

Exhibit VIII.C.18.a – Information on Associated Project Firms

Submit as Exhibit VIII.C.18.a. names, addresses and relevant experience of the architects, engineers, contractors and designers of the proposed Gaming Facility and related proposed infrastructure improvements.

Please find on the following the firm profiles for our programming, design and construction team:

JCJ Architecture.....	Architecture
CHA Consulting.....	Planners and Civil Engineering
Desimone Consulting Engineers	Structural Engineering
M / E Engineering.....	Mechanical, Electrical, Fire Protection
M. Malia & Associate.....	Surveillance & Security Systems Design
Encompass Development, Design & Construction	Construction Consultant
LP Ciminelli	Construction Management
Spectrum gaming Group	Gaming Consultant



FIRM OVERVIEW

YEAR ESTABLISHED

1936

LOCAL OFFICE

230 Park Avenue
New York, NY 10169
212-774-3606

CONTACT

Peter N. Stevens, LEED AP
Principal in Charge
M: 860-306-8003
pstevens@jcj.com

SIZE OF FIRM

91 Total Staff
39 Registered Architects
29 LEED AP
6 Office Locations

CAPABILITIES/SERVICES

Project Feasibility
Master Planning
Architecture
Interior Design / FF&E
Construction Documents
Project Management
Construction Admin.
Historic Preservation
Regulatory Approvals
Sustainable Design
Graphic Design
Environmental Branding

AREAS OF EXPERTISE

Gaming
Hospitality
Corporate / Commercial
Adaptive Reuse
College and University
K-12 Education
Library
Police and Public Safety
Mixed Use Developments

JCJ Architecture has been in continuous operation in since 1936. The firm has built a practice that balances the business and art of design by integrating rigorous methods of management with the highest standards of design and client service. From our network of 6 offices across the nation, JCJ provides comprehensive services and has consistently been ranked in the nation's top design firms by both by Architectural Record* and Engineering News Record**

JCJ ARCHITECTURE

For more than 20 years, JCJ Architecture has been immersed in the gaming and entertainment marketplace, designing some of the most notable and profitable properties in the industry. JCJ offers clients a proven approach that balances business objectives with the delivery of high-impact entertainment environments. The firm's comprehensive, client-focused planning and design process yields design solutions that address each project's unique challenges and ensure bottom line success. JCJ has extensive experience in the successful implementation of accelerated and alternative delivery methods.

JCJ's approach is to put the client's objectives along side our knowledge of marketplace dynamics and practical experience. These factors are fundamental considerations that will drive architectural solutions. The skill with which we utilize information regarding the project's context and our client's business objectives enables us to provide services that reach beyond typical design services. Our 20+ years of experience combined with our point of view enables JCJ to effectively shape a casino, hotel, resort or entertainment venue's physical space in order to produce optimal results.

JCJ has been responsible for the project management, planning, design and documentation of more than 100 gaming, hospitality and entertainment projects throughout the United States and internationally. Our project includes a diverse range of projects - from regional to destination and from amenity driven to gaming focused.

** JCJ was ranked by Architectural Record as #4 in renovation starts for time period of 1/2011 thru 11/2012.*

***JCJ has been ranked among ENR's Top 500 Design Firms since the survey began in 2003.*



PORTFOLIO OF SPECIALIZED SERVICES

JCJ Architecture offers a highly specialized portfolio of services reflecting the unique needs of our hospitality practice clientele. These services extend beyond traditional architectural services to include everything from 'highest and best' use analysis through post-occupancy evaluation.

Pre-Design Advisory Services:

- Existing Conditions and Site Analysis
- Feasibility Studies and Facility Needs Assessments
- Site Development Coordination
- Facilities Programming and Space Planning
- Master Planning
- Project Conceptualization/Scope Definition
- Project Character & Image Identification
- Milestone Scheduling and Phasing Analysis
- Preliminary Budget Establishment
- Governmental and Regulatory Agency Coordination
- Highest and Best Use Analysis
- Public Meeting Planning, Facilitation, Presentation
- Regulatory Review and Coordination

Project Management & Construction Services:

- Consultant Selection and Coordination
- Budgeting and Cost Control
(Site, Building, and Interiors)
- Construction Site Representation
- Construction Observation and Owner Services
- Regulatory Agency Approvals
- Installation Administration
- Procurement Management
- Post-Occupancy Evaluation

Planning, Architecture, Interior Design & Graphic Design:

- Interior Design
- FF&E Design and Specification
- Space Planning
- Branding
- Inventory and Assessment
- ADA and Building Code Compliance
- Signage Systems and Design
- Logo and Identity Creation
- Art Consultation

Renovation Specialties:

- Property Survey and Inventory
- Evaluation and Assessment of Existing Facilities
- Facility Operations Coordination
- Long Range Master Planning and Phasing Strategies
- Property Repositioning
- Life-Cycle Forecasting
- Renovation and Adaptive Re-use
- Budgeting and Implementation Scheduling
- Historic Preservation

RELEVANT EXPERIENCE

PARTIAL LIST OF GAMING PROJECTS

Saratoga Gaming & Raceway
\$35 million

Saratoga Casino Black Hawk
\$4.6 million

Resorts World New York City
\$510 million

Seneca Allegany Hotel Casino
\$417 million

Seneca Niagara Spa Hotel & Casino
\$500 million

Mohegan Sun at Pocono Downs
\$278 million

Desert Diamond Hotel & Casino
\$103 million

Wild Horse Pass Hotel & Casino
\$200 million

First Council Hotel & Casino
\$26 million

Fire Rock Navajo Casino
\$24 million

Downstream Casino Resort
\$199 million

Twin Arrows Resort Hotel Interiors & Casino
\$100 million

Mystique Casino
\$20 million

Twin River at Lincoln Park
\$225 million

Foxwoods Resort Casino
\$965 million

Wheeling Island Race Track & Gaming
\$62 million

Central Valley Casino
\$587 million

Calder Casino
\$32 million

U.S. Grant Hotel
\$60 million

Pala Casino
\$125 million

Cloverdale Casino Resort
\$525 million

Viejas Casino and Turf Club
\$125 million

Hawaiian Gardens Casino
\$40 million

Valley View Casino and Resort
\$10.5 million

Chumash Casino and Resort
\$175 million



RECOGNIZED SUCCESS IN HOSPITALITY DESIGN

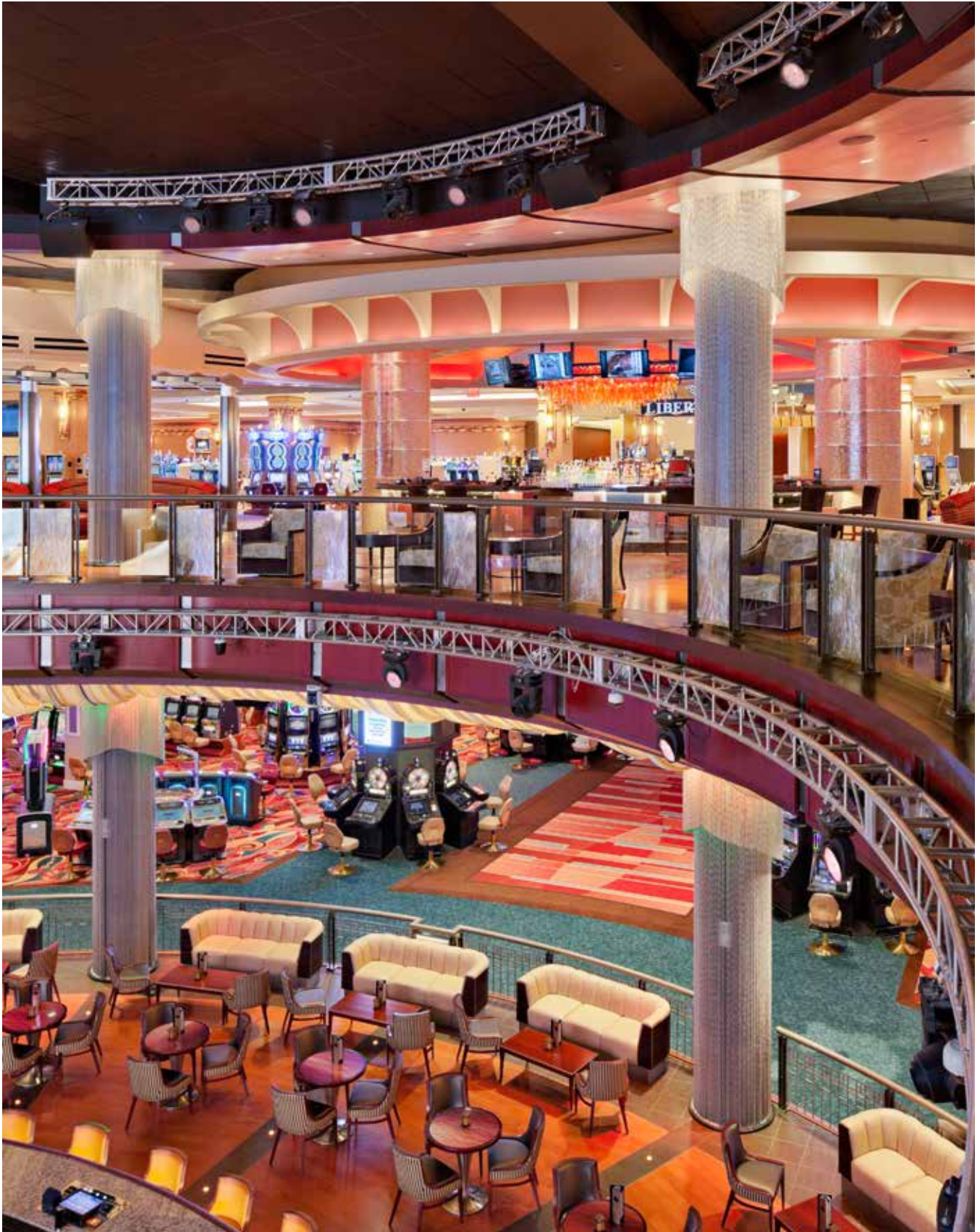
For more than 20 years, JCJ has been immersed in the gaming and entertainment marketplace, designing some of the most notable and profitable properties in the industry. JCJ offers clients a proven approach to planning and design that balances business objectives with the delivery of creative and high-impact entertainment environments. The success of JCJ Architecture's work is a testament to unifying our clients' exacting needs with the dynamics of the marketplace.

JCJ's comprehensive, client-focused and interactive planning and design process yields design solutions that address each project's unique challenges and ensure bottom line success. The Firm's extensive experience includes successful implementation of accelerated and alternative delivery methods. JCJ's Entertainment team possesses a collective intelligence of the market and complex regulations that is unmatched in the industry.

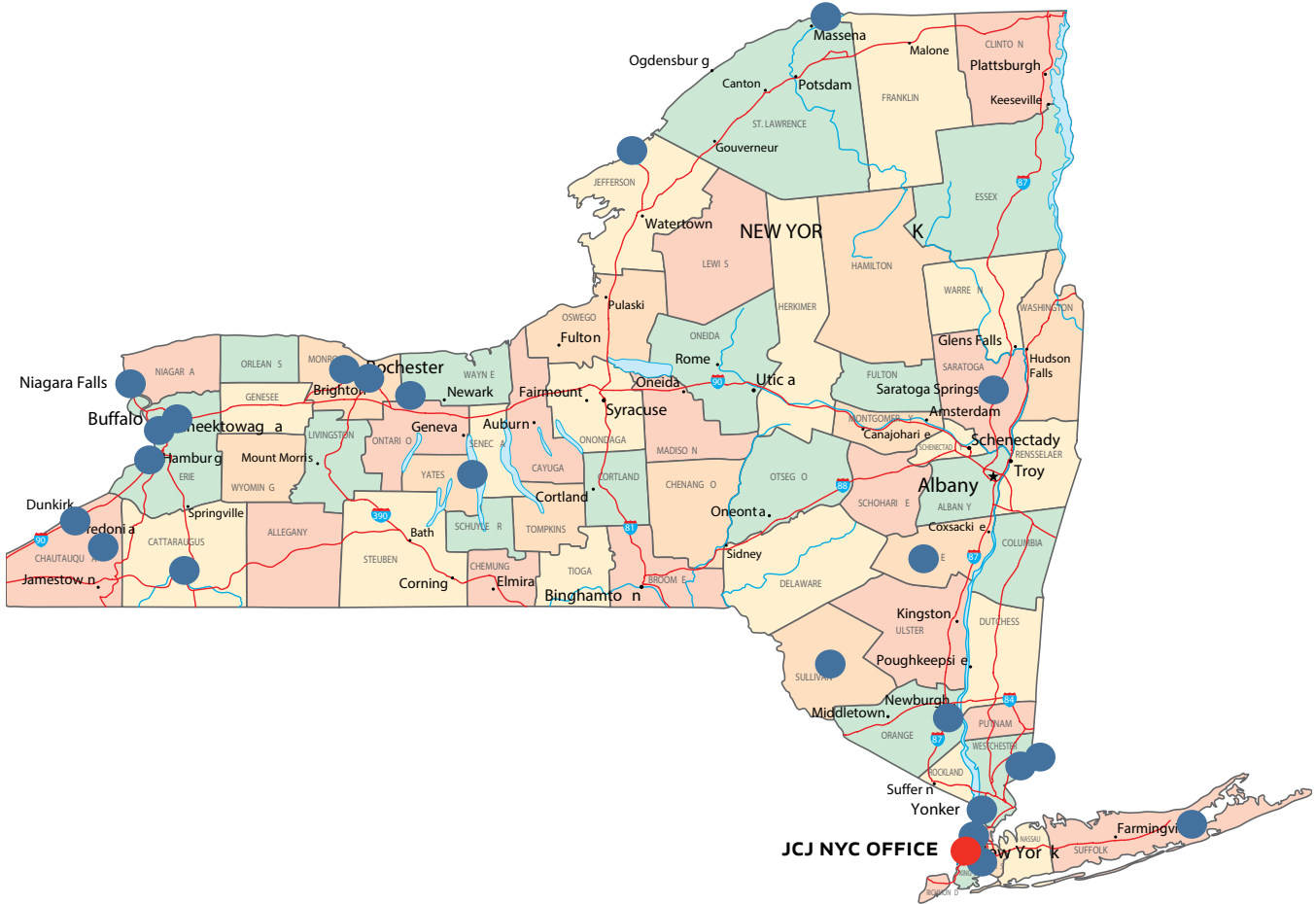
JCJ has been responsible for the project management, planning, theming, design and documentation of over 100 gaming, hospitality and entertainment projects throughout the United States and internationally. Our portfolio includes large-scale, destination resorts such as Resorts

World New York, the Seneca Niagara Casino & Hotel in upstate New York, the Seneca Allegany Casino & Hotel in western New York, the Downstream Resort Casino in Oklahoma and Wild Horse Pass Hotel & Casino in Phoenix to name a few.

We customarily reach beyond typical architectural services to include attention to and consideration of each client's business ideals and business plan. Shaping a casino, hotel, resort or entertainment venue's physical space to more accurately predict player and guest behavior is an objective that JCJ has explored, refined and applied in its more than 20 years of gaming and hospitality design practice. JCJ's approach is to fully align the architectural program with each client's strategic business objectives, resulting in a one-of-a-kind guest experience, increased guest visitation and return on investment for project stakeholders.



RELEVANT EXPERIENCE - NEW YORK STATE



The map above indicates some of JCJ Architecture's projects in the State of New York.

Gaming projects include the following:

- Saratoga Racing & Gaming
- Seneca Niagara
- Seneca Allegany
- Empire Resorts Monticello
- Empire Resorts Concord
- Empire City Yonkers
- Resorts World Casino New York City
- Catskills Grossinger Resort Casino
- Bonnie Castle Downs Racing & Gaming Resort
- Salamanca Bingo & Casino
- Buffalo Casino Study
- Cheektowaga Casino Study
- Finger Lakes Racing & Gaming
- Fairgrounds Gaming & Raceway
- St Regis Akwasasne
- Irving Bingo & Casino

RELEVANT EXPERIENCE

For the past 20 years, JCJ has provided services on a vast range of gaming and hospitality projects from master planning and concept design through full architectural design, documentation and construction administration.

The projects that follow illustrate just a fraction of the firm's extensive portfolio of relevant work. These representative projects include many of the the following program components and services:

- Gaming
- Master Planning
- Conceptual Design
- Hotels
- Food and Beverage
- Retail
- Events Areas / Multi-Purpose Rooms
- Parking



RELEVANCE

Master Planning,
Traditional Aesthetic,
Expansion to Existing
Property

SIZE

220,000 SF

Following on the success of their racing and gaming operations, this client has engaged JCJ to master plan and design an expansion of their property to provide additional revenue generators and amenities for their clientele. The first phase of development, currently under design, includes an upscale boutique hotel immediately adjacent to the casino and raceway. This four star hotel will feature 108 guest rooms including 6 suites, a 130 seat fine dining restaurant, meeting space, indoor pool, as well as a spa and fitness room. The event center and hotel expansion, planned for the second phase of development, will be a multi-purpose facility that will accommodate approximately 2,000 seats and will include concession areas, rest room facilities, and 2,800 square foot stage. This project will also include the addition of approximately 700 new paved parking spaces.

The overall design concept references the majestic structures and grand architectural and recreational history of the region. Traditional design elements such as molded wood paneling on the interior and a brick exterior fronted by a gracious arcade are complemented with more contemporary accents and elements throughout the building. Bold colors reference the jerseys of the resident jockeys accent the spaces, and whimsical lighting elements provide a provocative dialogue between the traditional architectural elements and the modern-day energy of the adjacent casino.

It is anticipated that the project will be constructed in two phases. The first phase will include the hotel program (including additional parking area) with the second phase encompassing the event center. The project will commence in the fall of 2013 with the opening of the first phase in the spring of 2015. The second phase is scheduled for completion in March of 2016.





SERVICES

Master Planning,
Architecture,
Program & Budget, Interior
Design, FF&E,
On-site Construction
Administration

SIZE

Phase I: 55,000 sf
Phase II: 46,000 sf

COMPLETION

Phase I: January 2004
Phase 2: August 2007

COST

\$35 million

The design for Saratoga Gaming and Raceway became the New York State's first Video Lottery Terminal (VLT) venue and one of the most successful examples of how gaming can transform an established racing environment into a multi-faceted and reinvigorated entertainment complex. The famed racetrack's initial roll-out included 1,324 state-of-the-art video gaming machines, two restaurants, three full-service bars, a food court with trackside open air patio, gift shop and variety of guest services. Saratoga's popularity has given rise to the current expansion plan which significantly enhances guest gaming,

entertainment, and dining options, offering guests 400 new gaming machines, a two-story "highly charged" nightclub and new 300-seat buffet. Featuring two floors and two full-scale bars, the club is created to host a number of entertainment options such as live bands, disc jockeys, and special events including major sporting events and private parties. The expansion is Victorian-inspired, in both interior design and exterior character detailing, in keeping with racetrack's historic past and celebrating the rich Saratoga context within.



SERVICES

Architecture,
Interiors, FF&E

SIZE

46,500 sf (total)
32,750 sf (renovation)

COST

\$4.6 million

COMPLETION

2013

The doors to the Saratoga Casino Black Hawk opened just 5 months after Saratoga Harness Racing Inc (SHRI) acquired the existing Fitzgerald Casino, 39 miles from downtown Denver. Having worked hand-in-hand with JCJ Architecture on several projects, SHRI knew that JCJ could tackle the significant transformation of the existing building in good time, delivering this “little piece of Satatoga” to the Rockies.

The goal of the project was to provide a gaming experience that represents the elegance Saratoga has long been known for. With an interior featuring rich tones, wood panels, equestrian-themed art and spectacular custom light fixtures, the undertaking was a success. The space was designed to mirror

the essence of Saratoga Gaming in the northeast, with emphasis on an unrelenting commitment to service and quality. Creative features include a massive chandelier crafted from re-purposed Saratoga Springs water bottles, and a vibrant, large-scale racing image at the reception printed on a fluid screen of chains.

The improvements included a new table game area, upgraded games and titles, an escalator which improves access to the remodeled third floor, the addition of Diamond Jim’s Bar and the 120-seat Garden Buffet restaurant. With nearly 600 slot machines, Saratoga Casino Black Hawk offers a wide variety of gaming including Roulette, Blackjack, Buffalo Blackjack, Poker, Craps and more.



SERVICES

Master Planning,
Architecture,
Interior Design, FF&E,
Program. Budget

SIZE

160,000 sf

COST

\$160 million

COMPLETION

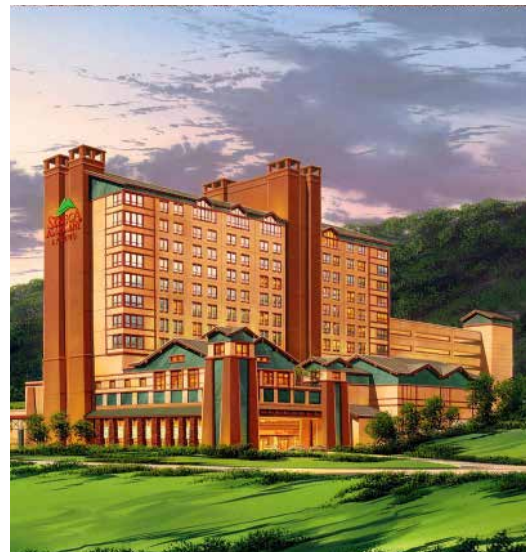
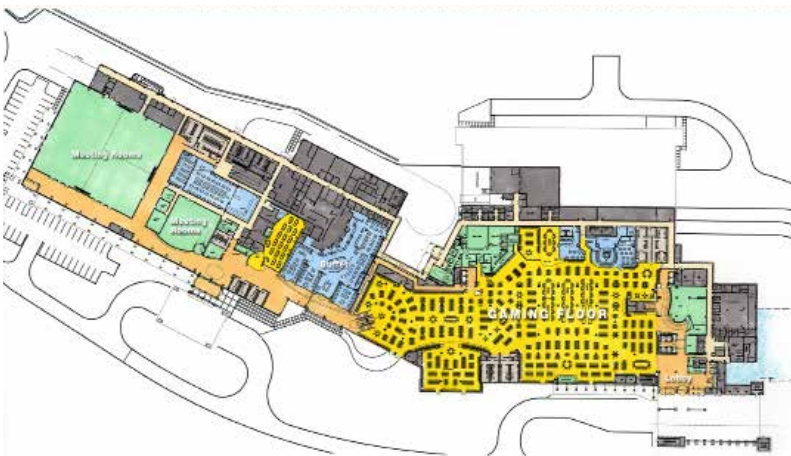
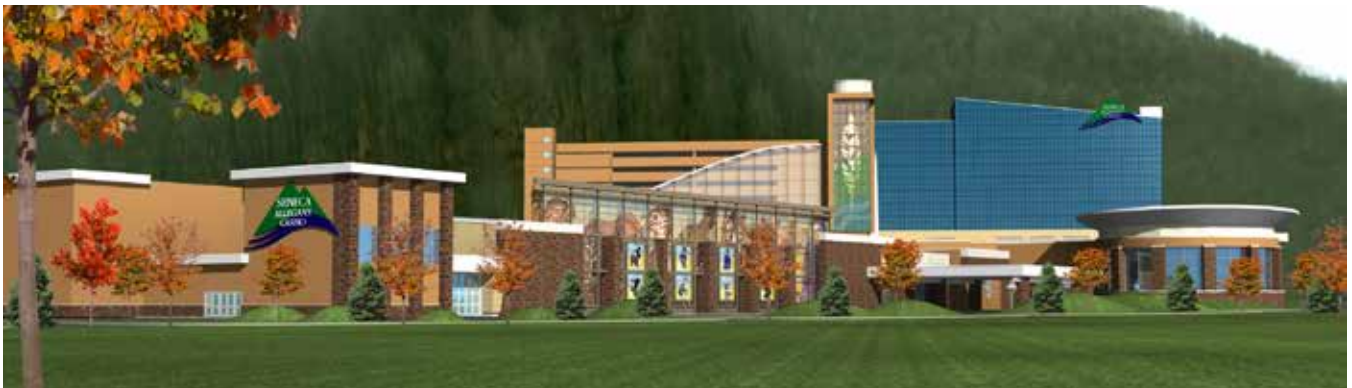
Multiple Projects
2007-2012

Renovation and expansion of existing facilities at this historic Rhode Island greyhound track transforms the facility into a world-class entertainment destination while efficiently addressing the programmatic and functional needs of the complex. Implemented in multiple phases, development involves gaming expansion of 600 VLTs, relocation and consolidation of simulcast and live racing facilities, exciting improvements to food and beverage operations, and new and relocated “back of house” spaces.

