the ski area open with only limited amounts of terrain open whereas Snowshoe will have the majority of a much large ski complex open including their featured expert slope; Cupp Run. Canaan can be successful by being very selective where snowmaking resources are allocated early in the season.

In addition to the skiable terrain open to the public yet another feature sought by the avid skier is the mountain's vertical drop. Canaan promotes a respectable 850 vertical but the main slope is somewhat shorter. Timberline features a true 1,000' vertical and Snowshoe's Cupp Run has 1,500' vertical. Growing the size of the mountain is not probable and extending the trails to gain additional vertical is not practical and very expensive.

Even with these limitations the winter business at Canaan can be very successful through promoting the social side of skiing and Canaan as a place to enjoy a quality outdoor winter experience. A focus on snowmaking at the new tube park from the start of the winter season is essential in appealing to young families and capturing guests of all age not seeking the demands of big mountain skiing.

As with all Benchmark properties a strong commitment to guest and employee safety is paramount in an operation that combines the hazards of winter weather with that of machinery. The three ski lifts at Canaan are CTEC fixed grip units that are now in excess of 25 years old. The lifts have been well maintained and should have another 15 years of service before there is a need for replacement. As these units age the proper maintenance is essential to safety, dependability and extending the useful life. Benchmark will ensure best practice methods are adhered to with regard ski lift inspections, maintenance and operation.

The state reportedly recently replaced all of the distribution lines for the snowmaking system which should help to reduce down time for repairs to the system especially during ideal snow

making periods. The heart of the snowmaking system is the air compressors and water pumps. Benchmark will ensure this equipment will receive ongoing best practice maintenance and repair by having highly trained operators and employment of qualified professional service contracts. The supply of water needed for snowmaking at Canaan is provided by two 5,000,000 gallon ponds that are supplied by a small creek with a limited drainage area. It takes much more than 10,000,000 gallons of water to produce enough snow to adequately cover the mountain. During peak snowmaking conditions demand for water outpaces the supply and it is for this reason that Benchmark will approach the snowmaking effort using the best information possible to determine when to make snow and how much snow to make in each location on the mountain. In addition Benchmark will contract with nationally recognized weather reporting service companies like AccuWeather to determine its snowmaking strategy on a daily and hourly basis. Also Benchmark is inclined to inject ice-nucleating protein products such as Snow Max into the water used for snow making in order to obtain as much yield as possible from every gallon pumped.

Powder skiing conditions are rare in the eastern region of the United States. Excellent and dependable skiing conditions at Canaan will always depend heavily upon well maintained grooming machines and experienced operators. Certified mechanics will be employed by Benchmark to keep the snow grooming equipment in top condition and minimize down time. Experienced grooming machine operators will also be employed to ensure high quality skiing conditions and to minimize repairs to this vital and expensive machinery.

Safety on the slopes is essential for skier enjoyment and to this end Benchmark will utilize the services of the National Ski Patrol and have certified paid staff on the area at all times when the ski area is open. To further assure a wonderful experience Benchmark will employ ski instructors that are certified by the Professional Ski Instructors of America. Membership in the PSIA is a tremendous resource to assist the area in staying on the forefront of not only teaching methods but to understand skier trends from across the world.

Opportunity to increase ski area visitation should exist through creative lift ticket pricing structures and packaging. An analysis of the present lift ticket POS should provide excellent information to determine how skier counts can be increased.

Ski merchandise is an excellent source of additional revenue as well as a visible sign of the excitement that is part of the skiing experience. Like with any retail operation the greatest yield from merchandise sales is based in the purchase price of the product. Toward this end the best prices are obtained from purchasing merchandise at national buyer shows shortly after ski season ends in the spring. Assuming the management contract is awarded before the end of the 2014 ski season then Benchmark will develop plans to attend these shows and commit to purchases at early season discounts for the 2015 season (payment terms will be December 2014 and January 2015). Additional savings can be found by cooperating with other ski shops in order to purchase merchandise in greater quantities and earn greater discounts than if we were on our own. Management of the Ski Barn located in Canaan Valley and Snowshoe may present one such source.

