AKRF

Environmental and Planning Consultants

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June 10, 2014

New York State Gaming Facility Location Board
One Broadway Center
Schenectady, NY 12301

Re: RFA for Gaming Facility in New York State

Dear Board Members:

AKRF, Inc., along with AKRF Engineering P.C., is a firm specializing in environmental consulting, planning, and engineering services. Founded in 1981, we bring together the talents of more than 240 employees in five locations—White Plains, New York City, Long Island, New Jersey, and Maryland—to complete a projects for municipalities and public agencies. AKRF routinely tackles complex, controversial, and time-sensitive projects. We combine the breadth and resources of larger firms with the specialized know-how and attentiveness offered by smaller ones. The firm's expertise includes environmental review, environmental planning, engineering, traffic, landscape architecture, zoning and land use, air quality, noise, transportation planning and engineering, natural resource protection, historic and archaeological resources, and hazardous materials assessment and remediation.

ENVIRONMENTAL REVIEW

AKRF has guided hundreds of clients—including many schools, cities, towns, and villages—through the State Environmental Quality Review (SEQR) process. Our environmental review and permitting experience includes large, complex Environmental Impact Statements (EISs) for controversial projects, as well as helping towns and villages perform reviews under SEQRA for local applications.

ECONOMIC AND REAL ESTATE ADVISORY SERVICES

AKRF's Economic and Real Estate Advisory Services practice helps public and private clients make informed, cost-effective decisions through a broad range of services including market and demand analyses, financial feasibility analyses, economic and fiscal impact analyses and comprehensive development strategies. Our team includes economists, MBAs, input-output modelers, accredited real estate professionals, and former real estate developers. AKRF is well versed in analyzing markets, conducting financial pro forma assessments, assessing economic impacts, and creating economic development strategies that help not only to get things built but also unfold each project's catalytic potential.

ENGINEERING SERVICES

The Engineering group provides site/civil engineering services including site planning, traffic and transportation design services, including the design of roadway, street, parking, traffic signal, lighting, and pedestrian circulation. AKRF also provides designs for sewers, water mains, utilities, drainage, grading, and stormwater systems [including Stormwater Pollution Prevention Plans (SWPPPs)]. Finally,

AKRF's engineering group provides site analysis, planning, landscape design, and erosion control measures as well as and cost estimating, permitting, construction administration, and inspection.

TRAFFIC & TRANSPORTATION SERVICES

AKRF provides traffic- and transportation-related services for traffic impact analyses and pedestrian studies. AKRF employs state-of the-art technology, including VISSIM, CORSIM, Synchro/SimTraffic, HCS, Geographic Information Systems (GIS), and web-based survey capabilities to provide the most precise and detailed information for accurate and timely analyses.

I am your point of contact and feel free to contact me with any questions or concerns at the following:

Principal Firm Contact:

Nanette H. Bourne, Senior Vice President
34 South Broadway
White Plains, NY 10601
914-922-2353- phone
914-949-7559- fax

Sincerely,

Nanette H. Bourne
Senior Vice President

AKRF QUALIFICATIONS

TAPPAN ZEE HUDSON RIVER CROSSING PROJECT, ROCKLAND AND WESTCHESTER COUNTIES, NEW YORK

AKRF was brought on board by the office of the New York State Governor to prepare the environmental impact statement (EIS) for the replacement of the Tappan Zee Bridge, which carries the New York State Thruway (Interstate 87/287) across the Hudson River between Rockland and Westchester Counties, New York. The bridge, which is owned and maintained by the New York State Thruway Authority (NYSTA), is a critical link in the local and regional transportation network. The existing bridge was built in the 1950s and does not meet current seismic and operational design standards. The replacement bridge would include two new parallel structures having a total of eight travel lanes, full width shoulders and travel lanes, emergency access, and a shared-use pedestrian/bicycle path. The EIS was prepared in accordance with the National Environmental Policy Act (NEPA) and the State Environmental Quality Review Act (SEQRA) with the Federal Highway Administration (FHWA) as the federal lead agency and the New York State Department of Transportation (NYSDOT) and NYSTA as joint lead agencies.