The plan’s major component is a 160,000 square foot addition of two new wings onto the existing building, accommodating guest arrival and parking amenities as well as additional gaming, feature bar, buffet, restaurants, and multi-purpose entertainment venue. The investment made in artfully re-configuring, renovating, and expanding the nearly sixty-year-old-facility, makes Lincoln Park completely transformed, both inside and out, resulting in a distinctive image that

affirms its stature at the pinnacle of the region’s entertainment destination attractions.

The most significant challenge presented by this project is the fast track schedule, which JCJ has effectively managed with frequent, thorough communication with the owner, contractor and consultant team.





SERVICES

Master Planning,
Programming,
Architecture, Interior
Design, FF&E

SIZE

120,460 sf (Phase 1);
165,000 sf Casino &
345,000 sf, 212 room,
11-level Hotel (Phase 3)

COST

\$417 million

COMPLETION

2013

Since 2000, JCJ Architecture has proudly served the Seneca Nation of Indians in providing award-winning master planning, architectural and interior design services on multiple sites. This Allegany property has developed through a fast-track design and build process, and embodies the culture of Seneca's 'Eight Clans' throughout its luxurious interiors. For this project local Native American artists were commissioned to create unique pieces of art to be placed throughout the casino and hotel. The facility features 68,000 square feet of world-class gaming, with more than 2,200 slot machines and 40 table games, including a Poker Room, Turtle Island non-smoking casino, high limit slot machine and table games area and the Casino Bar.

Located on the second floor of the hotel is the "Fire Lounge" – an intimate lounge and stopping off point for patrons as they enjoy a night out. Other amenities on this level include The Western Door, the Seneca's signature steakhouse, The Seneca Café, a 24-hour eatery, and Patria, an Italian fine dining restaurant.

The facility includes convention and meeting areas, which include capacity for concerts and boxing events, a full-service Spa and the Thunder Mountain Buffet.





SERVICES

Master Planning,
Programming,
Architecture, Interior
Design, FF&E

SIZE

147,000 sf

COST

\$34 million (hotel only)
\$329.2 million (total)

COMPLETION

2006

The Seneca Niagara Hotel and Casino development represents the first several phases of the master plan "Vision for the Future." The initial phase included the innovative, adaptive reuse and conversion of an existing (and all but abandoned) 400,000 square foot convention center, into a successful operating casino.. The entire complex (including a center bar, a 350-seat buffet, a fine dining steakhouse restaurant, fast food, a 600-seat showroom, retail space, plus all necessary support areas) was completely delivered, designed, and constructed in an unimaginable 100 days.

With the success of the initial project, JCJ was immediately charged with attacking the next phases of the development. Step two included additional operational support facilities and a 2,000 car parking structure attached to the casino via a connecting bridge. Prior to the conclusion of

those phases, JCJ was already designing the first hotel. Including 600 guestrooms and luxury suites on 26 floors, a 15,000 square foot world class spa, a pool and terrace, and a 2,000 seat multi-purpose events center designed to accommodate forms of entertainment ranging from concerts, to boxing, to banquets.

The design of the building is an inventive reflection of the Seneca heritage and relationship to the region. Featured inside and outside the architecture are abstracted "woodlands" depicted in four seasons. The hotel exterior is an architectural metaphor illustrating the creation of the falls. Sculptures representing the eight clans of the Seneca Nation frame the main entry. These are examples of the types of meaningful design symbolism that are saturated throughout the facility.





SERVICES

Master Planning,
Programming, Legislative
and Regulatory Approval
Support, Architecture,
Interior Design, FF&E

SIZE

1,086,000 sf

COST

\$510 million

COMPLETION

2011

JCJ was retained to work with the renowned, Singapore-based Genting Group to create Resorts World, the first and only casino in New York City. Located in Queens on the site of the legendary Aqueduct Racetrack, this unique destination serves as a prime example of JCJ's ability to revive an existing property into something new and spectacular.

This \$500 million facility provides more than one million square feet of entertainment on multiple levels, with three separate casinos: Times Square, Fifth Avenue and the members-only Crockford's Club casino, providing 5500 machines for all levels of play.

Twelve restaurants and six lounges offer everything from upscale fine dining with cultural influences to casual NY favorites, as well as round-the-clock, live entertainment both indoors and out. The Central Park conference and event center provides the largest event space in all five boroughs.

Opened in October of 2011 to record-breaking crowds, Resorts World was designed to be a place of pride for all of New York, reflecting its history, present and future, and celebrating its position as one of the most dynamic cities worldwide.



SERVICES:

Master Planning,
Architecture

SIZE

2,600,000 sf
(Leasable Exhibition/
Multi-Purpose Space)
23,900 cars (Parking)

COST

\$1B per phase

REFERENCE

Michael D'Amato,
Owner's Representative
860.608.1974

The broad and exciting vision for this project envisions a dynamic and fun mixed-use complex that will become a major international destination for conventions, meetings, conferences, trade shows and entertainment. When fully built, the complex will include over 2.6 million SF of leasable convention and meeting space, over 5,000 hotel rooms, parking for almost 24,000 cars, and will be easily accessible by improved mass transit facilities. The hotel and convention facilities will dramatically surround and orient to the Aqueduct Racetrack. An exciting multi-destination entertainment complex can eventually replace the racetrack and its infield if and when racing is discontinued here.

The proposed project will be developed in several stages so that the program can be logically implemented according to market and economic conditions as well as site and operational constraints affecting construction sequencing. Each stage offers a different type of convention and meetings facility that responds to the diversity of the marketplace: Stage 1 is a convention center with dedicated exhibit halls, ballrooms and break-out meeting rooms; the Stage 2 center is a more highly flexible facility with two levels of multi-purpose halls and a third level of meeting space; and the third center, built during Stage 4, is a pure conference facility without exhibit space.



SERVICES
Architecture,
Interior Design,

COMPLETION
2004

COST
\$10.5 million

Located in the heart of the beautiful Finger Lakes region of New York, the new Finger Lakes Racetrack & Gaming was designed and reinvented as a true destination experience, with the addition of a 1,010 VLT parlor and abundant entertainment the facility has averaged 3,000-4,000 people each weekday with 8,000-9,000 people each weekend day since opening in February 2004. Customers come from within a two-hour radius – about 78% from the greater Rochester area – to enjoy the ambiance and amenities throughout the reinvigorated facility. Dining options range from fine dining to the food court to the sandwich shop. Sevens at Finger Lakes is a state-of-the-art sports bar featuring 17 televisions and view of

the racetrack. The gaming floor was designed to tie-in with the nearby Finger Lakes wine region. Design elements include wine barrels built into the wall, two large trellis' that are supported above the entire width of the floor, columns outfitted in ivy and a grapevine carpeting pattern. The facility experienced gross sales from February 18th, 2004 to March 9th, 2004 of \$46.2 million. The facility has been so successful that track officials have been able to twice increase racing purses in only five months. Validating the positive impact of gaming, a 35% increase in April and a 15% increase in June have been implemented.





SERVICES

Master Planning,
Programming,
Architecture, Interior
Design, FF&E

SIZE

350,129 SF

COST

Phase 1:
\$39 million (hotel only)
\$164 million (total)
Phase 2:
\$150 million

COMPLETION

Phase 1: 2008
Phase 2: 2013

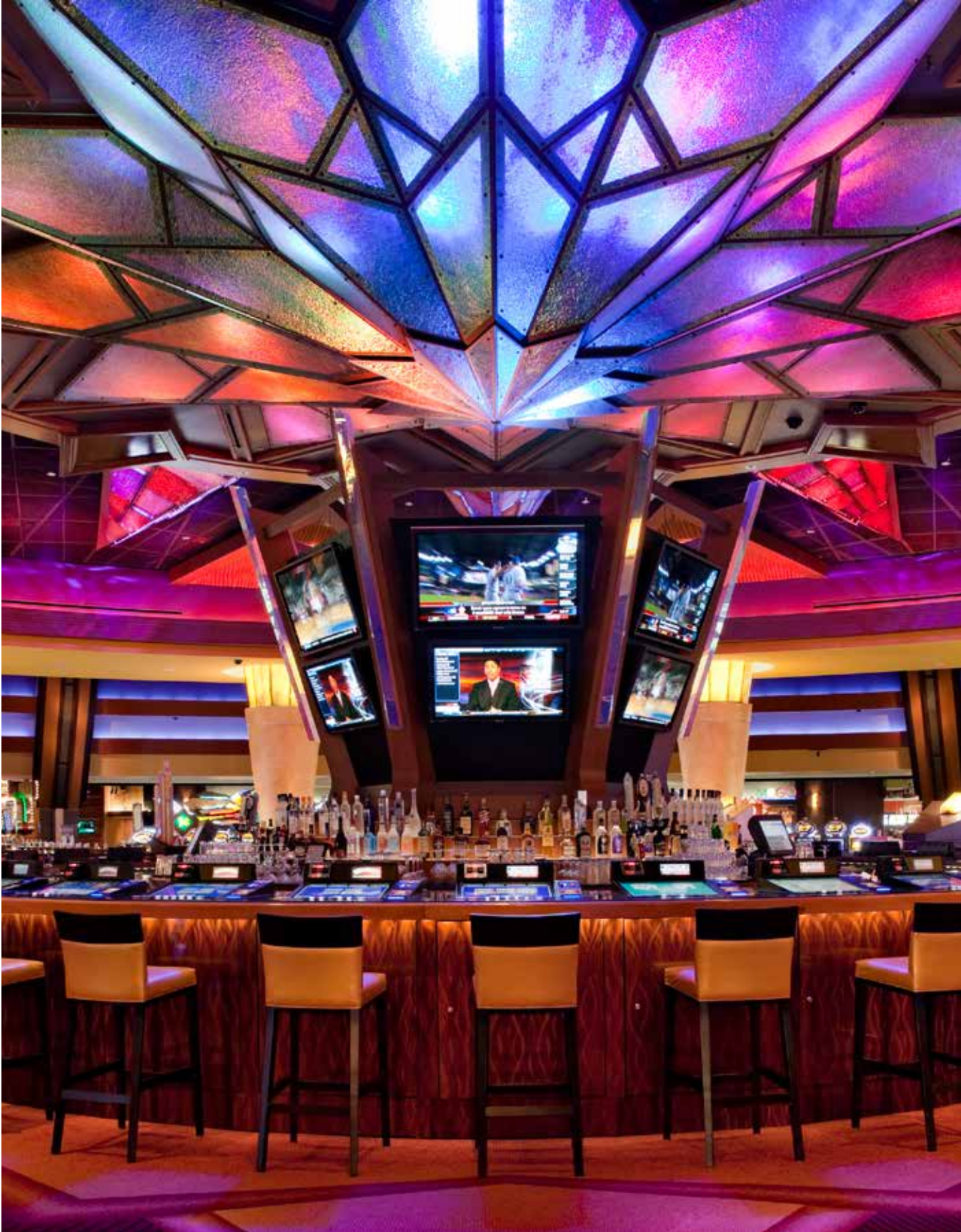
Downstream Casino Resort began with development of a casino, 12-story, 222-room hotel with outdoor pool, fitness room, expansive entertainment terrace, and a 5,100-seat outdoor concert venue. The gaming floor included 2,000 machines and 44 table games - including poker.

Ten months and 26 days after the project was kicked off, the Downstream Casino Resort opened its doors in spectacular style.

Subsequent developments included the Pavilion, a multi-use entertainment/conference facility with regular live theatre and concert bookings.

JCJ merged indigenous architectural styles with Quapaw Tribal iconography to create a sophisticated, cultural expression. Careful research of tribal artifacts revealed a recurring "interlaced spiral" emblem which became inspiration for much of the interior design direction, including the central feature of the main casino bar: a large-scale, color-changing spiral cable and light sculpture.

In 2013, the JCJ/Manhattan design/build team completed the second phase of development. Project scope included a \$150 million, 152 room hotel, spa and expanded food and beverage options and event spaces.





SERVICES

Master Planning,
Programming,
Architecture, Interior
Design, FF&E

SIZE

295,000 sf

COST

\$36 million (hotel only)
\$278 million (total)

In November 2006, Mohegan Sun at Pocono Downs made history as Pennsylvania's first casino. The renovation of the existing Pocono Downs Racetrack facility to include VLTs was just the first step in a wider plan to expand the existing facility into a popular entertainment destination. The first expansion opened in July of 2008 to wide acclaim. The venue features a 2,000 machine circular casino (an extension of The Mohegan Sun brand) and a central bar featuring an elaborate "Sunburst" overhead at its core. The casino area is surrounded by a concourse lined with a range of food services, retail shops and clubs. The live racing and simulcast facilities were completely redesigned and renovated to enhance the racing patron experience.

In 2011, JCJ began work on a significant expansion to gaming and addition of a new hotel, spa and convention center. The hotel features 218 standard rooms, 20 suites, spa, business center, fitness center and indoor pool. The 20,000 square foot convention center was designed to adapt to the needs of a variety of events accommodating up to 1,500 attendees for concerts or to host meetings that range from small, intimate groups up to banquets of 800-1,600 guests.

MARKET 8 - PHILADELPHIA CASINO
PHILADELPHIA, PENNSYLVANIA

JCUARCHITECTURE



MARKET 8 - PHILADELPHIA CASINO

PHILADELPHIA, PENNSYLVANIA

JCJARCHITECTURE



SERVICES

Master Planning,
Programming,
Architecture,

SIZE

315,000 sf

COST

\$510 million

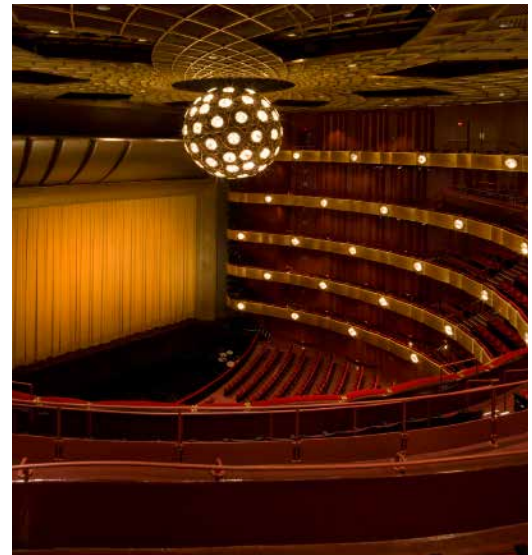
in 2012, JCJ Architecture was brought on board to begin the feasibility, planning and design process that recently culminated in the public presentation of Market 8 to the Pennsylvania Gaming Commission and the general public.

Initial scope for the project included site feasibility and program development for parcel at the corners of Market Street and 8th Avenue in downtown Philadelphia. JCJ Architecture worked with the development team of Market East Associates, LP Following initial feasibility and programming, JCJ Architecture worked with the team to develop a building that would respond appropriately to the unique location and the urban context.

The \$500 million project calls for 315,000 square feet of casino, restaurant and entertainment space. The site is located two blocks west of the Independence Visitors Center and three blocks east of the Pennsylvania Convention Center. It is also a short walk away from Washington Square, Jewelers' Row and Chinatown and is close to local mass transit.

Features include:

- Dynamic center stair links experiences and views from ground floor up through 5th floor. Feature provides exciting views and experiences from one space to another;
- Underground valet parking for 1,000 vehicles with 340 self parking spaces;
- First floor "boulevard" with amenities accessible to public. No gaming located on this level;
- Main gaming experience on second and third floors with bar, food court and mezzanine on second floor and more machines, table games and VIP lounge on third floor. Total gaming: 2,400 slot machines and 82 banked table games;
- Fourth floor with poker room, concert and banquet hall
- Fifth floor lobby for 12-story hotel and restaurant with terrace overlooking Market Street;
- Dynamic and cutting edge design incorporates the latest technology and creates a connection between the external and internal



SERVICES

Architecture,
Interior Design
Construction
Documents,
Construction Admin.

SIZE

250,000 sq ft

COST

\$100 million

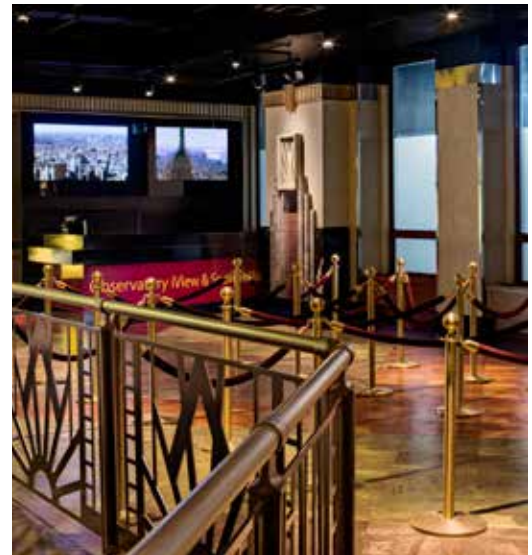
COMPLETION

2009

This theater is home to both the New York City Ballet and the New York City Opera; world-renowned companies that perform during different seasons throughout the year.

JCJ was hired for an improvements study in the fall 2007. JCJ immediately responded by investigating the areas in the facility that did not serve the user groups adequately. The investigation included on-site visits, discussions, and design charrettes with stakeholders. These sessions focused on consensus building and resulted in a solution-based road map for the project, planned for three phases, to allow the companies to stay in operation as much as possible during the upgrades.

The improvements include: refurbishment of the 2,675 seat auditorium, including new seats prepared for seatback titling systems; expansion and creation of an operable orchestra pit; replacement of the stage lighting system and addition of several new lighting positions in the auditorium; creation of a media center to allow for recording and broadcast; and replacement and upgrades to the finishes in the lobbies. ADA accommodations and mechanical electrical upgrades are also included



SERVICES

Interior Design (multiple renovations & upgrades)

SIZE

75,000 sf

COST

\$8 million

COMPLETION

2008

In 2002 JCJ made a complimentary design pitch to the senior management of the Empire State Building Operating Operations Group and Ownership to help them re-start a stalled effort to create a Visitor Center experience. JCJ was awarded the job, and since then has been privileged to participate in numerous projects for the building Ownership including: a new Real Estate Marketing Center and Operations Office; studies for re-energizing the Lower Concourse areas after the Ticket Office was moved up to the 2nd Floor; a new design for all of the building's Tenant Floor Lobbies and Corridors; various Tenant

Office Suites; expansion of the Basement Mechanical Room; and, most notably, the design and development of a new Visitor Center and Experience – a facility that encompasses the 2nd Floor, 80th Floor, 86th Floor, and the 102nd Floor, and sees over 3.5 million visitors each year.

Working with our Associate Architects, JCJ ensured that projects completed within this National Historic Landmark complied with the standards set forth by the New York City Landmarks Preservation Commission.

JCJ.COM

877.389.9395

Boston
Hartford
New York
Phoenix
San Diego
Stamford

CHA Consulting

CHA Consulting is responsible for providing civil/site, traffic/transportation and geotechnical engineering services for the project, as well as land planning, permitting, survey, site ecology and environmental site assessment services.

CHA has been headquartered in Albany for more than a half-century. Its 1,200 person staff has served and is serving a wide spectrum of clients. The majority of the firm's work is for the private sector, though a very significant minority is for federal, state and local government clients.

The firm provides many engineering, architecture, planning and construction management services. It was named by *Engineering News Record, New York* the "Design Firm of the Year".

CHA's ties to the Capital Region and New York State agencies are long and deep. The firm's clients in Rensselaer, Albany and surrounding counties include municipal, state and county government agencies, authorities, community organizations, developers, industry and businesses.

CHA's relationship with Saratoga Harness Racing, Inc. and Saratoga Casino and Raceway spans decades and includes the initial 2004 casino project and each subsequent expansion and facility improvement. In addition, CHA has worked on a number of casino and "ground up" development projects over the past few years. Some are shown in the project profiles on the following pages, along with brief biographies of the key members of the CHA team.



Saratoga Casino and Raceway

Saratoga Springs, NY



CHA's engineering services to Saratoga Casino and Raceway have been ongoing for several decades, enabling the expansion of this harness horse racing track to include a casino, night club and other venues. CHA has provided civil/site design and surveying services for multiple projects at this 160-acre facility including:

- Site master planning
- Casino building addition
- Parking construction and expansions
- Water and sewer infrastructure improvements
- Landscape and hardscape improvements
- Hotel and Event Center additions

Mohegan Sun at Pocono Downs

Plains Township, NY



CHA performed an environmental impact analysis, and provided design and engineering services for a new 400,000 sf casino and associated improvements and upgrades to the existing harness racing clubhouse and grandstand. Permits secured included NPDES and Sanitary Sewer Extension.

A regional traffic impact study was completed that included signalization, lane additions, and intersection upgrades along with Transportation Demand Management recommendations.

Yonkers Raceway Casino

Yonkers, NY



CHA was retained to review bid phase drawings and specifications for the Club House Renovations and New Casino Building located at the Yonkers raceway. Review included site plans, MEP, structural, stormwater, building code and construction best practices.

Turning Stone Resort and Casino

Verona, NY



CHA has been providing engineering and environmental services for Turning Stone Casino since 1997. With more than \$15 million in construction value, these projects included:

- Expansion of sports bar
- Expansion and upgrades to the parking garage
- Design of 73,000 sf convention center
- Upgrades to gaming facility
- Renovation of Bourbon Street Theater

Services included QA/QC review, civil site design, stormwater management and drainage design, environmental analysis, MEP design and structural engineering.

Nevele Resort, Casino and Spa

Wawarsing, NY



CHA performed the review of the planned \$500 million Nevele Resort, Casino and Spa Redevelopment Project located in the Catskill Mountains. The project involves the redevelopment of a 564 acre resort property into a family resort, spa and gaming facility including a 10-story hotel tower, ice skating rink, golf course, downhill skiing, convention facility and 150,000 sf casino.

CHA worked for the Town of Wawarsing, NY where we were the primary party responsible for the coordination and performance of the environmental review of the project. Critical issues of review identified by CHA during the scoping of the project included impact on community character, fiscal impact, aesthetic impact, traffic impacts and water, sewer and stormwater impacts.

Waterfront Development

City of Rensselaer, NY



CHA provided design phase services for de Laet's Landing, a mixed use waterfront community in the City of Rensselaer. The project will consist of a horseshoe-shaped harbor, marina, promenade and 1.28 million square feet of condominiums, townhouses, stores, offices and hotel space. Intended to be a new urbanist neighborhood, the project includes a large hotel with a rooftop garden, a curving, multi-story office building and tree-lined boulevards fronting boutique stores, offices and upper-floor residences.



The project is expected to be built in stages over 8-10 years. It will transform the site of a former junior-senior high school, connect the site to the nearby Amtrak train station. and provide views of the

Albany city skyline across the Hudson River.

CHA's work on this project was completed prior to the site's consideration as a potential casino

ALCO Redevelopment

City of Schenectady, NY

The City of Schenectady was once called “The City that Lights and Hauls the World”, which was a reference to two prominent businesses located in the city, the Edison Electric Company, now known as General Electric (GE), and the American Locomotive Company (ALCO). While GE has retained its presence in the City, ALCO’s operation slowly dwindled through the 1950’s and was all but gone by the end of the 1960’s. Occupying nearly 100 acres along the Mohawk River, the site is a Brownfield that has remained underdeveloped for the last 40 years.

In an effort to redevelop the site and leverage its tremendous views of the Mohawk River, a Master Plan was developed that included residential development of up to 500 units, consisting of townhomes, as well as one to four bedroom apartments and condos. Commercial space will include up to 575,000 sf, with 25% used for retail space, and 75% used as professional office space. Outdoor amenities will consist of connections to existing bike paths, the construction of ball fields, and possible future dock space.

CHA also prepared the scoping document that addressed several key environmental issues including traffic, archaeology, visual, natural resources and environmental contamination and performed a boundary survey.

CHA’s work on this project was completed prior to the site’s consideration as a potential casino site.



Corning Preserve Waterfront Revitalization

City of Albany, NY



The redevelopment of the Corning Preserve has transformed an underutilized city waterfront asset into a major destination location within New York's Capital District. The park now hosts a waterfront promenade with transient boat docking facilities, a 700-seat amphitheater and performance stage, improved pedestrian access and bikeway, a modern visitor's center with interpretive facilities, and improved landscape plantings and pedestrian amenities. The park is accessible via the newly constructed Hudson River Way Pedestrian Bridge and plays host to Albany's "Alive at Five" festival, Waterfront JazzFest, and other events.