4.9 Winter Activities

The improvements to the outdoor deck at Quenchers and the lounge area of the Ski shop will be more appealing to skier and create a feeling of comfort. Reasonably priced quality quick service food readily available and is served cafeteria style in the Bear Paw Lounge. Tables should be kept clean and bussed immediately after guest use so potential purchases are not lost and encourages skiers to purchase. Selection of foods available to this type clientele needs to be as fresh as possible. The options of having freshly prepared items resonates well with skiers that are coming off the slope and in need of a variety of selections that are freshly prepared and served clean and presentable. A selection of both craft and domestic beers and wine are provided in the lounge, Quenchers. Food must be prepared to order in a timely fashion and tables turned quickly to provide easy access. This arena should provide ultimate professional service to each and every guest that dines. The offerings need to remain different but friendly in comparison to the other outlets of the resort. Items should not be the same causing the guest to compare and contrast this outlet. Attractive menus and wholesome foods are a must in this outlet.


Benchmark will continue to be members of various ski organizations in an effort to keep up with the latest ski area management developments. The National Ski Areas Association is an excellent source of information concerning skier trends nationwide, risk reduction, legislation and marketing as well as networking with peers throughout the nation. The Southeastern Ski Area Association and the West Virginia Ski Area Association provide good networking opportunities with peers who share common commitments and concerns.

4.10. GOLFING DESTINATION

Benchmark currently manages 7 properties that includes golf operations from as simple as one 18-hole golf course, to as complex as 45 holes with a golf school and club memberships. Additionally, the graph below shows the vast experience that Benchmark has managing golf operations.

Extensive Golf Operations Experience

<p>The Woodlands Resort and Conference Center, Texas Joe Lee (Oaks) Robert Van Wagge (Tournament Players Course & Panther Creek) & Arnold Palmer (The Palmer Course)</p> <p>Cheyenne Mountain Resort, Colorado Pete Dye (Country Club Of Colorado)</p> <p>Lanadowne Resort, Virginia Robert Trent Jones II & Greg Norman</p> <p>Resort at Squaw Creek, California Robert Trent Jones II</p> <p>Seabrook Island Resort, South Carolina William Boyd & Robert Trent Jones, Sr</p> <p>Bald Head Island Resort, North Carolina George Cobb</p>	<p>Herring Country Club, New York John Van Mink</p> <p>Casperhill Country Club, New York Robert Trent Jones, Sr</p> <p>Market Ridge Country Club, Maryland Joe Lee</p> <p>Del Lago Resort, Texas Dave Mann & Jay Riviere</p> <p>Port Ludlow Golf Club, Washington Robert Muir Graves</p> <p>Stonewall Resort, West Virginia Arnold Palmer</p> <p>Mill Creek Inn and Golf Club, Texas Robert Trent Jones II</p> <p>Glade Springs Golf Club, West Virginia George Cobb</p>	<p>Englewood Resort and Spa, Illinois Charles Madden</p> <p>French Lick Springs Resort, Indiana Donald Ross, Tom Bendelow & Lee Schmidt</p> <p>Bedford Springs Resort, Pennsylvania AW Tillinghast Donald Ross</p> <p>Turtle Bay Resort, Oahu, Hawaii Arnold Palmer & George Fazio</p> <p>West Baden Resort, Indiana Pete Dye</p> <p>Makaha Golf Course, Maui Robert Trent Jones, Jr.</p> <p>Grand Cypress Golf Club, Florida Jack Nicklaus</p>
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As we describe in sections 4.3 and 4.4, we would deploy a series of sales and marketing strategies designed to make Canaan Valley a golfing destination in the minds of current guests, past guests and new potential customers.

