



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

## Solicitation

NUMBER

DNR214010

PAGE

1

ADDRESS CORRESPONDENCE TO ATTENTION OF:

GUY NISBET  
304-558-8802

RFQ COPY

TYPE NAME/ADDRESS HERE

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DIVISION OF NATURAL RESOURCES  
PROCUREMENT OFFICE

324 4TH AVENUE  
SOUTH CHARLESTON, WV  
25303-1228 304-558-3397

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DATE PRINTED

10/21/2013

BID OPENING DATE:

11/21/2013

BID OPENING TIME 1:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
ADDENDUM NO. 2						
THIS ADDENDUM IS ISSUED TO MODIFY THE ORIGINAL SOLICITATION PER THE ATTACHED DOCUMENTATION.						
0001	1	YR		971-60		
	1ST YEAR PROPERTY MANAGEMENT SERVICES					
0002	1	YR		971-60		
	2ND YEAR PROPERTY MANAGEMENT SERVICES					
0003	1	YR		971-60		
	3RD YEAR PROPERTY MANAGEMENT SERVICES					
0004	1	YR		971-60		
	4TH YEAR PROPERTY MANAGEMENT SERVICES					

SIGNATURE

TELEPHONE

DATE

TITLE

FEIN

ADDRESS CHANGES TO BE NOTED ABOVE

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



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BID OPENING TIME 1:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0005	1	YR		971-60		
5TH YEAR PROPERTY MANAGEMENT SERVICES						
***** THIS IS THE END OF RFQ DNR214010 ***** TOTAL:						

SIGNATURE		TELEPHONE		DATE
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE		

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

SOLICITATION NUMBER: DNR214010  
 Addendum Number: No.02

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The purpose of this addendum is to modify the solicitation identified as ("Solicitation") to reflect the change(s) identified and described below.

**Applicable Addendum Category:**

- ☒ Modify bid opening date and time
- ☐ Modify specifications of product or service being sought
- ☒ Attachment of vendor questions and responses
- ☐ Attachment of pre-bid sign-in sheet
- ☐ Correction of error
- ☒ Other

**Description of Modification to Solicitation:**

Addendum issued to publish the following information to the vendor community.

1. Distribution of vendor submitted questions and agency responses to those questions.
2. Additional Technical Question Deadline: November 5, 2013 at 10:00 AM. EDT.
3. Bid Opening date changed from: November 05, 2013 at 1:30 PM. EDT.  
to: November 21, 2013 at 1:30 PM. EDT.

**Additional Documentation:** Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

**Terms and Conditions:**

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

# ATTACHMENT A



## DNR214010

## Vendor Submitted Questions (10/08/2013) and Agency Responses.

Q.1. Please clarify "5.3 Mandatory Number Three" on page 24 of the RFP. There is no content underneath the title.

***A.1. MANDATORY NUMBER THREE: Vendors must have a minimum of three other management contracts for hospitality, resort and food service operations.***

Q.2. May we schedule a site inspection of the property?

***A.2. Yes, A non-mandatory site inspection visit has been scheduled for 1:00pm on Wednesday October 30, 2013. Vendors should meet at the park office.***

Q.3. May we schedule a meeting and conduct due diligence with current operator including a review of operations and sales and marketing?

***A.3. Yes; however such a meeting would occur only after Contract award.***

Q.4. Will there be an opportunity to inspect the property to assess current inventory and condition of the physical plant, operating stock, FF&E, operating equipment, etc.?

***A.4. Yes, A non-mandatory site inspection visit has been scheduled for 1:00pm on Wednesday October 30, 2013. Vendors should meet at the park office.***

Q.5. Is there an annual replacement reserve set aside and dedicated solely for capital improvements to the project?

***DNR has annually appropriated funding allotted for replacement/alterations/capital improvements for this property.***

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

**A.5. 5.3 (a) \_\_\_\_\_ shall not make any single expenditure with respect to the Improvements in excess of \$500 for capital improvements, renovations, or replacement of Furniture, Furnishings, or Equipment without prior approval of DNR.**

**(b) \_\_\_\_\_ shall make no single disposition of fixed assets with an original cost in excess of \$500, or of any computer equipment, without the prior approval of DNR. \_\_\_\_\_ shall inform DNR of all proposed dispositions of fixed assets in excess of \$500 or of any computer equipment.)**

Q.6. What are current capabilities in regard to guest internet access, Wi-Fi, and cell phone service?

**A.6. The Wi-Fi service is part of the new construction of the facility and guest internet will be available within the lodge facility and at a business center dedicated to guest use. There is currently no Wi-Fi service in the cabin area. Cell phone coverage is available in most locations at Canaan Valley.**

Q.7. May we review and query customer and guest history databases and will new operator own and have full access to all customer information and guest history?

**A.7. Yes; however such information would be made available only to the successful vendor, after Contract award.**

Q.8. Please clarify that the reference to in Section 5.3(d) Management and Operating Agreement should be 5.3(b) versus 5.4(b)?

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

**A.8. A.25. (5.3 (d) If approved in advance by DNR in writing, \_\_\_\_\_ shall be entitled to reimbursement for any reasonable travel expenses, including air and ground transportation, and lodging at the Improvements, for any employees of \_\_\_\_\_ described under Section 5.4(b) and for**

*any extraordinary visits to the Improvements by members of \_\_\_\_\_'s home office staff. Any such expense shall be charged as an Operating Expense, and all such individuals shall receive complimentary lodging at the Improvements, if available.)*

*Should be corrected to:*

*(5.3 (d) If approved in advance by DNR in writing, \_\_\_\_\_ shall be entitled to reimbursement for any reasonable travel expenses, including air and ground transportation, and lodging at the Improvements, for any employees of \_\_\_\_\_ described under Section 5.3(b) and for any extraordinary visits to the Improvements by members of \_\_\_\_\_'s home office staff. Any such expense shall be charged as an Operating Expense, and all such individuals shall receive complimentary lodging at the Improvements, if available.*

Q.9. Will purchases made for the improvement be considered taxable for purposes of state sales tax?

*A.9. Yes, purchases made by the Vendor are not exempt from state sales tax. However, as with any enterprise, purchases of "items for resale" are tax exempt. Tax expenses are considered reimbursable.*

Q.10. Please list any current outstanding DEP or DOH violations which could impact operation of the improvement at contract commencement date. Can we obtain an evaluation of the water and sewer systems' (including distribution lines) current condition, capability and serviceability?

*A.10. There are no current violations of operating facilities that will impact the operation of improvements. All water production and wastewater collection systems are operating and working within regulatory requirements.*

*Current wastewater permit allocation is 125,000 gpd. The resort currently utilizes about 86% of that allocation. That is not expected to change at the present time.*

***Water production systems produce on average, 27 million gallons per year.***

***Current distribution and collection systems are in excess of 40 years of age and are not experiencing any significant issues that systems of this age would consider normal.***

**Q.11. Please list any planned upgrades to these systems which could adversely impact the operation during the term of the contract.**

***A.11. No upgrades planned would be adverse to the operation of the property. Any future upgrade(s) would be performed with minimal interruption to improved facilities.***

**Q.12. Please provide a description of ongoing services to be provided by DNR: i.e. road maintenance, snow removal, infrastructure repairs, grounds and trail maintenance, water and sewer services.**

***A.12. The DNR currently provides for Wastewater Treatment, and Potable Water Supply to the facility. Those items inside the facilities are part of the maintenance and management provided to the Vendor in the Contract. Highway and parking lot snow removal is provided by the DNR. Roadside mowing is also provided. Vendor provides snow removal to facility walkways, public spaces and ancillary facilities. DNR is responsible for fire protection of structures and all maintenance and upkeep on those facilities.***

**Q.13. What operating leases, if any, are anticipated to be in effect at the time of contract commencement?**

***A.13. All subcontractors who provide software support, linen service and other professional services must be assumed by the Vendor with a new subcontract. Current subcontracts have been approved by DNR with time limitations through the duration of the current Contract with the exception of those contracts in which the Vendor required a two or three year agreement.***

Q.14. Please explain what is meant by Section 4.2(e); various proration of utility and other proration.

*At time of transition, and if necessary, all utilities and other prorations shall be mutually determined by DNR and the new contract holder, and with agreement of the current contract holder, as to prorated expense liabilities of each of the contract holders; for subsequent submittal to DNR for reimbursement.*

*(i.e. Situation: Electrical utility bill that covers a period from the 13<sup>th</sup> of the month to the 12<sup>th</sup> of the following month and transition to a new contract holder occurs the first of the month. The current contract holder will be responsible for 18 days prior to contract end and the new contract holder will be responsible for the 12 days after new contract is in effect. At that point, each contract holder shall invoice DNR for their respective expense. Example based on a 30 day month.)*

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

*A.14. [4.2 (e) \_\_\_\_\_ and DNR shall cooperate to prorate various charges. Those Utility Payments and Other Prorations shall be listed as debits and credits in the income and expense statement to be provided to DNR pursuant to Section 4.4(a).]*

Q.15. Please give additional detail on the State of West Virginia's Purchasing Card program to include how the program works, any transactional fees associated with this program that are chargeable to the vendor, etc.

*A.15 The DNR will not make any payments with the purchasing card to the Vendor pursuant to the Contract. The Vendor; however, must accept purchasing card transactions for the purpose of guest services from other State agencies*

Q.16. Who is responsible for capital improvements/investments in the property?

***All capital improvements/investments in the property are the financial responsibilities of DNR.***

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

***A.16 (5.3 (a) \_\_\_\_\_ shall not make any single expenditure with respect to the Improvements in excess of \$500 for capital improvements, renovations, or replacement of Furniture, Furnishings, or Equipment without prior approval of DNR.***

***(b) \_\_\_\_\_ shall make no single disposition of fixed assets with an original cost in excess of \$500, or of any computer equipment, without the prior approval of DNR. \_\_\_\_\_ shall inform DNR of all proposed dispositions of fixed assets in excess of \$500 or of any computer equipment.)***

Q.17. May we schedule a site inspection of the property? If so, are there any restrictions or a specific protocol you would like us to follow?

***A.17. Yes, A non-mandatory site inspection visit has been scheduled for 1:00pm on Wednesday October 30, 2013. Vendors should meet at the park office.***

Q.18. May we schedule a meeting and conduct due diligence with current operator including a review of operations and sales and marketing? Discussion points and materials requested would include Group Rooms Control (GRC) log; pace of upcoming groups on the books compared to previous years; and a review of past, lost and turned down business. It would also be helpful to understand the current deployment of the sales team, the existing sales action plan, revenue management practices, and the existing marketing and public relations program.

***A.18. A meeting to discuss operations, sales and marketing will be scheduled upon award of the Management Contract.***

Q.19. May we receive the most recent monthly Smith Travel Research (STR) reports as well as the year-end reports from 2012 and 2011?

***A.19 The requested documents are not available.***

Q.20. Will there be an opportunity to inspect the property to assess current inventory and condition of the physical plant, operating stock, FF&E, operating equipment, etc.?

***A.20. Yes, A non-mandatory site inspection visit has been scheduled for 1:00pm on Wednesday October 30, 2013. Vendors should meet at the park office.***

Q.21. Is there an annual replacement reserve set aside and dedicated solely for capital improvements to the project?

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

***A.21. (5.3 (a) \_\_\_\_\_ shall not make any single expenditure with respect to the Improvements in excess of \$500 for capital improvements, renovations, or replacement of Furniture, Furnishings, or Equipment without prior approval of DNR.***

***(b) \_\_\_\_\_ shall make no single disposition of fixed assets with an original cost in excess of \$500, or of any computer equipment, without the prior approval of DNR. \_\_\_\_\_ shall inform DNR of all proposed dispositions of fixed assets in excess of \$500 or of any computer equipment.)***

***DNR has annually appropriated funding allotted for replacement/alterations/capital improvements for this property.***



Q.22. What are current capabilities in regard to guest internet access, Wi-Fi, and cell phone service?  
What is the inventory and current condition of A/V equipment, and banquet equipment?

**A.22. The Wi-Fi service is part of the new construction of the facility and guest internet will be available within the lodge facility and at a business center dedicated to guest use. There is no Wi-Fi service in the cabin area. A/V equipment and banquet equipment are in good, serviceable condition.**

Q.23. May we review and query customer and guest history databases and will new operator own and have full access to all customer information and guest history?

**A.23. Bidding Vendors do not have the option to query customer and guest history databases; however, this information will be made available to the Vendor after contract award.**

Q.24. What will be the process of transferring the balance of advance deposits at contract commencement date?

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

**A.24. (4.2 (a) \_\_\_\_\_ shall open and maintain a bank account in a bank located in the State of West Virginia (subject to approval by DNR), which bank account shall be called the Canaan Valley Resort Management Account (the "Bank Account"). \_\_\_\_\_ shall deposit into the Bank Account all of the Gross Revenues, and the Bank Account shall be used for the payment of all Operating Expenses. The Bank Account shall be used solely and exclusively for these purposes, and there shall be no commingling of any other funds in, or making of any other payments from, the Bank Account. \_\_\_\_\_ shall execute all documents and take all actions necessary to allow DNR the authority to review at any and all times all records of or pertaining to the Bank Account. The Bank Account**



*shall be in the name of \_\_\_\_\_, but shall be held in trust and used and managed by \_\_\_\_\_ for the benefit of DNR, and title to all funds held in the Bank Account shall immediately vest in DNR upon termination of this Agreement for any reason.)*

*Bank balance equaling the sum of all advanced reservations, prior to the new contract, will comprise the initial startup balance in this account. It will revert to the state at conclusion of the contract.*

Q.25. Please clarify that the reference to in Section 5.3(d) Management and Operating Agreement should be 5.3(b) versus 5.4(b)?

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

*A.25. (5.3 (d) If approved in advance by DNR in writing, \_\_\_\_\_ shall be entitled to reimbursement for any reasonable travel expenses, including air and ground transportation, and lodging at the Improvements, for any employees of \_\_\_\_\_ described under Section 5.4(b) and for any extraordinary visits to the Improvements by members of \_\_\_\_\_'s home office staff. Any such expense shall be charged as an Operating Expense, and all such individuals shall receive complimentary lodging at the Improvements, if available.)*

*Should be corrected to:*

*(5.3 (d) If approved in advance by DNR in writing, \_\_\_\_\_ shall be entitled to reimbursement for any reasonable travel expenses, including air and ground transportation, and lodging at the Improvements, for any employees of \_\_\_\_\_ described under Section 5.3(b) and for any extraordinary visits to the Improvements by members of \_\_\_\_\_'s home office staff. Any such expense shall be charged as an Operating Expense, and all such individuals shall receive complimentary lodging at the Improvements, if available.*

Q.26. Will purchases made for the improvement be considered taxable for purposes of state sales tax?

***A.26. Yes, purchases made by the contract holder are not exempt from state sales tax. However, as with any enterprise, purchases of items for resale are tax exempt.***

Q.27. May we obtain a complete list of FF&E at least 10 days prior to bid opening date? Including year purchased model number where applicable and present condition. Please be specific concerning IT equipment (computer models and type, server models and type, what version of Windows is on the personal computers and what software and versions thereof are running on the servers.

***A.27. Yes, an inventoried list of equipment can be provided. The current computer system is functioning, and the equipment is property of the DNR. Computer equipment will be upgraded based upon mutual agreement.***

Q.28. Please list any current outstanding DEP or DOH violations which could impact operation of the improvement at contract commencement date. Can we obtain an evaluation of the water and sewer systems' (including distribution lines) current condition, capability and serviceability? Please list any planned upgrades to these systems which could adversely impact the operation during the term of the contract.

***A.28. There are no current violations of operating facilities that will impact the operation of improvements. All water production and wastewater collection systems are operating and working within regulatory requirements.***

***Current wastewater permit allocation is 125,000 gpd. The resort currently utilizes about 86% of that allocation. That is not expected to change at the present time.***

***Water production systems produce on average, 27 million gallons per year.***

***Current distribution and collection systems are in excess of 40 years of age and are not experiencing any significant issues that systems of this age would consider normal.***

**Q.29. Please provide a description of ongoing services to be provided by DNR: i.e. road maintenance, snow removal, infrastructure repairs, grounds and trail maintenance, water and sewer services.**

***A.29. The DNR currently provides for Wastewater Treatment, Potable Water Supply to the licensed facilities. Those items inside the licensed facilities are part of the maintenance and management provided to the vendor in the contract. Highway and parking lot snow removal is provided by the DNR. Roadside mowing is also provided. Licensee provides snow removal to licensed facility walkways, public spaces and ancillary facilities. DNR is responsible for fire protection of structures and all maintenance and upkeep on those facilities assigned to the DNR.***

**Q.30. What operating leases, if any, are anticipated to be in effect at the time of contract commencement?**

***A.30. All subcontractors who provide software support, linen service and other professional services must be assumed with a new license agreement. Current agreements have been approved by DNR with time limitations through the duration of the current management contract with the exception of those contracts in which the Vendor required a two or three year agreement.***

Q.31. Please explain what is meant by Section 4.2(e); various proration of utility and other prorations.

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

**A.31. [4.2 (e) \_\_\_\_\_ and DNR shall cooperate to prorate various charges. Those Utility Payments and Other Prorations shall be listed as debits and credits in the income and expense statement to be provided to DNR pursuant to Section 4.4(a).]**

***At time of transition, and if necessary, all utilities and other prorations shall be mutually determined by DNR and the new contract holder, and with agreement of the current contract holder, as to prorated expense liabilities of each of the contract holders; for subsequent submittal to DNR for reimbursement.***

***(i.e. Situation: Electrical utility bill that covers a period from the 13<sup>th</sup> of the month to the 12<sup>th</sup> of the following month and transition to a new contract holder occurs the first of the month. The current contract holder will be responsible for 18 days prior to contract end and the new contract holder will be responsible for the 12 days after new contract is in effect. At that point, each contract holder shall invoice DNR for their respective expense. Example based on a 30 day month.)***

Q.32. Are there immediate or near future plans to renovate the conference space?

**A.32. At the current time, DNR has no immediate plans for additional renovations to the properties conference space. DNR funding can and will be provided for renovations on an ongoing basis as determined by DNR in coordination with the contract holder.**

Q.33. For proposed budgeting purposes can the DNR provide:

- A. The past 5 year history of detailed statistical information of the demographics of group and transient business, and occupancy totals for both?
- B. The past 5 year history of departmental expenses by month?
- C. The past 5 year history of facility utilization including paid rounds of golf, ski lift rentals, campground occupancy, and numbered of catered events?
- D. Clarification of which specific areas will continue to be maintained by the DNR including exterior building and grounds maintenance, landscaping, snow removal, potable water plants, waste water plants and which utilities may be the responsibility of the vendor? Who is responsible for trail maintenance?

**A.33.**

***A. Due to construction and its subsequent disruptive effects on occupancy, revenue production and expenditures, we do not believe this will provide valuable data for considerations of this contract.***

***B. Due to construction and its subsequent disruptive effects on occupancy, revenue production and expenditures, we do not believe this will provide valuable data for considerations of this contract.***

***C. Due to construction and its subsequent disruptive effects on occupancy, revenue production and expenditures, we do not believe this will provide valuable data for considerations of this contract.***

***D. The DNR currently provides for Wastewater Treatment, Potable Water Supply to the licensed facilities. Those items inside the licensed facilities are part of the maintenance and management provided to the vendor in the contract. Highway and parking lot snow removal is provided by the DNR. Roadside mowing is also provided. Licensee provides snow removal to licensed facility walkways, public spaces and ancillary facilities. DNR is responsible for fire protection of structures and all maintenance and upkeep on those facilities assigned to the DNR.***

Q.34. Will the DNR continue to maintain a park superintendent and/or a law enforcement presence on site?