Clinton Square Redesign & Improvements

City of Syracuse, NY



CHA provided the City with planning, engineering, and landscape architecture services in support of the redevelopment of Clinton Square. The project included creation of a piazza-style urban open space within a designated Historic District at the site of the original Erie Canal.

Program elements included:

- Extensive traffic signal modifications
- An ice skating rink that converts to a reflecting pool with fountains during warmer months

- Accommodations for concerts, festivals and other public gatherings
- Numerous passive accommodations
- Café style seating
- Streetscaping and other amenities
- Rehabilitation and restoration of two landmark historical monuments

CHA conducted an extensive public involvement/information campaign that included stakeholders meetings, town meetings, an informational website, and a project brochure.



Riverbend Commerce Park Site Development Plan

Buffalo Urban Development Corp., NY



Riverbend is a 290 acre area located along the bank of Buffalo River. Once home to significant industry, including a major steel manufacturer, building demolition started in the 1970's and today the site is an undeveloped gem on the edge of the City Buffalo urban core.

CHA was part of a consultant team responsible for preparing a Site Development Plan to encourage the redevelopment of the site as a 21st century urban village. The plan is founded in the principles of sustainability by encouraging pedestrian scale development, walkability, linkages to the Buffalo River and surrounding neighborhoods, green infrastructure, restoration of natural habitats, use of renewable



and alternative energy, and transit oriented development (TOD). The planning and design process included significant community involvement through workshops, stakeholders interview, focus group meetings and charrette.



Newburgh Waterfront Redevelopment Plan

Orange County, NY

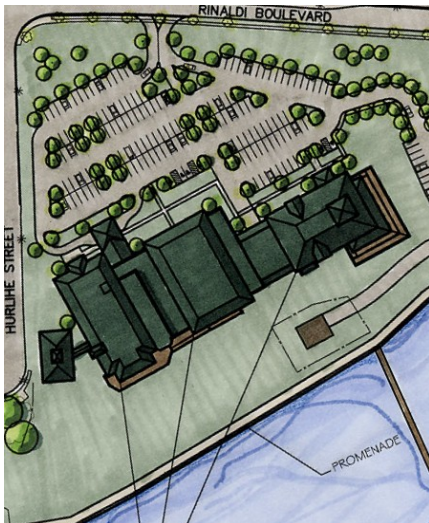


CHA prepared a Master Plan for the redevelopment of the City of Newburgh's waterfront, which included several Brownfield properties. The project integrated market and economic analysis with the environmental and engineering constraints to develop a realistic redevelopment Master Plan. The Master Plan served to spur redevelopment of the waterfront, which is now home to

several restaurants and retail shops. On most weekends in the spring, summer and fall, the entire waterfront is crowded with residents and tourists. In 2001, the City of Newburgh was the recipient of the Waterfront Rediscovery Award from the Governor for making its waterfront a prime destination along the Hudson River.

Southern Waterfront Development

City of Poughkeepsie, NY



CHA assisted the City of Poughkeepsie with the redevelopment of a 25 acre waterfront Brownfield site. Once home to several industrial facilities that dated back to the 1800's, the site sat vacant for over 30 years due to the presence of contamination.

The project represents a true public-private partnership, with the City undertaking a portion of the remediation and the construction of riverfront promenade, and the

developer assisting in the remediation followed by the construction of a new hotel, catering facility, specialty retail shops, office buildings, transient marina, and deep water dock. The City considers the project a tremendous success since several previous attempts to develop the site had failed. Upon completion, the project will generate over 350 jobs, provide over \$40 million in public and private capital investment, and \$1.7 million in annual property and sales tax revenue.

Saratoga Raceway

Saratoga, NY



CHA been providing engineering services to the New York Racing Association (NYRA) since 1980 at the Historic Saratoga Racetrack, the oldest thoroughbred racetrack in America. Some of the numerous projects that we have completed at the "Queen of the Tracks" include:

- Traffic, transportation and parking planning
- Environmental permitting
- Comprehensive water/wastewater study
- Design of a 300 foot pedestrian tunnel
- Composting facility for leaves and grass clippings, brush, and racetrack stable waste
- Comprehensive utility survey (stormwater, wastewater, potable water, and natural gas)
- Design and construction inspection of water distribution system and fire protection system for the clubhouse and 76 horse barns
- Structural engineering and construction inspection of clubhouse awning support structures, grandstands, fire exit stairs, masonry elevator shafts, pressbox platform, TV platforms, grandstand/clubhouse modifications, and reconstruction of various betting window areas
- Design of new drainage system for main track, turf course and inter-steeple chase course;
- Environmental investigation of track and existing PCB transformers
- Removal and replacement of underground storage tank



DESIMONE

ALBANY CASINO RESORT AND HOTEL

Albany, New York

QUALIFICATIONS

June 2014

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- 01. Firm Background
- 02. Relevant Experience



A. FIRM PROFILE

DeSimone Consulting Engineers provides world class structural engineering services to architects, owners and developers. We design some of the most challenging projects in the world's most competitive markets.

Founded in New York City in 1969, the firm has grown now to eight offices worldwide. Located in New York, Miami, San Francisco, New Haven, Las Vegas, Hong Kong, Abu Dhabi and Shanghai, our offices are organized to support our clients around the country and around the globe. To date, we have designed projects in 40 states and 18 countries.

Our firm's breadth and diversity are key strengths that have positioned us to best serve our client needs. DeSimone performs structural analysis and design for all types of buildings at all project phases. The firm has had tremendous success with clients who insist on personal attention and demand timely results.

We are known for creative thinking, for producing extremely efficient designs, and for outright innovation. We combine cutting edge technology with seasoned experience to provide professional services unmatched in the industry.

Our approach is process driven, utilizing an open office, collaborative design environment. Communication and responsiveness are key strengths that facilitate our commitment to exceptional service and engender the creation of a better-built environment. Our projects demonstrate the firm's dedication to pursuing and developing superlative structures. DeSimone's desire to continually evolve is what separates and distinguishes the firm from our peers.





B. SERVICES

Dedicated to the successful execution of program design concepts and the optimization of structural systems, DeSimone has designed some of the world's most recognizable structures. We are interested in new challenges and industry advancement, thus we seek out opportunities that extend our capabilities and distinguish us from our peers. Our breadth of service demonstrates our ongoing commitment to superlative performance-based design. As consulting engineers, DeSimone performs a full-range of structural engineering services for all types of building projects including:



- Structural Design
- Construction Services
- Pre-Purchase/Due Diligence
- Feasibility Studies
- Forensic Engineering
- LEED/Sustainable Design
- Peer Review
- Base Isolation/Damping Consultation
- Performance-based Design
- Risk Assessment/Risk Integration
- Renovation/Preservation
- Specialty Structures



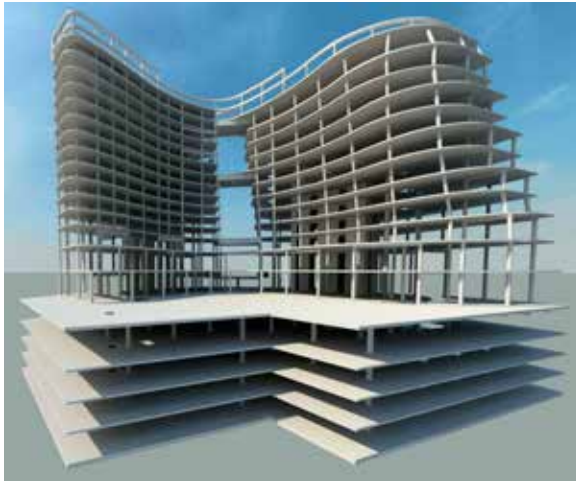


C. TECHNOLOGY STATEMENT

BUILDING INFORMATION MODELS (BIM)

Building Information Models (BIM) are emerging as the new standard with respect to project documentation and design deliverables. The living three-dimensional models that are created serve as the dialogue by which design teams can coordinate the systems of a building, aid the contractors on site with real-time visual references and continue to evolve during the life span of the building as a tool for data and systems or even personnel management.

DeSimone has completed several projects where BIM technology was a key focus of the design and construction. These projects were very successful in minimizing and eliminating construction change orders that result from coordination inconsistencies. DeSimone actively works in CATIA, Digital Project, Rhinoceros, Revit and 3D AutoCAD as BIM platforms.



RELEVANT 3D/BIM PROJECT EXPERIENCE

Grove at Grand Bay

University Center . The New School

Parcel 4.11, King Abdullah Financial District

Museum of the Built Environment, King Abdullah Financial District

Special Security Hospital

International Gem Tower

Las Vegas City Hall

Puyallup Community Center

Art Gallery of Alberta

Taubman Museum of Art

Akron Art Museum

Lewis Library . Princeton University

HL 23

IAC Headquarters

100 11th

Fisher Center . Bard College

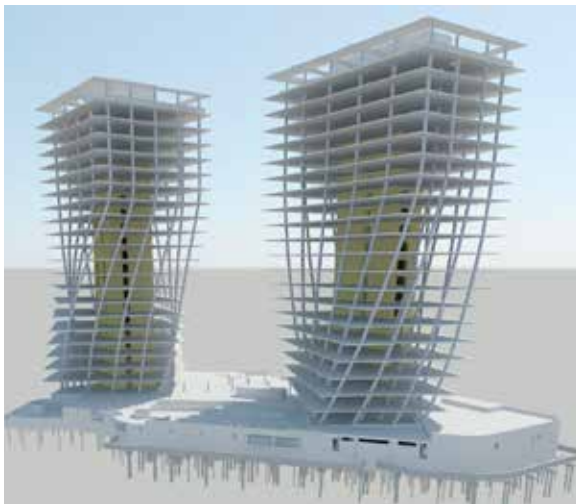
Condé Nast Employee Cafeteria

PS1/MOMA Light Wing Installation

40 Bond

Peter B. Lewis Building . Case Western Reserve University

Hall Winery





D. SUSTAINABILITY

With the ongoing industry focus on sustainability, DeSimone has devoted significant resources towards understanding green issues as they apply to structures. DeSimone continuously stresses structural optimization as a means to reduce material use, thus minimizing a project's environmental impact. Our efforts in combination with our extensive sustainable experience allow us to fully support and advance our clients' green agendas in our practice and within our work.

DeSimone is a United States Green Building Council National member organization, and we promote utilization of both the LEED and ISO rating systems within our projects. While the utilization of these standards represents a basic framework for sustainable design, we prefer instead to focus on definitive performance based goals on a project by project basis.

We are also engaged in ongoing efforts to improve our industry's sustainable impact both inside and outside of our firm. Numerous employees are involved in local industry organizations and their efforts to establish and improve green guidelines as they apply to structural engineering. We also utilize in-house education to improve our understanding of those technologies and innovations that are making sustainability increasingly more achievable.

DeSimone also fully promotes sustainability within our built environment. We strive to minimize our impact on the environment by endorsing sustainable and conservation ideals throughout all of our operations.



LIST OF EXPERIENCE

PROJECTS

The Visionaire
 Riverhouse
 The Verdesian
 Santander Bank Tower
 David Zwirner Gallery
 Center for Global Conservation
 1450 Brickell Avenue
 50 West Street
 New School University Center
 Stowe Mountain Lodge Phase I & II
 Millennium Tower Residences
 Tribeca Green
 WE ACT Center for Environmental Justice
 Biscayne Landing
 Former Queens Family Courthouse
 360 State Street
 District 95/7 SONO
 Las Vegas City Hall
 East Harlem M/E/C

CERTIFICATION

LEED Platinum
 LEED Platinum
 LEED Platinum
 LEED Gold
 LEED Gold
 LEED Gold
 LEED Gold
 LEED Gold
 LEED Gold
 LEED Gold
 LEED Gold
 LEED Silver
 LEED Silver
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02. RELEVANT EXPERIENCE





SARATOGA HARNESS RACING CASINO EXPANSION

Saratoga Springs, New York

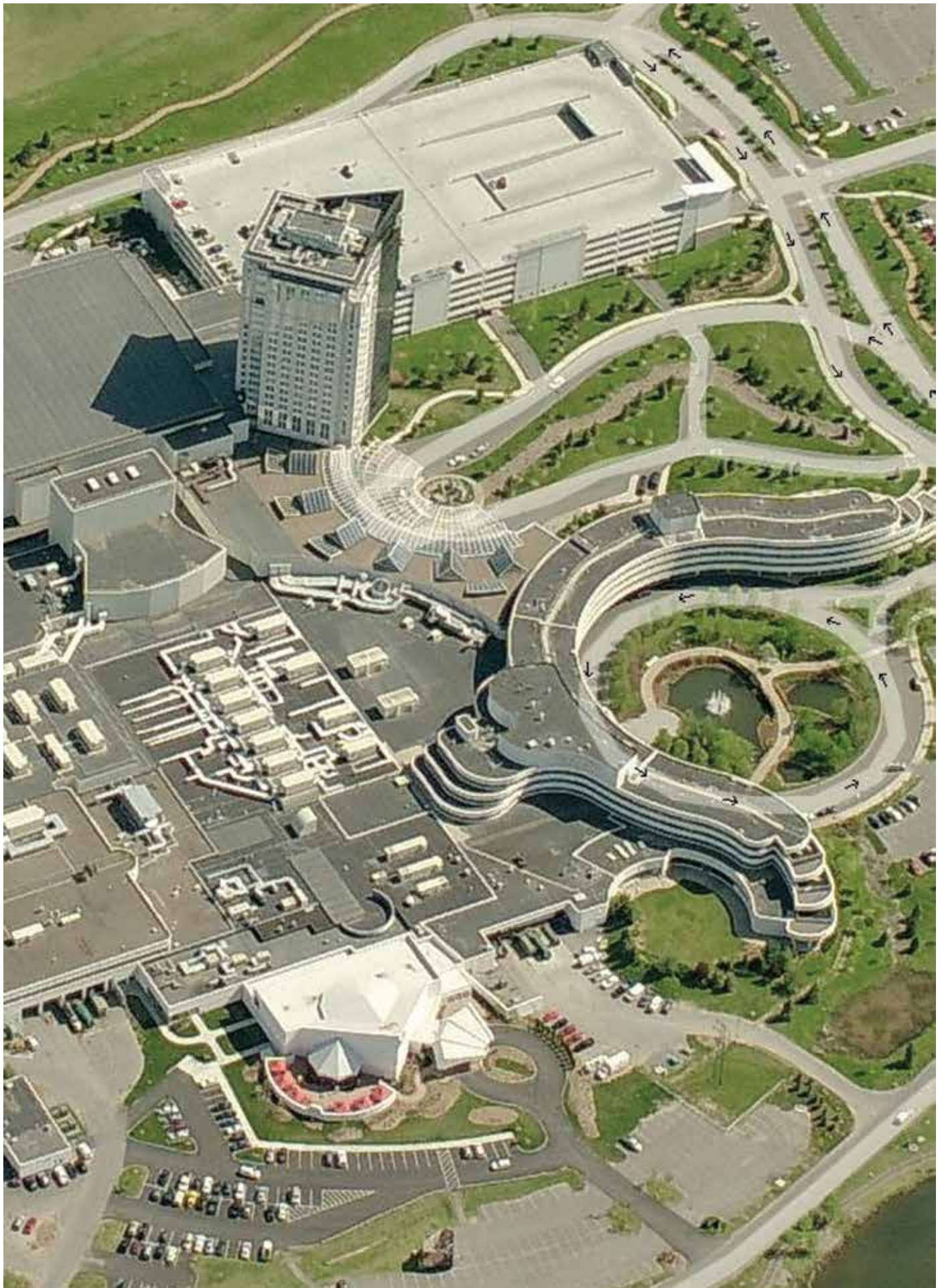
This project to expand the historic Saratoga Harness Track involves the renovation of the existing structures as well as the addition of a new building including lottery terminals, a business/convention center, an arena, restaurants, a hotel and parking facilities. Phase 1 renovated 45,000 sf of the existing grandstand and added 15,000 sf of new building construction, bringing 1,300 video lottery terminals to the complex. Phase II addressed the hotel and event center addition and involved 250,000 sf of new construction. The new construction accommodates 740 video lottery terminals, two restaurants, an 18,000 sf event hall, a 150-key hotel tower, and back-of-house functions. The hotel's ground floor will contain the porte cochere, event center main entry, and meeting rooms. Long-span roof trusses will be utilized to span the space. Level two will support mechanical equipment while level three provides spa and amenity spaces. Phase II was a fast-track project and was phased allowing for video lottery terminals to come online early.

CLIENT
Saratoga Harness Track

ARCHITECT
Jeter Cook Jepson

PROJECT SIZE
310,000 sf

COMPLETION DATE
2005





TURNING STONE RESORT AND CASINO EXPANSION

Verona, New York

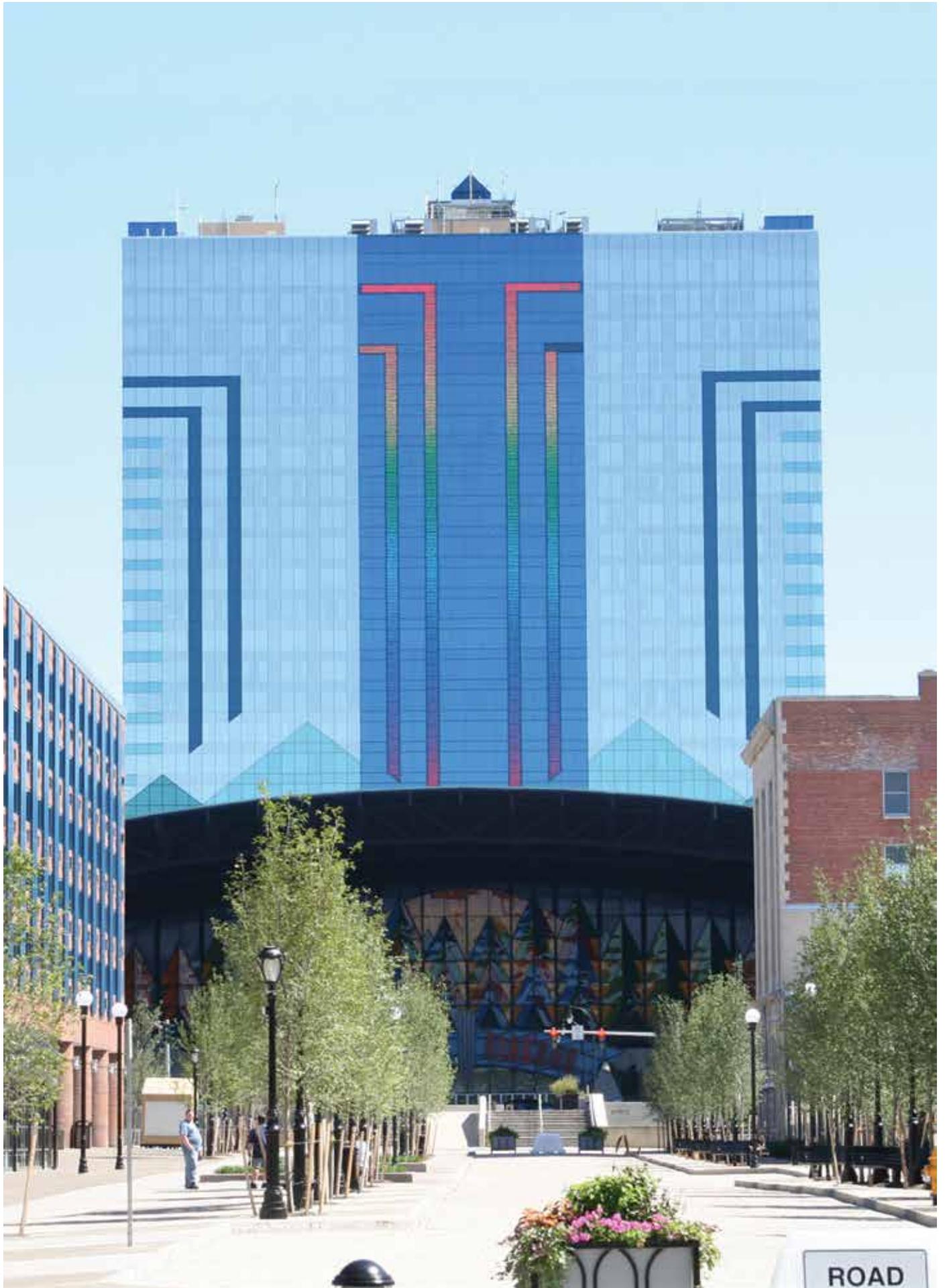
This \$150 million expansion established The Turning Stone Casino as the premier entertainment, meeting, and gaming destination within central New York. Highlights within this 1.3 million sf expansion include: an event center, a 5,100-seat arena, a 100-key golf resort suite hotel, a world-class spa and fitness center, a 20-story, 300-room hotel tower, a 25,000 sf Wintergarden, and a 2,400 car parking garage. In addition to the new construction, extensive renovations were made to the existing facilities as well.

CLIENT
The Oneida Indian Nation

ARCHITECT
BBG-BBGM
Bertino & Associates, Inc

PROJECT SIZE
1,300,000 sf

COMPLETION DATE
2007





SENECA NIAGARA CASINO & HOTEL

Niagara Falls, New York

This \$1 billion expansion project for Seneca Niagara Casino was completed in two phases. Phase I involved a 1,607,000 sf expansion that added 102,000 sf of gaming area, 14,000 sf of office space, 198,000 sf of restaurants, a 10,000-seat arena, and 21,000 sf of retail. This phase also included a 1,159,000 sf, 1,000 room hotel. Phase II created a 497,250 sf expansion that included 39,000 sf of gaming space, an 116,000 sf convention center, 85,000 sf of restaurants, and 79,000 sf of retail space. The project also created two seven-story structured parking garages for 5,900 cars. In total, this project created 2,399,000 sf of new construction.

CLIENT
Seneca Nation of Indians

ARCHITECT
SOSH Architects

PROJECT SIZE
2,400,000 sf

COMPLETION DATE
2010





RESORTS WORLD CASINO NEW YORK CITY

Jamaica, New York

The new Resorts World Casino, the first to be constructed in New York City, is located at the Aqueduct Race Track in Jamaica, New York. The 400,000 sf complex contains a variety of electronic gaming venues, a food court, buffet dining, bars and lounges, multiple restaurants, an open air venue, an events center, and parking. The project also required designing a new building to house expanded power equipment and a new bridge connecting the casino to the adjacent Aqueduct Subway station. The project was constructed in two phases. Phase 1 included the first level "Times Square Casino", which houses 200,000 sf of gaming, dining, trackside terraces, and the main entrance. Phase 2 included the completion of the second level "5th Avenue Casino," additional restaurants, the third level events space, and the MTA connecting bridge. The project was fast-tracked beginning in August 2010 with Phase 1 completed by October 2011 and Phase 2 opening in December 2011.

CLIENT
Genting New York LLC

ARCHITECT
JCJ Architecture

PROJECT SIZE
400,000 sf

COMPLETION DATE
2011





EMPIRE CITY CASINO ADDITION

Yonkers, New York

The new addition expands the existing ground floor of the Empire City Casino by approximately 30,000 sf with a full basement to provide additional Back of House space contiguous to the existing building. The addition has a gross framed area of 60,000 sf and the structure was designed for a future connecting bridge between the casino and the future parking garage that will be part of the master plan for this project. This project also includes an iconic Porte Cochere structure.

