



## Exhibit VIII.C.18.a. - Information on Associated Project Firms

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*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.*

Tioga Downs is pleased to provide the following detailed information on the experience of its first-class team of Project Consultants that are dedicated to expanding Tioga Downs and making Tioga Downs the premier destination of the Southern Tier.

The following is series of brochures highlighting the experience of the Tioga Team:

- 1) CLIMANS GREEN LIANG ARCHITECTS INC.  
160 Pears Avenue, Suite 418, Toronto, Ontario, Canada, M5R 3P8
- 2) LPCIMINELLI, INC. - *Construction Manager*  
2421 Main Street, Buffalo, New York 14214
- 3) THE HARMAN GROUP INC. - *Structural Engineers*  
900 West Valley Forge Road, Suite 200, King of Prussia, PA 19406-1222
- 4) LARSON DESIGN GROUP - *Surveying/Site Servicing/Landscaping*  
8836 Route 434, Apalachin, New York 13732
- 5) GIOVANETTI SHULMAN ASSOCIATES - *Mechanical & Electrical Engineers*  
370 Reed Road, Suite 201, Broomall, PA 19008
- 6) HORWATH HTL - *Hotel Consultant*  
552 Wellington St. W Suite 1406, Toronto, ON M5V 2V5
- 7) EMPHASIS LIGHTING - *Lighting Consultant*  
3375 Stark Rd. NE, Cambridge, MN 55008
- 8) ENERGY & ENVIRONMENTAL SOLUTIONS - *LEED Consultant*  
2000 Lincoln Road, Pittsburgh, PA 15235



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**CLIMANS GREEN LIANG ARCHITECTS INC.**



**CGL ARCHITECTS INC.** was established in 1988 and has become a diversified, full service Architectural and Interior Design firm, committed to providing exceptional client service and offering creative and practical design solutions.

The firm was founded by the three partners, David Climans, Robert Green and Carson Liang, who remain active in all projects carried out by the firm, on an ongoing basis. The talents of the partners are complemented by a creative and efficient team of architects, designers and technical and administrative staff - all dedicated to providing top quality professional services.

**CGL ARCHITECTS INC.** is experienced in all aspects of the design and construction process, including zoning, master planning, new construction, renovations, interior design and project management. The firm possesses a wide range of project experience and has developed particular design expertise in Racetrack and Gaming facilities, known as "Racinos". CGL is becoming known as a leading design firm in the integration of gaming facilities, such as slot machines and video lottery terminals (VLTs), within racetrack facilities in Canada, the United States and the Caribbean.

The firm's particular interest in this type of project has resulted in a complete understanding of the complexities of the integration of gaming and racing. The firm has been part of the most successful Racino program in North America, offering its services to Racetrack and Casino Owners and working with various local gaming regulators. It has also applied these principles to other jurisdictions in Canada, the United States and the Caribbean.

## PARTNER PROFILES

### **David Climans** *B.A. B.ARCH OAA MRAIC NCARB*

**Background:** David Climans gained valuable experience on many high profile commercial and residential projects, while associated with two major Toronto architectural firms before establishing CGL ARCHITECTS INC., along with his partners, in 1988.

**Education:** Bachelor of Architecture, University of British Columbia 1980  
Bachelor of Arts, University of Toronto 1976

**Experience:** Mr. Climans has extensive expertise in all aspects of racetrack and casino projects. He has a reputation for design excellence, through a “hands-on” approach, from conception to completion on every project. His sensitivity to the needs and objectives of his clients, along with his professional skills, has translated into many successful projects in Canada and the United States.

### **Robert Green** *B.A. B.ARCH OAA MRAIC*

**Background:** Robert Green gained valuable experience in the areas of contract administration and municipal negotiations, including complex rezoning coordination with various municipalities, before establishing CGL ARCHITECTS INC., along with his partners, in 1988.

**Education:** Bachelor of Architecture, University of British Columbia 1980  
Bachelor of Arts, University of Toronto 1976

**Experience:** Mr. Green directs the Contract Administration services and Municipal Negotiations within CGL ARCHITECTS INC. and is involved with all aspects of numerous projects including racetracks and casinos, commercial developments and high-rise residential.

### **Carson Liang** *B.ARCH OAA MRAIC*

**Background:** Carson Liang gained valuable design and technical experience on various commercial and residential projects, while associated with a prominent architectural firm before establishing CGL ARCHITECTS INC. along with his partners, in 1988.

**Education:** Bachelor of Architecture, University of Toronto 1978

**Experience:** Mr. Liang is involved in all aspects of the design and production of drawings, within the office. Over the years, he has demonstrated a blend of aesthetic sense and technical knowledge, along with the ability to develop solutions to the most complex challenges.

## RELEVANT PROJECT EXPERIENCE

*Relevant projects demonstrating CGL's expertise include the following:*

***The Meadows Racetrack & Casino, North Strabane, Pennsylvania (\$155 million)***

A new, recently completed 350,000 sq. ft. facility including 4,000 slot machines, grandstand, simulcast, food & beverage and entertainment facilities, a 5-storey parking structure and a 24-lane bowling center.

