



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

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

DATE PRINTED

11/14/2013

BID OPENING DATE: 12/05/2013

BID OPENING TIME 1:30PM

| LINE  | QUANTITY | UOP      | CAT. NO. | ITEM NUMBER         | UNIT PRICE | AMOUNT |
|---|----------|----------|----------|---------------------|------------|--------|
| ADDENDUM NO.5   |          |          |          |                     |            |        |
| ADDENDUM ISSUED TO DISTRIBUTE THE ATTACHED INFORMATION TO THE VENDOR COMMUNITY. |          |          |          |                     |            |        |
| 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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| 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.05

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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 2nd set of vendor submitted questions (11/05/2013) and agency responses to those questions.
2. Bid Opening date changed from: November 21, 2013 at 1:30 PM. EDT.  
to: December 05, 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**  
**2ND OPPORTUNITY FOR VENDOR SUBMITTED QUESTIONS**  
**11/05/2013 10:00 AM. EDT.**

**Q.1.** Given the complexity of the operation now that we have seen the BOH operations and to ensure a responsive proposal, respectfully requesting a 2-week extension to the submission date to December 5.

**A.1. BIDS HAVE BEEN EXTENDED TO DECEMBER 5, 2013 AT 1:30PM**

**Q.2.** Is Visual One owned by the State or by Guest Services, Inc.? If owned by GSI, will a successor management firm be required to purchase this system and/or install a new Property Management System?

**A.2. THE VISUAL ONE PROPERTY MANAGEMENT SYSTEM IS OWNED BY THE STATE OF WEST VIRGINIA AND WILL BE AVAILABLE TO THE VENDOR IF THEY SO CHOOSE TO USE THIS SYSTEM.**

**Q.3.** The answer to Q62 states that 'proposed projection of DNR profit or loss WILL NOT be used as part of the evaluation criteria, however the RFP assigns 30 points to cost....further in Q62, the Goal is to generate maximum revenue that will ensure coverage of all expenses including the management fee, while returning a maximum profit back to the Division. Can you please help to further clarify on how the 30 points tied to cost is being evaluated?

**A.3. THE COST IS DIRECTLY RELATED TO THE ANNUAL FEE PROPOSED. THE LOWEST OVERALL COST WILL RECEIVE THE HIGHEST SCORE, AND THE SCORES WILL DECREASE INCREMENTALLY IN ORDER FROM LOWEST COST RECEIVING THE HIGHEST SCORE TO THE HIGHEST COST RECEIVING THE LOWEST SCORE.**

**Q.4.** During the walkthrough on Wednesday, the landscaping at the new conference center was being completed; can you please clarify the extent of landscape maintenance required of the management company?

**A.4. THE MANAGEMENT COMPANY IS RESPONSIBLE FOR THE LAWN AND LANDSCAPING AREAS AT THE NEW CONFERENCE CENTER.**

**Q.5.** The answer to Q69 states that the DNR has annual appropriated funding allotted to marketing/advertising the property; understanding the importance marketing/advertising means to revenue generation, can you please provide the amount of annual funding to drive business into Canaan, the channels and/or strategies this money is pointed to and if the management company can

and will participate in how these funds are spent? Are these funds included in the P/L for the property?

**A.5. AS STATED IN THE RESPONSE TO Q69 IN THE INITIAL SET OF QUESTIONS: "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."**

**DNR CANNOT PROVIDE ACTUAL FUNDING AMOUNTS AT THIS TIME DUE TO THE FACT THAT THE STATE'S BUDGET HAS YET TO BE APPROVED. DNR DOES UNDERSTAND THE IMPORTANCE MARKETING/ADVERTISING MEANS TO REVENUE GENERATION AND HAS PROPOSED A WELL-FUNDED ALLOTMENT FOR THIS PURPOSE.**