CLIENT

Empire City Yonkers Raceway

ARCHITECT

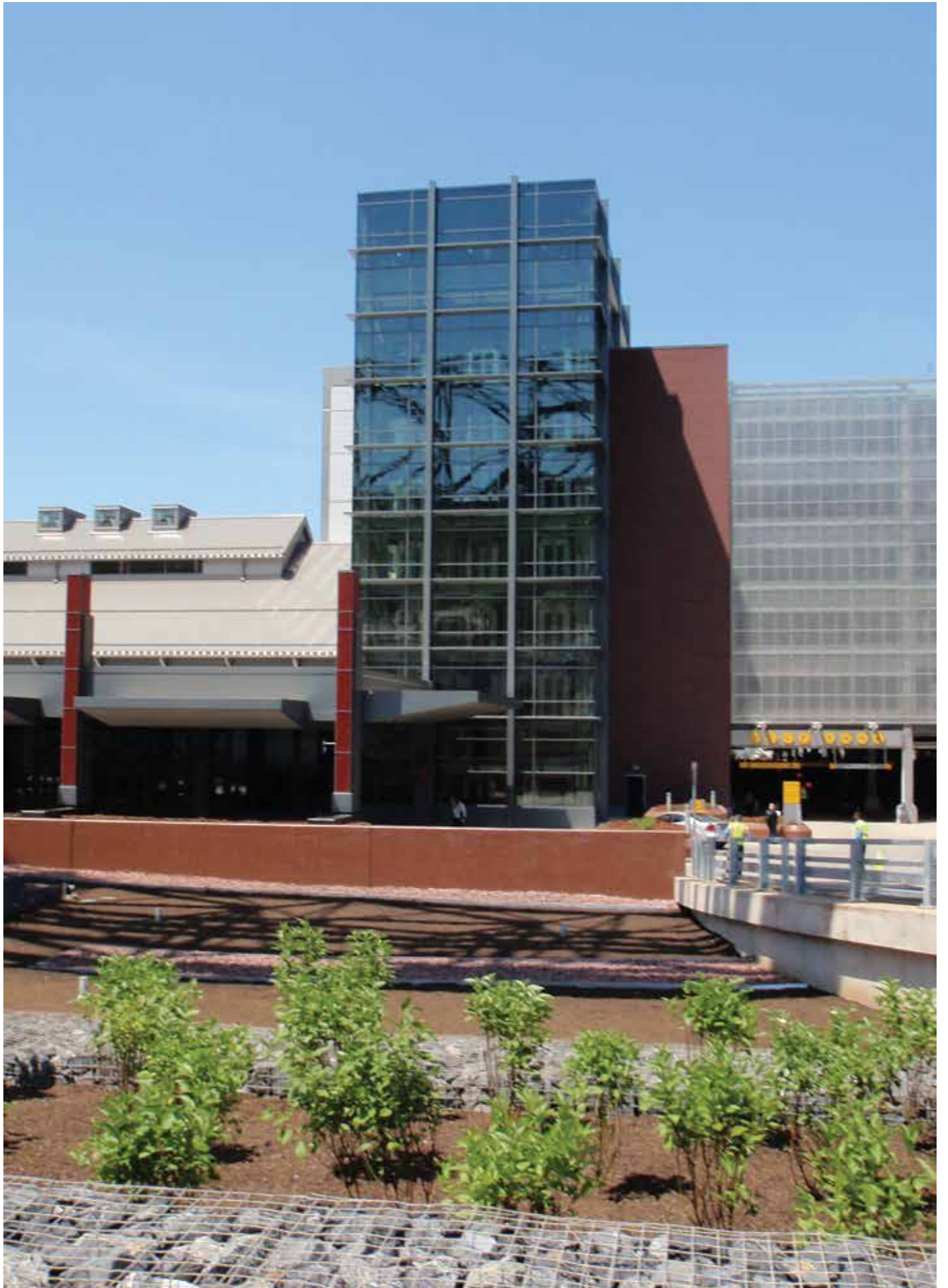
Studio V Architecture, PLLC

PROJECT SIZE

60,000 sf

COMPLETION DATE

2012





SANDS CASINO RESORT BETHLEHEM

Bethlehem, Pennsylvania

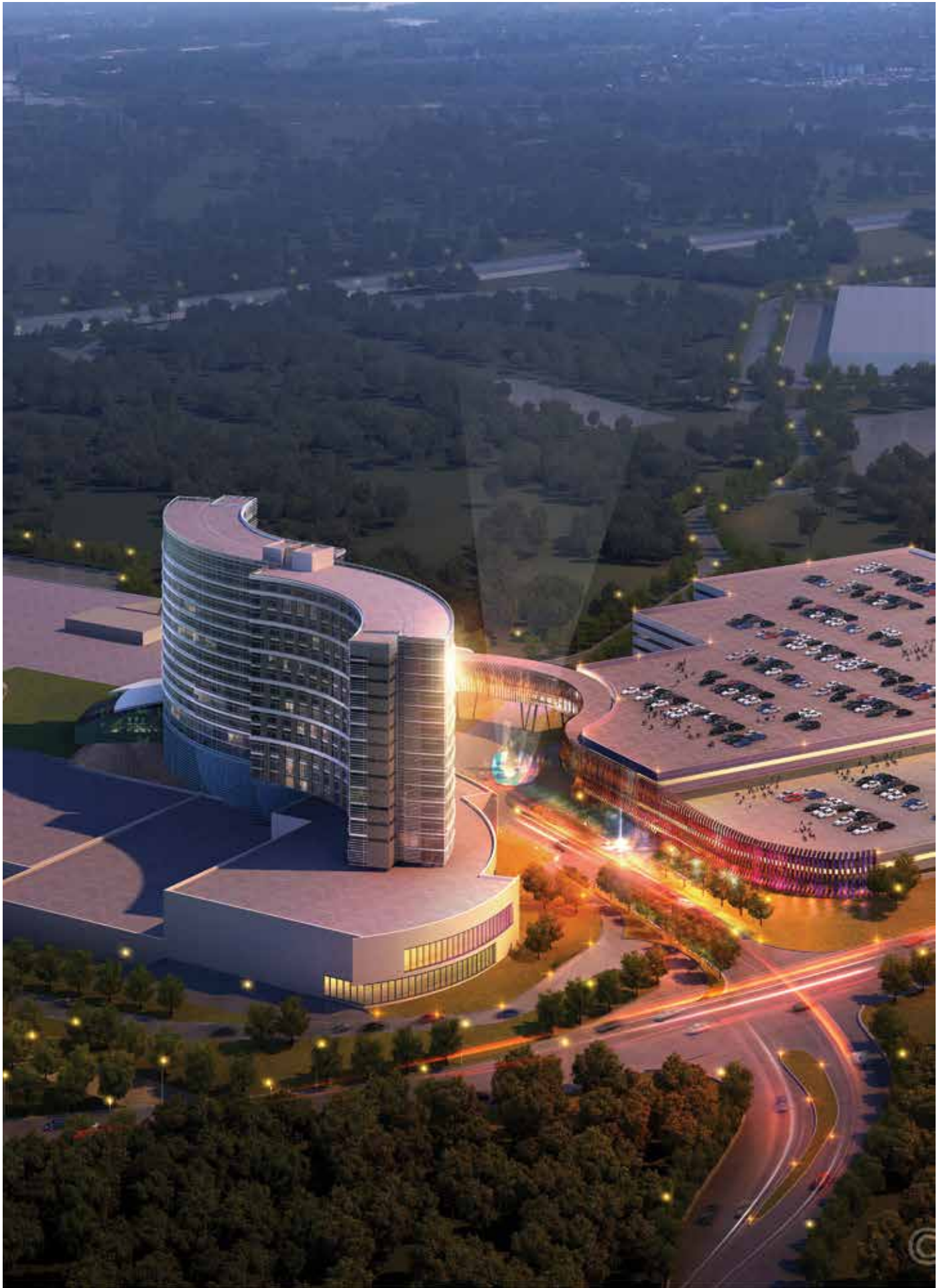
This casino is one of 13 new casinos planned for the Keystone State. Located on the former Bethlehem Steel site south of the city, the gaming facility opened in May 2009. Phase I was a \$350 million, 257,000 sf project containing casino and hotel components. Adjacent to the Casino and connected under the Minsi Trail Bridge is a ten-story hotel encompassing 204,000 sf. Bordering the hotel is a 47,000 sf multi-purpose space, 204,000 sf of retail space, and over 1 million sf of garage parking for 6,000 cars. The new casino builds upon the structural and architectural environment of the Bethlehem Steel Plant. The roof of the Casino uses sawtooth monitors and there are exposed structural theming elements located at the building's facades.

CLIENT
Sands Bethworks Gaming, LLC

ARCHITECT
RTKL Associates
Walsh Bishop Associates

PROJECT SIZE
257,000 sf

COMPLETION DATE
2009





PROJECT FIRST LIGHT

Taunton, Massachusetts

Project First Light is slated for development on a 145-acre parcel designated by the Taunton Development Corporation as economic development land. The parcel is located at an intersection of two main routes. The resort casino will be built out in four phases over a five-year period at a total cost of over \$500 million. The complete project will include a 150,000 sf, first-class Category 3 gaming casino with at least two fine dining restaurants, an international buffet, a multi-venue food court, 10-15 distinctive retail shops with recognized national upscale brands, business meeting rooms and an event center, and a state-of-the-art family oriented indoor and outdoor water park. Additionally, there will be three 300-room hotels including one 3.5-to-4-star hotel, one mid-range hotel and one family-oriented hotel.

CLIENT
Genting Group

ARCHITECT
JCJ Architecture

PROJECT SIZE
900,000 sf

COMPLETION DATE
2017





MOHEGAN SUN I-III

Uncasville, Connecticut

DeSimone has been involved in all three phases of Mohegan Sun. Phase 1, the \$325 million, 500,000 sf gaming project was a super-fast-tracked project, completed in just 12 months. Phase II, "Project Sunburst", a \$1 billion, 4 million sf expansion included: a 34-story, 1,200-room luxury hotel, 100,000 sf of meeting and function space including the northeast's largest ballroom, 175,000 sf of retail shopping, 9 new restaurants, a 10,000-seat arena, 115,000 additional sf of gaming space, a 300-seat cabaret, a world-class spa, a business center, a 16,000 sf indoor pool and a 12,500 sf outdoor terrace. Phase III, "Project Horizon," the \$740 million, 1.4 million sf expansion, includes the 64,000 sf Casino of the Wind, a 53,000 sf House of Blues venue, 158,000 sf of administrative space, 115,000 sf of new retail and restaurant space, a 30,000 sf Mandara Spa, a 30,000 sf adult recreation lounge, 265,000 sf of back-of-house area, a 5,300-car parking garage and a 43-story, 1,000 room gold englazed hotel tower. At each phase of this project, the Native American themed elements required specialty design.

CLIENT

Mohegan Tribal Gaming Authority
Trading Cove Associates

ARCHITECT

BBG-BBGM
Rockwell Group
Kohn Pedersen Fox Associates
WATG

PROJECT SIZE

5,000,000 sf

COMPLETION DATE

Ongoing

DESIMONE





SEMINOLE COCONUT CREEK CASINO EXPANSION

Coconut Creek, Florida

Phase 1 involved a 28,000 sf expansion of the existing Coconut Creek Casino, adding a restaurant, stage, kitchen, bar, office space and restroom facilities. The single-story expansion was designed and constructed on an accelerated schedule and consists of structural steel framing on shallow foundations.

Phase II consisted of a casino expansion including a 2,800-car Transportation Center. The casino work included a 2-story, 200,000 sf new building that was built immediately adjacent to the existing casino. The second floor of the new building was designed to accommodate a possible future Multi-Purpose Event Center. The one-story tall building consists of structural steel framing with light gage steel wall framing. Pile foundations were required to support the large 40' x 60' and 60' x 60' foot column grids. The existing casino was completely renovated requiring significant lateral system alterations and picking up the entire existing north wall with the new structure as the existing columns did not work with the new layout.

The Transportation Center also serves as a bus terminal for guests and a warehouse facility. The 7-story precast garage is architecturally ornate with raised roof towers, exterior planters, green walls, glass walls, and facade articulation.

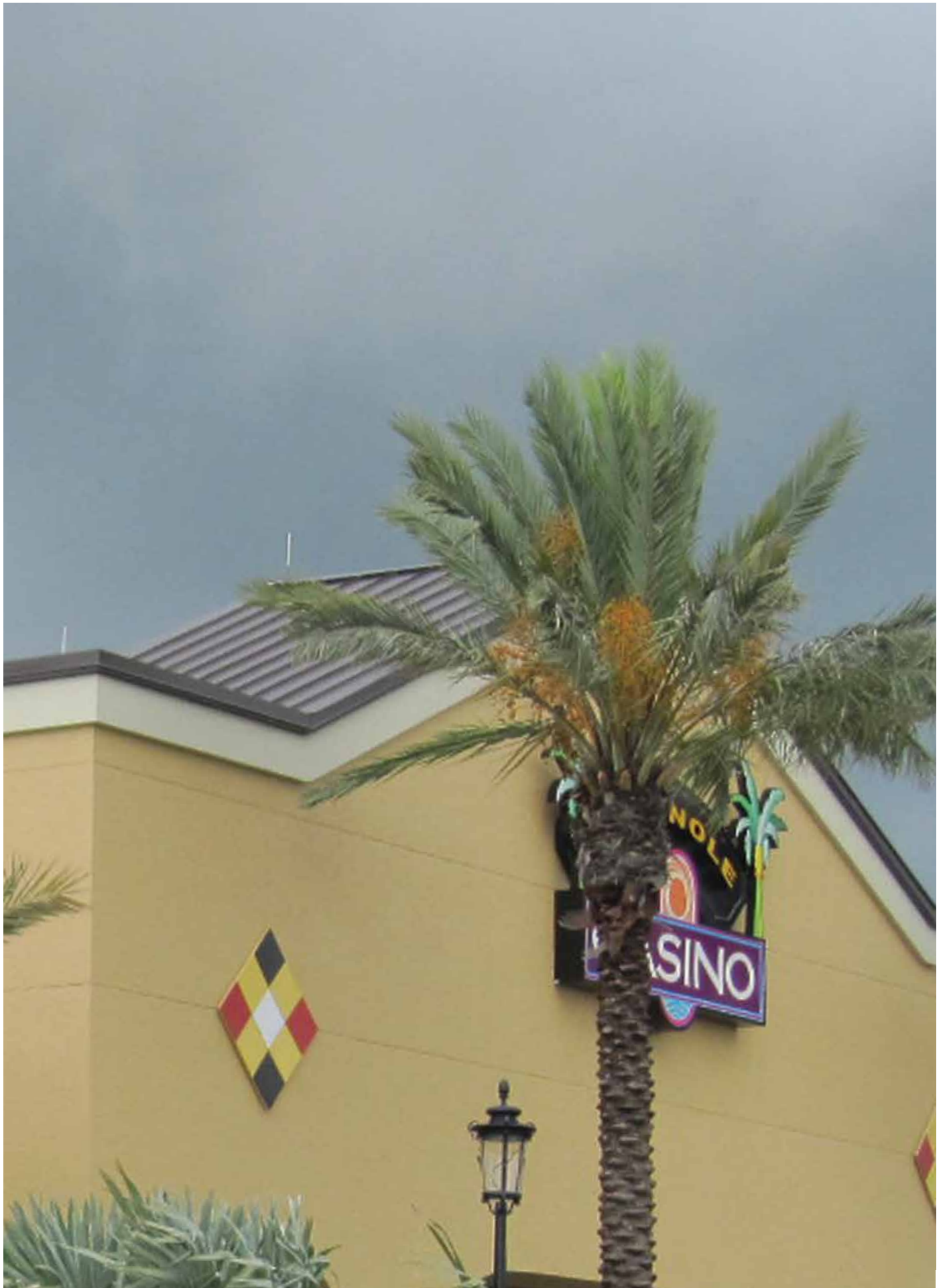
CLIENT
Seminole Tribe of Florida

ARCHITECT
Friedmutter Group

PROJECT SIZE
1,328,000 sf

COMPLETION DATE
2012

DESIMONE





SEMINOLE CASINO IMMOKALEE EXPANSION

Immokalee, Florida

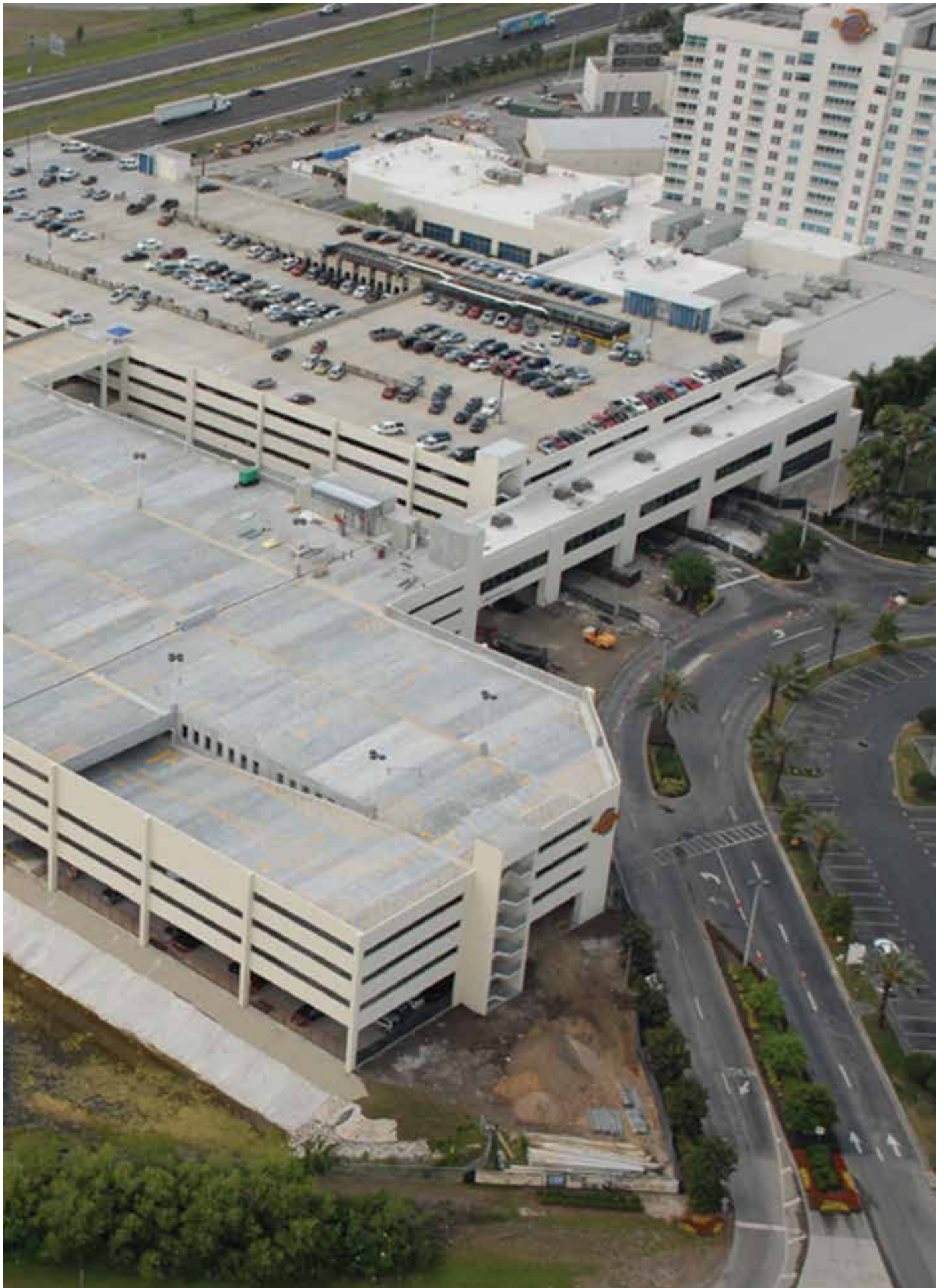
The existing Seminole Immokalee casino, located on Highway 846 between Miami and Naples, consisted of an "L-shaped" one-story building, which was a pre-engineered steel building founded on shallow spread footings. The casino expansion consisted of a structural steel building comprising approximately 30,000 square feet. The new program area filled in the area within the "L-shape". The addition consisted of a structural steel frame supporting an open web steel joist system supporting a concrete slab on metal deck. A new porte cochere was included in the project. The exterior wall of the existing building was removed where the new building adjoined.

CLIENT
Seminole Tribe of Florida

ARCHITECT
Friedmutter Group

PROJECT SIZE
30,000 sf

COMPLETION DATE
2012





SEMINOLE HARD ROCK HOTEL EXPANSION TAMPA

Tampa, Florida

Phase II of the casino expansion included 50,000 square feet of gaming, restaurant, and back-of-house areas. The expansion tied into the original hotel podium, the existing casino, and the pre-manufactured metal building that DeSimone designed in a previous phase. The casino expansion, designed in structural steel, was designed such that a portion can easily be demolished to make room for a planned 300-foot tall hotel tower adjacent to the original parking garage.

The new precast parking garage accommodates 1,400 cars on five levels. A portion of the garage was built over an existing drainage pond. A new main entry ramp between the new and existing garage now serves as the main entrance to both parking structures entering at the second level. This leaves the ground floor for valet and a future bus loading/unloading facility. A bridge with a people-mover directs guests from the new garage, and after descending an escalator, places them directly into the casino.

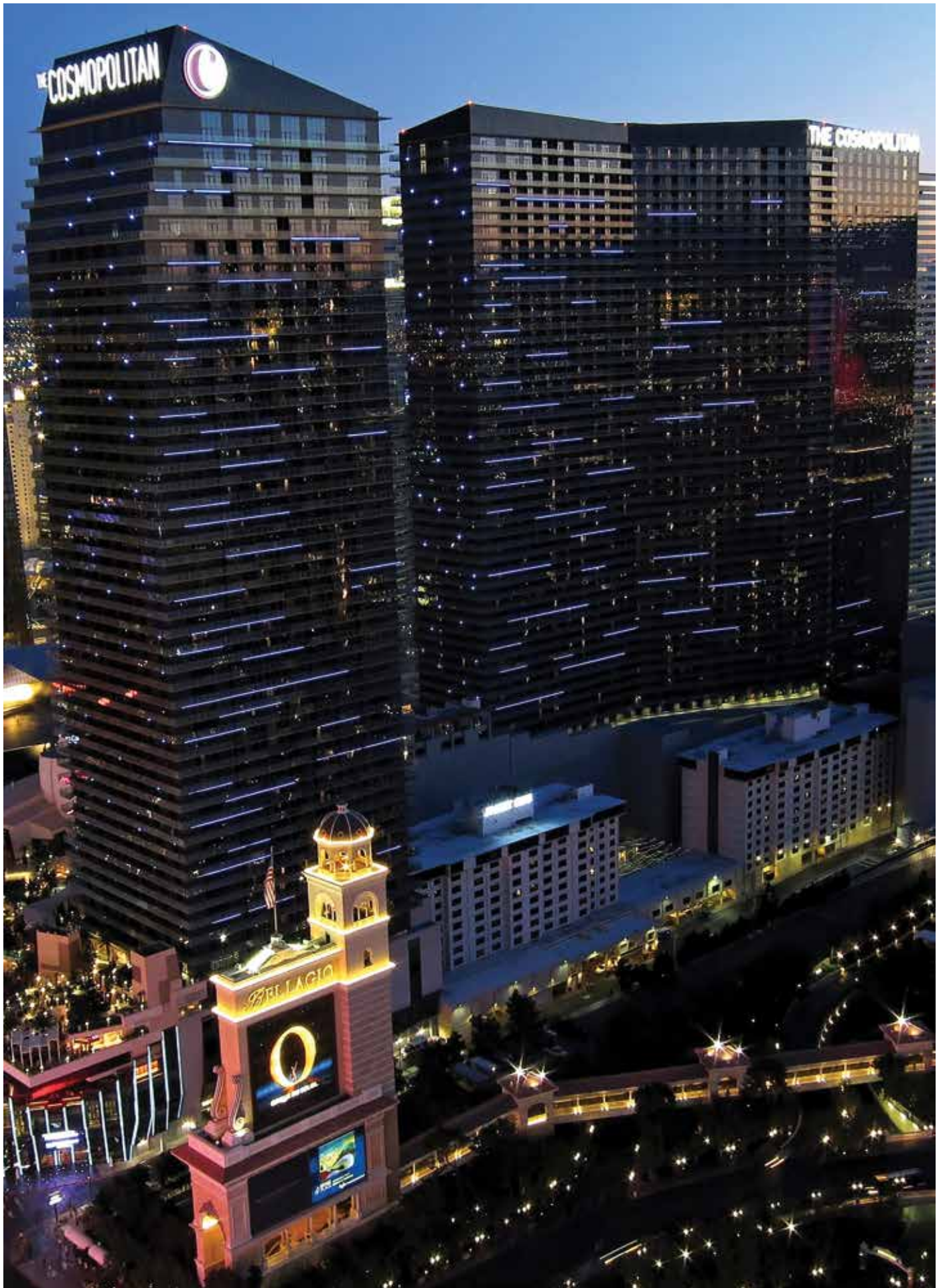
CLIENT
Seminole Tribe of Florida

ARCHITECT
Klai-Juba Architects

PROJECT SIZE
1,900,000 sf

COMPLETION DATE
2012

DESIMONE





THE COSMOPOLITAN OF LAS VEGAS

Las Vegas, Nevada

Located on a limited seven-acre site with minimal strip frontage, this \$3.9 billion, 6.5 million sf project is adjacent to the Jockey Club and is squeezed between the Bellagio and MGM CityCenter site. The limited site area forced a non-conventional vertically stacked solution. Parking for 3,000 cars was pushed below grade. Slurry walls were utilized, which facilitated the depth of excavation at 75 feet. The mat foundation was pre-compressed using micropiles to prevent soil rebound. This solution saved considerable time and money. The five-story podium contains 150,000 sf of convention and ballroom space, a 1,800-seat theatre, 300,000 sf of retail, and 75,000 sf of casino areas. The podium was structured using steel. Lateral stability at these levels is provided by steel shear wall panels. Above the podium are two 50-story, 650-foot towers containing 2,000 hotel guest rooms and 1,000 residential units. The towers are structured using 9-inch post-tensioned flat slabs and full-width shear walls between room demise walls. Tower levels transfer loads to lot-line shear walls via a 7-foot-thick sky mat located at the top podium level.