After ten years of project development by others, AKRF was selected to lead the environmental review process at a critical point when the project was fast-tracked by President Barack Obama as one of 14 high-priority infrastructure projects across the country. AKRF staff worked intensively to complete a Draft EIS in about four months, meeting all schedule targets. Following a robust public review, AKRF prepared the Final EIS in three months with the overall schedule resulting in a Record of Decision less than 11 months following the Notice of Intent. The EIS analyses cover the full range of issues associated with a major bridge replacement project, including noise, air quality, ecology, water quality, and construction impacts. The efforts to complete the EIS were coordinated with permitting requirements, including a biological assessment, essential fish habitat assessment, Phase I and Phase II site assessments, pile installation demonstration project, and development of a memorandum of agreement under Section 106 of the National Historic Preservation Act.

AKRF continues to work on the Tappan Zee Hudson River Crossing Project as lead environmental consultant to the project team, with responsibility for securing all environmental permits, providing environmental oversight to the procurement of a design-build contract, and for ensuring that the mitigation and other requirements of the EIS are carried forward.

SARATOGA RACEWAY ENVIRONMENTAL CONSULTING, SARATOGA, NY

The AKRF team is preparing a Generic Environmental Impact Statement (GEIS) on behalf of the New York Racing Association (NYRA) to evaluate proposed improvements to the historic Saratoga Race Course in Saratoga Springs, New York. The New York State Office of General Services (OGS) is serving as lead agency under the New York State Environmental Quality Review Act (SEQRA). The proposed project seeks to ensure that the Saratoga Race Course retains its status as a world-class horse racing facility through proposed improvements to the Race Course buildings, infrastructure, and service facilities. Proposed improvements would emphasize the historic character of the Race Course while responding to changes in the global racing landscape. The GEIS is analyzing the full range of environmental issues. Key areas of study will include the potential for traffic and noise impacts as well as the analysis of effects on the historic character of the Race Course, which is listed on the State and National Historic Places (S/NR) as part of the Union Avenue Historic District and

is distinguished as the oldest equine racing facility in North America. AKRF will also prepare a Phase I Report to analyze the potential for the proposed project to impact archaeological resources within the project site.

BETHEL WOODS CENTER FOR THE ARTS EIS, BETHEL NY

AKRF prepared an environmental analysis for a proposed performing arts center to be located within a 634-acre site in the Town of Bethel, Sullivan County, NY. A portion of the performing arts center site includes the field on which the original Woodstock Music and Art Fair (the Woodstock Festival) took place in August 1969. As originally conceived, the project included a permanent, year-round facility with an outdoor pavilion, an outdoor festival stage; an enclosed performance hall; a school for the performing arts; and a music-related museum. Related facilities were to include a visitor's center; a cluster of small specialty shops and food concessions; a visual arts gallery; lodging facilities; and accessory uses.

As part of the Environmental Impact Statement (EIS), AKRF prepared a cultural resource analysis, crucial to the proposed center's site since it incorporates the main field of the Woodstock Festival. The firm worked closely with the New York State Office of Parks, Recreation and Historic Preservation (OPRHP) to identify historic resources and assess impacts and collaborated with a historian of the 1960s counter-culture in developing a statement of significance for the Woodstock Festival site. The firm prepared a textual and graphic description of the prospective boundaries of a potential 1969 Woodstock Festival historic site based on research that included a review of primary and secondary sources such as books, newspapers, films, photographs, and interviews.

As part of the original EIS analyses, and in annual updates since the facility opened, AKRF has also undertaken comprehensive studies of the economic activity generated by the project, both from the initial capital investment as well as the ongoing operational economic benefits.