***A.34. Park superintendents are sworn law enforcement officers. There are currently three individuals who possess that authority at Canaan, and there are no plans to change this arrangement. This does not provide a 24/7 presence on premises, so local law enforcement as well as security for special events is necessary.***

Q.35. What residential facilities will be available to the vendor for management company employee use?

***A.35. There will be two residences available for use by the Contractor at Canaan and one residence available at Blackwater Falls State Park.***

Q.36. How does the DNR plan to coordinate an orderly transition between management companies after the bid is awarded? Will there be regular meetings between the parties prior to the actual start date of the new management company?

***A.36. DNR will coordinate the transition through regular meetings between all involved parties commencing at the award of a new contract.***

Q.37. If existing operating stock is determined to be insufficient in either quality or quantity, whose obligation is it to replace and or replenish to an acceptable level?

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

***A.37. (5.3 (a) \_\_\_\_\_ shall not make any single expenditure with respect to the Improvements in excess of \$500 for capital improvements,***

*renovations, or replacement of Furniture, Furnishings, or Equipment without prior approval of DNR.*

*(b) \_\_\_\_\_ shall make no single disposition of fixed assets with an original cost in excess of \$500, or of any computer equipment, without the prior approval of DNR. \_\_\_\_\_ shall inform DNR of all proposed dispositions of fixed assets in excess of \$500 or of any computer equipment.)*

*The new contract holder in cooperation with DNR will determined if there is insufficient, in either quality or quantity, operating stock initially.*

Q.38. When can monthly financial statements, consistent with GAAP and the 10<sup>th</sup> edition of the Uniform -System of Accounts for the Lodging Industry, for the most recent 12 months be available?

**A.38. These items will not be provided.**

Q.39. Will the DNR provide "start up cash" for the successful vendor?

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

**A.39. (4.2 (a)\_\_\_\_\_ shall open and maintain a bank account in a bank located in the State of West Virginia (subject to approval by DNR), which bank account shall be called the Canaan Valley Resort Management Account (the "Bank Account"). \_\_\_\_\_ shall deposit into the Bank Account all of the Gross Revenues, and the Bank Account shall be used for the payment of all Operating Expenses. The Bank Account shall be used solely and exclusively for these purposes, and there shall be no commingling of any other funds in, or making of any other payments from, the Bank Account. \_\_\_\_\_ shall execute all documents and take all actions necessary to allow DNR the authority to**

*review at any and all times all records of or pertaining to the Bank Account. The Bank Account shall be in the name of \_\_\_\_\_, but shall be held in trust and used and managed by \_\_\_\_\_ for the benefit of DNR, and title to all funds held in the Bank Account shall immediately vest in DNR upon termination of this Agreement for any reason.)*

*Bank balance equaling the sum of all advanced reservations, prior to the new contract, will comprise the initial startup balance in this account. It will revert to the state at conclusion of the contract.*

Q.40. Please provide the profit/loss statements to include total revenue by outlet/activity (lodging, food & beverage, retail, ski income by type, golf income by type, snow tubing hill, shooting range, etc). We are also looking for full cost detail to include cost of sales by revenue type as well as all direct expenses. We request at least two years of this data be provided by month.

*A.40. Due to construction and its subsequent disruptive effects on occupancy, revenue production and expenditures, we do not believe this will provide valuable data for considerations of this contract.*

Q.41. Please provide three years of rate tiers by room type, banquet/catering rates, group rates, ADR, RevPar, Occupancy Rate, Group versus Leisure total rooms, total restaurant covers by outlet, total retail transactions by outlet, average transaction.

*A.41. As this is a brand new facility, the current approved rates for rooms are hereby attached (ATTACHMENT Q41). Prior room rates will not apply.*



Q.42. What are the top market segments for group business currently?

***A.42. West Virginia Government Agencies, West Virginia Professional Associations, Golf Groups, Ski Groups, Reunions, Weddings and various regional professional corporate groups from West Virginia, Pennsylvania and Maryland.***

Q.43. What is the mix of day visitors versus overnight?

**A.43. Reported Overnight Visitors 2012**

<b>Resident</b>	<b>31,201</b>
<b>Non-Resident</b>	<b><u>44,443</u></b>
<b>Total</b>	<b>75,644</b>

**Approximately 70% of visitors are non-resident, 30% resident WV guests**

**277,033; FY 2013 Total Attendance**

**270,693; FY 2012 Total Attendance**

Q.44. What are the feeder markets for current leisure guests? How does this differ for summer versus winter operations?-Does the State currently own all of the branding and marketing assets like the logos, website URL's, Facebook, Twitter, etc, and if so, will the new management company take possession of these assets?

***A.44. Feeder markets for Canaan Valley Resort are the DC area, Pittsburgh, Baltimore, Northern Virginia, Pennsylvania and Ohio. For golf, the feeder markets are DC, Cleveland, Cincinnati, and Baltimore; Ski area feeder markets are DC, Maryland, Pennsylvania and Virginia. All trade names belong to DNR. DNR does not have ownership of marketing assets such as web sites and social media.***

Q.45. What are the opening/closing times of each venue or location by month or season?

***A.45. As a general rule, the parks close to the general public at 10:00pm and reopens at 6:00am year round. Operational hours vary from season to season, and are typically set due to historic demand for such facilities. The Vendor will work with the DNR to establish operating hours that will meet this demand and provide adequate services for both day and in-house guests.***

Q.46. Please provide the currently hourly rate, seniority and position for each salaried and hourly staff member tied to resort operations. We ask this by position, not for the individuals involved. Are benefits currently offered? What is company/employee cost per employee/family?

***A.46. See Attachment (ATTACHMENT Q46)***

Q.47. Please provide a current organization chart or manager listing by department for all management level employees at the Resort, including salary level. Additionally, please provide a listing of all other position types by department with current hourly rates and whether or not they are full time or part time and eligible for benefits.

***A.47. Attached (ATTACHMENT Q47) for list. Benefits are offered for employees, and costs are negotiated annually.***

Q.48. Is there a collective bargaining unit for any of the positions? If so, please provide the current DBA.

***A.48. There is not.***

Q.49. What is the current staffing schedule by location and season?

***A.49. Due to construction and its subsequent disruptive effects on occupancy, revenue production and expenditures, we do not believe this will provide valuable data for considerations of this contract.***

Q.50. Please provide all current menus and pricing.

***A.50. Approved menus attached. (ATTACHMENT Q50)***

Q.51. Is there any further planned renovations for the resort? What is the plan for the old lodging rooms not tied to the new facility?

***A.51. At the current time, DNR has no immediate plans for additional renovations to the property. DNR funding can and will be provided for renovations in an ongoing basis as determined and approved by DNR in coordination with the contract holder.***

Q.52. How will the transfer of the website and/or booking engine transition to a new management company? Will the new management company receive all advance deposits the day of transition?

***A.52. DNR will coordinate, between all involved parties, the transition of website and/or booking engine commencing at the award of a new contract, if needed.***

***Bank balance equaling the sum of all advanced reservations, prior to the new contract, will comprise the initial startup balance in this account. It will revert to the state at conclusion of the contract.***

Q.53 Please provide all rates and rate tiers for all activities at the Resort. Are there any day of week or seasonal adjustments?

***A.53. Rates and rate tiers are subject to the approval of the DNR. There are day of week and seasonal adjustments for such rates. Rates are attached. (ATTACHMENT Q53)***

Q.54. Please redefine how snow removal is to be handled across the entire property. What areas will the state plow and what areas will the management company be responsible for?

***A.54. Highway and parking lot snow removal is currently provided by the DNR. Vendor provides snow removal to facility walkways, public spaces and ancillary facilities.***

Q.55. Please clarify how the transfer of all food & beverage, retail, activity inventory is to be handled when transitioning to a new management company. It was indicated that the DNR owned all inventory during the pre-bid meeting. Can you verify if the current vendor is billing on purchases or usage? If based on usage then the inventory may not have been billed and would have to be acquired by the in coming vendor. If so, what is the current amount of all inventories?

***A.55. All of the properties inventory is owned by DNR. All inventories have, and shall be, handled as purchases. At the time of transition to a new contract, a physical inventory shall be performed by the current contract holder, the new contract holder and DNR representatives.***

Q.56. Who is responsible for management of the vending machines and who retains the revenue?

***A.56. The Vendor is responsible for the vending machines, and revenue is handled pursuant to the provisions of the Contract.***

Q.57. Please provide the specific open/close dates for skiing, shooting range, tubing hill, golfing, campgrounds, cabins, etc.

***A.57. Ski Season (early December to late March), Shooting Range (May – October), Tubing (early December to late March), Golf (April – early November), Cabins, Camping and Lodge (Year round)***

Q.58. Who currently manages the Blackwater Lodge restaurant and hotel? Is there a specific reason why only the restaurant is part of this bid?

***A.58. The Blackwater Lodge and all facilities with exception of the restaurant is managed by the DNR. The utilization of a management contract for the operation of the restaurant was solely a management decision made by the DNR.***

Q.59. Please identify the specific property management system in place for the Resort.

***Q.59. The current Vendor uses Visual One. The DNR uses RoomMaster for its properties.***

Q.60. Does the current management company have any investment which is buy-back protected, and if so, what specifically is protected and to what amount? Will future investment by the management company be buy-back protected?

***A.60. No, there is no investment that is buy-back protected, and future investments will not be buy-back protected.***

Q.61. Do employees and/or state employees receive a discount on goods and services, and if so, to what extent?

***A.61. Due to WV State Ethics Committee rulings, employees and/or state employees do not receive a discount on goods and services. However, services that are work related are excluded from this response.***

Q.62. The RFP cost sheet (Attachment C) specifies that management fee will be the only financial criteria used to evaluate the proposals. During the pre-bid meeting it was indicated this will be a management fee contract with any profit/loss from operations remaining with the DNR. Will the proposed projection of DNR profit or loss be used as part of the evaluation criteria as stated in Goal 4.4? Are there any other financial or other criteria that will be used?

***A.62. IRS "Safe Harbor" guidelines for compensation for services for each annual period during the term of the contract is based on a periodic fixed fee.***

***That being stated, this will be a management fee contract with any profit/loss from operations remaining with the DNR. Proposed projection of DNR profit or loss WILL NOT be used as part of the evaluation criteria.***

***(4.4 GOAL: To generate maximum revenue that will assure coverage of all expenses including the management fee, while returning a maximum profit back to the Division.)***

***Goal 4.4 is exactly that, a goal that DNR will hold the new contract holder to. It is not intended as a pre-contract evaluational measure.***

Q.63. Is there an option to offer dining on the deck?

***A.63. Yes, but it depends on which deck. The DNR is willing to entertain any option that would maximize a positive guest experience and would be willing to consider on-deck dining as an option.***

Q.64. Is there any collaboration between the Blackwater Lodge and Canaan Valley Lodge? If so, please describe.

***A.64. To the extent that conferences may require additional lodging space, catering for an outside meal or to find lodging for guests when none is available at either facility. There is ongoing collaboration between Canaan and Blackwater simply due to its geographic proximity to each other. There is no competition between the two properties; and the two parks, as well as any State park, will customarily work together to provide the necessary services in order to attain a particular goal.***

Q.65. Has the Lodge ever conducted specialized food & beverage programming at the Lodge, and if so, please provide details.

***A.65. Wine Tasting Weekend, BBQ Cook-off, Chili Cook-off, Packages w/meals, Holiday Buffets;***

Q.66. We respectively request an opportunity to submit clarifying or additional questions once responses to the above mentioned questions are received.

***A.66. A second technical questions period will be conducted and will be announced.***

Q.67. We respectively request a minimum 30 day extension to the proposal due date given the depth of questions and open issues put forth in our request for information.

***A.67. Bid date has been extended to November 19, 2013 at 1:30pm***

Q.68. Is there any historical financial information from before the renovations? We would like to see historical data for all revenue centers including revenue, occupancy, etc.

***A.68. Historical data and occupancy from that time period will not be reflective of the current upgraded facilities; therefore, we do not believe this will provide valuable data for considerations of this contract.***

Q.69. Are there any pre-opening marketing funds available? Are there ongoing marketing funds available from the state?

***A.69. DNR has annually appropriated funding allotted for marketing/advertising for this property. DNR funding can and will be provided for marketing/advertising on an ongoing basis as determined by DNR in coordination with the contract holder.***



Q.70. What sort of operating cash will be available out of the gate?

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

**A.70. (4.2 (a)) \_\_\_\_\_ shall open and maintain a bank account in a bank located in the State of West Virginia (subject to approval by DNR), which bank account shall be called the Canaan Valley Resort Management Account (the "Bank Account"). \_\_\_\_\_ shall deposit into the Bank Account all of the Gross Revenues, and the Bank Account shall be used for the payment of all Operating Expenses. The Bank Account shall be used solely and exclusively for these purposes, and there shall be no commingling of any other funds in, or making of any other payments from, the Bank Account. \_\_\_\_\_ shall execute all documents and take all actions necessary to allow DNR the authority to review at any and all times all records of or pertaining to the Bank Account. The Bank Account shall be in the name of \_\_\_\_\_, but shall be held in trust and used and managed by \_\_\_\_\_ for the benefit of DNR, and title to all funds held in the Bank Account shall immediately vest in DNR upon termination of this Agreement for any reason.)**

**Bank balance equaling the sum of all advanced reservations, prior to the new contract, will comprise the initial startup balance in this account. It will revert to the state at conclusion of the contract.**

Q.71. Are there monies set aside for a grand reopening?

**A.71. Grand reopening shall take place prior to the commencement of this new contract and therefor has no influence upon this RFP.**

Q.72. Is there a firm that you use for website creation or can we choose our own?

***A.72. The Website provided by the Vendor, for Canaan Resort is managed solely by the Vendor.***

Q.73. How much conference space does the facility have?

**A.73.**

<b>Maple</b>	<b>1748 sq. ft.;</b>
<b>Balsam</b>	<b>1748 sq. ft.;</b>
<b>Spruce</b>	<b>1748 sq. ft.;</b>
<b>Pine</b>	<b>1976 sq. ft.;</b>
<b>Birch</b>	<b>648 sq. ft.;</b>
<b>Hawthorne</b>	<b>540 sq. ft.;</b>
<b>Elm</b>	<b>540 sq. ft.;</b>
<b>Willow</b>	<b>540 sq. ft.;</b>
<b>Hemlock</b>	<b>676 sq. ft.;</b>
<b>Holly</b>	<b>312 sq. ft.;</b>
<b>Bear Paw</b>	<b>6750 sq. ft.;</b>

Q.74. Historically, how many ski passes have been sold annually?

<b>A.74.</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>26,564</b>	<b>32,936</b>	<b>38,170</b>	<b>21,321</b>	<b>27,960</b>

Q.75.What is the inventory on all vehicles? (make & model)?

**A.75.**

<b><i>License No.</i></b>	<b><i>Primary Use</i></b>	<b><i>Year</i></b>	<b><i>Make</i></b>
<b><i>ST2454</i></b>	<b><i>GSI</i></b>	<b><i>1992</i></b>	<b><i>FORD</i></b>
<b><i>ST2464</i></b>	<b><i>GSI</i></b>	<b><i>1993</i></b>	<b><i>INTL</i></b>
<b><i>B56-755</i></b>	<b><i>GSI</i></b>	<b><i>1994</i></b>	<b><i>FORD</i></b>
<b><i>B40-652</i></b>	<b><i>GSI</i></b>	<b><i>1999</i></b>	<b><i>GMC</i></b>
<b><i>ST2462</i></b>	<b><i>GSI</i></b>	<b><i>1995</i></b>	<b><i>FORD</i></b>
<b><i>ST2466</i></b>	<b><i>GSI</i></b>	<b><i>2002</i></b>	<b><i>FORD</i></b>
<b><i>ST2461</i></b>	<b><i>GSI</i></b>	<b><i>2003</i></b>	<b><i>FORD</i></b>
<b><i>ST3477</i></b>	<b><i>GSI</i></b>	<b><i>2004</i></b>	<b><i>GMC</i></b>
<b><i>ST1715</i></b>	<b><i>GSI</i></b>	<b><i>2005</i></b>	<b><i>FORD</i></b>

Q.76. Historically, what have the staffing numbers been for each department at each location?

**A.76. See Attachment (ATTACHMENT Q76)**

Q.77. In the past, where has the base of business come from? Is there a breakdown for group, transient, etc.?

**A.77. FY 2013**

**Lodge; Resident 38.52%; Non-Resident 61.48%**

**Cabins; Resident 33.43%; Non-Resident 66.57%**

**Camping; Resident 51.64%; Non-Resident 48.36%**

**Visitation; Resident 35.00%; Non-Resident 65.00%**

Q.78. Is there a list of groups/associations/companies that have used the facility in the past, that we could contact to provide us with a base of business if selected?

**A.78. The DNR does not possess a list of such groups, associations and companies that have used the facility in the past as this information is in possession of the current Vendor.**

Q.79. Is there historical financial data available for the restaurant at Blackwater Falls State Park?

**A.79. Information is attached. (ATTACHMENT Q79)**

Q.80. Is there historical monthly visitation statistics for Canaan Valley State Park? Blackwater Falls State Park?

**A.80. Reported Overnight Visitors 2012 Canaan**

<b>Resident</b>	<b>31,201</b>
<b>Non-Resident</b>	<b><u>44,443</u></b>
<b>Total</b>	<b>75,644</b>

**277,033; FY 2013 Total Attendance**

**270,693; FY 2012 Total Attendance**

**A.80. Reported Overnight Visitors 2012 Blackwater Falls**

<b>Resident</b>	<b>12,038</b>
<b>Non-Resident</b>	<b><u>25,730</u></b>
<b>Total</b>	<b>37,768</b>

**780,910; FY 2013 Total Attendance**

**727,872; FY 2012 Total Attendance**

Q.81. Is Blackwater Falls State Park open year round? Are there required operating hours for the restaurant? Is the restaurant seasonal or year round?

**A.81. Hours will be required to meet full service dining requirements of a 54 room hotel and cabin complex for Breakfast, Lunch and Diner meals and other contracted functions. Seasonal Hours are May-Oct 7AM to 9PM daily. Off Season Hours are Nov – April 8 AM to 8 PM M-Th, Fri 8AM to 9 PM, Sat 7AM to 9PM, Sun 7AM to 8 PM.**

Q.82 Is there an opportunity for an incentive contract or does the State prefer a flat management fee?

**A.82. IRS "Safe Harbor" guidelines for compensation for services for each annual period during the term of the contract is based on a periodic fixed fee.**

**That being stated, this will be a management fee contract with any profit/loss from operations remaining with the DNR. Proposed projection of DNR profit or loss WILL NOT be used as part of the evaluation criteria.**

Q.83 Will DNR pay for the property management system?