CLIENT

The Related Companies

ARCHITECT

Arquitectonica
Friedmutter Group

PROJECT SIZE

6,500,000 sf

COMPLETION DATE

2008





ATLANTIS I-III

Paradise Island, Bahamas

DeSimone has been involved in all three phases of the Atlantis project. Phase I involved a \$125 million design and upgrade to the resort's existing support structures. DeSimone reviewed and coordinated all site and building work and followed a strict Quality Assurance program to meet the project's rigorous budget and schedule restraints. Phase II expansion added a new 50,000 sf casino and a 24-story, 1200-room hotel. The hotel component is the tallest structure in the Caribbean. The expansion added another three-million-gallon open-air aquarium to the resort grounds. Combined with Phase I, the outdoor aquarium habitat is the largest in the world. Phase III work was completed in 2007. The project added a new 600-key condo hotel, a timeshare resort "Harbourside at Atlantis" and a 250,000 sf convention center featuring the largest ballroom in the Caribbean. The project also expanded the water park and added a Marina Village.

CLIENT
Kerzner International, LTD.

ARCHITECT
WATG
HKS, Inc.

PROJECT SIZE
2,000,000 sf

COMPLETION DATE
2007

DESIMONE



NEW YORK	18 West 18th Street 10th Floor New York, New York 10011 T. 212.532.2211 F. 212.481.6108
MIAMI	800 Brickell Avenue 6th Floor Miami, Florida 33131 T. 305.441.0755 F. 786.383.2329
SAN FRANCISCO	225 Bush Street Suite 300 San Francisco, California 94104 T. 415.398.5740 F. 415.967.2329
NEW HAVEN	55 Church Street Suite 201 New Haven, Connecticut 06510 T. 203.495.8270 F. 203.495.8273
LAS VEGAS	6625 South Valley View Boulevard Suite 124 Las Vegas, Nevada 89118 T. 702.677.3400 F. 702.677.3410
HONG KONG	7/F Pacific Plaza 410 Des Voeux Road West Western District, Hong Kong T. +852.8191.1916
ABU DHABI	Al Hana Tower Mezzanine Level 2, Suite 210 Corniche and 30th Street Khalidiya Abu Dhabi, UAE T. +971.2.650.5668 F. +971.2.650.5668
SHANGHAI	Room 8M, Hengji Building 99 Huai Hai East Road Shanghai 200021, China T. +86.21.5306.6180 F. +86.21.5306.6180

Company Overview for Buffalo Office

M/E Engineering, P.C. is a New York State Professional Corporation. Founded in 1991, M/E Engineering, P.C. is a mechanical/electrical consulting engineering firm committed to value-driven solutions for its clients. Four offices and an expert staff of licensed professional engineers, project designers and technicians serve industrial, commercial, educational, health care, institutional and municipal clients. A commitment to producing designs that result in reliable and efficient systems drives every M/E Engineering project.



M/E Engineering has 145 employees, including 33 licensed professional engineers, 36 senior engineers/senior designers, 26 project engineers/project designers, 26 designers/CAD technicians and 23 administrative support personnel.

Our Buffalo Office includes 12 licensed professional engineers, 17 senior engineers/senior designers, 11 project engineers/project designers, 6 designers/CAD technicians and 7 administrative support personnel.

M/E Engineering offers services including initial programming, planning and feasibility studies; schematic design and systems life cycle cost analysis; design development and value engineering; engineers' estimates of probable construction costs; and production of construction drawings and specifications. M/E Engineering also provides construction phase services including bid analysis, construction observation, shop drawing review and systems commissioning. To meet our client's needs, a Partner or Principal is engaged in the design process from inception to completion.

M/E Engineering is a member of the U.S. Green Building Council. Its staff includes 32 professionals accredited by the Council's Leadership in Energy and Environmental Design (LEED) Program. M/E Engineering works with clients to provide access to New York State Energy Research and Development Authority funds for energy efficient design.

M/E Engineering's areas of expertise:

Mechanical Engineering

- Heating/ventilation/air conditioning
- Cogeneration
- Central chiller/heating plants
- Air filtration
- Exhaust
- Energy management
- Heat recovery
- Clean rooms
- Incineration
- Refrigeration
- Plumbing
- Sanitary systems and drainage
- Fire protection and sprinkler systems
- Backflow prevention
- Fuel storage and distribution
- Systems commissioning
- Computational Fluid Dynamics

Electrical Engineering

- Load analysis and short circuit analysis
- Protective relaying and coordination
- Cogeneration
- Medium voltage substations
- Medium and low voltage distribution
- Power factor correction
- Uninterruptible power supply (UPS)
- Network and data systems
- Telephone and intercommunication systems
- Emergency power systems
- On-site generation
- Lighting
- Fire alarm and evacuation systems
- Security/CCTV/access control
- PA and sound systems
- Systems commissioning

M/E Engineering has four offices in New York State:

Buffalo

60 Lakefront Blvd.
Buffalo, NY 14202

Rochester

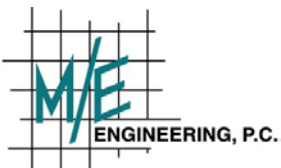
150 North Chestnut St.
Rochester, NY 14604

Capital District

433 State St., Suite 410
Schenectady, NY 12305

Syracuse

441 South Salina St.
Syracuse, NY 13202

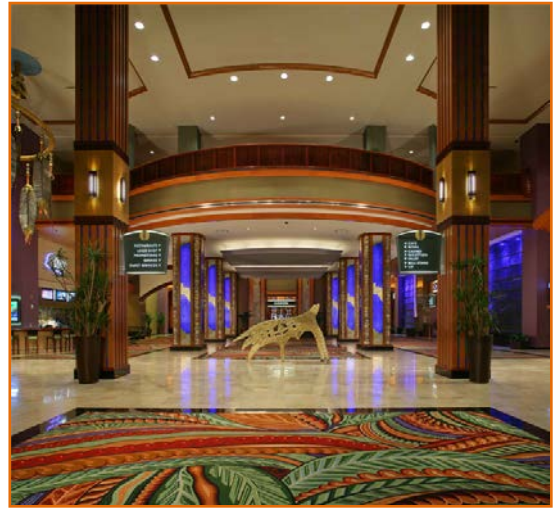


Value-driven solutions.

Gaming and Entertainment Project Experience

Design for the Gaming and Entertainment industry has been a major part of M/E Engineering, P.C.'s portfolio. Our firm has provided engineering services on many successful Gaming and Casino projects of all types including new construction, renovations and additions typically in a fast-track design and construction mode.

These projects have included Gaming Areas with Slot Machines and Table Games, Restaurants, Bars, Buffets, Food Courts, Kitchens, Spas, Hotels, Retail Spaces, Banquet and Multi-Purpose Rooms, Showrooms, Indoor Pool Spaces, Parking Garages, Back-of-House Support Areas, and Central Heating and Cooling Plants.



Seneca Niagara Casino and Hotel, Niagara Falls, NY

A \$285M revitalization project for the downtown Niagara Falls area. This fast track project has multiple major components including a 150,000 SF Casino, a 5-Story Parking Garage, a 26-Story 600 Room Hotel and Spa, a Bus Transportation Depot and a Central Utility Plant.

A complex design team led by Jeter, Cook and Jepson Architects (Conn.) working with an on-site construction manager completed the design and construction in just 4 months on the first \$80M portion of the project. The design was started in September 2002 and the Casino was open and operating for New Year's Eve 2002. M/E Engineering has the staff and knowledge to handle large complex projects in an expedient fashion.

Casino

Conversion of the 150,000 SF abandoned Niagara Falls Convention Center. With construction manager overview, the project was completed in less than six months of design and construction.

Parking Garage

Addition of 5-story, 2,000 car integrated parking garage. Lighting for vehicle identification and personal safety was paramount. Communications and alarm systems were integrated to Casino Security headquarters.

Spa Hotel

A new 26-story, 600 room Hotel and Spa is being attached to the Casino. This 504,00 SF facility includes restaurants, and a 1,500 person multipurpose room for special event, weddings and conferences. Sound and HVAC control for partitioned spaces matches the top-class ambience of the Hotel. The Architect, JCJ Architecture, won the G2E Institute 2007 Casino Design Award for "Best Architectural Design for a Tribal Casino/Resort" for this project.

Central Plant Utility Expansion

Expanded facility to house 3-2 MW generators for primary electrical generation; 2-800 HP boilers and 2-1400 ton chillers.

Specialty Spaces

- Reconstruction of existing space into a high-end, high count slot area.
- Conversion of four storefronts on State Street into two full service restaurants. Infrastructure will be fed by District Heating and Cooling.
- Provided a separate Poker Room from shell space with 2 subsequent additions.
- Created the "penny arcade" with 300 penny slots in a previously unused mezzanine space.
- To meet the need for a smoke-free zone, an isolated slot machine area was designated and tightly controlled with independent HVAC supply and exhaust.
- Created a new self contained steak house with independent services.
- A new transportation hub for buses was constructed. Handicapped accessibility was a major objective.

Employee Dining

Created a new kitchen and dining facility for more than 1,000 employees. 24/7 operation and isolated supply and exhaust HVAC systems.



Downstream Resort Casino and Hotel, Miami, OK

Downstream Casino-Resort opened in July 2008 and is located on 40 acres in the northeast corner of Oklahoma at the three-corner border adjacent to Kansas and Missouri. The property currently features 70,000 square feet of gaming space on a single level with 2,028 slot machines, 45 table games including 15 poker tables, a high limit gaming area and a race book. Additional amenities include multiple restaurants, associated kitchens, 8,000 square feet of meeting space, retail stores, surface parking for more than 2,200 customer vehicles and various entertainment options. A 12-story, 222 room luxury hotel with a spa and conference center subsequently opened in November of 2008.



Fairgrounds Gaming and Raceway, Hamburg, NY

Engineering design for mechanical, electrical, plumbing and fire protection systems for renovations of the Grandstand Building into a Casino with 1000 Video Lottery Terminals.



Finger Lakes Racetrack Facility Alterations, Farmington, NY

Mechanical, electrical, plumbing and fire protection design for the renovation of existing race track facility into a Casino with 1000 Video Lottery Terminals.



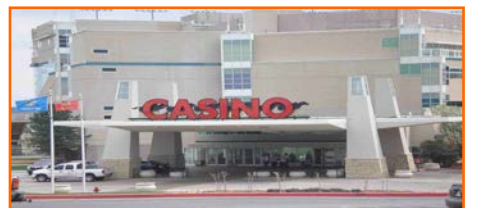
Kiowa Casino, Carnegie, OK

Construction of a new 61,000 SF Casino in Carnegie, Oklahoma including HVAC, plumbing, lighting, power, IT and fire protection.



MEC / Remington Park, Oklahoma City, OK

Renovation of the existing racetrack facility to include installation of 750 new slot machines, buffet, bar, kitchen, high limit slot area, racebook, retail area and back of house support areas.



Oxford Resort Casino, Oxford, ME

The Oxford Casino was a new Casino located in Maine with 790 slot machines, 22 table games, poker tables, buffet, kitchen and back-of-house support areas.



Saratoga Gaming and Raceway, Saratoga, NY

This Racino project was developed in phases with the initial phase including 1324 video lottery terminals (VLT), two restaurants, three full service bars, food court and gift shop. The second phase added 400 VLT's, 300 seat buffet, and an exciting two-story multi-functional nightclub with two bars.



Seneca Allegany Casino and Hotel, Salamanca, NY

Construction of a new \$110 million resort, spa, convention, gaming and parking garage which includes a 125,000 SF Casino Facility with Bingo Hall, Poker Room, Buffet, Kitchen, Retail Space, Gaming Support spaces and Gaming Area with 1800 slot machines and table games which was completed in May 2004. The areas are served by packaged gas-fired rooftop units and energy recovery ventilators. A new Direct Digital Control system will be furnished and installed. The facility will be fully sprinklered. The new electrical systems include power and data distribution in the Gaming Area to serve the slot machines. All spaces have various types of specialty lighting. A new fire alarm system was installed and all security will be coordinated with the security consultant.



Wheeling Island Casino, Wheeling, WV

New Casino and Hotel project addition, 136,000 SF of casino and related support spaces and restaurants, and 101,000 SF of 150 hotel rooms and meeting spaces built over new on-grade parking garage with minor renovations to existing building.



M/E Engineering, P.C. has extensive experience in the Hospitality and Gaming industry. This Professional Staff understands the complexity, fast track project schedules and detailed coordination requirements of Gaming and Entertainment projects.



Calvin J. Puffer, P.E., LEED AP, Principal

Mr. Puffer has over 40 years of experience in project management and HVAC systems design for a wide variety of hospitality and gaming, health care, industrial, institutional, educational and commercial facilities. He has a thorough knowledge of technical criteria, standards, codes, and contractual procedures, including specialized applications of heating, ventilation and air conditioning systems for hospitality and gaming facilities. Cal has played a key role in all of the M/E Engineering Gaming projects including Saratoga Gaming and Raceway, Seneca Nation Casino projects, Downstream Casino. Cal is a registered Professional Engineer in 10 states, including New York and is LEED Accredited Professional.



David M. Schlant, P.E., LEED AP, Associate, Plumbing/Fire Protection Manager

Mr. Schlant has 27 years of experience in the mechanical engineering profession specializing in the field of plumbing, fire protection and process piping systems. His work has involved project management, technical design and engineering for a wide range of hospitality and gaming, industrial, commercial, educational, correctional and health care facilities. Dave has been involved with all the Seneca Nation projects, Saratoga Gaming and Raceway and Remington Park. Dave is a registered Professional Engineer in 3 states, registered Professional Fire Protection Engineer in 3 states and is a LEED Accredited Professional.



Robert K. Stewart, P.E., Manager, Electrical Group

Mr. Stewart has 17 years of experience in the field of electrical engineering. Rob is responsible for the engineering design of the electrical facility systems including service coordination, power distribution, lighting systems & controls, fire alarm systems, nurse call systems, technology, communication systems and security systems. Rob has been project manager for a wide range of projects and facilities including educational, hospitality and gaming, research and development, corporate offices, institutional and hospitals. Rob has extensive Gaming experience as he worked in Las Vegas for 4 years and has worked at M/E Engineering since 2009. Rob has been involved with Seneca Nation projects, Downstream Casino and Oxford Casino. He is a registered Professional Engineer in 5 states, including New York.



Francis M. Robertson, PE, LEED AP BD+C, HVAC Project Engineer

Mr. Robertson has 17 years of experience as an HVAC and Plumbing Engineer. He has completed several projects in the hospitality and gaming, educational, institutional and commercial markets including Seneca Nation projects, Remington Park, and Oxford Resort Casino. Frank is a registered Professional Engineer in New York and a LEED Accredited Professional.



Eric S. Cunningham, Plumbing/Fire Protection Senior Engineer

Mr. Cunningham has 19 years of experience in the mechanical engineering profession. His work has been primarily focused on the technical design of plumbing and fire protection systems for educational, commercial, gaming and hospitality; and health care facilities. Mr. Cunningham is proficient in sizing and selection of equipment supporting domestic water and sanitary piping systems, pumping systems and fire suppression systems. His expertise also includes field condition surveys, construction administration and construction cost estimation. Eric has worked on Seneca Nation projects and Downstream Casino.



Scott J. Klaes, Project Engineer

Mr. Klaes has 29 years of experience in the electrical engineering field and has worked on numerous hospitality and gaming, educational, industrial, institutional and commercial projects. Scott has been involved with Seneca Nation projects, Saratoga Gaming and Raceway, Downstream Casino, Kiowa Casino and Remington Park.



Surveillance-Security Systems Design

Consultant Qualifications

SECTION 1-Firm Background

M. Malia & Associates is a recognized leader in surveillance and security CCTV and Alarm systems design and operation, providing innovative, high technology design, specification and consulting services to the gaming and hospitality industry for nearly 20 years.

Management of M. Malia & Associates brings to its projects more than thirty years of combined experience, in both operational as well as service oriented capacities related to Surveillance and Security. Drawing on this experience allows a realistic view of the design intent, from the operator's viewpoint, while incorporating "state of the art" designs to achieve operationally functional systems within the projects specified budget parameters.

These technical services are routinely provided to architectural, engineering and management firms, as well as directly for project owners, by serving as consultants in the areas of Surveillance CCTV; Security CCTV; Security Alarm; and, Access Control systems.

SCOPE OF SERVICES

Facilities Review
Schematic Design
Design-Development
Cost Projection and Feasibility Studies
Bid Documentation Preparation
Bid Review
Construction Inspection
Construction Acceptance and Punch Listing

M. Malia & Associates prides itself on maintaining the most current technological capabilities available, including full video conferencing suite at US office; latest versions of AutoCad; and, full access and experience with numerous web based project management systems.

SECTION 2-Relevant Experience

Hospitality/Gaming Projects, Partial Listing:

- MGM National Harbor-Prince George County, MD
- Ho Tram Casino Resort-Vietnam
- Vee Quiva Casino Hotel-Phoenix, AZ
- Isle Casino-Cape Girardeau, MO
- Isle Casino at Nemaquin Resort-PA
- Twin Arrows Casino-Flagstaff, AZ
- Upper Fruitland Casino-Farmington, NM
- Maryland Live Casino-Arundel Mills, MD
- Hialeah Park/Flamingo Casino-Miami, FL
- Valley Forge Casino Resort-King of Prussia, PA
- Hard Rock Casino @ Moon Palace-Punta Cana, DR
- Solaire Casino Project-Manila, Philippines
- Sugarhouse Casino-Philadelphia, PA
- Revel Entertainment Casino Hotel Project-Atlantic City, NJ
- Dorado Hotel and Resort-Puerto Rico
- Encore @ Wynn Resort-Las Vegas, NV
- Encore @ Wynn Resort-Macau, SAR China
- City of Dreams Casino Resort-Macau, SAR China
- Flagler-Magic City Casino, Miami, FL
- Fontainebleau Casino Resort-Las Vegas, NV
- Choctaw Casino Resort Projects, OK
- Caesars Casino-La Mancha, Spain
- Echelon Resort-Las Vegas, NV
- Baha Mar Resort-Nassau, Bahamas
- Macau Studio City-Macau, SAR China
- Calgary Racing and Entertainment Center-Calgary, Canada
- Rivers Casino-Pittsburgh, PA
- Seminole Hard Rock Casino Hotel Expansions-Hollywood & Tampa, FL
- MGM Mirage Detroit-Permanent Facility-Detroit, MI
- Philadelphia Park Racetrack & Slots, Bensalem, PA
- Beau Rivage Casino-Katrina Rebuild-Biloxi, MS
- Isle of Capri Land Based Casino-Biloxi, MS
- Wynn Resorts-Macau, SAR China
- Wynn Resorts-Las Vegas
- Mazagan Resort, -Kingdom of Morocco
- Trump International-Las Vegas, NV
- Atlantis Phase III-Paradise Island, Bahamas
- Isle of Capri-Coventry, UK
- Seminole Coconut Creek Casino-Coconut Creek, FL
- The Residences at MGM-Las Vegas, NV
- Bellagio Spa Tower Addition- Las Vegas, NV
- Yonkers Raceway-Yonkers, New York
- Marriott Renaissance Hotel-Las Vegas, NV
- Hard Rock Casino Hotels: Hollywood & Tampa Florida
- Isle of Capri-Biloxi, MS
- Isle of Capri-Bossier, LA
- Isle of Capri-Black Hawk, CO
- Caesars Hotel Casino, Atlantic City, NJ
- Tropicana Casino Hotel, Atlantic City, NJ & Las Vegas, NV
- Harrah's Casino Hotel, Atlantic City, NJ
- Showboat Casino Hotel, Atlantic City, NJ
- Resorts Casino Hotel, Atlantic City, NJ
- Barona Valley Ranch, San Diego, CA
- MGM-Mirage Detroit-Temp Facility
- Agua Caliente Casino, Palm Springs, CA
- Blue Lake Casino, CA
- Isle of Capri, Boonville MI
- Beau Rivage Casino Hotel, Biloxi, MS
- Rhythm City Casino, Davenport, Iowa
- Atlantis Casino Resort Phase II, Paradise Island, Bahamas

SECTION 3-Qualifications Statement

To our knowledge, M Malia & Associates is one of the only consulting firms, if not the only firm, within the Surveillance-Security industry, that targets exclusively the Gaming/Hospitality sector. Having personally been employed by several top Gaming facilities for many years in varying positions in the surveillance and security departments has provided valuable insight and understanding of the inner workings of these departments, as well as Gaming operations in general. This experience, paired with the singular approach followed by our firm that you should always “Do what you know”, has allowed M Malia & Associates to develop a client list which includes many of the world’s premier resort and entertainment venues, an attribute which we feel makes M Malia & Associates uniquely qualified to provide the consulting services your project requires.

Management and staff at M Malia & Associates maintain close business relationships with the majority of today’s top equipment manufacturer’s and regularly participate in training seminars and technical classes. In this fast changing technical arena, being on the leading edge of the technology is a must for any consultant to be able to provide the necessary “state of the art” systems designs.

At M Malia & Associates, we are fully qualified and eager to provide full design; documentation; specification; and on site construction oversight of projects Surveillance and Security CCTV systems; Security Intrusion-Panic Alarm systems; and, Security Access Control systems.

SECTION 4-Project Team Members

Proposed management staffing dedicated to completion of project:

- Design, Meeting & Site Visits: **Michael J. Malia**, President; over 30 years in surveillance/security systems industry.
- CAD Production & Site Visits: **Brian Toth**, Director Design and Production, Certified in AutoCad with experience from major Electrical Contracting firms and employed by MMA for 8 years
- CAD Production-Full MMA CAD Department

Resumes on following pages

Michael J. Malia
Founder & President

P R O F E S S I O N A L E X P E R I E N C E

M. Malia & Associates

Egg Harbor Township, NJ

FOUNDER & PRESIDENT. As President, have had the opportunity to provide full design, documentation and installation oversight services, for many of the world's foremost casino resort properties.

Luciani & Associates

Atlantic City, NJ

VICE PRESIDENT. Responsible for overall project development including construction and operational aspects.

American Gaming & Entertainment, Ltd.

Atlantic City, NJ

DIRECTOR OF PROJECT DEVELOPMENT. Responsible for the budgeting; coordination of Architects, Consultants and Contractors; providing liaison between design/construction and operational personnel; and, the direct oversight of all phases of construction projects.

Foxwoods Casino

Ledyard, CT

DIRECTOR OF SURVEILLANCE. Responsible for oversight of all phases of surveillance set-up and operations, including monitor room, investigations and technical systems design and specifications.

Trump Taj Mahal

Atlantic City, NJ

SURVEILLANCE TECHNICAL MANAGER. Complete oversight of design, installation and maintenance of surveillance and security systems.

Golden Nugget Hotel Casino

Atlantic City, NJ

SURVEILLANCE TECHNICAL MANAGER. Complete oversight of all technical aspects of the facilities surveillance and security operations.

Peirce-Phelps, Inc. - Video Systems Division

Philadelphia, PA

TECHNICAL REPRESENTATIVE. Operated as the Atlantic City technical representative performing installation and maintenance duties on surveillance and security systems for casinos under contract with the company; such as, Bally's Park Place Casino and the Golden Nugget Hotel Casino.