MASHPEE WAMPANOAG CASINO PROJECT, MIDDLEBORO, MA

AKRF was retained to analyze the potential effects of a major Indian Class III casino gaming complex on the region's economy and growth, as well potential effects on local municipal services and visual resources. AKRF's analyses predicted the effects of the half-million square foot casino, 1,000 room hotel, and the creation of nearly 5,000 new jobs on the area's economy and labor pool. The potential for additional residential and commercial growth induced by the project's economic stimulus and employment was also evaluated. In addition, AKRF assessed the impacts the casino would have on local police and fire departments, as well as other community service providers. In order to construct the casino, the Tribe proposes to convey approximately 700 acres of land in the Towns of Mashpee, on Cape Cod, and Middleborough into federal trust, and AKRF's analyses considered the effects of this transfer on property tax status and land use and environmental regulation responsibility. AKRF's assignment also included a visual impact analysis to determine the potential visual effects of the 18-story hotel tower included in the project. The overall analysis included the consideration of four alternative casino development plans, including Class II gaming and golf course development.

CAYUGA INDIAN NATION OF NEW YORK, NY

On behalf of the Cayuga Indian Nation and the federal Bureau of Indian Affairs, AKRF prepared analyses of the effects of reintroducing electronic gaming operations to the Finger Lakes area, as well as an analysis of the environmental, fiscal, and socioeconomic effects of transferring the Nation's land areas from local, county, and state jurisdiction to Indian jurisdiction in respect to environmental and land use controls. AKRF also prepared an Environmental Impact Statement (EIS) for the transfer of Cayuga-owned land into federal trust. The action would result in the reestablishment of Cayuga Nation presence within their ancestral homeland area, in the Finger Lakes Region of Upstate New York. The EIS was conducted under the National Environmental Policy Act (NEPA).

BLYTHEDALE CHILDREN'S HOSPITAL, MOUNT PLEASANT, NY

AKRF was selected to provide site design and environmental consulting for the expansion of the Blythedale Children's Hospital in the Town of Mount Pleasant. AKRF's engineers worked with the Hospital's project team to develop the site design plans to ensure that the site circulation, parking layout, grading, and utilities meet the design guidelines and standards. Work involved stormwater,sanitary sewer and water (domestic and fire) connections and relocations, as required. The firm's planners prepared an Expanded Environmental Assessment Form (EEAF) under SEQRA, which examined such key issues as Land Use, Zoning; Natural Resources; Infrastructure and Utilities; Traffic and Transportation; and Construction Impacts and received Town Planning Board approval.

The site redevelopment included evaluations of site circulations, analysis of water distribution system, design of stormwater management system, investigation/design of the alternatives for wastewater collection system, and site lighting. The design of the infrastructure presented certain challenges due to the condition of existing site features. Therefore, green infrastructure and an underground system of sand filters and pipe detention structures was designed and installed as part of the stormwater management system. Hydrologic modeling, hydraulic calculations, erosion and sediment control plans, and sequence of construction activities for the continued operation of the hospital were incorporated into the Stormwater Pollution Prevention Plan (SWPPP).

PHILADELPHIA CASINO ECONOMIC EVALUATION STUDY, PA

AKRF provided technical support services to the Philadelphia Department of Commerce in its assessment of the relative economic and fiscal benefits of six proposed casino developments. The Pennsylvania Gaming Control Board will soon be issuing Philadelphia's single remaining Category II gaming license. Six developers submitted applications in pursuit of the license, with each application including economic impact estimates of the proposal. AKRF helped the Department of Commerce to understand and evaluate the applications for their reasonableness in terms of projected economic impacts and gaming tax revenues; and draw comparisons across proposals for key indicators such as employment, employee compensation, gaming and non-gaming tax revenues. AKRF presented normalized ("apples-to-apples") economic impact figures for all six proposals based on first-hand impact analysis using IMPLAN. AKRF also estimated net gaming tax revenues to the City in light of regional trade area revenue capacity and potential competitive effects with the existing SugarHouse Casino, and considering whether variation in the programming and locations of proposals would substantively affect the net tax revenues to the City due to differences in draw, and potential competitive effects with SugarHouse Casino. AKRF presented the findings of their analysis in testimony to the Pennsylvania Gaming Control Board.