**THE MANAGEMENT COMPANY WILL BE THE MAIN DRIVING FORCE IN THIS ENDEAVOR WITH THE ASSISTANCE AND COOPERATION OF DNR. THIS WILL INSURE THAT ALL ASSETS ARE USED TO THE FULLEST EXTENT WHILE AVOIDING WASTEFUL DUPLICATIONS.**

**ADVERTISING/MARKETING ARE INCLUDED IN THE P/L.**

**Q.6. Q75, will these vehicles be assigned to the new management firm?**

**A.6. YES. THESE VEHICLES WILL BE ASSIGNED TO THE NEW MANAGEMENT FIRM**

**Q.7. In two of the Labor details provided, the total labor dollars listed do not tie to the sum of the individual positions above them. For example:**

- **Blackwater, page 88, the total listed is \$205,634. However, when adding the position wages on that page they equal \$365,848. In addition, in the P&L provided, the wages for 2012 were \$194,893 for Blackwater. Can you explain what the accurate figure should be?**
- **Ski Season Mountain Crew, page 81-82, the total listed is \$506,170. However, when adding the position wages on that page they equal \$267,309. Can you explain what the accurate figure should be?**

**A.7.**

**A. FIGURES PROVIDED FOR BLACKWATER RESTAURANT EQUAL \$365,848 – NOTE ATTACHMENT 1. THE PROFIT/LOSS REFLECTS ACTUAL WAGES WHILE THE REFERENCE PAGE REFLECTS BUDGETED WAGES.**

**B. SKI SEASON MOUNTAIN CREW WAGES ARE \$506,170. THE ACCURATE FIGURE SHOULD BE \$506,170.**

**SEE ATTACHMENT 2**

**Q.8 The Revenue Streams provided are (with Year 1 Revenue projection listed for reference):**

**Room and Cabin Revenue; \$3,628,592.90**

**Food and Beverage Revenue; \$2,061,040.76**

**Golf; \$803,128.66**

**Ski / Tubing / Clay; \$2,506,148.16**

**Recreation; \$125,791.22**

**Rentals/ Other; \$551,546.12**

**TOTAL; \$9,676,247.72**

There were 4 Retail Merchandise stores that we saw on the tour. However, There are no "Retail Merchandise" revenue streams listed in the 5 year projections. Are the Retail Merchandise Store Revenues embedded in the above revenue streams.....ie: Is the Golf Retail Merchandise store revenue in the Revenue in the Golf line? If they are embedded, can you provide a revised Revenue projection that break out the Retail Merchandise Store Revenue projections?

**A.8. RETAIL REVENUE IS INCLUDED WITHIN THE OTHER REVENUES CATEGORY AND IS NOT SPECIFICALLY BROKEN-OUT INTO A SEPARATE LINE ITEM**

**Q.9. What is included in "Rentals/Other" Revenue stream (\$551,546.12)? Does this include Ski rentals? Golf Club Rentals? Can you provide further breakdown of this Revenue stream?**

**A.9. RENTALS REFERS TO FACILITY RENTALS SUCH AS CONFERENCE FACILITIES. OTHER REVENUE REFERS TO RETAIL SALES, AND MISCELLANEOUS REVENUE NOT SPECIFICALLY TIED TO A PARTICULAR ACTIVITY SUCH AS GOLF, LODGING, OR FOOD AND BEVERAGE.**

**Q.10. Does the "Food and Beverage" Revenue stream include Food and Beverage locations in all areas of the property, including the skiing mountain location, the lodge locations, Blackwater? If not, are they embedded into each area areas revenue stream (is there F&B revenue in the Golf Revenue Stream of \$803,128.66, as an example?....if so, how much of the \$803,128.66 is Food and Beverage related?)**

**A.10. FOOD AND BEVERAGE REVENUE REFERS TO ALL FOOD SERVICE VENUES LOCATED ON PROPERTY.**

**Q.11. What is the hotel/resort competitive set for the Leisure segment and what is the hotel/resort competitive set for the Group & Conference segment?**