Brian L. Toth
Project Coordinator

P R O F E S S I O N A L E X P E R I E N C E

M. Malia & Associates

Egg Harbor Township, NJ

DIRECTOR DESIGN & PRODUCTION

- Coordinate the design, install & final acceptance of Surveillance/Security Systems
- Oversee & participate in the production of all drawings & documents associated with projects.
- Respond to RFI's, review bids, and help coordinate the bid process.
- Oversee staff of office employees.

Petrocelli Electric of New Jersey

Rahway, NJ

ELECTRICAL DESIGNER

Duties: Created systems drawings for Security and Surveillance, Methane Sensor System, Cable Tray, and Telecommunications.

P R O F E S S I O N A L E X P E R I E N C E

Participated in Design of the following projects:

- Wynn Las Vegas
- Encore @ Wynn Las Vegas
- Wynn Macau
- Encore @ Wynn Macau
- Borgota Hotel Casino & Spa
- Revel Casino Hotel

Full List Available Upon Request

P R O F E S S I O N A L T R A I N I N G

AUTOCAD/DESIGN PROGRAMS

- AutoCAD
- Pro/Engineer
- Brady Label Software
- Pictorial

Exhibit VIII.C.18.a – Information on Associated Project Firms

Submit as Exhibit VIII.C.18.a. names, addresses and relevant experience of the architects, engineers, contractors and designers of the proposed Gaming Facility and related proposed infrastructure improvements.

Encompass, Develop, Design and Construct, LLC)

Owner's Representative/Procurement Manager

Encompass Develop, Design and Construct, LLC
106 East Jefferson Street
LaGrange, KY 40031
502-992-5105
www.encompass-ddc.com

Relevant Experience

Encompass provided owner's representative service to the following projects:

Akwasasne Mohawk Casino

Encompass provided owner's representative and construction management services for a new hotel and renovation of casino.

Calder Casino & Race Course

Encompass provided owner's representative and construction management services for a renovation of the interior and exterior portions of gaming center.

Fair Grounds Race Course & Slots

Encompass provided owner's representative and construction management services for a new casino build and racetrack renovations.

Churchill Downs Racetrack

Encompass provided owner's representative and construction management services for the expansion of the Rooftop Garden and Big Board project.

Pinnacle Belterra Park

Encompass Develop Design and Construct provided assistant owner's representative services on building a new casino and racetrack and demolish the old Thoroughbred horse racing facility.

Miami-Valley Gaming Racino

Encompass Develop Design and Construct provided owner's representative services on building a new casino and harness racetrack

Harrah's Gulfcoast

Encompass Develop Design and Construct provided owner's representative services on rebranding of casino and hotel including renovations and addition of gaming floor and hotel amenities

Horseshoe, Bossier City, LA

Encompass Develop Design and Construct provided assistant owner's representative services on creating new Las Vegas style club pool space.



Exhibit VIII.C.18.a – Information on Associated Project Firms

Submit as Exhibit VIII.C.18.a. names, addresses and relevant experience of the architects, engineers, contractors and designers of the proposed Gaming Facility and related proposed infrastructure improvements.

Other Info:

- Registered architects in New York
- Gaming License acquired from New York State Gaming Agency.

Submit as Exhibit VIII. C.18.a. names, addresses and relevant experience of the architects, engineers, contractors and designers of the proposed Gaming Facility and related proposed infrastructure improvements.

Over the years, LPCiminelli has successfully completed many casino projects totaling several billion dollars in value. As a recognized leader in the gaming and hospitality industry, much of our casino work has been delivered under a construction management at-risk guaranteed maximum price and schedule agreement.

As construction manager for Saratoga Casino & Raceway, LPCiminelli brings more than 50 years of construction expertise to the Gaming Facility in New York State Application. LPCiminelli is a nationally-ranked construction firm based in New York and is a recognized leader in the construction of casinos and racinos.

LPCiminelli's success in the racino market includes delivering several other New York State facilities including Saratoga Casino & Raceway, Hamburg Casino at the Fairgrounds, Batavia Downs, Finger Lakes Gaming & Racetrack, Seneca Allegany Casino & Hotel, Seneca Niagara Casino & Hotel and Empire City Casino Expansion at Yonkers Raceway. Also, LPCiminelli has built racinos and casinos throughout the Northeast and Midwest including Pennsylvania, Ohio, Delaware, Indiana, New Jersey, Arkansas, West Virginia and Florida.

What follows are select examples of LPCiminelli's relevant experience. The projects have been selected due to their design aesthetics, amenities, geographic complexities and project components similar to the Saratoga Casino & Raceway project. Each client representative listed can speak to the exemplary work that LPCiminelli and its key personnel have delivered for their project. The point of contact for LPCiminelli will be:

- Mr. Frank L. Ciminelli, II
Senior Executive Vice President
LPCiminelli, Inc.
2421 Main Street, Buffalo NY 14214
716-855-1200
fciminelli@lpciminelli.com



Saratoga Gaming & Raceway

Owner/Contact: Saratoga Harness Racing
Saratoga Gaming & Raceway
Mr. Jamie Hartman
Executive Vice President
518.581.5732

Architect: J CJ Architects

Fast facts

Project cost: \$33 million
Occupancy date: May 2007

Located in historic Saratoga Springs, Saratoga Raceway first opened in 1941 as a horseracing venue. A gaming floor was eventually added to the property in 2000. In 2006, the challenge was to continue transforming the former horsetrack into a world-class racino through a significant expansion. Completing this expansion prior to tourist season meant work would be done in the winter months – while the casino remained fully operational.



“LPCiminelli delivered every step of the way... they have clearly become experts in hospitality and convenience gaming construction...”

Jamie Hartman
*Executive Vice President and Chief Operating Officer
Saratoga Gaming & Raceway*

To maintain the tight schedule, we relied on just-in-time subcontracting as well as traditional work planning. The end result was a 46,000 square foot expansion, including new gaming space to house more than 400 video lottery terminals. A unique two-story nightclub, the Vapor Lounge, was built featuring oval light coves, a sloped ceiling and LED lighting to add a contemporary Las Vegas feel. This new club also includes two full-scale bars and is designed to host live bands and special events. Other amenities include a 300-seat garden buffet restaurant, a food court and deli, and a gift shop. A number of cost-saving solutions were proposed for the owner, including the use of prefabricated wall sections and pre-assembled chiller and boiler units. Originally scheduled for eight and a half months, the project was completed in a remarkable seven months – without compromising safety, quality or budget – allowing the new facility to be fully operational during the peak of Saratoga’s tourist season.



Hamburg Casino at the Fairgrounds

Owner/Contact: Delaware North Companies, Inc.

Jeff Sellers

Director of Construction

Delaware North Companies

716.858.5000

Architect: BHNT Architects

Fast facts

Project cost: \$22.3 million

Occupancy date: August 2010



With the Fairgrounds Gaming & Raceway attracting 1.1 million patrons annually, Delaware North Companies realized the need for an upgraded facility. Having successfully managed a major renovation of the original facility, LPCiminelli returned as construction manager. When high tax rates and poor economic conditions challenged their vision to deliver a sustainable, slots-only casino, LPCiminelli was charged with helping Delaware North realize their goal—successfully delivering an impressive casino with a “make or break” budget.

Using target-value design, LPCiminelli worked closely with the architect and Delaware North to deliver the most impressive facility possible within the targeted budget. Every detail was scrutinized to ensure quality was not compromised. The end result is a 67,000 sq. ft. sustainable facility featuring 940 slot machines, a feature bar with 12 flat screen TV's,

240-seat buffet, entertainment stage, Tim Horton's Coffee Shop, 11,000 sq. ft. of office space and impressive LED lighting systems both inside and out. Built to LEED Silver standards, sustainable elements include highly efficient HVAC systems, recycled materials throughout, low-flow bathroom fixtures and a measurement & verification (M&V) plan—a means of tracking all building systems to ensure optimal performance. The timeline was also crucial as slot machines needed to be transferred from the old facility to the new, which would shut down operations for three days, during the Erie County Fair—their time of lowest revenue. With a more visible location and enhanced amenities, the new facility brings increased attendance and revenue for Delaware North Companies and increased activity for the county's fairgrounds.



Empire City Casino Expansion

Owner/Contact: Empire City at Yonkers Raceway
 Robert Galterio
 Vice President and Chief Operating Officer
 914.968.4200

Architect: Studio V

Fast facts

Project cost: \$50.4 million
 Occupancy date: June 2013

With the gaming marketplace changing in the Northeast and competition increasing, Empire City Casino at Yonkers Raceway (Empire City) knew they had to add amenities to complement their product. At the project onset, in 2011, the project was valued at approx. \$40 million with a 66,000 sq. ft. expansion to significantly enhance the gaming and entertainment experience.

As construction evolved, the owners decided to modify the dining mezzanine scope and instead create a food enhancement with two new restaurants and a boutique bowling alley. With high-end theming, these restaurants increased the project value by \$6.1 million. Additionally, security systems were enhanced increasing the project value by \$5.1 million and as construction manager at-risk, our LPCiminelli team rose to the challenge of meeting these new requirements.



In the end, this project delivers on unique features. Guests are greeted by an illuminated, lattice, porte-cochère shell covered with an innovative ETFE foil. Configured from 465, 3 ft. LED lights, it's the largest of its kind in North America. As a backdrop, a 45 ft. high, 80-ton frameless glass curtain wall gives a glimpse into the high-energy casino. Other unique features include a New York City skyline covering a 350 ft. backdrop wall made up of 287,776 copper, aluminum and brass nails of varying nail head sizes, depths and colors.

With so many changes, our team managed the extraordinary scope changes with great success bringing the final construction cost in at \$50.4 million. Completion was phased with the gaming floor opening in January 2013, Dan Rooney's restaurant on Saint Patrick's Day and Pinch restaurant in June 2013.

Finger Lakes Casino & Racetrack

Owner/Contact:

Sportsystems Inc./Finger Lakes Racing Association,
Inc./ Delaware North Companies, Inc.

Jeff Sellers

Director of Construction

Delaware North Companies

716.858.5000

Architect: JCJ Architecture, Inc.

BHNT Architects

Thalden Emery Architects

Fast facts

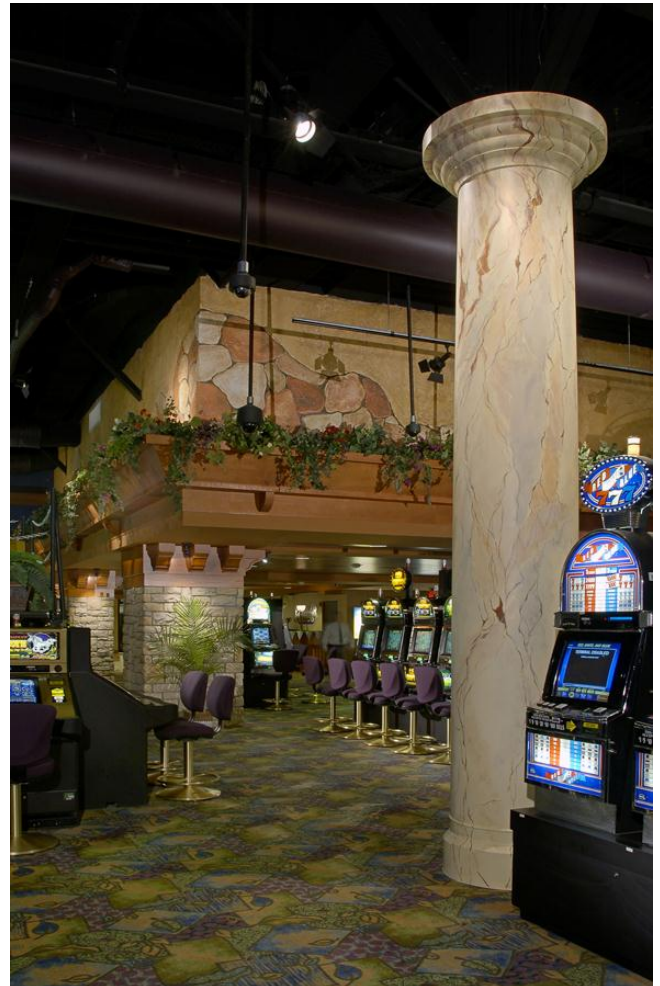
Project cost: \$16.7 million (over several projects)

Occupancy date: Began in 2003 with last project
completed in February 2011

Over the course of nine years, LPCiminelli has been an integral part of working with the team at the Finger Lakes Casino & Racetrack, as well as Delaware North Companies. In 2003, legislative changes prompted a project with Finger Lakes Racing Association and Delaware North Companies that would capitalize on allowing video lottery terminals in New York State. They needed a fast-track project at the facility, concurrent to a similar project at Buffalo Fairgrounds.

The 17-week renovation and re-theming of this 1965 facility necessitated a great deal of preconstruction planning because of this extremely tight schedule. LPCiminelli pre-ordered much of the high-end theming elements, the rooftop HVAC equipment and the high-voltage transformers for the project. A 35,000 sq. ft. renovation accommodated the installation of 1,100 video lottery terminals, a 110-seat food court, a 15-seat deli and a state-of-the-art 50-seat sports bar that features a view of the racetrack. All the \$7.9 million in work was successfully wrapped up in February 2004.

From the success of that project, LPCiminelli was brought back in 2005 to renovate Jackpot Grill. In



May 2006, renovations to the food court area provided additional gaming. Starting in the fall of 2006 and wrapping up in May 2007, previously unused space beneath the grandstand was renovated creating additional gaming space. Next, the Player Rewards area received a renovation in early 2007 to provide a better use of space and continue with updated theming.



During the summer of 2008, the Sevens Sports bar was remodeled. In March 2009 through July 2009, the exterior of the facility received a new façade, as well as a new porte cochere to greet patrons. In July 2010, LPCiminelli was hired for a \$3 million improvements project to the Vineyard Buffet. The expansion included 2,600 sq. ft. of meeting rooms, an 1,800 sq. ft. new kitchen, approximately 30 ft. of additional serving lines and an expansion of the existing buffet 16 ft. towards the track with a 1,400 sq. ft. addition. This work was completed in multiple phases and shifts to ensure the buffet was always open for patrons. At the same time, we oversaw updates and the relocation of utilities all while ensuring service was uninterrupted. A new Tim Horton's was also completed during the most recent project.

All work at this facility was planned to ensure noise, dust and scheduling were least disruptive to the thoroughbreds on-site. Our team's goal was to ensure that while work was next to an adjacent paddock, we met or exceeded safety. In planning

the various construction projects at the facility over the years, work has been planned around the gaming operations, sensitive horse racing operations, noise, dust, etc. to minimize disturbances to the daily operations of Finger Lakes Casino & Racetrack.



Miami Valley Gaming

Owner/Contact: Miami Valley Gaming Inc.
 Jeff Sellers
 Director of Construction
 Delaware North Companies
 716.858.5000

Architect: Thalden Boyd Emery Architects

Fast facts

Project cost: \$175 million

Occupancy date: December 2013

In October 2012 the Warren County Board of Commissioners approved the planned use development for the new facility. In December 2012, the Ohio State Lottery Commission and the Ohio State Racing Commission approved Delaware North Companies Gaming & Entertainment and Churchville Downs joint venture lottery and racing licenses as well as the application to relocate the existing raceway; this marked the beginning of Miami Valley Gaming.

As the construction manager, LPCiminelli was involved with the project early which helped streamline decisions and limit potential variables. We worked closely with the owner to overcome the challenge of a regional, high-tax, highly competitive market. Our solution was using a pre-engineered concept to create a fast-track schedule, while maintaining quality and cost. This allowed for an accelerated design and preconstruction process. The structure required fewer parts of material to place, which also expedited the schedule. The main building which houses the slot machines, restaurants, as well as the warehouse were pre-engineered. With essentially the box in place, the owner and design team used the areas outside of this space to create conventional modules for offices, a grandstand and an impressive front entrance.

Sitework began in January 2013 on the 120 acre agricultural site. Significant excavation occurred, followed by soil conditioning preparing for concrete foundations.

Technology played an integral role to keep the accelerated schedule. Our Virtual Design and Construction team utilized a tablet application to collaborate with team members, track quality assurance/quality control and review scheduling concerns. Additionally, they used BIM 360 Glue software to view the model in the field and compare what was installed and compare what was missing.

The result is an 186,000 sq. ft. gaming facility with over 1,600 video lottery terminals and parking for 5,000 vehicles. Amenities include two full service bars and four restaurants and a coffee shop. Outside a state-of-the-art 5/8-mile harness racing track is augmented by a 14,600 sq. ft., 1,000-seat grandstand which multi-purposes as an entertainment venue. A new horse barn with 156-stall paddock, automated timing circuit system and television production studio for simulcasting.

Originally scheduled for thirteen months, the project was completed in a remarkable ten months and \$8.2 million under budget allowing the occupancy before Christmas 2013.



Meadowlands Grandstand

Owner/Contact: New Meadowlands Racetrack, LLC
 Development Details, LLC, for New
 Meadowlands Grandstand
 Rich Ziegler
 Owners Representative
 856.397.0500

Architect: Climans Green Liang Architects Inc.

Fast facts

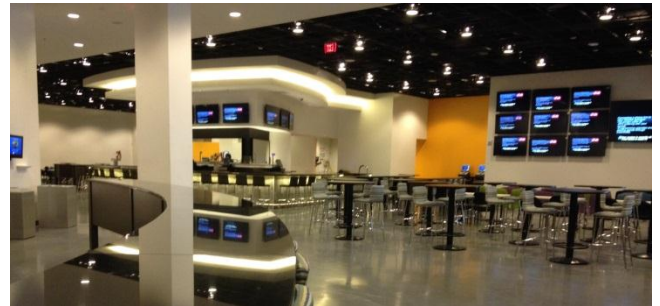
Project value: \$83 million (estimated)
 Occupancy date: Grandstand – December 2013
 Outfield – June 2014 (anticipated)

In February 2012, LPCiminelli signed on as construction manager with a guaranteed maximum price (GMP) for the new construction of a new grandstand. After nearly a 40-year run, the old grandstand of the Meadowlands will hold its final events when its neighbor MetLife Stadium hosts Super Bowl XLVIII in 2014. Before demolition of the grandstand, the new grandstand had to be built on the backstretch of the track.

Demolition began on approximately 440,000 sq. ft. of barns and dormitories along with the abatement of lead paint and ACM roofing material. Masonry structures and concrete foundations were crushed onsite and classified as historical fill which allowed the material to be re-used as site fill dirt. Approximately 15,000 cubic yards of historical fill was generated, short of the project total of 47,000 cubic yards of fill dirt which was required. Before the balance of the offsite fill could be brought onsite it had to be tested and had to be certified as “residential”. All site work was governed by NJ Site Remediation act which mandated all activities be reviewed and approval by a LSRP (Licensed Site Remediation Professional).

The new 155,000 sq. ft. grandstand holds seating for 2,500 guests. A redesigned owner’s lounge includes a fireplace and lounge seating, a separate

lounge with dining and another food court area and a state-of-the-art sports bar which includes giant television screens. Six VIP suites are available for horse enthusiasts, along with a VIP lounge, trackside restaurant, covered outer terrace and simulcast facilities. A roof-top deck offers a sweeping view of the New York City skyline.



Due to the success of the grandstand work, the owner has kept the LPCiminelli team on for additional work. The Outfield, slated to open spring 2014, is an outdoor 2 1/2 acre dining and entertaining area.

Tioga Downs Gaming & Raceway

Owner/Contact: Tioga Downs, LLC, joint venture of
Southern Tier Acquisitions
Jeffery Gural
Chairman & Chief Executive Officer
212.372.2400

Architect: Climans Green Liang Architects Inc.

Fast facts

Project cost: \$28 million

Occupancy date: June 2006

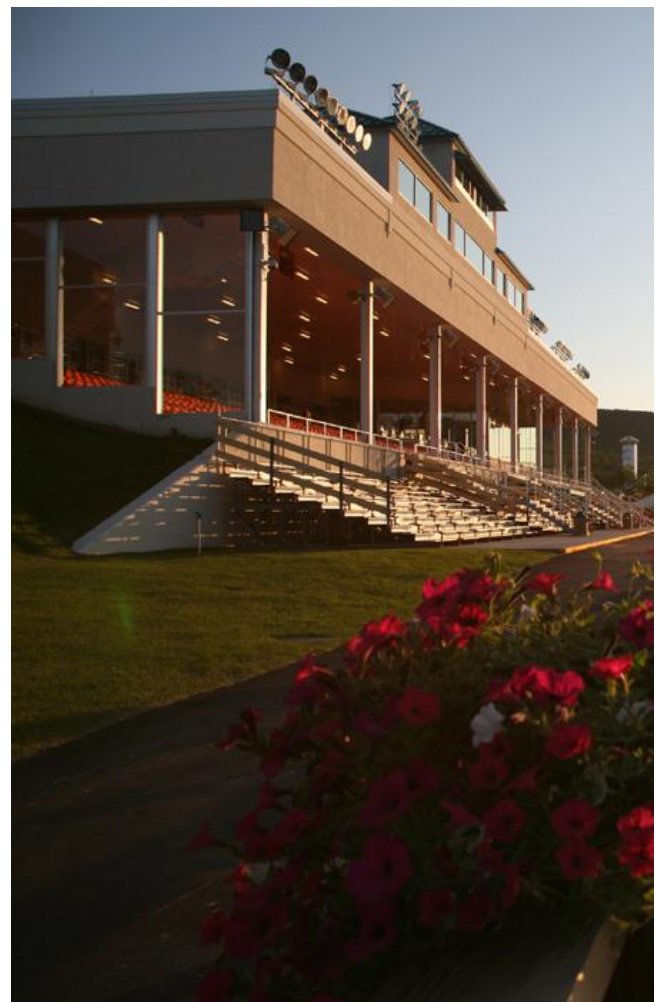
Building the state's first new harness track and grandstand facility in 30 years, LPCiminelli helped Tioga Downs, LLC breathe new life into the region's standard-bred harness track industry. This project added racino amenities to the facility, repurposing the 130-acre property to capitalize on legislative changes.

Delivered as a Construction Management at Risk arrangement, the new 100,000 sq. ft. facility includes 750 video lottery terminals, a buffet, sports bar, carousel bar, pari-mutuel and simulcast facilities, a multi-purpose entertainment venue, and a new paddock building. During construction, LPCiminelli's value engineering efforts resulted in \$1.45 million in savings for the owner. Ultimately, LPCiminelli successfully completed the project \$758,000 under the original budget.

The project was originally scheduled to be completed in 18 months. Despite a five-week delay, the result of several zoning issues that needed to be resolved, LPCiminelli met the fast-track requests of the owner. Ultimately, the project was completed in just eight months.

Since the success of this project, LPCiminelli has been back to deliver two design-build projects. First was renovations to the gaming floor, players club and gift shop completing work in the evenings to not disrupt operations. Second, LPCiminelli delivered an "Extreme Makeover" to the buffet with a complete gut and renovation to update serving lines, add new food options and install new equipment. Our team completed the work in phases – and in 5 evenings.

Most recently, LPCiminelli was awarded construction management for a 274-car, \$14 million three-story parking complex.



Bayonne Off-Track Wagering

Owner/Contact: New Meadowlands Racing, LLC
 Jason Settlemoir
 General Manager
 201.460.4025

Architect: SOSH Architects

Fast facts

Project cost: \$15.2 million

Occupancy date: July 2012



In July 2011, LPCiminelli signed on as construction manager at-risk with a guaranteed maximum price (GMP) for the new construction of the Bayonne Off-Track Wagering facility. The project allowed New Meadowlands Racing, LLC to introduce two simulcast betting areas, a VIP area, Sports Bar and Main Lounge for its customers. This new 25,000 sq. ft. facility sits on six acres with a parking lot for 300.

Due to the projects fast track schedule, communication was a key component to wrapping up construction in 9 ½ months. At the start of the project, LPCiminelli developed an accelerated schedule identifying key deliverables and long lead items. Weekly meetings were held with the owner, architect and contractors to show the status of the actual construction activities against the targeted construction activities. These actions were discussed at length with the team and when needed modifications were made to fit the project goals.

During these weekly meetings budget was also discussed. By reviewing and balancing the value of the contracts in place with the work to be done and the available balance left on the GMP, LPCiminelli is able to present cost effective options to achieve a quality high-end finish at the lowest cost.