**PLEASE NOTE ATTACHMENT D IN SOLICITATION:**

**A.83 (5.3 (a) \_\_\_\_\_ shall not make any single expenditure with respect to the Improvements in excess of \$500 for capital improvements, renovations, or replacement of Furniture, Furnishings, or Equipment without prior approval of DNR.**

**(b) \_\_\_\_\_ shall make no single disposition of fixed assets with an original cost in excess of \$500, or of any computer equipment, without the prior approval of DNR. \_\_\_\_\_ shall inform DNR of all proposed dispositions of fixed assets in excess of \$500 or of any computer equipment.)**

**DNR has annually appropriated funding allotted for replacement/alterations/capital improvements for this property. DNR funding can and will be provided for renovations on an ongoing basis as determined by DNR in coordination with the contract holder.**

Q84. Please clarify the contract terms, it was stated at meeting that the contract will be five-one-year terms and the RFP reads as one-five-year contract.

**A.84. This was incorrectly stated at the pre-bid meeting, See Addendum Number One which states. "The Contract Term is five (5) years. Yearly renewals are NOT required."**

Q85. Can we include prices in the technical proposal or should they only be included in cost proposal?

**A.85. Any costs associated with the fees charged to the DNR for the purpose of the management contract are to be submitted in the cost**

***proposal. Proposed prices for activities, dining, and lodging can be included in the technical proposal.***

Q86. Please clarify what services are paid with purchasing card.

***A.86. The Vendor must accept purchasing card transactions for the purpose of guest services from other State agencies***

**###**

**ATTACHMENT Q41**



**DIVISION OF NATURAL RESOURCES****Parks and Recreation Section****324 4<sup>th</sup> Avenue****South Charleston, WV 25303-1228****Telephone (304) 558-2764****Fax (304) 558-0077****[www.wvstateparks.com](http://www.wvstateparks.com)****Earl Ray Tomblin**  
*Governor***Frank Jezioro**  
*Director***MEMORANDUM**

**TO:** Frank Jezioro

**FROM:** *[Signature]* Ken Caplinger

**DATE:** April 12, 2013

**SUBJECT:** Proposed Rates  
Canaan Valley Resort State Park Lodging Rates

Attached please find a proposed list of rates for Canaan Valley Resort State Park's lodge rooms, cabins and cottages. Rates for the new lodge rooms would become effective immediately in preparation for beginning to accept reservations for these rooms. Rates for the existing lodge rooms and cabins would become effective January 1, 2014, and would remain in effect for the existing lodge rooms until their future determined.

If you concur with this request, please signify your approval by signature below. If you should need further information, please feel free to contact me.

**APPROVED***Frank Jezioro*  
**Frank Jezioro, Director****DATE***4-24-13*

KKC: prv

Attachment

cc: Clisby Jennelle  
Paul Redford  
Rob Gilligan  
Sissie Summers

Transient Rates  
Canaan

Existing Rooms	Prime Ski Season WINTER January 1 - March 15				Value Season SPRING March 16 - May 22		Prime Season SUMMER / FALL May 23 - November 1		Value Season FALL / EARLY WINTER Nov 2 - Dec 25		Holiday Xmas/New Year Dec 26 - Dec 31		Mem / Indep / Labor Day Weekend Holiday	
	2 night min		3 night min				2 night min				3 night min		3 night min	
	mid-week	weekend	holiday	holiday	mid-week	weekend	mid-week	weekend	mid-week & weekend	mid-week & weekend	Holiday	Holiday	Holiday	Holiday
Std Rate*	\$ 109.00	\$ 119.00	\$ 129.00	\$ 129.00	\$ 69.00	\$ 79.00	\$ 89.00	\$ 99.00	\$ 69.00	\$ 69.00	\$ 129.00	\$ 129.00	\$ 129.00	\$ 129.00
King	\$ 109.00	\$ 119.00	\$ 129.00	\$ 129.00	\$ 69.00	\$ 79.00	\$ 89.00	\$ 99.00	\$ 69.00	\$ 69.00	\$ 129.00	\$ 129.00	\$ 129.00	\$ 129.00
Queen Efficiency	\$ 119.00	\$ 129.00	\$ 139.00	\$ 139.00	\$ 79.00	\$ 89.00	\$ 99.00	\$ 109.00	\$ 79.00	\$ 79.00	\$ 139.00	\$ 139.00	\$ 139.00	\$ 139.00
King Efficiency	\$ 119.00	\$ 129.00	\$ 139.00	\$ 139.00	\$ 79.00	\$ 89.00	\$ 99.00	\$ 109.00	\$ 79.00	\$ 79.00	\$ 139.00	\$ 139.00	\$ 139.00	\$ 139.00
<b>New Lodge Rooms</b>														
Std Queen**	\$ 139.00	\$ 159.00	\$ 179.00	\$ 179.00	\$ 119.00	\$ 129.00	\$ 139.00	\$ 159.00	\$ 119.00	\$ 119.00	\$ 179.00	\$ 179.00	\$ 179.00	\$ 179.00
Jr Suite**	\$ 149.00	\$ 169.00	\$ 189.00	\$ 189.00	\$ 129.00	\$ 139.00	\$ 149.00	\$ 169.00	\$ 129.00	\$ 129.00	\$ 189.00	\$ 189.00	\$ 189.00	\$ 189.00
VV - 2Q/1K	\$ 159.00	\$ 179.00	\$ 199.00	\$ 199.00	\$ 139.00	\$ 149.00	\$ 159.00	\$ 179.00	\$ 139.00	\$ 139.00	\$ 199.00	\$ 199.00	\$ 199.00	\$ 199.00
VV - 2Q/1K w/BALCONY	\$ 159.00	\$ 179.00	\$ 199.00	\$ 199.00	\$ 139.00	\$ 149.00	\$ 159.00	\$ 179.00	\$ 139.00	\$ 139.00	\$ 199.00	\$ 199.00	\$ 199.00	\$ 199.00
VV 1bdm Suite	\$ 199.00	\$ 229.00	\$ 249.00	\$ 249.00	\$ 199.00	\$ 209.00	\$ 199.00	\$ 229.00	\$ 199.00	\$ 199.00	\$ 249.00	\$ 249.00	\$ 249.00	\$ 249.00
Gov Suite	\$ 259.00	\$ 279.00	\$ 309.00	\$ 309.00	\$ 219.00	\$ 239.00	\$ 259.00	\$ 279.00	\$ 219.00	\$ 219.00	\$ 309.00	\$ 309.00	\$ 309.00	\$ 309.00

\* Std rate = 1 to 2 ppl - \$10  
for 3rd & 4th (4ppl max)

\*\* Located parking lot side  
VV = Valley View

CABINS/COTTAGES				Senior 10% Discount			Military 15% Discount		
Transient Rates 2014	Midwk	Wknd	Holiday	Midwk	Wknd	Holiday	Midwk	Wknd	Holiday
	2nt min	2nt min	3nt min	2nt min	2nt min	3nt min - No Discount	2nt min	2nt min	3nt min - No Discount
2 Bdrm Cabin	\$ 119.00	\$ 144.00	\$ 169.00	\$ 107.10	\$ 129.60	\$ 169.00	\$ 101.15	\$ 122.40	\$ 169.00
3 Bdrm Cabin	\$ 139.00	\$ 164.00	\$ 189.00	\$ 125.10	\$ 147.60	\$ 189.00	\$ 118.15	\$ 139.40	\$ 189.00
4 Bdrm Cabin	\$ 159.00	\$ 184.00	\$ 209.00	\$ 143.10	\$ 165.60	\$ 209.00	\$ 135.15	\$ 156.40	\$ 209.00
4 Bdrm Cottage	\$ 209.00	\$ 259.00	\$ 279.00	\$ 188.10	\$ 233.10	\$ 279.00	\$ 177.65	\$ 220.15	\$ 279.00

**ROOM TYPES**

Standard Queen	72
Extended Queen	4
Extended Queen Type 1	5
Extended Queen Type 2	2
Extended Queen Type 3	6
ADA Queen	2
Standard King	24
Extended King	8
Extended King Type 1	4
Extended King Type 2	3
Extended King Type 3	1
ADA King Type 1	1
ADA King Type 2	1
ADA King Type 3	1
King with fireplace	6
Queen with fireplace	1
ADA Queen with fireplace	1
King wedge suite	7
Queen wedge suite	7
ADA King wedge suite	2
ADA Queen wedge suite	0
VIP Studio Suite	4
ADA VIP Studio Suite	2
Governor's Suite	2

Std Queen**
Jr Suite**
VV - 2Q/1K
VV - 2Q/1K w/BALCONY
VV 1bdrm Suite
Gov Suite

**ATTACHMENT Q46**

Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
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**FRONT DESK**

Manager	9/19/2011	F	A	40	S
Supervisor-FD	6/9/2005	F	A	40	H
Supervisor-Res	5/17/2010	F	A	40	H
Clerk	7/14/1987	F	A	30	H
Clerk	2/9/2013	F	A	40	H
Clerk	6/18/2012	P	A	24	H
Clerk	6/10/2011	P	A	20	H
Clerk	9/14/2013	F	A	40	H
Night Auditor	12/21/1986	F	A	40	H
Reservation	6/29/2012	P	A	20	H
Reservation	12/21/2012	F	A	40	H
Reservations	6/27/2008	P	A	24	H
Reservations	12/2/2003	F	A	40	H
Phones	6/10/1995	F	A	40	H
Clerk	6/9/2012	F	A	40	H

Total 259,122.00

**HOUSE KEEPING**

Supervisor	5/29/1987	F	A	40	S
Crew Leader	6/17/2008	F	A	40	H
Crew Leader	8/22/2011	F	A	40	H
Housekeeper	9/27/2013	F	A	40	H
Housekeeper	8/18/2012	F	A	40	H
Housekeeper	2/21/2008	F	A	40	H
Housekeeper	12/29/1980	F	A	40	H
Housekeeper	7/14/1994	F	A	40	H
Housekeeper	12/26/2004	F	A	40	H
Housekeeper	7/11/1998	F	A	40	H
Housekeeper	7/20/2013	F	A	40	H
Housekeeper	7/20/2013	F	A	40	H
Housekeeper	11/12/2011	F	A	40	H
Housekeeper	12/23/2007	F	A	40	H
Housekeeper	1/19/2013	F	A	40	H
Housekeeper	9/5/2013	F	A	40	H
Housekeeper	12/17/2012	F	A	40	H
Laundry	7/15/1998	F	A	40	H
Laundry	7/29/1986	F	A	40	H
Laundry	10/6/2006	F	A	40	H
Inspector	8/6/2012	F	A	40	H
House Person	9/2/2005	F	A	40	H
House Person	8/18/2012	P	A	28	H
House Person	9/20/2013	F	A	40	H
House Person	9/25/2006	F	A	40	H
House Person	10/11/2005	F	A	40	H
House Person	8/17/2013	F	A	40	H
House Person	10/27/2011	F	A	40	H

Total 453,894.00

Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
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## Food and Beverage

Manager	10/7/2013	F	A	40	S
Sous Chef	10/21/2000	F	A	40	S
Chief Cook	8/6/2007	F	A	40	H
Supervisor	6/21/1986	F	A	40	H
Crew Leader	6/13/1983	F	A	40	H
General Utility	7/12/2012	P	A	18	H
General Utility	7/19/2013	P	A	15	H
General Utility	12/28/2012	P	A	16	H
General Utility	12/23/2008	P	A	18	H
General Utility	10/4/2011	F	A	40	H
General Utility	10/1/2011	P	A	21	H
General Utility	12/19/2009	P	A	20	H
General Utility	7/19/2013	P	A	24	H
General Utility	12/31/2012	P	A	24	H
General Utility	7/14/2007	P	A	8	H
General Utility	1/13/2003	F	A	40	H
General Utility	2/26/2010	P	A	24	H
General Utility	12/23/2011	F	A	40	H
General Utility	5/24/2013	P	A	24	H
General Utility	6/19/2013	P	A	20	H
General Utility	7/20/2013	P	A	16	H
General Utility	9/6/2013	P	A	24	H
General Utility	7/5/2012	P	A	20	H
General Utility	12/24/2011	P	A	24	H
General Utility	8/14/2013	P	A	16	H
General Utility	12/21/2012	P	A	24	H
Cook	7/30/2011	F	A	32	H
Cook	8/1/1981	F	A	40	H
Cook	8/17/1990	F	A	40	H
Cook	3/4/2008	P	A	40	H
Cook	7/10/2010	F	A	40	H
Junior Cook	4/27/2012	F	A	40	H
Tipped Waitperson	6/9/2001	P	A	15	H
Tipped Waitperson	7/25/1994	F	A	30	H
Tipped Waitperson	10/6/1981	F	A	40	H
Tipped Waitperson	5/12/2009	F	A	35	H
Tipped Waitperson	12/23/1995	F	A	35	H
Tipped Waitperson	7/8/1987	F	A	40	H
Hostess	1/3/2013	F	A	35	H
Hostess	8/10/1985	F	A	40	H
Clerk	7/1/1978	F	A	46	H

Total 587,088.60

Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
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## Conference

Set-Up		P	A	16	H
Set-Up	5/21/2013	F	A	40	H
Total	23,192.00				

Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
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## Bear Paw / Quenchers

Manager	4/25/2009	F	A	40	S
Supervisor	8/10/1993	F	A	40	H
Cook	7/1/2005	P	A	16	H
Cook	12/21/2012	F	A	40	H
Cook	12/28/2012	P	A	20	H
Cook	12/28/2012	P	A	20	H
Cook	2/16/2013	F	A	40	H
Cook	12/28/2012	P	A	16	H
Cook	1/15/2011	F	A	40	H
Cashier	6/25/2011	P	A	24	H
Clerk	1/3/2013	P	A	24	H
Cashier	2/6/2013	F	A	40	H
Cashier	12/21/2012	P	A	24	H
Bartender - Untipped	11/14/2012	F	A	40	H
Bartender - Untipped	12/20/2011	F	A	40	H
Waitstaff	12/28/2012	F	A	40	H
Waitstaff		P		40	H
Waitstaff		P		40	H

Total	74,072.00				
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Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
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Club House Grill

Calculated on 30 weeks

Cook	12/28/2012	P	A	16	H
Cook	6/25/2011	P	A	24	H
Cook	7/1/2005	P	A	16	H
Supervisor	8/10/1993	F	A	40	H
Total	26,748.00				

Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
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## Laurel Lounge

Bartender - Untipped	12/28/2012	F	A	40	H
Bartender - Untipped	11/14/2012	F	A	40	H
Bartender - Untipped	2/18/2009	F	A	32	H
Bartender - Untipped	1/15/2010	P	A	25	H

Total	51,649.00				
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Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
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## Retail

Supervisor	8/2/1999	F	A	40	H
Cashier - Union	8/21/2013	F	A	40	H
Cashier - Union	1/3/2012	F	A	40	H
Cashier	9/20/2007	F	A	40	H

Total	70,200.00				
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Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
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## Ski Retail

Cashier	1/5/2013	P	A	40	H
Cashier	12/10/2006	F	A	40	H
Cashier		P		20	H
Cashier		P		20	H

Total	29,960.00				
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Line 5 calculated on 52 weeks

Line 6 calculated on 26 weeks

Others calculated on 14 weeks

Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
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## Maintenance

Manager	12/7/1974	F	A	40	S
Maintenance Specialist	1/6/2012	F	A	40	H
Maintenance Specialist	6/26/2000	F	A	40	H
Maintenance Specialist	7/8/1985	F	A	40	H
Maintenance Specialist	10/4/1999	F	A	40	H
Maintenance Specialist	10/10/2011	F	A	40	H
Maintenance Specialist	10/4/2001	F	A	40	H
Maintenance Specialist	6/13/2009	F	A	40	H
Maintenance Specialist	11/6/2012	F	A	40	H
Maintenance Specialist	12/9/2000	F	A	40	H
Maintenance Specialist		F	A	40	H

Total	218,173.28				
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Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
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## Overhead

General Manager	3/20/2013	F	A	40	S
Administrative Assistant	12/5/2011	F	A	40	S
Clerk	10/19/2011	F	A	40	H
Clerk	9/3/1991	P	A	32	H
Security Officer	1/25/2013	F	A	40	H
Security Officer	4/18/2008	F	A	40	H
Warehouse/Storage	6/17/2013	F	A	40	H

Total	183,684.80				
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Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
Blackwater					
Manager	10/30/2012	F	A	40	S
Kitchen Supervisor	5/4/2013	P	A	40	H
Waiter/Waitress	5/4/2013	P	A	32	H
Cook	3/11/2007	P	A	32	H
Cook	5/4/2013	P	A	32	H
Cook	5/4/2013	P	A	32	H
Cook	1/14/2006	P	A	32	H
Waiter/Waitress	5/4/2013	P	A	32	H
Tipped Waitperson	6/29/2004	P	A	32	H
Tipped Waitperson	5/4/2013	P	A	32	H
Tipped Waitperson	8/19/1999	P	A	16	H
Tipped Waitperson	5/4/2013	P	A	32	H
Tipped Waitperson	5/4/2013	P	A	32	H
Tipped Waitperson	5/4/2013	P	A	32	H
Tipped Waitperson	5/4/2013	P	A	32	H
Tipped Waitperson	7/13/2013	P	A	16	H
Tipped Waitperson	5/4/2013	P	A	32	H
Tipped Waitperson	5/4/2013	P	A	32	H
General Utility	8/22/2008	P	A	32	H
General Utility	5/1/2013	P	A	32	H
General Utility	5/4/2013	P	A	32	H
General Utility	8/10/2013	P	A	32	H
Dish Washer	5/4/2013	P	A	32	H
Bus Person	5/4/2013	P	A	24	H
Bus Person	8/26/2013	P	A	32	H
Hostess	6/24/2013	P	A	32	H
Hostess	6/22/2013	P	A	32	H
Hostess	5/4/2013	P	A	25	H
TOTAL	205,634.00				

Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
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Campground

Attendant	3/6/2013	F	A	40	H
Attendant	5/4/2012	F	A	40	H

Total	17,920.00				
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Descr	Hire Date	Full/ Part	Status	Std Hrs	Type
Recreation			Summer		
			H-SUM - 14 week PT		
Manager	12/28/1985	F	A	40	E
Supervisor	12/6/2000	F	A	40	H
Supervisor	12/21/2012	F	A	40	H
Naturalist	1/18/2012	F	A	40	H
Cashier	5/19/2011	F	A	40	H
Cashier	6/8/2013	F	A	40	H-SUM
Attendant	7/4/2009	F	A	40	H
Attendant	12/18/2009	P	A	24	H
Attendant	5/7/2011	P	A	8	H
Attendant	1/18/2013	F	A	40	H-SUM
Attendant	6/15/2011	P	A	40	H-SUM
Attendant	12/18/2004	F	A	40	H-SUM
Lifeguard	5/23/2013	F	A	40	H-SUM
Lifeguard	6/1/2013	F	A	40	H-SUM
Lifeguard	1/17/2010	F	A	40	H-SUM
Lifeguard	5/23/2013	F	A	40	H-SUM
Lifeguard	6/1/2013	F	A	40	H-SUM
Lifeguard	1/17/2010	F	A	40	H-SUM
Total	169,280.00				

Descr	Hire Date	Reg/ Wg/Sn	Full/ Part	Status	Std Hrs	Type
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## Golf Course Maintenance