**A.11. SEE ATTACHED (ATTACHMENT 3)**

**Q.12. Within the group segment, what is the breakdown of corporate group vs. affinity group?**

**A.12. CORPORATE 3.8%; ASSOCIATION 13%, TOUR GROUP 18.4%; GOVERNMENT 11.5%; SMERF; 53.3%**

**Q.13. Where is the business center located as referenced in Q6 Addendum 2?**

**A.13. THE BUSINESS CENTER IS LOCATED IN THE MAIN LOBBY AREA**

**Q.14. What is the percentage of website bookings and call-in reservations? Please provide breakdown for online lodging bookings vs. online lift ticket bookings?**

**A.14. WEB 13%; CALL-IN 87%**

**Q.15. The response to Q69 lists an annual appropriated fund for sales & marketing. Can you provide detail as to this amount and what is covered by the State to avoid duplication of effort?**

**A.15. AS STATED IN THE RESPONSE TO Q69 IN THE INITIAL SET OF QUESTIONS: "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."**

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**ADVERTISING/MARKETING ARE INCLUDED IN THE P/L.**

**Q.16. What is included in the Activity Center as noted on the floor plan?**

**A.16. THE ACTIVITY CENTER AS REFERENCED IS NOTED AS A CRAFT ROOM – WHICH IS AN AREA FOR HANDS ON ACTIVITIES.**

**Q.17. What is the percentage of repeat visitation for summer guests vs. winter guests?**

**A. 17. 22% BOTH SUMMER AND WINTER**



## ATTACHMENT 1

| 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  | 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 365,848.08

## ATTACHMENT 2

## 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 |
| Attendant           | 1/2/2013   | 8.50  | 4,760.00  | A | 40 | H |
| Rental              | 12/18/2012 | 7.75  | 4,340.00  | A | 40 | H |
| Rental              | 12/18/2012 | 7.75  | 4,340.00  | A | 40 | H |
| Rental              | 1/3/2008   | 8.25  | 4,620.00  | A | 40 | H |
| Rental              | 12/26/2011 | 8.00  | 2,688.00  | A | 24 | H |