DDC ENVIRONMENTAL AND ENGINEERING ON-CALL CONTRACT, VARIOUS LOCATIONS, NY

As part of a joint venture, AKRF has been awarded a contract to provide on-call Environmental Assessment Statements (EAS) and engineering support to the New York City Department of Design and Construction (DDC) infrastructure division for various projects throughout the city. The services provided under this contract include stormwater drainage, traffic studies, preparation of Preliminary Design Investigation (PDI) reports, mapping, and roadway design.

The team has already begun several task orders including the Reconstruction of Main Street, Flushing; 71st Street Plaza Redesign; Library Lane; and James Court ULURP and Bulkead Design.

Key Project Features include:

- Preliminary/Final Plaza Design for NYCDOT Public Spaces
- Preliminary/Final Roadway Reconstruction Design
- Pedestrian and Vehicle Traffic Study

- Sewer and Water Main replacement Design, DPR/DEP Green Infrastructure
- Stormwater Management & BMP Design
- Extensive Agency Coordination/Collaboration
- Environmental Permitting
- Final Roadway Design Contract

GOVERNORS ISLAND PARK AND PUBLIC SPACE, NEW YORK, NY

AKRF was selected by West 8 New York to serve as the local site/civil engineering firm for the Trust for Governors Island's (TGI's) Park and Public Space project. Governors Island is a 172-acre island in New York Harbor between lower Manhattan and Brooklyn and was an active military base until 1996. Roughly 22 acres of the island are now managed by the National Park Service while TGI has been established with the mission to redevelop the remaining portion of the island with a mix of tenants, open space and public amenities. The Park and Public Space project will create more than 87 acres of landscape, parkland, and a Great Promenade to circle the entire island.

The project also includes the consolidation of the existing 132 outfalls to 28, the construction of one new outfall and the construction of a new stormwater conveyance system within the park.

Since 2010, AKRF has been assisting West 8 and TGI with engineering design and permitting information as they advance the Master Plan design goals for the project. In October 2011, AKRF was engaged to develop Construction Documents for the Park and Public Space Project which included:

- Design of Water Distribution System per NYCDEP guidelines
- Design of Sanitary Sewer Collection system per NYCDEP guidelines
- Provide pavement design per NYCDDC and NYCDOT guidelines
- Support the design of the overall drainage and stormwater management system
- Prepare Erosion and Sediment Control Plans

In addition to the Construction Documents, AKRF developed an Island-Wide Stormwater Pollution Prevention Plan (SWPPP) which was submitted to the New York State Department of Environmental Conservation (NYSDEC) for review. The SWPPP identified that the construction of the Governors Island Park and Public Space project would result in a significant decrease in impervious surfaces within the areas disturbed (approximately 41 percent decrease). Also as a part of the SWPPP, green infrastructure techniques outlined in the New York State Stormwater Design Manual were identified. The techniques are intended to be an alternative to end of pipe treatments by utilizing natural features of the site to reduce runoff.

AKRF STAFF

Nanette H. Bourne, a Senior Vice President of AKRF and Managing Director of the firm's Hudson Valley office, has over 25 years of environmental planning, municipal planning and impact analysis experience. She has prepared and managed the preparation of large-scale environmental studies for public agencies, municipalities, private developers, and public facilities and institutions. Ms. Bourne specializes in the development of master planning studies and has directed numerous high profile planning projects involving such issues as zoning, commercial district revitalization, adaptive reuse, and waterfront redevelopment.