Full Year

Manager	12/25/1974	R	F	A	40	S
Supervisor	12/13/1985	R	F	A	40	H
Master Maintenance	2/4/2005	R	F	A	40	H
Master Maintenance	1/2/2013	R	F	A	40	H
Maintenance Specialist	12/2/1999	R	F	A	40	H
Maintenance Specialist	12/22/2007	R	F	A	40	H
Maintenance Specialist	12/22/1987	R	F	A	40	H
Maintenance Specialist	12/3/1987	R	F	A	40	H
Maintenance Specialist	11/30/2011	R	F	A	40	H
General Utility	8/22/2012	R	F	A	40	H
General Utility	9/4/2013	S	F	A	40	H
General Utility	12/29/2011	R	F	A	40	H
General Utility	1/18/2013	R	F	A	40	H
Total	277,977.44					

## Golf Pro Shop

Manager	5/19/1985	R	F	A	40	S
Cashier	8/18/2012	W	P	A	20	H
Cashier	6/16/2011	W	P	A	24	H
Cashier	12/21/2012	W	P	A	29	H
Attendant	12/21/2012	W	P	A	29	H
Attendant	5/15/2004	W	P	A	16	H
Attendant	12/29/2000	R	F	A	40	H
Attendant	5/30/2010	W	P	A	20	H
Attendant	6/21/2008	W	P	A	16	H
Attendant	12/11/2010	W	P	A	24	H
Attendant	6/8/2006	S	P	A	40	H
Total	126,187.36					

Descr	Hire Date	Full/ Part	Std Hrs	Type
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## Summer Mountain Crew

Manager	12/29/1999	F	40	S
Manager	12/28/1985	F	40	E
Specialist	12/18/2012	F	40	H
Cashier	12/12/2009	F	40	H
Cashier	12/10/2006	F	40	H
Cashier	12/11/2008	P	16	H
Attendant	1/29/2005	F	40	H
Attendant	6/29/1990	F	40	H
Attendant	12/4/2002	F	40	H
Maintenance Specialist	11/29/1996	F	40	H
Maintenance Specialist	11/16/2008	F	40	H
Maintenance Specialist	12/8/2004	F	40	H
Maintenance Specialist	11/27/2002	F	40	H
Maintenance Specialist	1/10/2010	F	40	H

Total 210,458.00

## Ski Season Mountain Crew

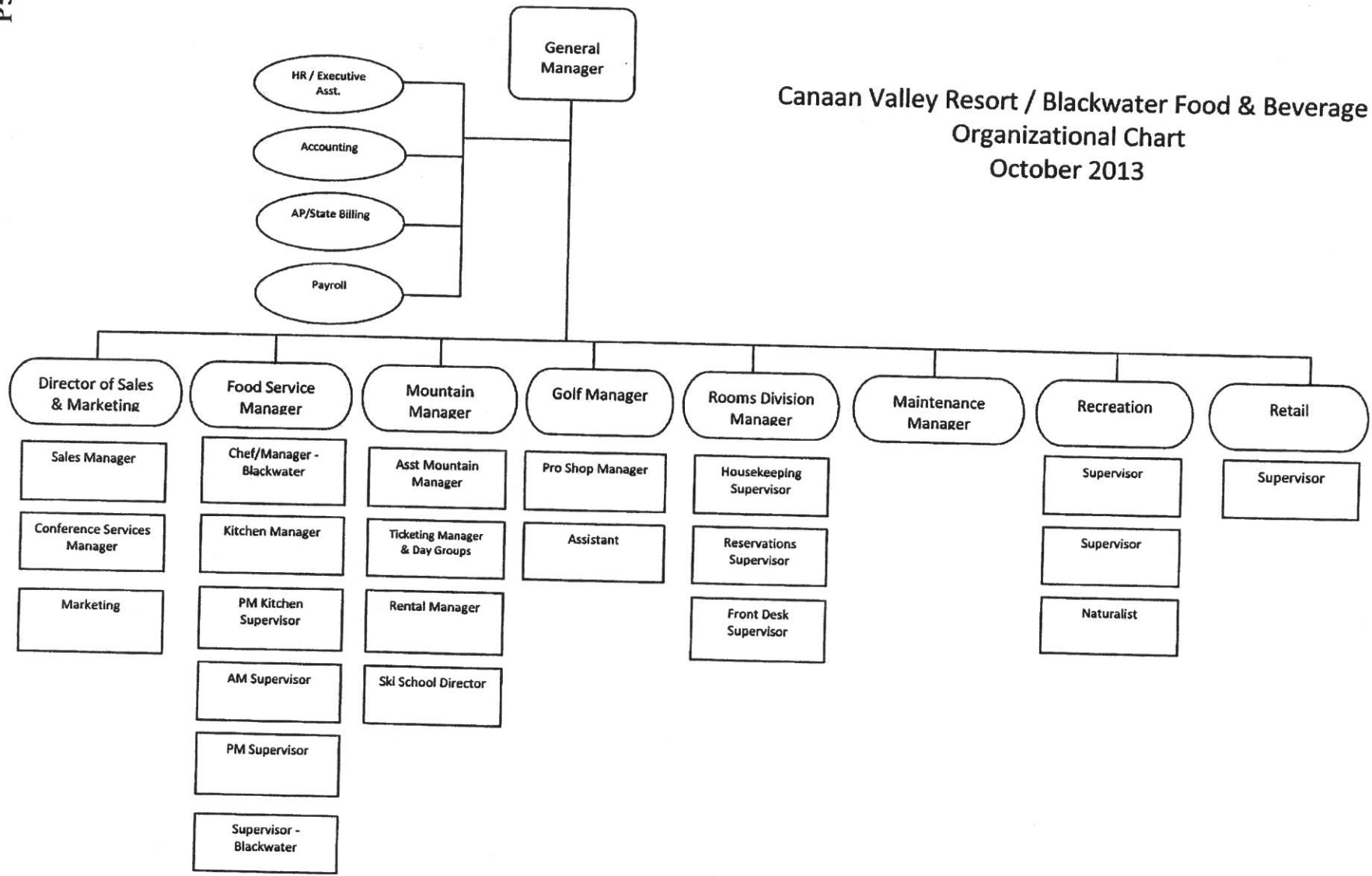
Manager	12/29/1999	A	40	S
Manager	12/28/1985	A	40	E
Manager	5/19/1985	A	40	S
Manager	12/19/1993	A	40	S
Ski School Director		A	40	S
Ski Patrol	12/24/2011	A	28	H
Ski Patrol	12/29/2009	A	28	H
Ski Patrol	12/22/2003	A	40	H
Ski Patrol	12/8/2006	A	40	H
Ski Patrol	11/21/1997	A	16	H
Ski Patrol	12/17/2005	A	29	H
Ski Patrol	12/21/2012	A	40	H
Ski Patrol	12/16/1999	A	20	H
Ski Patrol	12/28/2011	A	29	H
Ski Patrol	12/8/2010	A	28	H
Ski Patrol	12/3/2012	A	40	H
Ski Patrol	1/26/2013	A	40	H
Ski Patrol	2/16/2008	A	40	H
Ski Patrol	12/24/2005	A	28	H
Ski Patrol	12/26/1986	A	40	H
Ski Patrol	12/19/2006	A	40	H
Ski Patrol	12/11/2006	A	28	H
Ski Patrol	5/24/2001	A	28	H
Ski Patrol	12/20/2010	A	40	H
Ski Patrol	12/26/2006	A	40	H
Ski Patrol	12/11/2003	A	40	H
Bus Driver	12/13/1985	A	40	H
Bus Driver	12/26/2001	A	40	H
Attendant	12/4/2002	A	40	H
Attendant	12/22/2007	A	40	H
Attendant	12/22/1987	A	40	H
Attendant	8/22/2008	A	40	H
Attendant	12/26/2001	A	40	H
Attendant	1/4/2013	A	40	H
Attendant	6/29/1990	A	40	H
Attendant	12/22/2012	A	40	H
Attendant	12/29/2011	A	40	H
Attendant	1/29/2005	A	40	H
Attendant	1/18/2013	A	40	H
Attendant	1/18/2013	A	40	H
Attendant	1/10/2004	A	40	H

Instructor	10/16/2012	A	24	H
Instructor	12/25/2011	A	8	H
Instructor	12/22/2011	A	8	H
Instructor	12/11/2008	A	20	H
Instructor	1/10/1992	A	8	H
Instructor	1/4/1998	A	8	H
Instructor	12/11/2010	A	8	H
Instructor	12/18/2010	A	8	H
Instructor	12/24/2011	A	8	H
Instructor	1/2/2009	A	8	H
Instructor	12/23/2011	A	8	H
Instructor	12/31/2012	A	16	H
Instructor	12/12/2009	A	18	H
Instructor	1/26/2013	A	8	H
Instructor	12/21/2012	A	8	H
Instructor	1/24/2013	A	8	H

Total	506,170.00			
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**ATTACHMENT Q47**

# Canaan Valley Resort / Blackwater Food & Beverage Organizational Chart October 2013



**ATTACHMENT Q50**




**DIVISION OF NATURAL RESOURCES**  
**Parks and Recreation Section**  
324 4<sup>th</sup> Avenue  
South Charleston, WV 25303-1228  
Telephone (304) 558-2764  
Fax (304) 558-0077  
[www.wvstateparks.com](http://www.wvstateparks.com)

Earl Ray Tomblin  
Governor

Frank Jezioro  
Director

## MEMORANDUM

TO: Frank Jezioro  
FROM:  Ken Caplinger  
DATE: August 19, 2013  
SUBJECT: Proposed Menu Updates  
Canaan Valley Resort State Park

GSI, operator of the restaurant at Canaan Valley Resort State Park, has proposed updating the breakfast, lunch and dinner menus.

If you concur with this request, please signify your approval by signature below. If you should need further information, please feel free to contact me.

APPROVED

  
Frank Jezioro, Director

DATE

8-22-13

KKC: prv

Attachment

cc: Paul Redford, District Administrator  
Rob Gilligan, Superintendent, Canaan Valley Resort State Park



## Hickory Lunch & Bar Menu

### Appetizers

- |   |   |
|---|---|
| <b>Fried Green Tomatoes</b><br>Green Tomatoes Fried Golden Brown, Diced Country Ham<br>Pimento Cheese Fondue, Smoked Tomato Jam | <b>Chicken Wings</b><br>Choice of Plain, Hot, BBQ, Teriyaki served with Celery<br>Sticks, Ranch or Blue Cheese Dressing |
| <b>Crabcakes</b><br>Jumbo Lump Crabcakes, Crawfish & Shrimp Aioli,<br>Cabbage & Apple Slaw                                      | <b>Canaan Shrimp</b><br>Fried Shrimp, Sweet Chili Sauce, Chipotle Aioli, Green Onions                                   |
| <b>BBQ Pork Nachos</b><br>Corn tortillas, Pulled pork, Cheddar Cheese, Sour Cream,<br>BBQ Sauce, Green Onions, Jalapenos        | <b>Ranch Chips</b><br>Seasoned Hand-Cut Chips, Smoked Bacon, Tomatoes, Tossed<br>in Ranch Dressing                      |
| <b>Loaded Hand-Cut Fries</b><br>Hand-Cut Fries, Cheddar Cheese, Smoked Bacon,<br>Green Onions, Ranch                            | <b>Mini Smoked BBQ Pigs</b><br>Slow Smoked Pork, Cabbage & Apple Slaw, Fresh Roll                                       |
|   | <b>Mozzarella Sticks</b><br>Breaded Mozzarella Cheese with Housemade Mariana Sauce                                      |

### Salads & Soups

- |  |  |
|--|--|
| <b>Southern Salad</b><br>Farm Greens, Bacon Lardons, Cheddar Cheese, Shallots,<br>Cherry Tomatoes, Candied Pecans, Cornbread Croutons<br>Add Chicken | <b>House Salad</b><br>Farm Greens, Cheddar Cheese, Shallots, Cucumbers, Tomatoes,<br>Cornbread Croutons                            |
| <b>Chef Salad</b><br>Smoked Ham, Roasted Turkey, Farm Greens, Tomatoes,<br>Cucumbers, Cheddar Cheese, Shallots, Cornbread Croutons                   | <b>Dressings</b> Ranch, French, Thousand Island, Blue Cheese,<br>Blackberry Balsamic Vinaigrette,<br>Caramelized Apple Vinaigrette |
| <b>Soup of The Day</b><br>Made Fresh Daily   | <b>Soup Beans &amp; Cornbread</b><br>Pinto Beans, Diced Onion, Sweet Southern Cornbread  |

### Sandwiches

All sandwiches come with choice of one side

- |  |  |
|--|--|
| <b>Club Sandwich</b><br>Smoked Ham, Roasted Turkey, Farm Greens, Tomatoes,<br>Cheddar Cheese, Mayo, White or Wheat Bread | <b>Angus Burger</b><br>8oz Angus Burger, Smoked Bacon, Grilled Onions, Lettuce,<br>Tomato, Cheddar Cheese, Jalapenos, Chipotle aioli,<br>Spilt-top Bun |
| <b>Ryebeef</b><br>Corn-beef, Sauerkraut, Swiss Cheese,<br>Thousand Island Dressing, Marble Rye                           | <b>Bacon Bird</b><br>Grilled Chicken Breast, Smoked Bacon, Ranch, Lettuce,<br>Tomato, Spilt-top Bun  |
| <b>Blackened Trout Taco</b><br>Blackened Trout, Cabbage & Apple Slaw, Tomato, Jalapeno,<br>Corn Tortilla                 | <b>Veggie Burger</b><br>Vegetable & Three Grain Burger, Lettuce, Tomato, Grilled<br>Onions, Nine Grain Wheat Roll                                      |

Children's Menu Comes with Drink and Choice of Fries, Chips, Garden Fresh Vegetables

- |   |  |
|---|--|
| <b>Angus Beef Burger</b><br>Cheddar Cheese, Pickles           | <b>Pizza</b><br>Cheese or Pepperoni    |
| <b>Grilled Cheese</b><br>Cheddar Cheese, White or Wheat Bread | <b>Chicken Tenders</b><br>Mac & Cheese |

### Sides

- |                           |  |
|---------------------------|--|
| <b>Hand-Cut Fries</b>     | <b>Garden Fresh Vegetable of the Day</b> |
| <b>Potato Chips</b>       | <b>Broccoli Pecan Salad</b>              |
| <b>Sweet Potato Fries</b> | <b>Cole Slaw</b>                         |

\* Consuming raw or undercooked meats / poultry / seafood / shellfish / eggs may increase your risk of foodborne illness. especially if you have certain  
Please make us aware of any food allergies or dietary needs and we will make every effort to accommodate you.

### Hickory Breakfast Menu

#### Mountaineer Breakfast \$9.00

Three Hen Eggs Cooked to Order, Choice of Breakfast Meat, Biscuits & Gravy, Choice of Two Sides

#### French Toast \$8.00

Three Thick Farmhouse Slices of Bread, Dipped in Creamy Amaretto Batter, Grilled Golden Brown, Choice of Bacon or Sausage, Creamy Butter and Maple Syrup

#### Canaan Breakfast \$6.00

Three Hen Eggs Cooked to Order, Choice of Breakfast Meat, Choice of One Side

#### Pancakes \$5.00

Three of our Fluffy Buttermilk Pancakes, Choice of Bacon or Sausage, Creamy Butter and Maple Syrup

#### Breakfast Sandwich \$4.50

Thick farmhouse bread or buttermilk biscuit, hen egg, cheddar cheese, bacon, country ham, or sausage patty

#### Biscuits & Gravy \$4.00

Three Buttermilk Biscuits, Smothered with Housemade Country Sausage Gravy

### Omelets

All omelets come with country potatoes, and toast or biscuit

#### Farmyard Omelet \$7.50

Three hen eggs, bacon, country ham, sausage, onion, bell pepper, mushrooms, tomato, cheddar cheese

#### Garden Omelet \$6.00

Three hen eggs, onions, bell pepper, mushrooms, tomato, cheddar cheese

#### Three Little Pigs \$6.25

Three hen eggs, bacon, country ham, sausage, cheddar cheese

Morning Extras		Morning Meats		Morning Sides		Morning Beverages	
Cold Cereal	\$2.25	Bacon(3)	\$2.00	Country Potatoes	\$2.00	Royal Cup Coffee	\$1.75
Oatmeal	\$2.00	Country Ham	\$2.50	Fresh Fruit	\$2.25	Hot Tea	\$1.75
Bagel & Cream Cheese	\$2.25	Sausage Patty(2)	\$1.50	Cheddar Grits	\$2.00	Milk	\$1.50
Egg	\$1.00			Cinnamon Apples	\$2.00	Hot Chocolate	\$2.00
Yogurt & Granola	\$2.50			Slice Tomatoes(3)	\$1.00	Soda	\$1.50
Pancakes(2)	\$1.50			Biscuit(2)	\$1.00	Juice	\$1.75
Muffin	\$2.00			Toast(2)	\$1.50	(Orange, Apple, Grapefruit, Cranberry, Tomato)	

### Kids Menu (10 and under)

#### Pancakes \$3.25

One of our Fluffy Buttermilk Pancakes, Choice of Bacon or Sausage, Creamy Butter and Maple Syrup

#### Cold Cereal & Milk \$2.25

Choice of Froot Loops, Lucky Charms, Raisin Bran, Cheerios, Frosted Flakes, Apple Jacks

#### Hen Eggs \$3.00

Two Hen Eggs Cooked to Order, Choice of Breakfast Meat

\* Consuming raw or undercooked meats / poultry / seafood / shellfish / eggs may increase your risk of foodborne illness, especially if you have certain  
Please make us aware of any food allergies or dietary needs and we will make every effort to accommodate you.