|                     |            |       |           |   |    |   |
|---------------------|------------|-------|-----------|---|----|---|
| Rental              | 1/4/2013   | 7.75  | 2,604.00  | A | 24 | H |
| Rental              | 2/25/2012  | 8.00  | 2,604.00  | A | 24 | H |
| Rental              | 12/29/2000 | 11.00 | 6,160.00  | A | 40 | H |
| Rental              | 12/2/2002  | 8.50  | 4,760.00  | A | 40 | H |
| Rental              | 5/30/2010  | 8.00  | 2,688.00  | A | 24 | H |
| Rental              | 12/11/2010 | 8.00  | 2,688.00  | A | 24 | H |
| Rental              | 1/14/2012  | 7.75  | 4,340.00  | A | 40 | H |
| Rental              | 12/22/2011 | 8.00  | 4,480.00  | A | 40 | H |
| Snow Removal        | 8/22/2012  | 10.00 | 5,600.00  | A | 40 | H |
| Snow Removal        | 7/30/2012  | 7.25  | 2,842.00  | A | 28 | H |
| Snow Maker          | 12/2/1999  | 10.50 | 5,880.00  | A | 40 | H |
| Snow Maker          | 12/11/2012 | 9.00  | 5,040.00  | A | 40 | H |
| Snow Maker          | 11/29/1996 | 15.00 | 8,400.00  | A | 40 | H |
| Snow Maker          | 12/14/2002 | 11.00 | 6,160.00  | A | 40 | H |
| Snow Maker          | 12/3/1987  | 10.50 | 5,880.00  | A | 40 | H |
| Snow Maker          | 12/2/2009  | 9.25  | 5,180.00  | A | 40 | H |
| Snow Maker          | 12/8/2004  | 10.00 | 5,600.00  | A | 40 | H |
| Mechanic            | 11/30/2011 | 9.50  | 5,320.00  | A | 40 | H |
| Snow Maker          | 11/27/2002 | 13.00 | 7,280.00  | A | 40 | H |
| Snow Maker          | 1/10/2010  | 9.00  | 5,040.00  | A | 40 | H |
| Snow Maker          | 12/20/2011 | 9.00  | 5,040.00  | A | 40 | H |
| Crew Leader         | 1/24/2007  | 15.00 | 8,400.00  | A | 40 | H |
| Crew Leader         | 2/3/2009   | 13.50 | 3,024.00  | A | 16 | H |
| Maintenance Special | 12/26/2012 | 18.00 | 10,080.00 | A | 40 | H |
| Maintenance Special | 11/16/2008 | 10.50 | 5,880.00  | A | 40 | H |
| Specialist          | 8/19/2012  | 8.00  | 1,792.00  | A | 16 | H |
| Specialist          | 1/28/2013  | 8.50  | 4,760.00  | A | 40 | H |
| Specialist          | 1/21/2013  | 8.50  | 4,760.00  | A | 40 | H |
| Specialist          | 12/31/2012 | 8.00  | 4,480.00  | A | 40 | H |
| Specialist          | 12/24/2011 | 8.00  | 3,248.00  | A | 29 | H |
| Specialist          | 12/24/2011 | 8.00  | 4,480.00  | A | 40 | H |
| Specialist          | 12/31/2010 | 8.00  | 3,248.00  | A | 29 | H |
| Specialist          | 12/24/2011 | 8.00  | 3,248.00  | A | 29 | H |
| Specialist          | 12/27/2012 | 8.00  | 3,248.00  | A | 29 | H |
| Specialist          | 1/26/2013  | 8.50  | 3,451.00  | A | 29 | H |
| Cashier             | 12/12/2009 | 8.00  | 4,480.00  | A | 40 | H |
| Cashier             | 1/22/2010  | 8.00  | 2,688.00  | A | 24 | H |
| Cashier             | 12/21/2012 | 8.00  | 2,688.00  | A | 24 | H |
| Cashier             | 1/29/1978  | 8.00  | 4,480.00  | A | 40 | H |
| Cashier             | 8/18/2012  | 7.75  | 2,170.00  | A | 20 | H |
| Cashier             | 12/11/2008 | 8.00  | 1,792.00  | A | 16 | H |
| Cashier             | 12/18/2009 | 8.00  | 2,688.00  | A | 24 | H |
| Cashier             | 12/29/2012 | 8.00  | 2,688.00  | A | 24 | H |
| Cashier             | 12/20/2006 | 11.75 | 6,580.00  | A | 40 | S |
| SkiSch Clerk        | 12/22/2011 | 7.50  | 1,680.00  | A | 16 | H |
| SkiSch Clerk        | 5/12/2009  | 8.50  | 4,760.00  | A | 40 | H |
| Instructor          | 12/19/2003 | 8.25  | 924.00    | A | 8  | H |

|            |            |       |            |   |    |   |
|------------|------------|-------|------------|---|----|---|
| Instructor | 12/12/2009 | 8.00  | 896.00     | A | 8  | H |
| Instructor | 12/22/2007 | 8.25  | 924.00     | A | 8  | H |
| Instructor | 12/14/2002 | 8.50  | 924.00     | A | 8  | H |
| Instructor | 2/4/2008   | 10.50 | 2,352.00   | A | 16 | H |
| Instructor | 1/16/2010  | 8.00  | 896.00     | A | 8  | H |
| Instructor | 12/30/2003 | 8.25  | 2,310.00   | A | 20 | H |
| Instructor | 12/26/2010 | 8.25  | 924.00     | A | 8  | H |
| Instructor | 1/5/2013   | 8.00  | 896.00     | 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 | 12/23/2011 | 8.00  | 896.00     | A | 8  | 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 |   |    |   |