Christon Robbins is a Technical Director in the Natural Resources group with 14 years of experience specializing in the environmental review process, federal, state and local permitting and natural resources issues. In positions with previous employers and at AKRF, Inc., Mr. Robbins performed and managed State Environmental Quality Reviews (SEQR) for large and small, commercial and residential projects and developed strategies for achieving project objectives while navigating the review process. This involved working with all Involved Agencies identified under SEQRA including municipal boards and highway departments, County boards and DPWs, NYSOPRHP, NYSDOT, and NYSDOH. In compliance with local, state and federal requirements, he conducted wetland delineations and functional assessments as well as tree, threatened and endangered species, amphibians, and breeding bird surveys. He has generated applications for and obtained environmental permits from federal, state and local agencies for a variety of surface water resource impacts on the Hudson River, fresh and tidal wetlands and various categories of watercourses. These efforts typically involved communication with federal and state agencies and local governments, including the New York State Department of Environmental Conservation (NYSDEC), New York State Department of State (NYSDOS), New York City Department of Environmental Protection (NYCDEP), the U.S. Army Corps of Engineers (USACE) Eastern and Western Permits departments and the Planning and Town/Village Boards of multiple municipalities.

John Neill is a Vice President with AKRF and Director of the Economics Division. Mr. Neill emphasizes a multi-disciplinary approach to analyses, stressing the need to inform work products with a range of considerations including demographics, land uses, neighborhood character, and market trends. Mr. Neill serves as project manager for major Environmental Impact Statements (EISs) such as the Con Edison/First Avenue Properties Rezoning, and as a technical lead on EIS socioeconomic studies, such as the socioeconomic impact analysis for Columbia University's Manhattanville Rezoning and Mixed-Use Development. He also manages the Economic Division's non-EIS services, which include market and feasibility studies, economic and fiscal impact analyses, hospitality and tourism studies, and real estate advisory services. In addition, Mr. Neill is an expert in public outreach, and has facilitated numerous public discussions for development projects, policy making and design development. He has worked extensively with community boards and other stakeholder groups, and recognizes the importance of understanding the unique characteristics, challenges, and opportunities presented by a neighborhood

Peter Feroe is a Senior Planner in AKRF's White Plains office. Mr. Feroe works for public and private clients on land-use planning, zoning, master planning, comprehensive planning, environmental reviews and GIS-based mapping. Prior to joining AKRF, Mr. Feroe was a Sustainability Analyst with the Metropolitan Transportation Authority's (MTA) bus operations, where he analyzed and implemented projects advancing environmental sustainability throughout the organization. Mr. Feroe also worked for the Westchester County Department of Planning to advance their vision of Transit-Oriented Development along the I-287 corridor, linked by a new rapid transit service. Mr. Feroe also worked for Congresswoman Nita Lowey, gaining an in-depth knowledge of many of the region's most pressing challenges. Mr. Feroe is skilled in several technical computer programs including, ESRI ArcGIS, Google SketchUp, and SPSS.

James Nash is a Technical Director who specializes in natural resource issues and environmental planning. Mr. Nash conducts environmental reviews and regulatory permitting that includes analyses of natural resources, endangered wildlife, wetlands, and water quality. These typically involve communication with federal and state agencies, including the New York State Department of Environmental Conservation (NYSDEC), New York State Department of State (NYSDOS), New York City Department of Environmental Protection (NYCDEP) and the U.S. Army Corps of Engineers (USACE). In addition, he provides environmental planning services, to several municipalities in Westchester County.

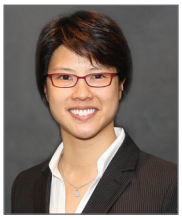
Anthony P. Russo is a Vice President and Senior Transportation Engineer with more than two decades of experience conducting and managing analyses of the traffic and transportation impacts of development projects. Some of his current and recent assignments include conducting comprehensive analyses of the traffic, parking, mass transportation, and pedestrian impacts.