While maintaining a hands-on role throughout the project, both the schedule and budget goals were met. The original completion date was set for July 16, 2012 and was delivered on-time, while the estimated cost during the design stage was \$15.3 million; the actual construction cost came under budget at \$15.2 million.



The Meadows Racetrack & Casino

Owner/Contact: Cannery Casino Resorts &
PA Meadows LLC
Bill Paulos
President
702.856.5104

Architect: Climans Green Liang Architects

Fast facts

Project cost: \$135 million

Occupancy date: April 2009

Eager to take advantage of the growing Pennsylvania gaming industry, our client wanted to build both a temporary and permanent facility in Meadowlands, southwest of Pittsburgh. We used maximum benefit analysis and creative procurement strategies to achieve \$7 million in savings. In preparation for the installation of the 82,000 square foot Sprung aluminum structure, we completed the foundations, underground utilities and slabs – in the midst of the winter. While ideal for a fast-track project, challenges arose with the systems load-bearing capacities. Our solution was to install more utilities below the slab. The result was a temporary casino that featured 1,738 slot machines, a 360-seat restaurant, sports bar and other amenities.

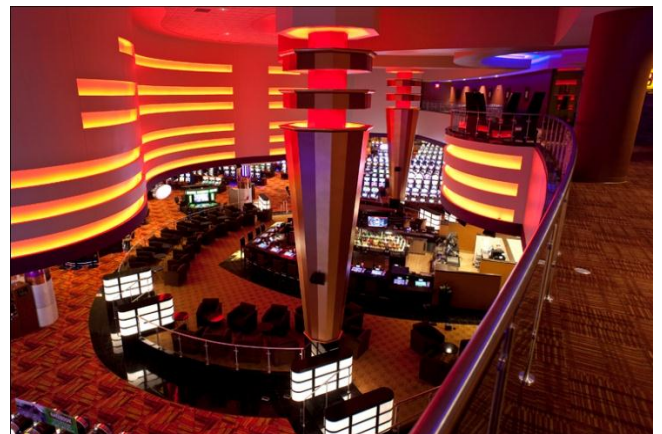
After the temporary casino was built, construction on the permanent casino began. Additionally, the project program called for a hotel to be built. However, when the permanent facility was nearly 60 percent complete, a program re-evaluation took place. While work continued, LPCiminelli was asked to complete scheduling and estimating due diligence to replace the hotel with a parking ramp—in 4 weeks.

To meet the budget and schedule requirements, the owner chose to proceed with a design-build pre-cast parking facility. In addition to that, the owner decided to expand the casino floor and change the road alignment onto the site. This was all completed at a fully operational site, without increasing cost or time.

Phase II of construction, completed in just 18 months, was devoted to the permanent casino and a 1,000 car

parking garage. Under the design-build premise during construction, LPCiminelli led the design and construction teams to complete a two-story, 360,000 sq. ft. casino which houses 3,800 slot machines and 70 table games. Additional amenities include a 12,500 square foot multifunctional space, feature bar, three restaurants, food court, VIP suites, entertainment venue/lounge, simulcast and a 24-lane bowling alley. New grandstand seating and simulcast complete the racing program amenities. Following the completion of the permanent casino, LPCiminelli constructed a 10,000 sq. ft., 30 table poker room for the facility. All the work was completed with local contractor participation.

We built a 450,000 sq. ft. parking garage to accommodate 1,000 cars, and to ensure a quality product completed on time. Difficult soil considerations were taken into consideration, as well the need to build into a hillside next to the new race track. Safety systems met the Contractor Controlled Insurance Program (CCIP) requirements. High-tech surveillance cameras and a state-of-the-art queuing system assist with watching the high volume of site traffic—approximately 10,000 vehicles per day. Also, all met the Pennsylvania Gaming Control



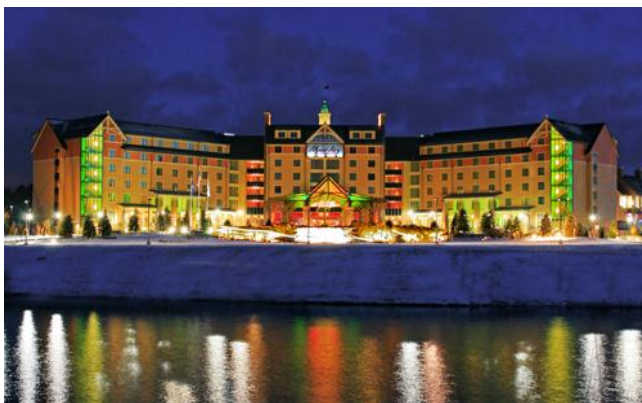
Mount Airy Resort & Casino

Owner/Contact: Mount Airy #1 LLC
 Lisa DeNaples
 Chief Operating Officer
 570.243.4800

Architect: Hemmler + Camayd Architects

Fast facts

Project cost: \$176.6 million
 Occupancy date: October 2007



Mount Airy #1 LLC started planning Pennsylvania’s first freestanding resort and casino – even before securing a gaming license. The owner, Louis DeNaples, needed a construction manager to oversee the fast-track construction of this bold \$360 million property. Located on the site of the former Mount Airy Lodge, the luxury facility would feature full-service amenities to attract tourists as well as gaming enthusiasts. To maintain the wooded ambiance of the Poconos, nearly 550 acres of the 890-acre site would be preserved as green space.

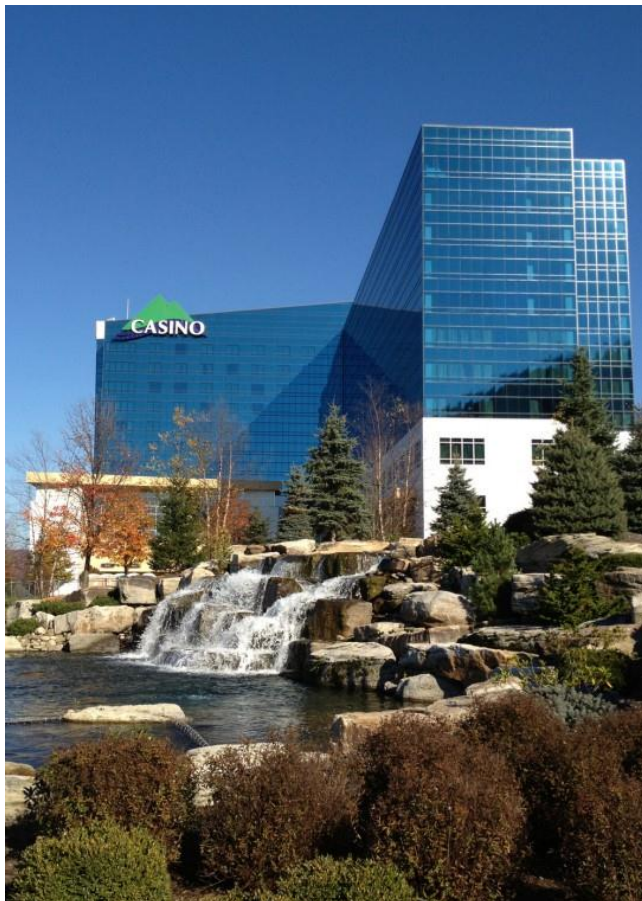
Working closely with the owner, we initiated an aggressive approach using concurrent design and construction. This meant that even before aspects of the design were finalized, construction would proceed. Phase I of the project – with an estimated value of \$300 million – focused on a 200-room luxury resort hotel, a gaming and entertainment complex with 3,000 slot machines, four restaurants, two live entertainment lounges, an expanded 18-hole

championship golf course, spa, retail shops and a covered parking facility.



Seneca Gaming Corp. Experience

Over the past decade plus, LPCiminelli has worked with the Seneca Nation of Indians for gaming facilities, health and wellness facilities and utility upgrades such wastewater treatment plants. Through our project successes, we worked with the Seneca Nation of Indians in meeting Tribal Enforcement Rights Office (TERO) goals and working under a Project Labor Agreements (PLA),



Seneca Allegany Casino & Hotel - Salamanca, NY

- Foundation and interior work on a luxury hotel accommodates 212 rooms, 2,235 slots and 40 table games.
 - GC work completed: 2007
 - Bid value: \$13 million
- GC for second hotel tower
 - GC work completed: 2012
 - Bid value: \$7 million



Seneca Niagara Casino & Hotel - Niagara Falls, NY

- Foundation and interior work on a 26-story, luxury hotel included 604 rooms, 2,100 slots, 4 restaurants, an entertainment venue, a spa and retail area. Also, a cogeneration plant was built to render the facility self-sufficient for electric utilities.
 - GC work completed: 2006
 - Bid value: \$13 million
- Buffet renovations
 - GC work completed: 2012
 - Bid value: \$2.4 million

Seneca Buffalo Creek Casino – Buffalo, NY

- A 723-car design-build parking garage
 - GC work completed: 2013
 - Bid value: \$9.3 million



Spectrum Gaming Group



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www.spectrumgaming.com

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■ THE SPECTRUM DIFFERENCE

Spectrum Gaming Group is the first choice in supporting competitive bids for gaming licenses:

- Spectrum has assembled a team of subject-specific experts that, collectively, is unmatched for this particular task of supporting the competitive bid in New York.
- The Spectrum project team will produce a comprehensive and transparent expert analysis suitable for public presentation – and will do so in the compressed time frame required by the Client and the State of New York.
- Spectrum has supported applicants bidding for gaming licenses in competitive situations in several jurisdictions, most recently in Philadelphia in 2014.
- Spectrum has extensive experience assisting state and national governments in preparing for, and evaluating, competitive bids. Our work in this field has most recently included the Massachusetts Gaming Commission and the Singapore Ministry of Home Affairs.
- We have extensive experience in New York, having worked for a variety of clients, including the Sullivan County Legislature, Resorts World Casino New York City, Empire City Yonkers Raceway, Tioga Downs, Cappelli Enterprises, Empire Resorts, Delaware North Companies Gaming & Entertainment, the Seneca Nation of Indians, and Oneida Indian Nation.
- Spectrum professionals have been studying the economic impacts of gaming for more than three decades, giving us unmatched credibility with all stakeholders. Spectrum Managing Director Michael Pollock was a pioneer in this particular field, having authored the award-winning 1987 book, *Hostage to Fortune: Atlantic City and Casino Gambling*, published by the Center for Analysis of Public Issues in Princeton.
- Spectrum’s work in preparing competitive bids is based on the following core principles:
 - We do not provide generic projections as to what the impacts will be, but rather we work with our clients, relevant government agencies and other stakeholders to suggest strategies that will determine what the impacts *could* be, based on implementing thoughtful, active plans that improve the benefits, and minimize the costs and other consequences.
 - Our analysis includes meeting with key stakeholders in the local community to ensure they understand the nature of the proposal, and to explore ways of working together to mutual benefit.
 - We identify ways of addressing multiple concerns in a comprehensive, mutually beneficial fashion. Such strategies could encompass a variety of

areas, from reducing local unemployment and under-employment to reducing any potential burden on local schools and other government services.

- We take particular pride in providing candid analyses that identify the challenges and the opportunities, and that approach enhances our credibility with public officials, the media, and others who have a stake in the competitive bidding process.
- Most of our analyses rely on the REMI model, developed by Regional Economic Models Inc. of Amherst, MA, with whom we work closely on gaming-related impact analyses. The REMI model – used by most state governments – is particularly robust in identifying all the direct, indirect and induced fiscal and economic impacts, and we work directly with REMI senior staff to present these findings in a clear, understandable manner.
- Spectrum professionals have testified before US Senate committees, as well as various state legislative committees and regulatory agencies, on economic impacts, and we have traveled the world to speak at conferences and investor meetings about the economic impacts of gaming.
- Our team is comprised of current and former government officials, as well as academic experts, who are fully conversant in all relevant issues, and fully experienced in providing the necessary analysis.
- We are independent, unbiased and comprehensive, and we are expert in all facets of the gaming industry. Our team of former operators, former regulators, former law-enforcement professionals, attorneys, financial analysts, investigators, accountants and other experts collectively has hundreds of years of gaming-related experience. This allows us to provide a holistic perspective to every engagement.
- Spectrum is not beholden to any outside interests. We devote painstaking attention to avoiding even the appearance of a potential conflict of interest. Any potential, actual or perceived conflicts of interest are immediately disclosed to the Client so that the highest levels of integrity will always be maintained.

■ BACKGROUND AND EXPERTISE

Spectrum Gaming Group LLC, founded in 1993, is an independent research and professional services firm serving public- and private-sector clients worldwide. Our principals have backgrounds in gaming operations, economic analysis, law enforcement, due diligence, gaming regulation, compliance and journalism.



Independence and integrity are our hallmarks. We assiduously avoid conflicts of interest, and we hold no beneficial interest in any casino operating companies or gaming equipment manufacturers or suppliers. We employ only senior-level executives and associates who have earned reputations for honesty, integrity and the highest standards of professional conduct.

Spectrum was honored by Inc. Magazine, which named Spectrum to the 2008 and the 2009 Inc. 5000 List of the Fastest Growing Companies in the United States. In offering such recognition, Inc. Magazine noted that “A focus on integrity has allowed Spectrum to thrive.”

Each Spectrum project is customized to our client’s specific requirements and developed from the ground up. Our findings, conclusions and recommendations are based solely on our research, analysis and experience. We do not tell clients necessarily what they want to hear; we tell them what they need to know. We will not accept, and have never accepted, engagements that seek a preferred result.

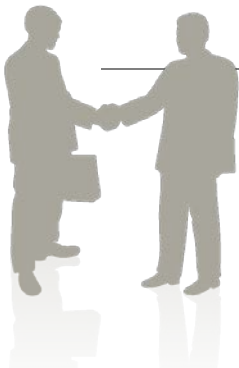
Spectrum is a full-service firm. We maintain a network of leading experts in all disciplines relating to the gaming industry, and we do this through our offices in Atlantic City, Bangkok, Guangzhou, Hong Kong, Las Vegas and Tokyo. We provide our clients with an array of services, including:

- Financial analysis
- Economic impact reports
- Market analyses
- Restructurings, distressed properties/acquisition services
- Drafting of legislation and regulation
- Anti-money laundering controls
- Internet gambling research and analysis
- Public-policy analysis
- Investigations and due diligence (financial and Integrity)
- Establishment of investigative procedures
- Evaluation of public policy
- Legal support service
- Gaming regulatory services
- Professional services for Indian Nations

Our reports have been used by clients to shape public policy, secure financing, formulate marketing plans, determine scope and size of development, establish gaming regulations, and make licensing decisions, among many other purposes.

Governments regularly call on Spectrum's expertise when debating public policy. Our principals have testified before the following government bodies:

- British Columbia Lottery Corporation
- Florida House Select Committee on Gaming
- Florida Senate Gaming Committee
- Georgia Joint Committee on Economic Development and Tourism
- Illinois Gaming Board
- Indiana Gaming Study Commission
- Indiana Horse Racing Commission
- International Tribunal, The Hague
- Louisiana House and Senate Joint Criminal Justice Committee
- Massachusetts Gaming Commission
- Massachusetts Joint Committee on Bonding, Capital Expenditures, and State Assets New Jersey Assembly Tourism and Gaming Committee
- National Gambling Impact Study Commission
- New Hampshire Gaming Study Commission
- New Jersey Assembly Regulatory Oversight and Gaming Committee
- New Jersey Senate Legislative Oversight Committee
- New Jersey Senate Wagering, Tourism & Historic Preservation Committee
- Ohio House Economic Development Committee
- Ohio Senate Oversight Committee
- Pennsylvania House Gaming Oversight Committee
- Pennsylvania Gaming Control Board
- Puerto Rico Racing Board
- U.S. House Congressional Gaming Caucus
- U.S. Senate Indian Affairs Committee
- U.S. Senate Select Committee on Indian Gaming
- U.S. Senate Subcommittee on Organized Crime
- World Bank, Washington, DC



Our Clients

Spectrum is regularly retained by national, state, local and tribal governments, casino operators, developers, architects, Wall Street firms, investors and law firms. Among our recent clients that we can disclose:

PUBLIC SECTOR

Atlantic City Convention & Visitors Authority
Broward County, Florida
Comm. of Financial Institutions – Puerto Rico
Connecticut Division of Special Revenue
Delaware State Lottery
Florida Legislature
Georgia Lottery
Iowa Racing & Gaming Commission
Kansas Racing & Gaming Commission
Maine Harness Racing Commission
Maryland Lottery Commission
Massachusetts Gaming Commission
Massachusetts State Lottery Commission
Massachusetts Office Housing & Economic Development

Netherlands Gaming Control Agency
NJ Casino Reinvestment Development Authority
Ohio Lottery Commission
Ohio Casino Control Commission
Pennsylvania Department of Revenue
Philippine Amusement & Gaming Control Corp.
Puerto Rico Tourism Company, Gaming Division
Republic of Croatia
Rostov Oblast, Russia
Saint Lucia Gaming Authority
San Jose, CA, Office of City Manager
Singapore Ministry of Home Affairs
South Jersey Transportation Authority
U.S. Virgin Islands Casino Control Commission
West Virginia Lottery

PRIVATE SECTOR

Aristocrat Leisure
Avista Capital
Boyd Gaming
Bloomerry Investment Holdings
Cappelli Enterprises
Carnival Corporation
Caesars Entertainment
Casino Association of New Jersey
Casino Association of Indiana
Centaur Gaming
Churchill Downs
CIBC World Markets
Clairvest Group
Cosmopolitan Las Vegas
Credit Suisse
Delaware North Companies
Dickinson Wright
Empire City at Yonkers Raceway
Empire Resorts
Eton Park Capital Management

Gateway Casinos and Entertainment Ltd.
Gensler Architects
Genting
Good for Oregon Committee
Greenberg-Traurig, PA
Hard Rock International
Hard Rock Casino, Las Vegas
Herzog Fox & Neeman
Hialeah Park
House of Blues Entertainment
Illinois Jobs and Revenue Alliance
Indiana Live! Casino
International Game Technology
Jefferies & Co.
Landry's
Las Vegas Sands
Marriott Aruba Casino
Morgan Stanley
Mount Airy Casino Resort
New York Gaming Association



Occidental Hotel Corporation
Parx Casino
Pinnacle Entertainment
Regulatory Management Counselors
Revel Entertainment
Ritz Carlton Casino Resort, San Juan, PR
Sandell Asset Management
Scientific Games
Shuffle Master

Sokha Hotels
Sonco Gaming Inc.
Strategic Value Partners
Sunrise Sports & Entertainment
Trump Entertainment Resorts
Volterra Fietta
Virgin Group
Western Development Corporation
Wynn Resorts

NATIVE AMERICAN

Agua Caliente
Cherokee Nation
Gila River Indian Community
Little River Band of Ottawa Indians
Mashantucket Pequot Tribal Nation
National Indian Gaming Association
Navajo Gaming Enterprises
Oneida Indian Nation

Pechanga Development Corp.
Pokagon Band of Potawatomi Indians
Pueblo of Ohkay Owingeh
Seminole Tribe of Florida
Seneca Gaming Corporation
Seneca Nation of Indians
Tohono O'odham Nation

■ KEY PERSONNEL FOR THIS PROJECT

Experience. Integrity. Independence. These are the hallmarks of Spectrum Gaming Group, the world's foremost gaming research and professional services firm. Through our staff and global network of affiliates and associates, we employ renowned experts in every facet of the gaming industry, from research to regulation.



Governments, gaming operators, developers and investors in five continents have retained Spectrum, and we stand ready to serve clients through our offices Atlantic City, Bangkok, Guangzhou, Hong Kong, Las Vegas, New York and Tokyo.

The following Spectrum executives and experts will be directly involved in this project:

■ MICHAEL J. POLLOCK, MANAGING DIRECTOR

Michael Pollock oversees a broad portfolio of Spectrum services, including policy and impact studies for country, state and local governments, and financial and market studies for private-sector clients.

Pollock began analyzing the casino industry in 1978 and served as spokesman for the New Jersey Casino Control Commission from 1991 through 1996. He was a close advisor to the chairman, and oversaw the Office of Legislative Liaison. During this period of rapid deregulation, his charge was to maintain public confidence in the integrity of the regulatory system.

Pollock is the author of the award-winning book, *Hostage to Fortune: Atlantic City and Casino Gambling*, published by the Center for Analysis of Public Issues in Princeton. This work, which encompassed six years of research, examines the impact of casinos on Atlantic City and New Jersey.

He has testified before the International Tribunal at The Hague, the U.S. Senate Indian Affairs Committee and the U.S. Senate Select Committee on Indian Gaming, and has been a featured speaker at the Congressional Gaming Caucus, a group of U.S. House of Representatives members from gaming jurisdictions. He has also testified before several legislative committees in the United States.

He has led Spectrum economic analyses in markets ranging from Florida, Pennsylvania, Louisiana and Indiana to Guam, Korea, Massachusetts, Illinois and Connecticut.



Pollock has won 20 journalism awards, and is the former editorial page editor of *The Press of Atlantic City*. Pollock is often cited by national media outlets, including *The New York Times*, *Star-Ledger*, BBC, ABC News and National Public Radio.

Pollock earned his MBA, with high honors, from Rutgers University, and has served as a member of the adjunct faculty of New York University, Rutgers University and Richard Stockton College of New Jersey.

■ **JOSEPH WEINERT, EXECUTIVE VICE PRESIDENT**

Joe Weinert has been analyzing the gaming industry since 1996. At Spectrum, he researches and directs studies for private- and public-sector clients worldwide. He has been the project leader for numerous projects in multiple domestic jurisdictions, as well as in the Czech Republic, Russia, Slovak Republic, Spain and United Kingdom.

Weinert works on a broad range of projects, including market analyses (domestic and international), economic-impact studies, reasonableness analyses, litigation support, strategic planning, regulatory services, due diligence investigations, and Internet gambling, among other areas.

Weinert came to Spectrum after 18 years at *The Press of Atlantic City*, where for his last eight years he was responsible for the newspaper's intensive coverage of the casino industry. He is a frequent speaker at industry conferences worldwide and has been quoted in prominent media outlets, including *The Wall Street Journal*, *Financial Times*, *Barron's*, *Forbes*, *New York Times*, *Washington Post*, *USA Today* and CNN, among many others. In addition, he has testified before legislative committees in Massachusetts, New Jersey and Pennsylvania and served as an expert witness in Puerto Rico.

Weinert helps to organize Spectrum's nationally recognized conferences – East Coast Gaming Congress, Florida Gaming Congress, iGaming Legislative Symposium, Indian Country Online and Midwest Gaming Congress. He is a member of the Advisory Board of the Eastern European Gaming Summit, held annually in Sofia, Bulgaria.

Weinert holds a BA in Journalism from Ohio Wesleyan University and a certificate for completing the Wharton Seminars for Business Writers at the University of Pennsylvania.

■ **EUGENE JOHNSON, SENIOR VICE PRESIDENT, MARKET RESEARCH**

Gene Johnson has over 20 years of experience in the gaming industry, including more than seven years with Atlantic City casinos. This experience ranges across the areas of MIS, Quality Assurance, Market Research, and Strategic Planning & Analysis. Gene holds a BA from Washington College and an MBA from the University of Phoenix. He also holds a CQA certification from the Quality Assurance Institute. He is a member of the American Society for Quality, the American Marketing Association, and the Qualitative Research Consultants Association. Gene remains an active member of QRCA and was a speaker at that organization's 2011 annual convention on the topic of identifying and analyzing attributes of attraction for gambling centric destination resorts.

In 1997 he founded EE Johnson Research, a marketing research and consulting firm specializing in the casino industry, with secondary specialization in entertainment, tour and travel, financial services, and credit cards. The firm provides extensive experience and expertise in primary market research with a special focus on gambling motivation and behavior.

Gene Johnson has more than 25 years background in the field of gaming research and has been conducting surveys and focus groups with casino gamblers since 1992. In 2012 his firm became part of Spectrum Gaming Group, the world's foremost gaming research and professional services firm and an internationally recognized casino gaming consultancy.

Over his career, Gene has managed and conducted extensive qualitative and quantitative research with gamblers of all types, including casino players, poker players, bingo and charitable game players, and online gamblers. In addition, EE Johnson Research has conducted a wide variety of research projects with general consumers, business customers and employees for a broad array of corporate, government, and non-profit clients in a diverse range of businesses outside the gaming industry. Non-gaming commercial clients include some of the largest and best-know companies in the world.