## ATTACHMENT 3

## Competitive Analysis

| Wisp Resort                 |  |                      |                    |                                |
|-----------------------------|--|----------------------|--------------------|--------------------------------|
| <b>Address:</b>             | <b>City:</b>   | <b>Phone Number:</b> | <b># of rooms:</b> | <b>Date Opened:</b>            |
| Maryland                    | Deep Creek Lake  | 301-387-5581         | 169                | October 1985<br>Renovated 2004 |
| <b>Visibility/location:</b> | Twenty miles south of I-68   |                      |                    |                                |
| <b>Amenities:</b>           | fitness center, microwave and mini refrigerator in room, complimentary high speed Internet access, conference facility, Golf, Ski, Canopy Tour, Mt. Coaster, and much more.            |                      |                    |                                |
| <b>Reputation:</b>          | Hotel and Ski Area are highly regarded as a great place to ski. Sold in 2013 to new owners due to bankruptcy.  |                      |                    |                                |
| <b>Strengths:</b>           | Easily accessible from feeder cities Pittsburgh, DC, Baltimore, located near Deep Creek Lake, State of the art snow making capabilities, various recreation opportunities for all ages |                      |                    |                                |
| <b>Weaknesses:</b>          | Not group friendly especially to motorcoach, have a "Build it and they will come" mentality  |                      |                    |                                |
| <b>Market segment:</b>      | Association, Corporate, Government, SMERF  |                      |                    |                                |

| Lakeview Golf Resort & Spa  |  |                      |                                    |                                |
|-----------------------------|--|----------------------|------------------------------------|--------------------------------|
| <b>Address:</b>             | <b>City:</b>   | <b>Phone Number:</b> | <b># of rooms:</b>                 | <b>Date Opened:</b>            |
| West Virginia               | Morgantown   | 304-594-1111         | 187 rooms,<br>52 - 2 bdrm<br>condo | October 1970<br>Renovated 2007 |
| <b>Visibility/location:</b> | 1 mile from I-68   |                      |                                    |                                |
| <b>Amenities:</b>           | Fitness center, complimentary high speed internet access, conference facility, 2 golf courses, spa |                      |                                    |                                |
| <b>Reputation:</b>          | Tend to have a high turnover in staff, attract golfers from all over                               |                      |                                    |                                |
| <b>Strengths:</b>           | Easily accessible from feeder cities Pittsburgh, DC, Baltimore,                                    |                      |                                    |                                |
| <b>Weaknesses:</b>          | Service, high staff turnover   |                      |                                    |                                |
| <b>Market segment:</b>      | Association, Corporate, Government, SMERF  |                      |                                    |                                |

| Stonewall Resort & Conference Center |   |                      |                    |                     |
|--------------------------------------|---|----------------------|--------------------|---------------------|
| <b>Address:</b>                      | <b>City:</b>  | <b>Phone Number:</b> | <b># of rooms:</b> | <b>Date Opened:</b> |
| West Virginia                        | Roanoke   | 304-269-7400         | 198                | October 2002        |
| <b>Visibility/location:</b>          | 5 miles from I-79   |                      |                    |                     |
| <b>Amenities:</b>                    | fitness center, microwave and mini refrigerator in room, complimentary high speed internet access, conference facility, golf, spa, lake |                      |                    |                     |
| <b>Reputation:</b>                   | Expensive, requires you to purchase a package, no a-la-carte.   |                      |                    |                     |
| <b>Strengths:</b>                    | Centrally located in the state of WV with easy access to I-79   |                      |                    |                     |
| <b>Weaknesses:</b>                   | In the middle of no where   |                      |                    |                     |
| <b>Market segment:</b>               | Association, Corporate, Government, SMERF   |                      |                    |                     |