## Hickory Dinner Menu

### Appetizers

#### Fried Green Tomatoes

Green Tomatoes Fried Golden Brown, Pimento Cheese  
Fondue, Diced Country Ham, Smoked Tomato Jam

#### Crabcakes

Jumbo Lump Crabcakes, Crawfish & Shrimp Aioli,  
Cabbage & Apple Slaw, Caramelized Apple Vinaigrette

#### BBQ Smoked Shrimp Cocktail

Slow Smoked BBQ Shrimp, Housemade BBQ Cocktail Sauce

#### Southern Salad

Farm Greens, Bacon Lardons, Cheddar Cheese,  
Shaved Shallots, Cherry Tomatoes, Candied Pecans,  
Cornbread Croutons, Honey Buttermilk Dressing

#### Brunswick Stew

Slow Braised Pulled Chicken, Corn, Smoked Bacon, Okra,  
Butter Beans, Tomatoes, BBQ Sauce, Cornbread Croutons

### Entrees

#### Garden Fresh Vegetables and Dumpling

Garden Fresh Vegetables, Potato Dumplings,  
tossed with Fresh Basil, Tomato Fondue

#### Braised Beef Short Ribs

Red Wine Veal Demi Braised Beef Short Ribs, with  
Aged Cheddar Cheese Stone Ground Grits, Choice Of On Side

#### Chef's Famous Shrimp & Grits

Shrimp Sautéed with Roasted Garlic, Caramelized Onions,  
Country Ham, and Aged Cheddar Cheese Stone Ground Grits

#### Chicken Parmesan

Parmesan and Herb Bread Crumb Crusted Chicken Breast,  
Angel Hair Pasta tossed with Tomato Fondue, O  
Choice of One Side

#### Angus Burger

8oz Angus Burger, Smoked bacon, Grilled Onions, Lettuce,  
Tomato, Cheddar Cheese, Jalapenos, Hand Cut Fries, Chipotle  
Aioli, Spilt-top bun

#### Maw Maw's Meatloaf

Fresh Housemade Meatloaf with Scratch Made Sauce,  
Choice of Two Sides

#### Buttermilk Fried Chicken

Buttermilk Marinated Chicken tossed in Seasoned Flour  
Fried Golden Brown, Choice of Two Sides

#### Brook Trout

Sautéed Brook Trout with Crawfish & Shrimp Aioli,  
Vegetable Couscous Salad, Choice of One Side

#### Grilled Salmon

Grilled Salmon with Ginger Orange Glaze,  
Vegetable Couscous Salad, Choice of One Side

#### BBQ Spare Ribs

Slow Smoked Country Pork Spare Ribs, Honey Chipotle  
BBQ, Choice of Two Sides

#### Beef Tenderloin

8oz Seasoned Beef Filet Wrapped in Bacon, Basted with  
Herb Butter, Crispy Onion Straws, Choice of Two Sides

#### Sirloin

10oz Seasoned Sirloin of Beef, Basted with Herb Butter,  
Crispy Onion Straws, Choice of Two Sides

#### New York Strip

14oz Perfectly Seasoned Strip Steak, Basted with  
Herb Butter, Crispy Onion Straws, Choice of Two Sides

### Sides

#### Southern Collard Greens

Housemade Mac & Cheese  
Buttermilk Mashed Potatoes  
House Salad

#### Aged Cheddar Cheese Stone Grind Grits

Garden Fresh Vegetables  
Buttered Sweet Corn  
Country Green Beans

Children's Menu Comes with Drink and Choice of Fries, Chips, Garden Fresh Vegetables

#### Angus Beef Burger

Cheddar Cheese, Pickles

#### Grilled Cheese

Cheddar Cheese, White or Wheat Bread

#### Pizza

Cheese or Pepperoni

#### Chicken Tenders

Mac & Cheese

\* Consuming raw or undercooked meats / poultry / seafood / shellfish / eggs may increase your risk of foodborne illness. especially if you have certain  
Please make us aware of any food allergies or dietary needs and we will make every effort to accommodate you.

***ATTACHMENT Q53***



**DIVISION OF NATURAL RESOURCES**  
 Parks and Recreation Section  
 324 4<sup>th</sup> Avenue  
 South Charleston, WV 25303-1228  
 Telephone (304) 558-2764  
 Fax (304) 558-0077  
 www.wvstateparks.com

Earl Ray Tomblin  
 Governor

**RECEIVED**

JUL 01 2013

DNR  
 DIRECTOR'S OFFICE

Frank Jezioro  
 Director

## MEMORANDUM

**TO:** Frank Jezioro  
**FROM:** *[Signature]* Ken Caplinger  
**DATE:** June 27, 2013  
**SUBJECT:** Proposed Rates  
 Canaan Valley Resort State Park Ski, Skate and Tube Rates

Attached please find a proposed list of rates from Superintendent Rob Gilligan at Canaan Valley Resort State Park for the upcoming skiing, skating and tubing season. We find these rates to be in line with rates at other winter sports operations in the area as shown on attached spreadsheet.

If you concur with this request, please signify your approval by signature below. If you should need further information, please feel free to contact me.

APPROVED

*[Signature: Frank Jezioro]*  
 Frank Jezioro, Director

DATE 7-3-13

KKC: prv

Attachment

cc: Clisby Jennelle  
 Paul Redford  
 Rob Gilligan  
 Sissie Summers

## Ski Resort Comparisons

Ticket Type	Canaan 2013-14		Timberline		Wisp		Seven Springs		Winterplace	
	Retail Adult	Rate Junior/Sr	Retail Adult	Rate Junior	Retail Adult	Rate Junior	Retail Adult	Rate Junior	Retail Adult	Rate Junior
<b>Lift Tickets</b>										
<u>Value Season</u>										
Daily Weekday	\$35	\$25	\$32	\$22	\$29	\$25	\$51	\$41	\$35	\$28
Daily Weekend	\$35	\$25	\$36	\$26	\$35	\$29	\$51	\$41	\$35	\$28
2 day	\$55	\$40	\$59	\$46	\$0	\$0	\$0	\$0	\$0	\$0
3 day	\$75	\$55	\$85	\$70	\$0	\$0	\$0	\$0	\$0	\$0
<u>Prime Season Weekday</u>										
Night (Fri 4:30-8pm)	\$20	\$18	\$28	\$19	\$20	\$20	\$26	\$0	\$0	\$0
Half Day (9am-12pm or 12-4:30)	\$30	\$20	\$34	\$27	\$29	\$29	\$32	\$0	\$0	\$0
Daily (9am-4:30pm)&Twilight(12pm-9pm)	\$37	\$25	\$38	\$28	\$29	\$29	\$49	\$0	\$0	\$0
Full Day (Fri & Sat 9am-9pm)	\$45	\$30	\$57	\$37	\$29	\$29	\$54	\$0	\$46	\$26
2 day	\$65	\$45	\$70	\$50	\$58	\$58	\$0	\$0	\$0	\$0
3 day	\$85	\$60	\$94	\$74	\$87	\$87	\$93	\$0	\$0	\$0
<u>Weekends</u>										
Night Sat (4:30-8pm)	\$30	\$20	\$36	\$29	\$35	\$30	\$32	\$0	\$0	\$0
Half Day (9am-12pm or 12-4:30)	\$40	\$30	\$39	\$32	\$55	\$38	\$49	\$0	\$0	\$0
Daily (9am-4:30pm)&Twilight(12pm-8pm)	\$52	\$38	\$58	\$38	\$55	\$38	\$54	\$0	\$46	\$26
Full Day (Fri & Sat 9am-8pm)	\$59	\$40	\$59	\$39	\$60	\$40	\$54	\$0	\$0	\$0
2 day	\$85	\$65	\$99	\$69	\$120	\$80	\$0	\$0	\$0	\$0
3 day	\$120	\$90	\$146	\$116	\$0	\$0	\$122	\$0	\$0	\$0
<u>Holidays MLK, Xmas &amp; Pres 12/26-31/2013</u>										
1/18&19, 2/15&16 Night (4:30-8pm)	\$30	\$20	\$39	\$32	\$40	\$36	\$32	\$0	\$0	\$0
Half Day (9am-12pm or 12pm-4:30pm)	\$45	\$30	\$43	\$36	\$62	\$43	\$49	\$0	\$0	\$0
Daily (9am-4:30pm)&Twilight(12pm-8pm)	\$59	\$40	\$62	\$42	\$55	\$38	\$26	\$0	\$46	\$26
Full Day (9am-8pm)	\$65	\$49	\$67	\$47	\$68	\$48	\$54	\$0	\$0	\$0
2 day	\$110	\$75	\$118	\$78	\$136	\$96	\$0	\$0	\$0	\$0
3 day	\$140	\$99	\$153	\$113	\$204	\$144	\$122	\$0	\$0	\$0
<b>Ski Rentals</b>										
Daily Weekday	\$28	\$25	26	21	\$25	\$25				
Daily Weekend	\$28	\$25	\$28	\$22	\$38	\$38	\$26	\$0	\$26	\$22
Night (4:30-8pm)	\$18	\$15	\$28	\$23	\$0	\$0	\$16	\$0	\$0	\$0
2 day	\$50	\$40	\$59	\$49	\$78	\$78	\$42	\$0	\$0	\$0
3 day	\$70	\$55	\$80	\$70	\$116	\$116	\$0	\$0	\$0	\$0
<b>Snowboard Rentals</b>										
Daily	\$37	\$30	\$37	\$32	\$38	\$38	\$35	\$36	\$40	\$40
Night (4:30-8pm)	\$28	\$23	\$31	\$26	\$0	\$0	\$25	\$23	\$0	\$0
2 day			\$64	\$59	\$78	\$78	\$62	\$0	\$0	\$0
3 day			\$91	\$86	\$116	\$116	\$0	\$0	\$0	\$0



<b>Lessons</b>											
Group 1 1/4 hour Pre & Post		\$30	\$25	\$30	\$30	\$35	\$35	\$34	\$0	\$20	\$20
Group 1 1/4 in season		\$30	\$25	\$30	\$30	\$35	\$35	\$42	\$0	\$28	\$28
Private 1 hour		\$85	\$65	\$85	\$55	\$90	\$85	\$0	\$0	\$58	\$0
All day private		\$275	\$275	\$0	\$0						
<b>Snow Tubing</b>											
Pre, Post & Weekday		\$18	\$18	\$0	\$0	\$15	\$15	\$22	\$19	\$28	\$28
Sat, Sun & holidays		\$25	\$25	\$0	\$0	\$29	\$29	\$27	\$22	\$32	\$32
<b>Cross Country Skiing &amp; Snowsh</b>											
Snowshoeing rental		\$20	\$18	\$0	\$0						
Cross-Country rental		\$20	\$18	\$0	\$0						
<b>Ice Skating</b>											
2 hour session		\$7.00	\$5.00	\$0	\$0	\$12		\$0		\$0	
Skate rental		\$3.00	\$3.00	\$0	\$0						
<b>Food</b>											
All food prices are ++	Breakfast	0.00	0.00	\$0.00	\$0.00						
	Lunch	0.00	0.00	\$0.00	\$0.00						
	Dinner	0.00	0.00	\$0.00	\$0.00						

# **Season Ski Pass 13-14**

		Full Rate	Pre-Season	Full Rate	Pre-Season	Full Rate	Pre-Season	Full Rate	Pre-Season	Full Rate	Pre-Season
Full	Indiv - Ad	\$ 500.00	375-425	\$ 635.00	395-615	\$ 599.00	479-539	\$ 469.00	469-549	\$ 599.00	
	Jr (13-17)	\$ 275.00	207-235	\$ 325.00	280-315	\$ 299.00	239-269	\$ 419.00	419-499	\$ 399.00	NA
	Sr (60-69)	\$ 275.00	207-235	\$ 335.00	280-315	\$ 349.00	279-314	\$ 419.00	419-499	\$ 399.00	
	Child (6-12)	\$ 250.00	207-275	\$ 215.00	195-205	\$ 299.00	239-269	\$ 389.00	389-459	\$ 399.00	
	College	\$ 275.00	207-275	\$ 445.00	325-435	\$ 299.00	239-269	\$ 319.00	319-369	NA	NA
	2nd Adult	\$ 400.00	NA	\$ 595.00	395-555	NA	NA	NA	NA	NA	NA
	Family -WV	\$ 1,000.00	750-850	NA	NA	NA	NA	NA	NA	NA	NA
	Family - OS	\$ 1,200.00	900-1020	NA	NA	NA	NA	NA	NA	NA	NA
	WV Resident	\$ 400.00	300-340	NA	NA	NA	NA	NA	NA	NA	NA



# **DIVISION OF NATURAL RESOURCES**

**Parks and Recreation Section**

**324 4<sup>th</sup> Avenue**

**South Charleston, WV 25303-1228**

**Telephone (304) 558-2764**

**Fax (304) 558-0077**

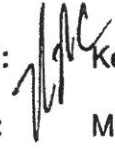
**www.wvstateparks.com**

**Earl Ray Tomblin**  
**Governor**

**Frank Jezioro**  
**Director**

## **MEMORANDUM**

**TO:** Frank Jezioro

**FROM:**  Ken Caplinger

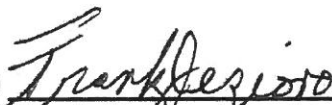
**DATE:** March 19, 2013

**SUBJECT:** Proposed Rates  
Canaan Valley Resort State Park Recreation Rates

Attached please find a proposed list of recreation rates for Canaan Valley Resort State Park for the upcoming year. The only change is the addition of wobble clay range rates; all other rates will remain at current amounts. ✕

If you concur with this request, please signify your approval by signature below. If you should need further information, please feel free to contact me.

**APPROVED**

  
**Frank Jezioro, Director**

**DATE**

3-22-13

**KKC: prv**

**Attachment**

**cc:** Clisby Jennelle  
Paul Redford  
Rob Gilligan  
Sissie Summers



## CANAAN RECREATION RATES 2013

	Adults	Juniors	Seniors	Group (15+)	Location
<b>Scenic Chairlift Ride</b>	\$ 7.00	\$ 5.00	\$ 5.00	AD \$6 Jr/Sr \$4	SA
<b>Chairlift/Mountain Bike Access</b>					
One Hour	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	SA
Half Day	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	SA
Full Day	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	SA
<b>Geocaching (Available Year Round/Beech Club)</b>					
5 Caches hidden on property	\$ 20.00	\$ 20.00	\$ 20.00	\$ 18.00	MLA
<b>Miniature Golf (non-guest)</b>	\$ 2.00	\$ 2.00	\$ 2.00	NA	NC
CVR Guest & Campers	Free	Free	Free	Free	NC
<b>Touring Bikes</b>					
Hourly	\$ 10.00	\$ 6.00	\$ 10.00	\$ 10.00	NC
Half Day	\$ 20.00	\$ 15.00	\$ 20.00	\$ 20.00	NC
Full Day	\$ 35.00	\$ 30.00	\$ 35.00	\$ 35.00	NC
<b>Tennis Court</b>	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	MLA
Tennis racket rental	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00	
Tennis ball rental	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00	
<b>Outdoor Pool (non-guest)</b>	\$ 5.00	\$ 3.00	\$ 3.00	\$ 4.00	MLA
CVR Guest & Campers	Free	Free	Free	Free	
<b>Beech Club (non-guest)</b>	\$ 7.00	\$ 4.00	\$ 4.00	\$ 6.00	MLA
Campers at CVR is \$7 per site					
<b>Beech Club (Membership Passes)</b>					
5 Day Membership	\$ 25.00	\$ 13.00	\$ 13.00	\$ 25.00	MLA
30 Day Membership	\$ 45.00	\$ 25.00	\$ 38.00	\$ 45.00	MLA
6 Month Membership	\$ 150.00	\$ 80.00	\$ 125.00	\$ 150.00	MLA
Individual Year Membership	\$ 200.00	\$ 125.00	\$ 190.00	\$ 200.00	MLA
Family Membership	\$ 325.00	Up to 4 members and includes outdoor pool			MLA
<b>Hayrides</b>	\$ 7.00	\$ 4.00	\$ 7.00	\$ 6.00	MLA
Children under 5 are free.					
<b>Climbing Wall *per climb</b>	\$ 6.00	\$ 6.00	\$ 6.00	\$ 5.00	MLA
<b>Eurobungy *per jump</b>	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00	MLA
<b>Combo Ticket (Climb/Jump)</b>	\$ 10.00	\$ 10.00	\$ 10.00	\$ 8.00	MLA
<b>Paintball Arena</b>					
Basic:Field Fee & Equipment Rental	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	MLA
(100 rounds of paint, marker, goggles, Mask)					
Deluxe:Field Fee & Equipment Rental	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	MLA
(500 rounds of paint, marker, goggles, Mask)					
Family Deluxe:4 Deluxe Pkgs. (2 adults 2 children)	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	MLA
Field Fee & Equipment Rental Child Age (10 -15)					
(500 rounds of paint, marker, goggles, Mask)					
Paint 100 balls	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	MLA
Paint 500 balls	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	MLA
Paint 2000 balls (case)	\$ 90.00	\$ 90.00	\$ 90.00	\$ 90.00	MLA
CO2 Fills (per tank)	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	MLA
Suit Rental	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	MLA
<b>Wobble Clay Shooting Range (*min age 16 - reservations required)</b>					
Full Pkg (shotgun, shells, clays targets, vest, protection gear)	\$ 25.00	n/a	\$ 25.00	NA	TPA
Clays Pkg (targets, vest, protective gear) *guest provides gun/shells	\$ 10.00	n/a	\$ 10.00	NA	TPA
<b>Massages (advance reservation required)</b>	30 Min	1 Hr	1.5 Hrs		
Swedish or Deep Tissue	\$ 50.00	\$ 75.00	\$ 100.00	NA	MLA
Hot Stone	NA	NA	\$ 125.00	NA	MLA
Pre-Natal	NA	NA	\$ 110.00	NA	MLA

SA - Ski Area  
 NC - Nature Center  
 MLA - Main Lodge Area  
 TPA - Tube Park Area



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Earl Ray Tomblin  
Governor

Frank Jezioro  
Director

## **MEMORANDUM**

**TO:** Frank Jezioro

**FROM:** *JK* Ken Caplinger

**DATE:** December 18, 2012

**SUBJECT:** Proposed Rates  
Canaan Valley Resort State Park Golf Rates

Received  
DEC 19 2012  
DNR  
Director's Office

Attached please find a proposed list of golf rates for Canaan Valley Resort State Park for the upcoming golf season. Season pass rates will increase; all other rates will remain at current amounts.

If you concur with this request, please signify your approval by signature below. If you should need further information, please feel free to contact me.

APPROVED

*Frank Jezioro*  
Frank Jezioro, Director

DATE 12-20-12

KKC: prv

Attachment

cc: Clisby Jennelle  
Paul Redford  
Rob Gilligan  
Sissie Summers

93795

Opening Date March 30, 2013 thru November 3, 2013					
	Rack Breakdown 12	Canaan Valley 2013 Rate	Rack Breakdown 2013	Group/Package 2013	Group/Pkg Breakdown 2013
Prime Season	May 25 - Sept 3	May 24 - Sept 2		15% off Rack mid week	
Value Season	Open March 31 - May 24	Open March 30 - May 23		10% off rack weekends	
	Sept 4 -close Nov 4	Sept 3 -close Nov 3			
<b>Green Fees</b>					
<b>18 holes</b>					
Prime Wknd (Fri-Sun.)	56.00	56.00	38/H	50.00	34/16
Prime Mdwk (Mon-Thu)	49.00	49.00	31/H	42.00	26/16
Value Wknd (Fri-Sun.)	49.00	49.00	31/H	44.00	28/16
Value Mdwk (Mon-Thu)	42.00	42.00	24/H	36.00	20/16
<b>9 holes</b>					
Prime Wknd (Fri-Sun.)	35.00	35.00	24/H	ASK/NA	ASK/NA
Prime Mdwk (Mon-Thu)	29.00	29.00	18/H	ASK/NA	ASK/NA
Value Wknd (Fri-Sun.)	29.00	29.00	18/H	ASK/NA	ASK/NA
Value Mdwk (Mon-Thu)	25.00	25.00	14/H	ASK/NA	ASK/NA
<b>Cart Fees / rider</b>					
<b>18 holes</b>					
Prime Wknd (Fri-Sun.)	18.00	18.00		16.00	
Prime Mdwk (Mon-Thu)	16.00	18.00		16.00	
Value Wknd (Fri-Sun.)	18.00	18.00		16.00	
Value Mdwk (Mon-Thu)	16.00	18.00		16.00	
<b>9 holes</b>					
Prime Wknd (Fri-Sun.)	11.00	11.00			
Prime Mdwk (Mon-Thu)	11.00	11.00			
Value Wknd (Fri-Sun.)	11.00	11.00			
Value Mdwk (Mon-Thu)	11.00	11.00			
Additional Cart					
<b>REPLAY RATE includes cart</b>					
18 Holes	18.00	18.00			
9 holes	11.00	11.00			
<b>SEASON PASS</b>		<b>proposed changes</b>	<b>(2009 rates were:)</b>		
Full	500.00	600.00 (550.00 min)	620.00		
Additional	450.00	500.00	500.00		
Jr. (<19)	200.00	200.00	200.00		
Student (<25 w/college id)	200.00	300.00			
Sr.	450.00	500.00	450.00		
Sr. Additional	400.00	450.00	400.00		
Midwk Resident	400.00	450.00	450.00		
Additional					
Jr. (<19)	150.00	150.00	150.00		
	Resident pass good 1pm Sun. - Fri. prime season; anytime value season.	Resident pass good 1pm Sun. - Fri. prime season; anytime value season.			