■ **SHAWN K. MCCLOUD, SENIOR VICE PRESIDENT, ANALYSIS**

Shawn McCloud has more than two decades of extensive financial, marketing, and operations analysis in the casino gaming and hospitality industry.

McCloud has held various analytical roles throughout his career and his collective experiences span through all facets of gaming resort operations – covering all casino gaming, marketing, food & beverage, hotel/rooms, and all other general and administrative areas of organization. His active involvement in operations has been performed at all levels – from front-line to executive/corporate levels – which gives him comprehensive knowledge, and a thorough understanding, of the full-circle of casino gaming and hospitality industry operations.

McCloud has extensive experience in customer database analytics; evaluation and formulation of database marketing programs, promotional offers, and marketing campaigns; strategic marketing planning; competitive marketing analysis and research; creating and implementing performance goals and related benchmarking tools and standards; creation of yield management models and related reporting; financial and strategic planning; budgeting and forecasting models; planning, organizing, and preparation of operating and capital budgets; labor performance and payroll analysis; establishment of effective complimentary guidelines and related reporting; preparation of litigation support and valuation models; research and preparation of economic impact, feasibility, and market impact studies relating to a multitude of gaming operations and jurisdictions; along with the creation of a multitude of ad-hoc analyses, management tools, and presentations.

McCloud has held the positions of Vice President of Strategic Planning and Analysis with The Cordish Company / Gomes+Cordish Gaming Management; Vice President of Analysis with Spectrum Gaming Group; Executive Director of Financial & Marketing Analysis with Tropicana Casino and Resort in Atlantic City; and also a variety of finance related and analytical roles with both the Tropicana and Trump Taj Mahal in Atlantic City.

McCloud completed his graduate studies at the International School of Hospitality and Tourism Management at Fairleigh Dickinson University earning an MS in Hospitality Management Studies and he holds a BA in Economics from The Richard Stockton College of New Jersey. McCloud currently serves as a member of the adjunct faculty of Fairleigh Dickinson University.

■ **MICHAEL DIAMOND, SENIOR RESEARCH ASSOCIATE**

Michael Diamond, based in Florida, has extensive investigative research experience, both in journalism and in government. He joined Spectrum after a 33-year career at The Press of Atlantic City, where he served as a special projects writer, editorial page editor, statehouse correspondent and bureau chief, all while frequently covering gaming-industry issues. He won 23 state and national journalism awards and was an active member in such organizations as the Legislative Correspondents Club, National Conference of Editorial Writers, and Investigative Reporters and Editors.

Diamond left the newspaper in 2005 to become an investigator with the New Jersey Office of Inspector General. He was responsible for reviewing allegations of waste, fraud and corruption.

At Spectrum, Diamond focuses on analyzing the economic and social impacts of legalized gambling and also on regulatory research. He was the project leader for Spectrum's widely acclaimed 2009 study for the State of Connecticut that analyzed the impacts of all forms of legalized gambling. Diamond also serves as Associate Editor of Spectrum's analytical newsletter, Gaming Industry Observer.

Diamond graduated from Rider University with a BA degree in Political Science.

■ **WAYNE MARLIN, VICE PRESIDENT, GOVERNMENT AFFAIRS**

Wayne Marlin has extensive casino regulatory, government affairs and public policy research experience in the public, not-for-profit, and private sectors.

Marlin served as Public Information Officer and Legislative Liaison for the New Jersey Division of Gaming Enforcement. He coordinated New Jersey's first major reform of the Casino Control Act as well as several other key casino regulatory legislative initiatives. Marlin also has wide-ranging regulatory experience in Casino Operations, Audit and Internal Controls and Casino Licensing.

Marlin held several senior executive staff positions in New Jersey state government, including Special Assistant to the Attorney General and Director of Legislative Policy for the Department of Labor and Workforce Development.

He was responsible for the successful effort to establish a permanent funding mechanism for one of the state's most prominent programs, the Workforce Development Partnership Program.

At Spectrum, Marlin researches and analyzes a variety of public-policy, regulatory and economic issues. He also serves as Associate Regulatory Editor of Spectrum's National Gaming-Regulation Digest, a Gaming Industry Observer premium subscription publication.

Marlin graduated from the University of New Mexico with a BA degree in Political Science.

■ **HOWARD J. KYLE, SPECTRUM ASSOCIATE**

Howard Kyle has more than 28 years of substantive experience in the area of public policy and public administration. He currently serves as Chief of Staff to Atlantic County (NJ) Executive Dennis Levinson, a position he has held for more than ten years, and is charged with assisting the County Executive in carrying out the responsibilities of his elected office. In this capacity he has played a leading role in issues pertaining to economic development, education, land use, tourism, workforce development and human services.

In December 2010 he was appointed by Governor Chris Christie to the Board to the New Jersey Casino Reinvestment Development Authority. He also serves on the Board of Directors of the Greater Atlantic City Chamber.

In his position with the county, Kyle has played a leading role in the development of an Aviation Research and Technology Park (ARTP) in Atlantic County and also serves as a member of the ARTP Board of Trustees. The ARTP Board consists of representatives of the FAA, The Richard Stockton College of New Jersey, the New Jersey Casino Reinvestment Development Authority, and other public and private organizations committed to this purpose.

His previous positions included service as Executive to the President of Atlantic Cape Community College and Director of Government for the Atlantic County Improvement Authority. During his tenure with the ACIA he was actively involved in the efforts to build the new Atlantic City Convention Center and to construct related improvements. He also served as Department Head of Planning and Economic Development and as Deputy Department Head of Social Services for Atlantic County Government.

His background and experience has brought him into contact with a wide range of individuals and issues. He has also written articles op-ed pieces on urban and social issues. Over the years, he has been involved in numerous social and community activities.

He was born and raised in Atlantic City and served in the United States Air Force. He is a graduate of Rutgers University - Camden where he also earned a Master's Degree in Public Policy.

■ **PATRICK MALIA, SENIOR CONSTRUCTION ANALYST**

Patrick J. Malia is a Spectrum Associate who specializes in providing regulatory and construction code consulting services as well as permit-expediting services throughout the country. Malia was previously Vice President and Regulatory Liaison for the Friedmutter Group, a large architectural firm specializing in casino and entertainment venues. He has been involved in various capacities in the construction industry for over 25 years.

Malia previously was employed as the Construction Official and Building Official for the City of Atlantic City, where he was responsible for supervising over 25 clerical personnel and Inspectors. Malia was responsible for the Inspections of the City's casino and high-rise structures along with the plan review and inspection process for all buildings in the city.

Malia is licensed by the State of New Jersey Department of Community Affairs as a Construction Official, Building Official and Building Inspector and Fire Inspector for High-Rise and Hazardous Structures. He is also licensed by the International Code Council as a Building and Fire Inspector and Building Plans Examiner.

Malia holds a Bachelor of Arts degree from Rutgers University.

■ **ROD MOTAMEDI, SENIOR ECONOMIC ASSOCIATE** **REGIONAL ECONOMIC MODELS INC.**

Rod Motamedi leads the training and technical support efforts of Regional Economic Models Inc. of Amherst, MA. Spectrum has used REMI in several recent reports submitted to governmental agencies, including regulatory and licensing agencies. We firmly believe that REMI generates the most comprehensive outputs that can help government agencies – and all other interested parties – to appreciate the full breadth of our economic impact analyses.

REMI is the nation's leading economic and policy analysis firm with over three decades of experience in modeling, reviewing, and guiding the quantitative analysis of public decision-making. The models they provide are unique in the country in their scope and capabilities.

The REMI model is far more dynamic than the offerings of its competition, such as RIMS or IMPLAN, in part because REMI is forward-looking, rather than simply examining past experience. Additionally, in our experience, REMI's superiority is based on its ability to be far more dynamic and robust in its overall modeling. For example, other models can predict gaming revenue taxes, but only REMI includes the inherent ability to demonstrate how those tax revenues, in turn, can generate additional employment. His work include on-site

and online training, manipulating datasets, modeling policy simulations, and interpreting economic and demographic results. He provided technical support and model interface expertise to Spectrum Gaming for several projects including a 2010 analysis of the optimal rate for casino tax policy.

Motamedi guided model use and supplied training to the Massachusetts Department of Revenue's tax policy analysis projects.

His research projects include conducting an economic impact study on the construction and development of health care facilities in Connecticut as well as analyzing the economic impacts of energy efficiency programs and improved building standards for the US Environmental Protection Agency. He is a graduate of University of Massachusetts-Amherst, with a BA in Economics.

■ JANE BOKUNEWICZ, PH.D., SENIOR ASSOCIATE

Jane Bokunewicz is a longtime Spectrum Associate and Instructor/Assistant Professor of Gaming and Hotel Management, presently at the Richard Stockton College of NJ and formerly at Drexel University in Philadelphia. Bokunewicz worked 22 years in the Atlantic City casino industry. She began her career as a computer programmer in the Information Technology department of Playboy Casino. She held the position of Director of IT at Tropicana Casino in Atlantic City and was later promoted to Vice President of Administration, a position she held for 12 years before joining Drexel in 2006.

In addition to being lead author of Casino Gaming Technology, Bokunewicz also wrote a chapter Casino Gaming in Atlantic City, A Thirty-Year Retrospective. Bokunewicz in 2013 attained a PhD in Culture and Communication at Drexel University.

■ JEFFREY J. MAROTTA, PH.D., CONSULTANT, PROBLEM GAMBLING SOLUTIONS INC.

Dr. Jeffrey Marotta serves as President and Senior Consultant with Problem Gambling Solutions and Clinical Associate Professor at Oregon Health & Science University. Marotta has a doctorate in clinical psychology and is certified as an NCGC-II. He has served as a university instructor and researcher, a mental health clinician, a government administrator, and executive director on non-profit and for-profit organizations. From 2000 to 2007, he administered and developed the State of Oregon's problem gambling treatment and prevention system and has since assisted with the development of programs and policies to address problem gambling in multiple jurisdictions through conducting program evaluations, impact analyses, developing statewide strategic plans, and designing and consulting on responsible gambling practices, curriculums, and materials.

■ **ERIC REYNOLDS, HUMAN RESOURCES ASSOCIATE**

Eric Reynolds is the President/CEO of the Workforce Connection, LLC a company that specializes in workforce development, training, and diversity/cultural competence solutions. Specializing in Workforce Development, Training and Diversity/Cultural Competence Solutions, The Workforce Connection, LLC (TWC) is a company which works to grow local economies by producing competitive workforces and connecting communities with jobs. TWC consults with education, workforce and economic development organizations, employers, organized labor, human services organizations and funding sources to develop strategies to help workers succeed and local economies grow. TWC provides consultation and training to businesses, organizations and institutions to recruit, promote and support a culturally and linguistically diverse workforce that is responsive to the populations in the respective service areas. TWC also assists those entities in developing culturally appropriate policies, procedures and practices.

Prior to forming the Workforce Connection, LLC, Reynolds was Vice President of Community and Employment Initiatives at Borgata Hotel Casino & Spa. For 12 years he was responsible for the development of innovative training and recruitment efforts; interaction with local, county and state agencies to assist with housing, transportation and immigration issues; promotion of inclusion and diversity within every aspect of Borgata's business, i.e. recruitment and hiring, construction, purchasing and philanthropic endeavors; promotion of Borgata's community outreach, contribution and public awareness efforts; and working with the Borgata Heart & Soul Foundation to identify worthy charities in the area that require support. Reynolds designed and administered a training program for Borgata which provided training and job placement services to over 2,000 unemployed and underemployed Atlantic City residents.

Reynolds was previously employed as the Department Head of the Atlantic County Department of Family and Community Development. Under Reynolds's leadership, the department experienced a 50% reduction of its welfare rolls by placing nearly 3,000 individuals into jobs over a 3 ½ year period. That operation was designated as a New Jersey State Best Practice by Mathematica Policy Research, Inc.

Reynolds is very active in the local community. He sits on the American Conference on Diversity, Atlantic County Branch Board; the Atlantic Cape May Workforce Investment Board; the Atlantic County Institute of Technology Academies Advisory Board and the Egg Harbor Township Golf Corporation Board of Directors. He was also a member of the Atlantic Cape Community College Board of Trustees and Foundation Board; the Community Food Bank of New Jersey, Southern Branch Advisory Board; the Alcove Board of Directors;

the First Tee of Greater Atlantic City Board of Directors and the Metropolitan Business and Citizens Association Board of Directors.

Reynolds is a graduate of Northeastern University where he earned a Bachelor of Arts Degree in Liberal Arts.

These Spectrum experts will be supported by other staff and experts as needed. Spectrum reserves the right to substitute other experts for the named experts above and will notify the Client in advance of such an event.

■ EXPERIENCE

The following engagements demonstrate our experience and capabilities and the trust placed in Spectrum Gaming Group by a wide variety of clients:

- The developer of a proposed casino hotel in Waukegan, IL, retained Spectrum to complete a market study and economic-impact report, as it competed for a license in Illinois. Our report detailed how the proposed project would advance a number of public policies, from generating tax revenue to promoting tourism to reducing unemployment and reinvigorating a dying urban center.
- The Florida Legislature retained Spectrum to complete a two-part study designed to help lawmakers understand the economic, fiscal, and social impacts of any potential changes in Florida's gaming environment.

"Spectrum has extensive experience in providing independent studies of gaming in a variety of jurisdictions, including Massachusetts, Connecticut, Illinois, Kentucky, Louisiana, and Ohio,"

– Florida House Speaker Will Weatherford

- Spectrum performed a detailed study for the Kentucky racing industry that projected gross gaming revenues as well as the total economic impact on the Commonwealth from the legalization of casinos. The report also estimated how much Kentucky adults were gambling in other states, and how much would be retained if casinos at tracks were approved.

"We have long known that hundreds of millions of Kentucky dollars are flowing out of our state and into the budgets of surrounding states with expanded gaming — paying for their roads and their schools," Gov. Steve Beshear said in a statement Monday night in response to the (Spectrum) study. 'The fact that gaming could generate nearly \$2 billion in Kentucky in the first year reminds us just how much we are losing.'"

– Lexington (KY) Herald-Leader, January 7, 2012

- The Seneca Gaming Corp. in New York has retained Spectrum for numerous studies and to serve as a leading business advisor. We have conducted analysis of the current gaming businesses as well as performing market analysis of potential opportunities.
- Empire Resorts, developer of a proposed Indian casino in New York, retained Spectrum produce a report to be evaluated by the U.S. Bureau of Indian Affairs that would project revenue, and determine differing levels of visitation based on changes in capital spending.
- The Governor of Massachusetts retained Spectrum to conduct a comprehensive study that examined the potential economic and social impact of three casino resorts in the state. This study examined a wide variety of areas, from projecting revenue and employment to suggesting strategies to maximize the benefit of gaming for restaurants and other small businesses. The report offered comprehensive analyses on several critical subjects, from crime to problem gambling.



“The administration ought to revive the proposal to reflect the findings in the independent analysis conducted by Spectrum Gaming.”

– *Boston Herald editorial, August 8, 2008*

“[The Spectrum study] provides each side with plenty of objective analysis to consider. ... The Spectrum study makes the essential point ... The study makes a powerful case ... The report issues another important warning ... The report's authors know all the angles played by casino developers.”

– *Boston Globe editorial, August 15, 2008*

- Massachusetts House Speaker Robert A. DeLeo subsequently retained Spectrum in 2010 to update its 2008 report and to advise the Commonwealth in drafting legislation for the proposed expansion of gaming.
- The National Indian Gaming Association retained Spectrum to examine the development and status of Internet gambling in Europe and suggest strategies for tribes seeking to enter the likely Internet gambling market in the United States.

“Spectrum did an outstanding job — the report was informative, insightful and right on the money. The report provided tribal leaders with the information that they need to evaluate Internet gaming policy and take the necessary steps to address the challenges and capitalize on the opportunities it presents to Indian country.”

– *Mark Van Norman, then Executive Director,
National Indian Gaming Association*

- The Good for Oregon Committee retained Spectrum to analyze a report on the potential impact of a casino on Oregon video lottery terminals. In less than one week, Spectrum compiled a thorough review that included examples from other states, and conducted numerous interviews with relevant officials in Oregon and throughout the United States.

“Clairvest has worked with – and has retained – Spectrum Gaming Group on various gaming-related matters, some of which presented enormous economic and/or political challenges. Spectrum’s experienced professionals met all these challenges successfully, regardless of the level of complexity or the pressures of a tight deadline. Spectrum has a well-earned reputation for integrity, for professionalism and for understanding all facets of the gaming industry and how it impacts public policy.”

– *Jeff Parr, co-CEO and Managing Director, Clairvest LLC*

- Gateway Casinos and Entertainment Limited retained Spectrum to prepare a market analysis, and to project gross gaming revenue, related to a proposed casino in Surrey, BC, based on current competitive landscape in today’s dollars, and forward-looking over a five-year period. Subsequent to this report, Gateway Casinos and Entertainment Limited retained Spectrum to compare and contrast our gross gaming revenue projections to a similar set/scope of projections prepared by another organization.

“Working on short notice, Spectrum Gaming Group produced two reports, including a market study, that were comprehensive with supportable, conservative projections. Spectrum’s professionals and leaders were available as needed and, again, on short

notice to be here on site to meet with our staff and with government officials. They understood the unique regulatory and demographic nuances of our province and identified opportunities that might not be apparent to less experienced consultants.”
– Lorenzo Creighton, CEO, Gateway Casinos and Entertainment Ltd.

- Sonco Gaming (Alberta) Ltd. retained Spectrum to prepare a market analysis, followed by financial and operating projections, related to a possible hotel and/or entertainment/convention center expansion for Grey Eagle Casino & Bingo in Calgary, Canada, which the client developed and currently operates. The market analysis projects expected gross gaming revenue results for this casino in the current, competitive marketplace and expected incremental gaming revenue results, and operating profit, that may result from these additional amenities at the casino.

“Your staff involved understood the assignment and all its implications, liaised well with our management and staff on-site, and finally produced a report which is clear, concise and fully addressed all of the issues raised.”
– Michael M. Novac, President and CEO, Sonco Group Inc.

- Pinnacle Entertainment retained Spectrum to project the economic impact of a proposed casino hotel in Wyandotte County, KS, that would include a major convention center.

“We have retained Spectrum to help us understand the marketplaces in which we have competed for new gaming licenses, including Baton Rouge, Louisiana, and Kansas City, Kansas. In each instance, they demonstrated a thorough knowledge of the gaming industry, excellent reasoning and analytics of the issues involved, and a superior work product.”
– Alex Stolyar, then-Vice President of Corporate Development, Pinnacle Entertainment

- The Casino Association of Indiana retained Spectrum to project the impact on gaming revenue and state tax revenue from potential expanded competition in neighboring states. The report, presented at a public meeting of the Indiana Gaming Study Committee, included general recommendations as to policy changes that could be implemented to help protect the state’s gaming industry.

“We have engaged Spectrum Gaming on two different occasions. Our primary reason for selecting Spectrum in the beginning was their reputation for honest work. After our first study was completed, there was no question when it was time to take on another issue that we wanted Spectrum to do the job. They worked with our budget constraints and in both cases provided a very high-quality product.”
– Mike Smith, Executive Director, Casino Association of Indiana

- The Casino Association of New Jersey retained Spectrum to perform several comprehensive studies, including evaluating the potential impact of slot machines at New Jersey racetracks on the casino industry.

“Spectrum has a depth of knowledge and understanding of our industry and also has the resources necessary to complete in-depth data assemblage and analysis. [We]

retained Spectrum because of their reputation for integrity and the credibility that it enjoys within both industry and government circles.”

– Joseph Corbo, then-President, Casino Association of New Jersey

- Spectrum produced a peer-reviewed white paper, “Casino Tax Policy: Identifying the Issues that Will Determine the Optimal Rate.” The report was released at the National Tax Association 103rd Annual Conference on Taxation, held in 2010. The Spectrum white paper focuses on the critical relationship between casino tax rates and public policy, providing detailed examples and insights into how the tax rate impacts capital investment, employment, tourism development, and other factors. That publicly-available report was peer-reviewed by the assistant vice president of the Federal Reserve Bank of St. Louis.
- The Massachusetts State Lottery Commission retained Spectrum to provide detailed advice as to whether it should consider offering online wagering and, if so, how it could proceed. The Lottery – the most successful in the United States on a per capita basis – required Spectrum to provide advice that would protect both the interests of its 7,400 retailers and the value of forthcoming casino licenses. Spectrum produced a detailed report that is serving as a blueprint for all relevant aspects as to how the Lottery should venture carefully and methodically into online gambling.
- Spectrum has played a critical role in helping the Massachusetts Gaming Commission to meet its obligations in licensing a new casino industry, with a slot parlor and destination resorts planned for different regions, subject to an intense competitive bidding process. Spectrum’s role included investigating the backgrounds of many applicants, and developing a strategic plan to help create the new agency.

Spectrum provided Massachusetts a strategic and operational plan. (Chairman Steven) Crosby called it ‘a big, fat plan that takes us from soup to nuts.’ ”

– Tampa Tribune, May 20, 2013

- The State of Ohio hired Spectrum to provide myriad services, including a statewide and regional market analyses; analysis of gaming public policy; analysis of gaming-tax rates, capital investment and licensing fees; drafting of gaming regulations; due diligence investigations of license applicants and qualifiers; developing table of organization for Casino Control Commission.

“It was obvious to the evaluation team that ... Spectrum possessed unrivaled expertise in the nuts-and-bolts operations of regulating the casino industry.”

– Dan Kaman, legislative liaison and spokesman for the Ohio Department of Administrative Services (quoted in Columbus Dispatch, July 29, 2011)

- The Georgia Lottery Corporation retained Spectrum Gaming Group to provide gross gaming revenue projections that would illustrate the market potential for video lottery terminal casinos at various locations throughout the state.

“That leaves the Spectrum Group’s study. I thought when I started working through it that it would be just more industry cheerleading. But it wasn’t. It was a sober, professional piece of work full of cautions and qualifications.”

- Spectrum completed a detailed examination for the State of Connecticut of the social and economic impacts of all forms of gambling in the state, including casinos, lottery and pari-mutuel wagering. The study includes a 3,000-response survey of adults, and examines such trends as migration patterns of adults into and out of Connecticut in counties that host casinos.

“This [Spectrum] report should be required reading by every state official. ... [T]he report reads like a good investigative series, and takes a big-picture view.”

– Hartford Courant editorial, July 5, 2009

- Spectrum was retained by the Singapore Ministry of Home Affairs to conduct due diligence investigations of all applicants for the proposed Marina Bay and Sentosa integrated resorts. The Government of Singapore determined to establish a gaming industry that offered the highest global standards of integrity and effective regulation. Spectrum has played an instrumental role in helping Singapore meet that goal, having since 2005 been retained by the Government of Singapore to assist in gaming, regulatory and law enforcement issues related to legalization of casino gaming and the opening of the two integrated gaming resorts. The Singapore engagements have been especially complex, as Spectrum was initiating major polices that had not been proven in that part of the world. The trust placed in Spectrum by the Singapore government has been extraordinary.
- The Maryland Lottery Commission retained Spectrum to conduct suitability background investigations for the entities and employees that apply for licenses for the state’s VLT casinos. We investigated companies that applied for operator licenses, vendors and employees.
- The State of Delaware retained Spectrum to lead the implementation of table games in what had been a slots-only market. Spectrum’s expertise helps ensure that table games are implemented comprehensively and efficiently, while ensuring the maintenance of the public’s trust.
- The West Virginia Lottery retained Spectrum to manage and implement the highly sensitive and complex task of implementing live table games on an expedited basis in a market that had previously authorized only slot machines. Spectrum oversaw all critical aspects of this task to ensure that table games were implemented in a manner that was comprehensive, timely and fair, and that the regulations were drafted to ensure that the rules protect the public interest, as well as the interests of the casino operators.
- A major international gaming retained Spectrum to perform Country Evaluations of Chile, Croatia, Czech Republic, Slovakia and Spain. The company used these reports to help guide its international investment decisions.
- A leading US gaming operator retained Spectrum for a comprehensive analysis of the Vietnamese gaming market and regulatory system in 2005 on behalf of a leading US gaming operator, and prepared a highly detailed feasibility study for a proposed casino hotel in Danang.

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- Spectrum performed a detailed analysis for a potential casino development in a resort area of South Korea. This comprehensive study included suggested strategies for the national government to ensure that such a project would boost tourism, while adhering to other public policies – including minimizing problem gambling and other social concerns.