The Canaan Valley Golf Course is well known throughout the region and has a reputation as being one that is playable for golfers of all skill levels. We would plan to maintain the course in a very playable state which would maintain its appeal to its current customer base. We see a great opportunity to promote Canaan Valley via direct sales to golf groups who attend winter golf shows in DC, Pittsburgh, Columbus and Cleveland as well as electronic marketing to Benchmark's database of golfers within driving distance of Canaan Valley. We would deploy a member of the sales team to actively pursue golf groups for Canaan Valley and they could also partner with Stonewall Resort as well as the golf marketing efforts made by WV Tourism to significantly increase the number of golf groups they host on an annual basis.

4.10 Golfing Destination

We believe there is great opportunity to increase guest activity at the golf course with a more robust calendar of golf activities for guests. These include golf lessons for players of all abilities, golf clinics, demo equipment days, junior golf programs such as the First Tee as well as hosting competitive events sponsored by organizations like the TopFlite Junior Series and the WV Golf Association.

We believe we can add several enhancements to the golf experience that would increase the sense of quality and value for golfers who may not have been to Canaan in a while. These include providing range ball bags on the practice tee, changing hole locations daily and painting the cups, replacing existing flagsticks with a heavier version each with a Canaan Valley logo'd flag and use a daily hole location sheet. We would also like to add rain covers to the golf carts. In addition, we see opportunities to add visual appeal and reduce maintenance expense to the course by maintaining some of the "out of play" course acreage as native areas. This will not increase course difficulty and will allow us to devote more resources to maintaining the most important parts of the course such as tees, fairways, greens and bunkers on a daily basis.

We would also make sure our golf snack bar food and beverage offerings are convenient to golfers at the beginning, middle and end of their rounds. In addition, we would deploy food and beverage cart service to golfers out on the course. The lawn areas adjacent to the clubhouse are very convenient to host larger golf outings and we are equipped to cater food and beverage for the participants.

We believe we can expand the golf shop merchandising offerings to include more golf equipment and more lines of men's and women's apparel as there is no other full service golf shop in the area.

4.11. RETAIL OPPORTUNITIES

Canaan has four excellent opportunities for retail that can establish the Resort as a shopping destination to day visitors while becoming another activity for the overnight guests and increasing revenue.

The Resort Gift Shop has an excellent location immediately across from the front desk and adjacent to the café in the entrance lobby. The quality of the products offered should be upgraded to better reflect the taste of the Resort guest. Resort grade fixtures will be very important so that old fixtures do not detract from the look and appeal of the new shop. The overall shop size will allow for some “designated” areas within the shop to include seasonal merchandise for holiday seasons to include Valentine’s Day, Easter, Memorial, Independence Day, fall, Thanksgiving and Christmas Season.

The Ski Shop provides an opportunity to retail all the basics and some souvenirs for the cold weather season. Although not a ski shop for equipment items such as goggles, toboggans, gloves and mittens will be in demand.

The recreation/nature center can be the retail outlet for outdoors, nature and family oriented items. This would include hiker supplies, guides for animal, bird and bug watching, s’more packs, camping gear, games and activities for families to use outdoors while camping or staying at the Lodge or cabins. This would be the place to retail some value items and those souvenirs that are commonly searched for at a state park.

The golf shop should continue to provide those basic retail items like hats, balls and gloves, but also expand its resort wear products into at least two lines. An opportunity exists to demo golf clubs and become a “mail order” center for the valley where there is little or no competition.