I propose leaving the daily rates where they are and raising the Season Passes.

The 2009 season passes were our highest. Between the higher rate, high gas prices, drop in economy, and the major maintenance projects we were undergoing (new aeration system and drainage lines), there was a big decrease in pass sales and we lowered the pass rates in 2010. We have stayed with those rates for 3 years.

This year, we have healed from our projects and pass sales have increased.

I propose raising the passes roughly \$50 each.

The Midweek would go to \$450. (This is an 11.2% increase. It is 15 rounds of golf or 1 every 2 weeks.)

Although I feel the Full Pass rate of \$600 is fair, I am afraid it may be too big of a jump for 1 year. (It is almost a 17% increase, but is only 20 rounds of golf.)

I'm not sure if the \$150 difference in the full vs. resident rate may be too much. We've been successful in keeping them close enough that the buyer sees the value in purchasing the full pass over the resident pass.

**ATTACHMENT Q76**

Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
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## FRONT DESK

Manager	9/19/2011	19.00	39,520.00	F	A	40	S
Supervisor-FD	6/9/2005	9.47	19,698.00	F	A	40	H
Supervisor-Res	5/17/2010	9.67	20,114.00	F	A	40	H
Clerk	7/14/1987	10.73	16,739.00	F	A	30	H
Clerk	2/9/2013	8.00	16,640.00	F	A	40	H
Clerk	6/18/2012	8.00	9,984.00	P	A	24	H
Clerk	6/10/2011	8.00	8,320.00	P	A	20	H
Clerk	9/14/2013	8.00	16,640.00	F	A	40	H
Night Auditor	12/21/1986	12.14	25,251.00	F	A	40	H
Reservation	6/29/2012	8.00	8,320.00	P	A	20	H
Reservation	12/21/2012	8.00	16,640.00	F	A	40	H
Reservations	6/27/2008	8.00	9,984.00	P	A	24	H
Reservations	12/2/2003	8.00	16,640.00	F	A	40	H
Phones	6/10/1995	8.65	17,992.00	F	A	40	H
Clerk	6/9/2012	8.00	16,640.00	F	A	40	H
Total			259,122.00				

## HOUSE KEEPING

Supervisor	5/29/1987	13.85	28,816.00	F	A	40	S
Crew Leader	6/17/2008	8.38	17,430.00	F	A	40	H
Crew Leader	8/22/2011	8.25	17,160.00	F	A	40	H
Housekeeper	9/27/2013	7.25	15,080.00	F	A	40	H
Housekeeper	8/18/2012	7.25	15,080.00	F	A	40	H
Housekeeper	2/21/2008	7.25	15,080.00	F	A	40	H
Housekeeper	12/29/1980	9.44	19,635.00	F	A	40	H
Housekeeper	7/14/1994	8.93	18,574.00	F	A	40	H
Housekeeper	12/26/2004	7.50	15,600.00	F	A	40	H
Housekeeper	7/11/1998	8.39	17,451.00	F	A	40	H
Housekeeper	7/20/2013	7.25	15,080.00	F	A	40	H
Housekeeper	7/20/2013	7.25	15,080.00	F	A	40	H
Housekeeper	11/12/2011	7.25	15,080.00	F	A	40	H
Housekeeper	12/23/2007	7.25	15,080.00	F	A	40	H
Housekeeper	1/19/2013	7.25	15,080.00	F	A	40	H
Housekeeper	9/5/2013	7.25	15,080.00	F	A	40	H
Housekeeper	12/17/2012	7.25	15,080.00	F	A	40	H
Laundry	7/15/1998	8.15	16,952.00	F	A	40	H
Laundry	7/29/1986	7.75	16,120.00	F	A	40	H
Laundry	10/6/2006	7.25	15,080.00	F	A	40	H
Inspector	8/6/2012	7.75	16,120.00	F	A	40	H
House Person	9/2/2005	7.50	15,600.00	F	A	40	H
House Person	8/18/2012	7.25	10,556.00	P	A	28	H
House Person	9/20/2013	8.00	16,640.00	F	A	40	H
House Person	9/25/2006	7.25	15,080.00	F	A	40	H
House Person	10/11/2005	7.25	15,080.00	F	A	40	H
House Person	8/17/2013	7.25	15,080.00	F	A	40	H
House Person	10/27/2011	7.75	16,120.00	F	A	40	H
Total			453,894.00				

Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
Manager	10/7/2013	22.60	47,000.00	F	A	40	S
Sous Chef	10/21/2000	14.15	29,432.00	F	A	40	S
Chief Cook	8/6/2007	12.17	25,313.60	F	A	40	H
Supervisor	6/21/1986	11.24	23,379.20	F	A	40	H
Crew Leader	6/13/1983	10.00	20,800.00	F	A	40	H
General Utility	7/12/2012	7.25	6,786.00	P	A	18	H
General Utility	7/19/2013	7.25	5,655.00	P	A	15	H
General Utility	12/28/2012	7.25	6,032.00	P	A	16	H
General Utility	12/23/2008	7.25	6,786.00	P	A	18	H
General Utility	10/4/2011	7.25	15,080.00	F	A	40	H
General Utility	10/1/2011	7.25	7,917.00	P	A	21	H
General Utility	12/19/2009	7.25	7,540.00	P	A	20	H
General Utility	7/19/2013	7.25	9,048.00	P	A	24	H
General Utility	12/31/2012	7.25	9,048.00	P	A	24	H
General Utility	7/14/2007	7.25	3,016.00	P	A	8	H
General Utility	1/13/2003	8.67	18,033.60	F	A	40	H
General Utility	2/26/2010	7.25	9,048.00	P	A	24	H
General Utility	12/23/2011	7.25	15,080.00	F	A	40	H
General Utility	5/24/2013	7.25	9,048.00	P	A	24	H
General Utility	6/19/2013	7.25	7,540.00	P	A	20	H
General Utility	7/20/2013	7.25	6,032.00	P	A	16	H
General Utility	9/6/2013	7.25	9,048.00	P	A	24	H
General Utility	7/5/2012	7.25	7,540.00	P	A	20	H
General Utility	12/24/2011	7.25	9,048.00	P	A	24	H
General Utility	8/14/2013	7.25	6,032.00	P	A	16	H
General Utility	12/21/2012	7.25	9,048.00	P	A	24	H
Cook	7/30/2011	8.25	13,728.00	F	A	32	H
Cook	8/1/1981	9.61	19,988.80	F	A	40	H
Cook	8/17/1990	9.75	20,280.00	F	A	40	H
Cook	3/4/2008	8.00	16,640.00	P	A	40	H
Cook	7/10/2010	9.00	18,720.00	F	A	40	H
Junior Cook	4/27/2012	9.00	18,720.00	F	A	40	H
Tipped Waitperson	6/9/2001	7.50	5,850.00	P	A	15	H
Tipped Waitperson	7/25/1994	9.38	14,632.80	F	A	30	H
Tipped Waitperson	10/6/1981	9.64	20,051.20	F	A	40	H
Tipped Waitperson	5/12/2009	7.25	13,195.00	F	A	35	H
Tipped Waitperson	12/23/1995	8.07	14,687.40	F	A	35	H
Tipped Waitperson	7/8/1987	10.02	20,841.60	F	A	40	H
Hostess	1/3/2013	7.25	13,195.00	F	A	35	H
Hostess	8/10/1985	8.83	18,366.40	F	A	40	H
Clerk	7/1/1978	11.72	29,862.00	F	A	46	H
Total			587,088.60				

Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
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Set-Up		7.25	6,032.00	P	A	16	H
Set-Up	5/21/2013	8.25	17,160.00	F	A	40	H
	Total		23,192.00				

Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
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## Bear Paw &amp; Quenchers

Manager	4/25/2009	15.38	12,304.00	F	A	40	S
Supervisor	8/10/1993	12.04	9,632.00	F	A	40	H
Cook	7/1/2005	8.00	1,792.00	P	A	16	H
Cook	12/21/2012	8.00	4,480.00	F	A	40	H
Cook	12/28/2012	8.00	224.00	P	A	20	H
Cook	12/28/2012	8.00	2,240.00	P	A	20	H
Cook	2/16/2013	8.00	4,480.00	F	A	40	H
Cook	12/28/2012	8.00	1,792.00	P	A	16	H
Cook	1/15/2011	7.25	4,060.00	F	A	40	H
Cashier	6/25/2011	7.25	2,436.00	P	A	24	H
Clerk	1/3/2013	7.25	2,436.00	P	A	24	H
Cashier	2/6/2013	7.25	4,060.00	F	A	40	H
Cashier	12/21/2012	7.25	2,436.00	P	A	24	H
Bartender - Untipped	11/14/2012	9.00	5,040.00	F	A	40	H
Bartender - Untipped	12/20/2011	7.25	4,060.00	F	A	40	H
Waitstaff	12/28/2012	8.00	4,480.00	F	A	40	H
Waitstaff		7.25	4,060.00	P		40	H
Waitstaff		7.25	4,060.00	P		40	H
Total			74,072.00				

Manager/Supervisor calculated at 20 weeks

Staff calculated at 14 weeks



Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
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Club House Grill

Calculated on 30 weeks

Cook	12/28/2012	7.25	3,480.00	P	A	16	H
Cook	6/25/2011	7.25	5,220.00	P	A	24	H
Cook	7/1/2005	7.50	3,600.00	P	A	16	H
Supervisor	8/10/1993	12.04	14,448.00	F	A	40	H
	Total		26,748.00				

Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
Bartender - Untipped	12/28/2012	7.25	15,080.00	F	A	40	H
Bartender - Untipped	11/14/2012	7.25	15,080.00	F	A	40	H
Bartender - Untipped	2/18/2009	7.25	12,064.00	F	A	32	H
Bartender - Untipped	1/15/2010	7.25	9,425.00	P	A	25	H
Total			51,649.00				

Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
Supervisor	8/2/1999	9.50	19,760.00	F	A	40	H
Cashier - Union	8/21/2013	7.75	16,120.00	F	A	40	H
Cashier - Union	1/3/2012	8.00	16,640.00	F	A	40	H
Cashier	9/20/2007	8.50	17,680.00	F	A	40	H

Total			70,200.00				
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Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
Line 5 calculated on 52 weeks							
Line 6 calculated on 26 weeks							
Others calculated on 14 weeks							
Cashier	1/5/2013	8.00	8,320.00	P	A	40	H
Cashier	12/10/2006	8.25	17,160.00	F	A	40	H
Cashier		8.00	2,240.00	P		20	H
Cashier		8.00	2,240.00	P		20	H
Total			29,960.00				

Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Std Hrs	Type
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## Summer Mountain Crew

Manager	12/29/1999	27.10	41,192.00	F	40	S
Manager	12/28/1985	14.87	22,602.00	F	40	E
Specialist	12/18/2012	8.00	12,160.00	F	40	H
Cashier	12/12/2009	8.00	12,160.00	F	40	H
Cashier	12/10/2006	8.25	12,540.00	F	40	H
Cashier	12/11/2008	7.50	4,560.00	P	16	H
Attendant	1/29/2005	7.73	11,749.00	F	40	H
Attendant	6/29/1990	8.50	12,920.00	F	40	H
Attendant	12/4/2002	7.96	12,099.00	F	40	H
Maintenance Specialist	11/29/1996	9.55	14,516.00	F	40	H
Maintenance Specialist	11/16/2008	9.50	14,440.00	F	40	H
Maintenance Specialist	12/8/2004	8.24	12,525.00	F	40	H
Maintenance Specialist	11/27/2002	9.01	13,695.00	F	40	H
Maintenance Specialist	1/10/2010	8.75	13,300.00	F	40	H
Total			210,458.00			

## Ski Season Mountain Crew

Manager	12/29/1999	27.10	15,176.00	A	40	S
Manager	12/28/1985	16.87	9,447.00	A	40	E
Manager	5/19/1985	14.01	7,846.00	A	40	S
Manager	12/19/1993	17.25	9,660.00	A	40	S
Ski School Director		16.00	8,960.00	A	40	S
Ski Patrol	12/24/2011	10.50	4,116.00	A	28	H
Ski Patrol	12/29/2009	9.50	3,724.00	A	28	H
Ski Patrol	12/22/2003	10.00	5,600.00	A	40	H
Ski Patrol	12/8/2006	10.50	5,880.00	A	40	H
Ski Patrol	11/21/1997	10.00	5,600.00	A	16	H
Ski Patrol	12/17/2005	13.50	5,481.00	A	29	H
Ski Patrol	12/21/2012	9.00	5,040.00	A	40	H
Ski Patrol	12/16/1999	11.00	3,080.00	A	20	H
Ski Patrol	12/28/2011	9.50	3,857.00	A	29	H
Ski Patrol	12/8/2010	9.50	3,724.00	A	28	H
Ski Patrol	12/3/2012	11.00	6,160.00	A	40	H
Ski Patrol	1/26/2013	9.50	5,320.00	A	40	H
Ski Patrol	2/16/2008	10.00	20,800.00	A	40	H
Ski Patrol	12/24/2005	11.00	4,312.00	A	28	H
Ski Patrol	12/26/1986	10.50	5,880.00	A	40	H
Ski Patrol	12/19/2006	10.50	5,880.00	A	40	H
Ski Patrol	12/11/2006	10.00	3,920.00	A	28	H
Ski Patrol	5/24/2001	10.50	4,116.00	A	28	H
Ski Patrol	12/20/2010	10.50	5,880.00	A	40	H
Ski Patrol	12/26/2006	10.50	5,880.00	A	40	H
Ski Patrol	12/11/2003	13.50	7,560.00	A	40	H
Bus Driver	12/13/1985	12.06	6,754.00	A	40	H
Bus Driver	12/26/2001	10.75	6,020.00	A	40	H
Attendant	12/4/2002	8.50	4,760.00	A	40	H
Attendant	12/22/2007	8.50	4,760.00	A	40	H
Attendant	12/22/1987	8.79	4,922.00	A	40	H
Attendant	8/22/2008	8.50	4,760.00	A	40	H
Attendant	12/26/2001	8.50	4,760.00	A	40	H
Attendant	1/4/2013	8.50	4,760.00	A	40	H
Attendant	6/29/1990	8.75	4,900.00	A	40	H
Attendant	12/22/2012	8.50	4,760.00	A	40	H
Attendant	12/29/2011	8.50	4,760.00	A	40	H
Attendant	1/29/2005	8.50	4,760.00	A	40	H
Attendant	1/18/2013	8.00	4,481.00	A	40	H
Attendant	1/18/2013	8.50	4,760.00	A	40	H
Attendant	1/10/2004	8.50	4,760.00	A	40	H

Instructor	10/16/2012	7.25	2,436.00	A	24	H
Instructor	12/25/2011	8.00	896.00	A	8	H
Instructor	12/22/2011	8.00	896.00	A	8	H
Instructor	12/11/2008	8.25	2,310.00	A	20	H
Instructor	1/10/1992	10.50	1,176.00	A	8	H
Instructor	1/4/1998	8.50	952.00	A	8	H
Instructor	12/11/2010	8.25	924.00	A	8	H
Instructor	12/18/2010	8.00	896.00	A	8	H
Instructor	12/24/2011	8.00	896.00	A	8	H
Instructor	1/2/2009	8.75	980.00	A	8	H
Instructor	12/23/2011	8.00	896.00	A	8	H
Instructor	12/31/2012	8.00	1,792.00	A	16	H
Instructor	12/12/2009	8.25	2,079.00	A	18	H
Instructor	1/26/2013	8.00	896.00	A	8	H
Instructor	12/21/2012	7.50	840.00	A	8	H
Instructor	1/24/2013	7.75	868.00	A	8	H
	Total		506,170.00			

Descr	Hire Date	Hrly Rate	Annual Rt	Reg/ Wg/Sn	Full/ Part	Status	Std Hrs	Type
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## Full Year

## Golf Course Maintenance

Manager	12/25/1974	25.47	52,983.84	R	F	A	40	S
Supervisor	12/13/1985	12.06	25,084.80	R	F	A	40	H
Master Maintenance	2/4/2005	13.62	28,329.60	R	F	A	40	H
Master Maintenance	1/2/2013	8.50	17,680.00	R	F	A	40	H
Maintenance Specialist	12/2/1999	9.95	20,696.00	R	F	A	40	H
Maintenance Specialist	12/22/2007	7.25	15,080.00	R	F	A	40	H
Maintenance Specialist	12/22/1987	8.79	18,283.20	R	F	A	40	H
Maintenance Specialist	12/3/1987	8.50	17,680.00	R	F	A	40	H
Maintenance Specialist	11/30/2011	9.00	18,720.00	R	F	A	40	H
General Utility	8/22/2012	8.50	17,680.00	R	F	A	40	H
General Utility	9/4/2013	7.25	15,080.00	S	F	A	40	H
General Utility	12/29/2011	7.50	15,600.00	R	F	A	40	H
General Utility	1/18/2013	7.25	15,080.00	R	F	A	40	H

Total

## Golf Pro Shop

Manager	5/19/1985	14.01	29,144.96	R	F	A	40	S
Cashier	8/18/2012	7.50	7,800.00	W	P	A	20	H
Cashier	6/16/2011	7.25	9,048.00	W	P	A	24	H
Cashier	12/21/2012	7.50	11,310.00	W	P	A	29	H
Attendant	12/21/2012	7.50	11,310.00	W	P	A	29	H
Attendant	5/15/2004	10.00	8,320.00	W	P	A	16	H
Attendant	12/29/2000	7.73	16,078.40	R	F	A	40	H
Attendant	5/30/2010	7.25	7,540.00	W	P	A	20	H
Attendant	6/21/2008	7.25	6,032.00	W	P	A	16	H
Attendant	12/11/2010	7.25	9,048.00	W	P	A	24	H
Attendant	6/8/2006	7.25	10,556.00	S	P	A	40	H