Mr. Russo serves as Transportation Task Leader and Project Manager on many environmental and planning related projects. Current and recent assignments include conducting a comprehensive analysis of the traffic, mass transportation, and pedestrian impacts of proposed large, mixed-use projects in New Rochelle, Yonkers and White Plains. Mr. Russo also served as Project Manager for the Environmental Assessment (EA) for the New Rockland Highway Garage. He was involved in the review of the traffic/transportation section of an Environmental Assessment Form (EAF) and an Environmental Impact Statement (EIS) for the proposed French American School of New York, and the Westchester Mall project in White Plains.

Michael Beattie P.E. is a Senior Technical Director in AKRF's Transportation Group. He has 11 years of prior professional experience and is a certified Professional Engineer (P.E.) and a Professional Traffic Operations Engineer (PTOE). Michael serves in a lead role for transportation-related technical work, including traffic data collection, data reduction, capacity analyses, and the preparation of traffic and transit studies. He prepares technical summaries of analysis results, develops trip generation estimates, and prepares traffic assignments. He also performs fieldwork, including surveys for on-street and off-street parking utilization, geometric measurements, and signal timings for parking usage and services. He is highly skilled in the use of Highway Capacity Software, Synchro/SimTraffic, VISSIM, and other traffic analysis software. Additionally, his experience includes traffic signal timing and optimization, site access and circulation studies, and evaluation of transportation improvement phasing. In addition to his technical expertise, Michael's strengths include presenting highly technical material to a non-technical audience for municipalities, agencies or in support of public outreach efforts.

Karen E. Franz P.E., LEED® AP, a Senior Vice President and licensed Professional Engineer in New York, New Jersey, and Pennsylvania, and a LEED® Accredited Professional, provides essential site/civil and environmental engineering services for numerous complex projects. With 17 years of experience, she is technically proficient in site planning, grading and drainage, and utility and roadway design. Her background also includes environmental assessment, investigation, and remedial design. Ms. Franz is uniquely valuable to the firm for her ability to understand and manage complex redevelopment and construction projects. She has overseen and performed quality assurance for clients on many projects throughout New York City including: Governors Island's Park and Public Space project; Columbia University Manhattanville Rezoning project; Green Infrastructure Design and Implementation at multiple sites for NYCEDC and NYCDEP; and several projects for New York Botanical Garden aimed at increasing public access and sustainability in relation to green stormwater solutions.

Justin Baker P.E. is a Senior Technical Director in AKRF's Engineering Group. He has 24 years of prior professional Civil/Environmental Engineering experience and is a certified Professional Engineer. Mr. Baker has experience working with commercial, industrial, municipal, health care/education, and residential clients and owners. Mr. Baker has excellent leadership, organizational, interpersonal, and communication skills and a commitment to excellence, professionalism, integrity, and family. Mr. Baker's technical fields of expertise include: Pre-acquisition site assessment, due diligence, and project planning; Civil/site design, sewer design, and utility planning; Land use, zoning, and entitlements; Stormwater treatment, discharge permits, regulatory compliance, and system maintenance; Industrial NPDES/SPDES discharge permitting; Pollution prevention planning and soil/groundwater assessment; Construction administration; and project management background



Wendy Ho, P.E., LEED® AP is a licensed engineer in the State of New York with extensive experience in the design and management of large-scale infrastructure and highway projects, as well as site development projects. Ms. Ho currently serves as a Vice President at AKRF and oversees all roadway and infrastructure projects. She is the overall Senior Technical Director for each of AKRF's individual and task-oriented DDC projects, including the Bergen Avenue Reconstruction projects and design task orders and AKRF's recently awarded Large Infrastructure Requirements Contract for Brooklyn and Staten Island, NY. She is responsible for the development, implementation, and monitoring of the task orders, as well as managing coordination among all of the agency and utility stakeholders. Her area of expertise is in roadway and site design, including roadway alignment, pavement design, grading and drainage design, and utility relocations. She has completed and managed numerous high-profile projects throughout New York City and the Hudson Valley for various city and state agencies, as well as for private clients. Ms. Ho's experience has allowed her to become intimately familiar with city and state design standards and regulations.