| <b>Pipestem State Park</b>  |  |                      |                           |                     |
|-----------------------------|--|----------------------|---------------------------|---------------------|
| <i>Address:</i>             | <i>City:</i>   | <i>Phone Number:</i> | <i># of rooms:</i>        | <i>Date Opened:</i> |
| West Virginia               | Pipestem   | 304-466-1800         | 113 rooms,<br>26 cottages |                     |
| <i>Visibility/location:</i> | Located 14-22 miles from interstate  |                      |                           |                     |
| <i>Amenities:</i>           | Golf, exercise room, conference facility, hiking, amphitheater, indoor pool, |                      |                           |                     |
| <i>Reputation:</i>          | Group challenge with food operations   |                      |                           |                     |
| <i>Strengths:</i>           | Beautiful, state park,   |                      |                           |                     |
| <i>Weaknesses:</i>          | Spread out,  |                      |                           |                     |
| <i>Market segment:</i>      | Association, Corporate, Government, SMERF                                    |                      |                           |                     |

| <b>Snowshoe Mountain Resort</b> |  |                      |                    |                     |
|---------------------------------|--|----------------------|--------------------|---------------------|
| <i>Address:</i>                 | <i>City:</i>   | <i>Phone Number:</i> | <i># of rooms:</i> | <i>Date Opened:</i> |
| West Virginia                   | Snowshoe   | 877-536-9757         | 1500+              | 1978                |
| <i>Visibility/location:</i>     | Located on 2 lane highway (Rt 219)   |                      |                    |                     |
| <i>Amenities:</i>               | Golf, ski, mountain bike, lake, indoor/outdoor pools, Village, restaurants & night life. |                      |                    |                     |
| <i>Reputation:</i>              | Expensive, party place   |                      |                    |                     |
| <i>Strengths:</i>               | Everything contained in the village  |                      |                    |                     |
| <i>Weaknesses:</i>              | Frequently closed, hard to get to, spread out  |                      |                    |                     |
| <i>Market segment:</i>          | Association, Corporate, Government, SMERF  |                      |                    |                     |

Canaan Valley Resort State Park is competitively priced with its competition. As our construction/renovation of resort near completion we anticipate again receiving our fair share of the market. During the ski season our indirect competitors are Winterplace, Timberline, Seven Springs, Massanutten, and Snowshoe.

| Trails/Slopes | #  | Ski Acres | Base Elev | Peak Alt | Vertical Drop | Terrain Park | Snow-making |
|---------------|----|-----------|-----------|----------|---------------|--------------|-------------|
| CVR           | 43 | 91        | 3,430     | 4,280    | 850           | 1            | 75%         |
| Snowshoe      | 60 | 244       | 3,348     | 4,848    | 1500          | 1            | 100%        |
| Winterplace   | 28 | 90        | 2,997     | 3,600    | 603           | 2            | 94%         |
| Timberline    | 37 | 92        | 3,268     | 4,268    | 1000          | 4            | 100%        |
| Wisp          | 32 | 132       | 2,415     | 3,115    | 700           | 6            | 90%         |
| Seven Springs | 41 | 285       | 2,240     | 2,994    | 754           | 2            | 100%        |
| Massanutten   | 14 | 70        | 1,750     | 2,925    |               | 2            | 100%        |

| Activities    | Tubing | XC/Snowshoe | Ice/Roller Skating | Air Boarding | Indoor Pool    | Massage/Spa |
|---------------|--------|-------------|--------------------|--------------|----------------|-------------|
| CVR           | Y      | Y           | Ice                | Y            | Y              | N           |
| Snowshoe      | Y      | Y           | N                  | N            | Y              | Y           |
| Winterplace   | Y      | N           | N                  | N            | N              | N           |
| Timberline    | N      | Y           | N                  | N            | N              | N           |
| Wisp          | Y      | Y           | Ice                | N            | Y              | Y           |
| Seven Springs | Y      | Y           | Roller             | N            | Y              | Y           |
| Massanutten   | Y      | N           | N                  | N            | Y<br>waterpark | Y           |

**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