Total

Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Sid Hrs	Type
Summer							
H-SUM - 14 week PT							
Manager	12/28/1985	14.87	0.00	F	A	40	E
Supervisor	12/6/2000	10.00	20,800.00	F	A	40	H
Supervisor	12/21/2012	9.00	14,039.00	F	A	40	H
Naturalist	1/18/2012	10.00	20,800.00	F	A	40	H
Cashier	5/19/2011	7.25	15,080.00	F	A	40	H
Cashier	6/8/2013	7.25	4,640.00	F	A	40	H-SUM
Attendant	7/4/2009	7.25	15,080.00	F	A	40	H
Attendant	12/18/2009	8.00	9,984.00	P	A	24	H
Attendant	5/7/2011	8.00	3,328.00	P	A	8	H
Attendant	1/18/2013	7.25	11,020.00	F	A	40	H-SUM
Attendant	6/15/2011	8.00	10,240.00	P	A	40	H-SUM
Attendant	12/18/2004	8.36	17,388.80	F	A	40	H-SUM
Lifeguard	5/23/2013	8.00	4,480.00	F	A	40	H-SUM
Lifeguard	6/1/2013	8.00	4,480.00	F	A	40	H-SUM
Lifeguard	1/17/2010	8.00	4,480.00	F	A	40	H-SUM
Lifeguard	5/23/2013	8.00	4,480.00	F	A	40	H-SUM
Lifeguard	6/1/2013	8.00	4,480.00	F	A	40	H-SUM
Lifeguard	1/17/2010	8.00	4,480.00	F	A	40	H-SUM
Total			169,280.00				



Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
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Attendant	3/6/2013	8.00	8,960.00	F	A	40	H
Attendant	5/4/2012	8.00	8,960.00	F	A	40	H
	Total		17,920.00				

Campground attendants are calculated on 28 weeks

Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
Manager	12/7/1974	17.64	36,693.28	F	A	40	S
Maintenance Specialist	1/6/2012	8.00	16,640.00	F	A	40	H
Maintenance Specialist	6/26/2000	8.26	17,180.80	F	A	40	H
Maintenance Specialist	7/8/1985	10.10	21,008.00	F	A	40	H
Maintenance Specialist	10/4/1999	9.34	19,427.20	F	A	40	H
Maintenance Specialist	10/10/2011	8.00	16,640.00	F	A	40	H
Maintenance Specialist	10/4/2001	9.55	19,864.00	F	A	40	H
Maintenance Specialist	6/13/2009	8.00	16,640.00	F	A	40	H
Maintenance Specialist	11/6/2012	8.00	16,640.00	F	A	40	H
Maintenance Specialist	12/9/2000	8.00	16,640.00	F	A	40	H
Maintenance Specialist		10.00	20,800.00	F	A	40	H
Total			218,173.28				

Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
General Manager	3/20/2013	27.89	58,000.80	F	A	40	S
Administrative Assistant	12/5/2011	16.83	35,000.16	F	A	40	S
Clerk	10/19/2011	10.00	20,800.00	F	A	40	H
Clerk	9/3/1991	10.86	18,071.04	P	A	32	H
Security Officer	1/25/2013	8.00	16,640.00	F	A	40	H
Security Officer	4/18/2008	7.91	16,452.80	F	A	40	H
Warehouse/Storage	6/17/2013	9.00	18,720.00	F	A	40	H
Total			183,684.80				

Descr	Hire Date	Hrly Rate	Annual Rt	Full/ Part	Status	Std Hrs	Type
Manager	10/30/2012	16.83	34,998.08	F	A	40	S
Kitchen Supervisor	5/4/2013	9.00	18,720.00	P	A	40	H
Waiter/Waitress	5/4/2013	9.25	15,392.00	P	A	32	H
Cook	3/11/2007	7.25	12,064.00	P	A	32	H
Cook	5/4/2013	7.25	12,064.00	P	A	32	H
Cook	5/4/2013	9.00	18,720.00	P	A	32	H
Cook	1/14/2006	7.25	12,064.00	P	A	32	H
Waiter/Waitress	5/4/2013	7.25	12,064.00	P	A	32	H
Tipped Waitperson	6/29/2004	7.25	12,064.00	P	A	32	H
Tipped Waitperson	5/4/2013	7.25	12,064.00	P	A	32	H
Tipped Waitperson	8/19/1999	7.25	6,032.00	P	A	16	H
Tipped Waitperson	5/4/2013	7.25	12,064.00	P	A	32	H
Tipped Waitperson	5/4/2013	7.25	12,064.00	P	A	32	H
Tipped Waitperson	5/4/2013	7.25	12,064.00	P	A	32	H
Tipped Waitperson	5/4/2013	7.25	12,064.00	P	A	32	H
Tipped Waitperson	5/4/2013	7.25	12,064.00	P	A	32	H
Tipped Waitperson	7/13/2013	7.25	6,032.00	P	A	16	H
Tipped Waitperson	5/4/2013	7.25	12,064.00	P	A	32	H
Tipped Waitperson	5/4/2013	7.25	12,064.00	P	A	32	H
General Utility	8/22/2008	7.25	12,064.00	P	A	32	H
General Utility	5/1/2013	7.25	12,064.00	P	A	32	H
General Utility	5/4/2013	7.25	12,064.00	P	A	32	H
General Utility	8/10/2013	7.25	12,064.00	P	A	32	H
Dish Washer	5/4/2013	8.00	13,312.00	P	A	32	H
Bus Person	5/4/2013	7.25	9,048.00	P	A	24	H
Bus Person	8/26/2013	7.25	12,064.00	P	A	32	H
Hostess	6/24/2013	8.25	13,728.00	P	A	32	H
Hostess	6/22/2013	8.25	13,728.00	P	A	32	H
Hostess	5/4/2013	8.50	11,050.00	P	A	25	H
TOTAL			205,634.00				

This reflects a pretty accurate staff for Blackwater. We have lost a few since this was prepared but won't replace due to upcoming slow

**ATTACHMENT Q79**

Blackwater Falls State Park  
 Restaurant P&L  
 Calendar Year 2012

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date
Meals Served	2,186	2,126	1,753	2,357	2,357	4988.0	5627.0	5022.0	4378.0	6000.0	864.0	1807.0	39,465
Avg. Plate Revenue	10.36	8.58	12.06	9.38	20.53	10.66	10.06	10.46	10.69	10.93	9.17	9.85	\$10.97
Avg. Plate Cost	14.28	13.69	15.96	11.58	18.91	9.36	9.44	10.00	11.63	9.03	33.34	15.86	\$11.98
Restaurant Deposits	22641.81	18249.35	21143.47	22113.12	48400.03	53148.40	56632.06	52549.52	46792.74	65571.26	7919.34	17806.70	\$432,967.80
Plus Ending Acc. Rec.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Minus Beginning Acc. Rec.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
<b>Gross Sales</b>	<b>22641.81</b>	<b>18249.35</b>	<b>21143.47</b>	<b>22113.12</b>	<b>48400.03</b>	<b>53148.40</b>	<b>56632.06</b>	<b>52549.52</b>	<b>46792.74</b>	<b>65571.26</b>	<b>7919.34</b>	<b>17806.70</b>	<b>\$432,967.80</b>
Beginning Inventory	24569.54	23812.65	23465.24	21685.38	21659.42	21001.35	20000.00	19265.38	25965.35	24798.52	22635.24	15195.32	\$264,053.39
Food Purchases	12179.50	11543.04	10233.73	12596.91	20884.30	21331.63	26386.95	29167.39	19941.72	26500.00	12254.73	12772.34	\$215,792.24
Minus Ending Inventory	<u>23812.65</u>	<u>23465.24</u>	<u>21685.38</u>	<u>21659.42</u>	<u>21001.35</u>	<u>20000.00</u>	<u>19265.38</u>	<u>25965.35</u>	<u>24798.52</u>	<u>22635.24</u>	<u>15195.32</u>	<u>14295.65</u>	<u>\$253,779.50</u>
<b>Cost of Food Sold</b>	<b>12936.39</b>	<b>11890.45</b>	<b>12013.59</b>	<b>12622.87</b>	<b>21542.37</b>	<b>22332.98</b>	<b>27121.57</b>	<b>22467.42</b>	<b>21108.55</b>	<b>28663.28</b>	<b>19694.65</b>	<b>13672.01</b>	<b>\$226,066.13</b>
Cost %	0.57	0.65	0.57	0.57	0.45	0.42	0.48	0.43	0.45	0.44	2.49	0.77	52.21%
Salaries and Wages	15167.82	14073.03	12471.54	11595.75	18893.67	20004.98	21526.20	21468.65	19036.76	20887.93	7137.15	12629.58	\$194,893.06
FICA	1160.34	1076.59	954.07	887.07	1445.37	1530.38	1646.75	1642.35	1456.31	1597.93	545.99	966.16	\$14,909.32
Unemployment	485.37	450.34	399.09	371.06	604.60	640.16	688.84	687.00	609.18	668.41	228.39	404.15	\$6,236.58
Workers Comp	151.68	140.73	124.72	115.96	188.94	200.05	215.26	214.69	190.37	208.88	71.37	126.30	\$1,948.93
Insurance	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>\$3,348.00</u>
<b>Labor Cost</b>	<b>17244.21</b>	<b>16019.68</b>	<b>14228.42</b>	<b>13248.85</b>	<b>21411.57</b>	<b>22654.57</b>	<b>24356.05</b>	<b>24291.69</b>	<b>21571.62</b>	<b>23642.15</b>	<b>8261.90</b>	<b>14405.19</b>	<b>\$221,335.88</b>
% Labor Cost	0.76	0.88	0.67	0.60	0.44	0.43	0.43	0.46	0.46	0.36	1.04	0.81	51.12%
<b>Gross Profit</b>	<b>(7538.79)</b>	<b>(9660.78)</b>	<b>(5098.54)</b>	<b>(3758.60)</b>	<b>5446.09</b>	<b>8160.85</b>	<b>5154.44</b>	<b>5790.41</b>	<b>4112.57</b>	<b>13265.83</b>	<b>(20037.21)</b>	<b>(10270.50)</b>	<b>(\$14,434.21)</b>
<b>Direct Expenses:</b>													
Household Supplies	951.41	809.36	1123.48	1246.12	1553.94	1254.57	1211.82	2474.72	3066.52	1903.94	846.22	585.12	\$17,027.22
Advertising	0.00	0.00	47.25	94.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$141.75
Office Expenses	73.94	73.94	73.94	70.00	73.89	73.89	0.00	0.00	0.00	0.00	0.00	0.00	\$439.60
Travel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Contractual	0.00	0.00	498.01	0.00	0.00	0.00	0.00	0.00	5185.88	0.00	0.00	0.00	\$5,683.89
Minor Repairs <\$300	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Printing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	990.63	0.00	0.00	0.00	0.00	\$990.63
Miscellaneous	<u>0.00</u>	<u>315.06</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>366.25</u>	<u>430.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>\$1,111.31</u>
<b>Total Direct Expense</b>	<b>1025.35</b>	<b>1198.36</b>	<b>1742.68</b>	<b>1410.62</b>	<b>1627.83</b>	<b>1694.71</b>	<b>1641.82</b>	<b>3465.35</b>	<b>8252.40</b>	<b>1903.94</b>	<b>846.22</b>	<b>585.12</b>	<b>\$25,394.40</b>
<b>Traditional P&amp;L</b>	<b>(8564.14)</b>	<b>(10859.14)</b>	<b>(6841.22)</b>	<b>(5169.22)</b>	<b>3818.26</b>	<b>6466.14</b>	<b>3512.62</b>	<b>2325.06</b>	<b>(4139.83)</b>	<b>11361.89</b>	<b>(20883.43)</b>	<b>(10855.62)</b>	<b>(\$39,828.61)</b>
% of Sales	-37.82%	-59.50%	-32.36%	-23.38%	7.89%	0.12	0.06	0.04	(0.09)	0.17	(2.64)	(0.61)	-9.20%
Utilities	1101.35	257.17	1031.80	493.07	919.48	470.76	940.00	596.89	1355.26	740.35	659.97	401.86	\$8,967.96
Major Repairs \$300+	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>642.25</u>	<u>0.00</u>	<u>2177.10</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>\$2,819.35</u>
<b>Net Profit(Loss)</b>	<b>(9665.49)</b>	<b>(11116.31)</b>	<b>(7873.02)</b>	<b>(5662.29)</b>	<b>2256.53</b>	<b>5995.38</b>	<b>395.52</b>	<b>1728.17</b>	<b>(5495.09)</b>	<b>10621.54</b>	<b>(21543.40)</b>	<b>(11257.48)</b>	<b>(\$51,615.92)</b>
% of Sales	-42.69%	-60.91%	-37.24%	-25.61%	4.66%	11.28%	0.70%	3.29%	-11.74%	16.20%	-272.04%	-63.22%	-11.92%

Blackwater Falls State Park  
Restaurant P & L  
Calendar Year 2011

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date
Meals Served	2,304	2,229	1,712	3,150	4,682	4574.00	4587.00	4918.00	4229.00	6063.00	2146.00	1866.00	42,460
Avg. Plate Revenue	9.05	9.85	9.80	9.44	10.88	10.63	11.93	10.35	10.45	9.77	9.95	9.54	\$10.30
Avg. Plate Cost	12.14	12.01	16.23	13.23	10.25	10.36	10.97	9.67	10.80	8.94	13.17	13.48	\$11.08
Restaurant Deposits	20850.62	21952.80	16779.59	29727.71	50935.67	48637.60	54740.45	50920.14	44201.80	59250.67	21357.12	17806.70	\$437,160.87
Plus Ending Acc. Rec.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Minus Beginning Acc. Rec.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Gross Sales	20850.62	21952.80	16779.59	29727.71	50935.67	48637.60	54740.45	50920.14	44201.80	59250.67	21357.12	17806.70	\$437,160.87
Beginning Inventory	13954.47	15006.23	15785.12	16751.35	17487.25	18965.32	22235.24	19985.63	20162.12	24936.52	23985.15	23598.12	\$232,852.52
Food Purchases	8615.02	10998.52	8864.69	15241.82	21896.13	24581.12	21239.69	22635.44	25843.01	24852.03	10281.06	8761.56	\$203,810.09
Minus Ending Inventory	15006.23	15785.12	16751.35	17487.25	18965.32	22235.24	19985.63	20162.12	24936.52	21985.15	23598.12	24569.54	\$241,467.59
Cost of Food Sold	7563.26	10219.63	7898.46	14505.92	20418.06	21311.20	23489.30	22458.95	21068.61	27803.40	10668.09	7790.14	\$195,195.02
Cost %	0.36	0.47	0.47	0.49	0.40	0.44	0.43	0.44	0.48	0.47	0.50	0.44	44.65%
Salaries and Wages	17262.05	12641.58	16353.54	19829.62	21957.78	19283.52	22381.10	20909.22	19611.13	21798.35	14485.54	14479.35	\$220,992.78
FICA	1320.55	967.08	1251.05	1516.97	1679.77	1475.19	1712.15	1599.56	1500.25	1667.57	1108.14	1107.67	\$16,905.95
Unemployment	552.39	404.53	523.31	634.55	702.65	617.07	716.20	669.10	627.56	697.55	463.54	463.34	\$7,071.78
Workers Comp	172.62	126.42	163.54	198.30	219.58	192.84	223.81	209.09	196.11	217.98	144.86	144.79	\$2,209.92
Insurance	279.00	279.00	279.00	279.00	279.00	279.00	279.00	279.00	279.00	279.00	279.00	279.00	\$3,348.00
Labor Cost	19586.60	14418.61	18570.43	22458.43	24838.78	21847.62	25312.26	23665.96	22214.05	24660.45	16481.08	16474.15	\$250,528.42
% Labor Cost	0.94	0.66	1.11	0.76	0.49	0.45	0.46	0.46	0.50	0.42	0.77	0.93	57.31%
Gross Profit	(6299.24)	(2685.44)	(9689.30)	(7236.64)	5678.83	5478.78	5938.89	4795.23	919.14	6786.82	(5792.05)	(6457.59)	(\$8,562.57)
Direct Expenses:													
Household Supplies	814.31	1227.20	1196.27	4601.27	2378.78	1327.23	1210.59	1310.10	1346.27	1436.15	735.19	653.48	\$18,236.84
Advertising	0.00	88.00	0.00	98.60	73.50	98.60	0.00	31.50	0.00	0.00	0.00	63.00	\$453.20
Office Expenses	0.00	0.00	127.39	0.00	0.00	73.72	220.93	73.61	73.61	73.70	73.70	0.00	\$716.66
Travel	0.00	0.00	0.00	0.00	0.00	0.00	64.36	0.00	0.00	0.00	0.00	0.00	\$64.36
Contractual	0.00	0.00	0.00	0.00	0.00	1750.00	0.00	0.00	630.12	0.00	73.48	164.78	\$2,618.38
Minor Repairs <\$300	0.00	0.00	0.00	0.00	268.50	0.00	0.00	0.00	0.00	213.75	0.00	0.00	\$482.25
Printing	0.00	0.00	0.00	0.00	0.00	980.49	0.00	0.00	347.40	0.00	0.00	0.00	\$1,327.89
Miscellaneous	0.00	815.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	224.25	0.00	\$1,039.38
Total Direct Expense	814.31	2130.33	1323.66	4699.87	2720.78	4230.04	1495.88	1415.21	2397.40	1723.60	1106.62	881.26	\$24,938.96
Traditional P & L	(7113.55)	(4815.77)	(11012.96)	(11936.51)	2958.05	1248.74	4443.01	3380.02	(1478.26)	5063.22	(6898.67)	(7338.85)	(\$33,501.53)
% of Sales	-34.12%	-21.94%	-65.63%	-40.15%	5.81%	0.03	0.08	0.07	(0.03)	0.09	(0.32)	(0.41)	-7.66%
Utilities	1057.93	751.37	702.83	1183.20	73.66	705.79	800.56	1355.77	827.12	1689.87	378.65	894.98	\$10,421.73
Major Repairs \$300+	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	691.91	0.00	\$691.91
Net Profit(Loss)	(8171.48)	(5567.14)	(11715.79)	(13119.71)	2884.39	542.95	3642.45	2024.25	(2305.38)	3373.35	(7969.23)	(8233.83)	(\$44,615.17)
% of Sales	-39.19%	-25.36%	-69.82%	-44.13%	5.66%	1.12%	6.65%	3.98%	-5.22%	5.69%	-37.31%	-46.24%	-10.21%