4.12. BLACKWATER FALLS RESTAURANT

Overall Blackwater food service operations are very positive. The first step in the process is to identify what the limitations of the restaurant and kitchen present. During the initial walkthrough, past experiences and current relationship with Executive Chef Ray there is no reason the restaurant could not excel under the Benchmark management system. The room is very spacious and has the necessary tools to accommodate larger groups alongside smaller parties of two or four. The views are outstanding and while spacious the room does not lend the feeling of distant or detached when dining. The kitchen seems to have plenty of workable space and the necessary equipment to function in a small or larger volume demand. The banquet space is good in size and very serviceable from the main kitchen so transport of food and beverage does not look like it creates an issue. Outdoor venues that are next to the lodge are also serviceable. Weddings on the points are such a breathtaking opportunity that little planning and setup are needed. However, once a system is in place it will become routine for the staff.

Restaurant lighting and skirted tables would need to be addressed as the process of doing more with less fits in well in this space. When approaching the buffet there seems to be large stacks of china piled up and green skirted tables distracting from the ambiance of the setting. The focus should be more on nature than traditional style banquet setup. The amount of china (soup cups) could be reduced to equal the amount of expected covers and then replenished as needed and not look overwhelmed. The skirted table needs to go away and should be a piece of non-skirted furniture that may focus on the states every prominent trees and forest. The entrance of oak and/or poplar table with natures beauty showing. The tables seem cluttered at times.

Menu and service need to be a focus of this area. The menu needs to be very moderately priced and food should be appealing to the eye. Traditional style foods need to be offered in a clean and neat presentation while staying with the traditional flavors of the region. The restaurant needs to be a local restaurant destination and have a greater influx of the local community. A partnership with the local community for nightly or weekly specials would create a buzz around the great food offered at the restaurant. Specials such as seafood night, all you can eat steak buffets, county cooking, and Italian offerings are just a few. These special events are great ways to offer your restaurant at a good value price to generate covers for your restaurant. They would provide a nice touch or offset to the things that are not offered in the area (if it is currently offered we would stay clear from it). The introduction of local farmers and a monthly farm to table meal would be an exciting way to reintroduce farmers and the community to the restaurant. Holiday meals need to be offered at a basic price with traditional offerings. Service needs to be friendly and hospitable. Staff needs to be in uniform, neat and presentable at all times.

Social caterings and weddings need to take a greater focus for the property. A basic tiered menu offering needs to be put in place and made easily available. The reunion/group tour dinners could easily increase as part of a marketing and sales plan.

ATTACHMENT B

Please refer to the mandatory specification checklist that is included at the end of this section.

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

Attachment B: Mandatory Specification Checklist

MANDATORY NUMBER ONE:

Vendor must be in the hospitality, resort and food service operations business;

MANDATORY NUMBER TWO:

Vendor must detail similar work experience in the hospitality, resort and food service operations business, with references, done in the last eight years;

MANDATORY NUMBER THREE:

Vendor must have a minimum of three other management contracts for hospitality, resort and food service operations;

By signing and dating this attachment, the Vendor acknowledges that they meet or exceed each of these specifications as outlined in 4.5 of Section Four: Project Specifications.

Benchmark Hospitality International
(Company)

Alex Cabanas, President, Business Development & Finance
(Representative Name, Title)

December 4, 2013

(Date)



ADDENDUM ACKNOWLEDGEMENT FORM

Please refer to the signed addendums that are included at the end of this section.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: DNR214010

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

<input checked="" type="checkbox"/> Addendum No. 1	<input type="checkbox"/> Addendum No. 6
<input checked="" type="checkbox"/> Addendum No. 2	<input type="checkbox"/> Addendum No. 7
<input checked="" type="checkbox"/> Addendum No. 3	<input type="checkbox"/> Addendum No. 8
<input checked="" type="checkbox"/> Addendum No. 4	<input type="checkbox"/> Addendum No. 9
<input checked="" type="checkbox"/> Addendum No. 5	<input type="checkbox"/> Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

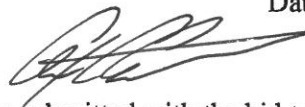
Benchmark Hospitality International

Alex Cabanas **Company**
 President, Business Development & Finance

 Authorized Signature

December 4, 2013

 Date



NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.
 Revised 6/8/2012