Blackwater Falls State Park  
Restaurant P&L  
Calendar Year 2010

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date
Meals Served	2,537	2,252	1,879	2,906	4,373	4801	6360	5106	5347.00	6045.00	2551.00	1699.00	45,856
Avg. Plate Revenue	8.45	9.00	9.01	11.38	10.75	8.52	9.10	9.53	11.03	10.18	9.65	10.04	\$9.78
Avg. Plate Cost	12.22	13.11	14.08	11.75	10.96	8.48	9.16	10.81	10.54	9.57	13.71	18.78	\$11.00
Restaurant Deposits	21443.49	20270.94	16925.70	33071.04	47028.72	40923.05	57882.53	48684.22	58970.77	61561.49	24628.60	17064.42	\$448,454.97
Plus Ending Acc. Rec.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Minus Beginning Acc. Rec.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
<b>Gross Sales</b>	<b>21443.49</b>	<b>20270.94</b>	<b>16925.70</b>	<b>33071.04</b>	<b>47028.72</b>	<b>40923.05</b>	<b>57882.53</b>	<b>48684.22</b>	<b>58970.77</b>	<b>61561.49</b>	<b>24628.60</b>	<b>17064.42</b>	<b>\$448,454.97</b>
Beginning Inventory	19994.27	15945.34	15320.65	16154.23	16227.12	16462.22	17127.54	15865.49	12358.65	13925.64	14325.12	13954.47	\$187,660.74
Food Purchases	8220.74	12091.55	9683.36	13989.92	19811.86	15835.25	26994.87	19791.40	25057.53	23717.24	10791.48	14378.63	\$200,363.83
Minus Ending Inventory	<u>15945.34</u>	<u>15320.65</u>	<u>16154.23</u>	<u>16227.12</u>	<u>16462.22</u>	<u>17127.24</u>	<u>15865.49</u>	<u>12358.65</u>	<u>13925.64</u>	<u>14325.12</u>	<u>13954.47</u>	<u>16862.12</u>	<u>\$184,528.29</u>
<b>Cost of Food Sold</b>	<b>12269.67</b>	<b>12716.24</b>	<b>8849.78</b>	<b>13917.03</b>	<b>19576.76</b>	<b>15170.23</b>	<b>28256.92</b>	<b>23298.24</b>	<b>23490.54</b>	<b>23317.76</b>	<b>11162.13</b>	<b>11470.98</b>	<b>\$203,496.28</b>
Cost %	0.57	0.63	0.52	0.42	0.42	0.37	0.49	0.48	0.40	0.38	0.45	0.67	45.38%
Salaries and Wages	15845.80	14049.50	14404.92	16084.58	21958.98	21186.84	22750.59	23804.08	26108.55	28588.00	20095.82	17386.26	\$242,263.92
FICA	1212.20	1074.79	1101.98	1230.47	1679.86	1620.79	1740.42	1821.01	1997.30	2186.98	1537.33	1330.05	18533.19
Unemployment	507.07	449.58	460.96	514.71	702.69	677.98	728.02	761.73	835.47	914.82	643.07	556.36	7752.45
Workers Comp	158.46	140.50	144.05	160.85	219.59	211.87	227.51	238.04	261.09	285.88	200.96	173.86	2422.64
Insurance	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>\$3,348.00</u>
<b>Labor Cost</b>	<b>18002.53</b>	<b>15993.37</b>	<b>16390.90</b>	<b>18269.60</b>	<b>24840.12</b>	<b>23976.48</b>	<b>25725.53</b>	<b>26903.86</b>	<b>29481.41</b>	<b>32254.68</b>	<b>22756.17</b>	<b>19725.53</b>	<b>\$274,320.20</b>
% Labor Cost	0.84	0.79	0.97	0.55	0.53	0.59	0.44	0.55	0.50	0.52	0.92	1.16	61.17%
<b>Gross Profit</b>	<b>(8828.71)</b>	<b>(8438.67)</b>	<b>(8314.98)</b>	<b>884.41</b>	<b>2611.84</b>	<b>1776.34</b>	<b>3900.08</b>	<b>(1517.88)</b>	<b>5998.82</b>	<b>5989.05</b>	<b>(9289.70)</b>	<b>(14132.09)</b>	<b>(\$29,361.51)</b>
<b>Direct Expenses:</b>													
Household Supplies	718.76	812.43	899.86	1397.70	2790.58	1309.11	3312.86	3445.88	2394.02	2271.44	823.05	703.83	\$20,879.52
Advertising	0.00	0.00	317.00	108.10	202.60	142.80	0.00	9.10	0.00	0.00	0.00	0.00	\$779.60
Office Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	966.25	0.00	0.00	0.00	\$966.25
Travel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Contractual	0.00	0.00	0.00	0.00	370.00	0.00	0.00	1494.00	0.00	0.00	224.25	0.00	\$2,088.25
Minor Repairs <\$300	0.00	0.00	0.00	0.00	168.02	136.55	990.15	42.50	0.00	0.00	0.00	0.00	\$1,337.22
Printing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Miscellaneous	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>445.33</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>\$445.33</u>
<b>Total Direct Expense</b>	<b>718.76</b>	<b>812.43</b>	<b>1216.86</b>	<b>1951.13</b>	<b>3531.20</b>	<b>1588.46</b>	<b>4303.01</b>	<b>4991.48</b>	<b>3360.27</b>	<b>2271.44</b>	<b>1047.30</b>	<b>703.83</b>	<b>\$26,496.17</b>
<b>Traditional P&amp;L</b>	<b>(9547.47)</b>	<b>(9251.10)</b>	<b>(9531.84)</b>	<b>(1066.72)</b>	<b>(919.36)</b>	<b>187.88</b>	<b>(402.93)</b>	<b>(6509.36)</b>	<b>2638.55</b>	<b>3717.61</b>	<b>(10337.00)</b>	<b>(14835.92)</b>	<b>(\$55,857.68)</b>
% of Sales	-44.52%	-45.64%	-56.32%	-3.23%	-1.95%	0.00	(0.01)	(0.13)	0.04	0.06	(0.42)	(0.87)	-12.46%
Utilities	1101.16	73.59	1446.85	805.02	1908.87	597.19	1333.54	1838.22	1015.85	1441.87	1214.16	1774.02	\$14,550.34
Major Repairs \$300+	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1566.92</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>\$1,566.92</u>
<b>Net Profit(Loss)</b>	<b>(10648.63)</b>	<b>(9324.69)</b>	<b>(10978.69)</b>	<b>(3438.66)</b>	<b>(2828.23)</b>	<b>(409.31)</b>	<b>(1736.47)</b>	<b>(8347.58)</b>	<b>1622.70</b>	<b>2275.74</b>	<b>(11551.16)</b>	<b>(16609.94)</b>	<b>(\$71,974.94)</b>
% of Sales	-49.66%	-46.00%	-64.86%	-10.40%	-6.01%	-1.00%	-3.00%	-17.15%	2.75%	3.70%	-46.90%	-97.34%	-16.05%



Blackwater Falls State Park  
 Restaurant P & L  
 Calendar Year 2009

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	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date	
Meals Served	2,448	2,606	2,187	2,917	4,212	4566	5766	5669	5283	6226	2754.00	1860.00	46,494	
Avg. Plate Revenue	8.51	8.92	10.29	10.17	10.19	10.25	9.02	9.51	10.73	10.39	10.22	9.67	\$9.88	
Avg. Plate Cost	12.40	11.49	12.70	11.45	9.72	9.00	8.32	8.86	10.19	9.13	13.25	15.44	\$10.27	
Restaurant Deposits	20829.15	23240.19	22513.00	29659.18	42930.50	46804.00	52017.99	53904.10	56674.36	64707.70	28147.28	17992.13	\$459,419.58	
Plus Ending Acc. Rec.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00	
Minus Beginning Acc. Rec	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00	
<b>Gross Sales</b>	<b>20829.15</b>	<b>23240.19</b>	<b>22513.00</b>	<b>29659.18</b>	<b>42930.50</b>	<b>46804.00</b>	<b>52017.99</b>	<b>53904.10</b>	<b>56674.36</b>	<b>64707.70</b>	<b>28147.28</b>	<b>17992.13</b>	<b>\$459,419.58</b>	<b>38284.97</b>
Beginning Inventory	16992.75	16011.58	15182.62	14825.12	15785.42	16942.32	18578.45	21118.12	23547.25	24752.12	21315.12	18485.12	\$223,535.99	
Food Purchases	10691.51	12414.80	10906.88	14374.74	16164.61	18413.82	22805.54	23112.29	25474.37	24333.28	11473.27	11285.18	\$201,450.29	<b>16787.52</b>
Minus Ending Inventory	<u>16011.58</u>	<u>15182.62</u>	<u>14825.12</u>	<u>15785.42</u>	<u>16942.32</u>	<u>18578.45</u>	<u>21118.12</u>	<u>23457.25</u>	<u>24752.12</u>	<u>21315.12</u>	<u>18485.12</u>	<u>19994.27</u>	<u>\$226,447.51</u>	
<b>Cost of Food Sold</b>	<b>11672.68</b>	<b>13243.76</b>	<b>11264.38</b>	<b>13414.44</b>	<b>15007.71</b>	<b>16777.69</b>	<b>20265.87</b>	<b>20773.16</b>	<b>24269.50</b>	<b>27770.28</b>	<b>14303.27</b>	<b>9776.03</b>	<b>\$198,538.77</b>	
Cost %	0.56	0.57	0.50	0.45	0.35	0.36	0.39	0.39	0.43	0.43	0.51	0.54	43.22%	
														<b>43.85%</b>
Salaries and Wages	15591.33	13879.81	13790.81	16458.04	19753.97	19169.63	22347.32	24074.18	23336.26	24396.79	17085.29	14926.21	\$224,809.64	
FICA	1192.74	1061.81	1055.00	1259.04	1511.18	1466.48	1709.57	1841.67	1785.22	1866.35	1307.02	1141.86	\$17,197.94	
Unemployment	498.92	444.15	441.31	526.66	632.13	613.43	715.11	770.37	746.76	780.70	546.73	477.64	\$7,193.91	
Workers Comp	155.91	138.80	137.91	164.58	197.54	191.70	223.47	240.74	233.36	243.97	170.85	149.26	\$2,248.10	
Insurance	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>279.00</u>	<u>\$3,348.00</u>	
<b>Labor Cost</b>	<b>17717.90</b>	<b>15803.57</b>	<b>15704.02</b>	<b>18687.32</b>	<b>22373.82</b>	<b>21720.23</b>	<b>25274.48</b>	<b>27205.97</b>	<b>26380.61</b>	<b>27566.81</b>	<b>19388.90</b>	<b>16973.97</b>	<b>\$254,797.58</b>	
% Labor Cost	0.85	0.68	0.70	0.63	0.52	0.46	0.49	0.50	0.47	0.43	0.69	0.94	55.46%	
<b>Gross Profit</b>	<b>(8561.43)</b>	<b>(5807.14)</b>	<b>(4455.40)</b>	<b>(2442.58)</b>	<b>5548.97</b>	<b>8306.08</b>	<b>6477.64</b>	<b>5924.97</b>	<b>6024.25</b>	<b>9370.61</b>	<b>(5544.89)</b>	<b>(8757.87)</b>	<b>\$6,083.23</b>	
<b>Direct Expenses:</b>														
Household Supplies	871.36	706.35	576.73	1258.42	1543.77	1371.08	2381.73	2041.89	2879.25	1483.57	2546.40	1765.58	\$19,426.13	
Advertising	90.00	0.00	0.00	30.00	105.00	195.68	48.92	0.00	0.00	0.00	0.00	197.68	\$667.28	
Office Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.75	0.00	\$33.75	
Travel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00	
Contractual	0.00	201.50	195.70	0.00	1750.00	0.00	0.00	224.25	329.34	0.00	224.25	0.00	\$2,925.04	
Minor Repairs <\$300	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00	
Printing	0.00	0.00	30.86	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	\$130.86	
Miscellaneous	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>150.00</u>	<u>936.62</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>\$1,086.62</u>	
<b>Total Direct Expense</b>	<b>961.36</b>	<b>907.85</b>	<b>803.29</b>	<b>1288.42</b>	<b>3548.77</b>	<b>2603.38</b>	<b>2430.65</b>	<b>2266.14</b>	<b>3208.59</b>	<b>1483.57</b>	<b>2804.40</b>	<b>1963.26</b>	<b>\$24,269.68</b>	
<b>Traditional P &amp; L</b>	<b>(9522.79)</b>	<b>(6714.99)</b>	<b>(5258.69)</b>	<b>(3731.00)</b>	<b>2000.20</b>	<b>5702.70</b>	<b>4046.99</b>	<b>3658.83</b>	<b>2815.66</b>	<b>7887.04</b>	<b>(8349.29)</b>	<b>(10721.13)</b>	<b>(\$18,186.45)</b>	
% of Sales	-45.72%	-28.89%	-23.36%	-12.58%	4.66%	0.12	0.08	0.07	0.05	0.12	(0.30)	(0.60)	-3.96%	
Utilities	1498.53	1142.45	1419.61	1263.98	1289.03	943.33	1844.91	886.22	966.25	1768.50	1619.27	826.96	\$15,469.04	
Major Repairs \$300+	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>337.68</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>749.38</u>	<u>0.00</u>	<u>434.96</u>	<u>0.00</u>	<u>\$1,522.02</u>	
<b>Net Profit(Loss)</b>	<b>(11021.32)</b>	<b>(7857.44)</b>	<b>(6678.30)</b>	<b>(4994.98)</b>	<b>373.49</b>	<b>4759.37</b>	<b>2202.08</b>	<b>2772.61</b>	<b>1100.03</b>	<b>6118.54</b>	<b>(10403.52)</b>	<b>(11548.09)</b>	<b>(\$35,177.51)</b>	
% of Sales	-52.91%	-33.81%	-29.66%	-16.84%	0.87%	10.17%	4.23%	5.14%	1.94%	9.46%	-36.96%	-64.18%	-7.66%	

**Blackwater Falls State Park  
Restaurant P&L  
Calendar Year 2008**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date
Meals Served	3,262	2,730	2,618	2,706	4,374	4,612	6,211	6,251	4,872	7,072	2,926	1,899	49,533
Avg. Plate Revenue	10.26	9.46	9.75	10.94	9.88	9.55	9.71	9.33	10.80	10.33	9.46	10.85	\$9.98
Avg. Plate Cost	10.84	12.34	11.40	11.54	9.31	9.33	9.12	8.63	10.50	9.22	11.25	14.83	\$10.13
Restaurant Deposits	33477.34	25830.00	25530.00	29593.94	43218.56	44038.04	60335.90	58347.62	52626.67	73065.62	27682.81	20611.65	\$494,358.15
Plus Ending Acc. Rec.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Minus Beginning Acc. Re	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
<b>Gross Sales</b>	<b>33477.34</b>	<b>25830.00</b>	<b>25530.00</b>	<b>29593.94</b>	<b>43218.56</b>	<b>44038.04</b>	<b>60335.90</b>	<b>58347.62</b>	<b>52626.67</b>	<b>73065.62</b>	<b>27682.81</b>	<b>20611.65</b>	<b>\$494,358.15</b>
Beginning Inventory	16481.25	18751.25	18265.23	16181.52	17975.23	21185.26	22154.00	23295.24	21518.12	19897.51	17986.48	16935.32	\$230,626.41
Food Purchases	16209.12	14491.49	10154.08	13782.09	18942.59	20374.54	28911.29	23414.75	20831.73	32144.39	11818.45	8810.71	\$219,885.23
Minus Ending Inventory	18751.25	18265.23	16181.52	17975.23	21185.26	22154.26	23295.24	21518.12	19897.51	17986.48	16935.32	16992.75	\$231,138.17
<b>Cost of Food Sold</b>	<b>13939.12</b>	<b>14977.51</b>	<b>12237.79</b>	<b>11988.38</b>	<b>15732.56</b>	<b>19405.54</b>	<b>27770.05</b>	<b>25191.87</b>	<b>22452.34</b>	<b>34055.42</b>	<b>12869.61</b>	<b>8753.28</b>	<b>\$219,373.47</b>
Cost %	0.42	0.58	0.48	0.41	0.36	0.44	0.46	0.43	0.43	0.47	0.46	0.42	44.38%
Salaries and Wages	17096.61	15524.77	14557.42	15312.59	19334.87	19282.54	23948.01	23744.42	24239.39	25521.90	16132.46	16094.07	\$230,789.05
FICA	1307.89	1187.64	1113.64	1171.41	1479.12	1475.11	1832.02	1816.45	1854.31	1952.43	1234.13	1231.20	\$17,655.36
Unemployment	547.09	496.79	465.84	490.00	618.72	617.04	766.34	759.82	775.66	816.70	516.24	515.01	\$7,385.25
Workers Comp	170.97	155.25	145.57	153.13	193.35	192.83	239.48	237.44	242.39	255.22	161.32	160.94	\$2,307.89
Insurance	279.00	279.00	279.00	279.00	279.00	279.00	279.00	279.00	279.00	279.00	279.00	279.00	\$3,348.00
<b>Labor Cost</b>	<b>19401.56</b>	<b>17643.46</b>	<b>16561.47</b>	<b>17406.13</b>	<b>21905.05</b>	<b>21846.52</b>	<b>27064.85</b>	<b>26837.13</b>	<b>27390.76</b>	<b>28825.25</b>	<b>18323.16</b>	<b>18280.22</b>	<b>\$261,485.55</b>
% Labor Cost	0.58	0.68	0.65	0.59	0.51	0.50	0.45	0.46	0.52	0.39	0.66	0.89	52.89%
<b>Gross Profit</b>	<b>136.66</b>	<b>(6790.97)</b>	<b>(3269.26)</b>	<b>199.43</b>	<b>5580.95</b>	<b>2785.98</b>	<b>5501.00</b>	<b>6318.62</b>	<b>2783.57</b>	<b>10184.95</b>	<b>(3509.96)</b>	<b>(6421.85)</b>	<b>\$13,499.13</b>
<b>Direct Expenses:</b>													
Household Supplies	1971.12	1017.37	1016.82	1735.24	2638.02	1530.17	1777.64	1547.74	1269.88	2109.48	1675.73	1063.33	\$19,352.54
Advertising	60.00	30.00	30.00	0.00	305.05	245.66	30.00	90.00	30.00	0.00	60.00	60.00	\$940.71
Office Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Travel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Contractual	0.00	0.00	0.00	0.00	0.00	0.00	0.00	265.00	0.00	197.95	0.00	0.00	\$462.95
Minor Repairs <\$300	0.00	0.00	0.00	85.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$85.00
Printing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
Miscellaneous	0.00	28.00	0.00	0.00	150.00	0.00	27.36	0.00	0.00	0.00	0.00	0.00	\$205.36
<b>Total Direct Expense</b>	<b>2031.12</b>	<b>1075.37</b>	<b>1046.82</b>	<b>1820.24</b>	<b>3093.07</b>	<b>1775.83</b>	<b>1835.00</b>	<b>1902.74</b>	<b>1299.88</b>	<b>2307.43</b>	<b>1735.73</b>	<b>1123.33</b>	<b>\$21,046.56</b>
<b>Traditional P&amp;L</b>	<b>(1894.46)</b>	<b>(7866.34)</b>	<b>(4316.08)</b>	<b>(1620.81)</b>	<b>2487.88</b>	<b>1010.15</b>	<b>3666.00</b>	<b>4415.88</b>	<b>1483.69</b>	<b>7877.52</b>	<b>(5245.69)</b>	<b>(7545.18)</b>	<b>(\$7,547.43)</b>
% of Sales	-5.66%	-30.45%	-16.91%	-5.48%	5.76%	2.29%	6.08%	7.57%	0.03	0.11	(0.19)	(0.37)	-1.53%
Utilities	2229.99	904.82	1654.40	1468.30	1598.62	1224.25	2012.96	1741.22	986.91	3562.91	1048.90	1204.28	\$19,637.56
Major Repairs \$300+	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
<b>Net Profit(Loss)</b>	<b>(4124.45)</b>	<b>(8771.16)</b>	<b>(5970.48)</b>	<b>(3089.11)</b>	<b>889.26</b>	<b>(214.10)</b>	<b>1653.04</b>	<b>2674.66</b>	<b>496.78</b>	<b>4314.61</b>	<b>(6294.59)</b>	<b>(8749.46)</b>	<b>(\$27,184.99)</b>
% of Sales	-12.32%	-33.96%	-23.39%	-10.44%	2.06%	-0.49%	2.74%	4.58%	0.94%	5.91%	-22.74%	-42.45%	-5.50%

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

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Company

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Authorized Signature

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Date

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