***New Meadowlands Racetrack, East Rutherford, New Jersey (\$86 million)***

This expansive new premier harness racetrack clubhouse opened November 2013 includes 140,000 sq. ft. of racing facilities with 2,200-seat interior and exterior grandstand, simulcast areas, mutuels, multi-function entertainment venues, lounges, bars and other hospitality facilities, administrative areas, back-of-house areas and ancillary spaces. Project components will span four levels: Ground Floor (Track Level), Second Floor, Third Floor (with tiered dining) plus Judges' and Photo-Finish Levels over the V.I.P boxes.

***Georgian Downs, Innisfil, Ontario (\$22 million)***

This racetrack and gaming facility, completed in the fall of 2001, was the first new racetrack built in Canada in two decades. The project provided a unique opportunity to design an integrated racetrack and gaming clubhouse facility. The 100,000 sq. ft. clubhouse overlooks a 5/8 mile standardbred racetrack and features a themed slot machine gaming area, a 500-seat grandstand and a 400-seat, tiered dining area with a view of the racetrack as well as simulcast and banquet facilities.

***Tioga Downs Racetrack LLP, Nichols, New York (\$23 million)***

This facility completed in 2006, includes a new 105,000 sq. ft. club-house, a 5/8 mile racetrack and a paddock building. A themed slot machine gaming area, simulcast, bar and lounge areas form part of the clubhouse, with grandstand and dining areas over-looking the racetrack.

***Quinte Exhibition & Raceway, Belleville, Ontario (\$25 million)***

The project consists of a 40,000 sq. ft. clubhouse facility, a 5/8 mile racetrack, a 60,000 sq. ft. exhibition building and a paddock building. The clubhouse will feature a simulcast area, gaming area & lounge bar. The exhibition space will accommodate trade shows, agricultural events and exhibitions.

***Racing @ Raton, Raton, New Mexico (Value t.b.d)***

CGL Architects Inc. designed this initial Racino Concept, which was submitted to obtain the racing license for the project. The facility will include a clubhouse containing grandstand and dining areas overlooking the racetrack, bar/lounge areas, simulcast and a themed slot gaming machine floor.

***Wheat City Horse Park, Brandon, Manitoba (Value t.b.d.)***

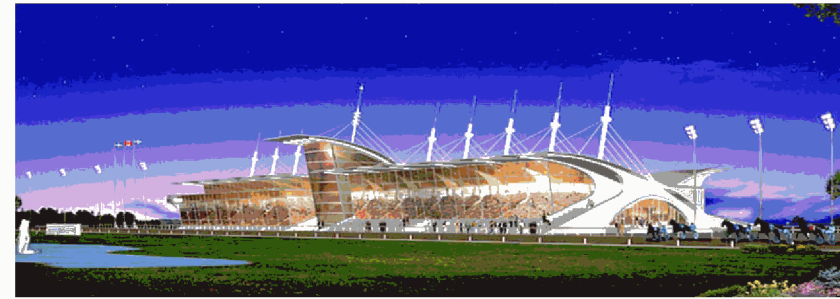
Currently in the municipal negotiation stage, the proposed development includes retail, theatre and exhibition facilities in addition to an 40,000 sq. ft. clubhouse with gaming, grandstand, dining, teletheatre/simulcast and bar lounge facilities.

***Downtown Redevelopment, Moncton, New Brunswick (\$60 million)***

Currently in the planning stage, this project involves a major, multi-use redevelopment of the downtown core of the City of Moncton. The Master Plan includes a convention centre, entertainment/gaming facility, hotel and courthouse.

***Hippodrome, Montreal (\$100 million estimated value)***

Currently in the conceptual design phase, while the Owners are looking for an appropriate site. This project will consist of a brand new casino and racing facility with an area of approximately 350,000 sq. ft.



THE MEADOWS RACETRACK AND CASINO  
North Strabane, Pennsylvania

GEORGIAN DOWNS RACETRACK  
Innisfil, Ontario

MEADOWLANDS RACETRACK  
East Rutherford, New Jersey

TIOGA DOWNS RACETRACK LLP  
Nichols, New York

QUINTE EXHIBITION AND RACEWAY  
Belleville, Ontario

CLINTON RACEWAY  
Clinton, Ontario

HIPPODROME  
Montreal, Quebec

BEAUMONT PARK  
Basseterre, St. Kitts

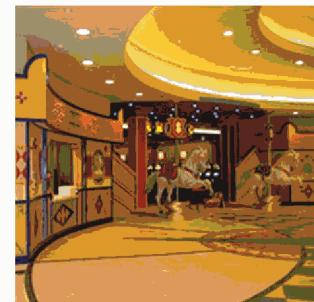
EXCELLENCE

EXPERIENCE

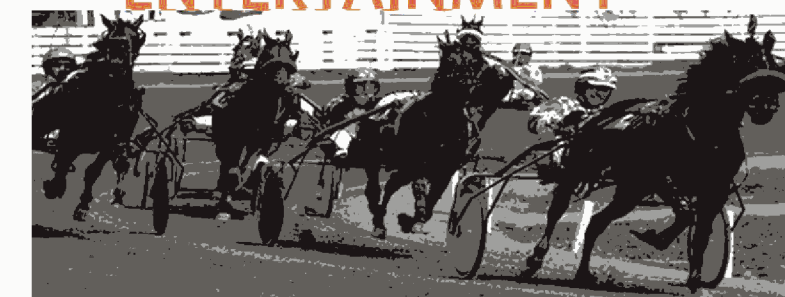
CREATIVITY

BUDGET

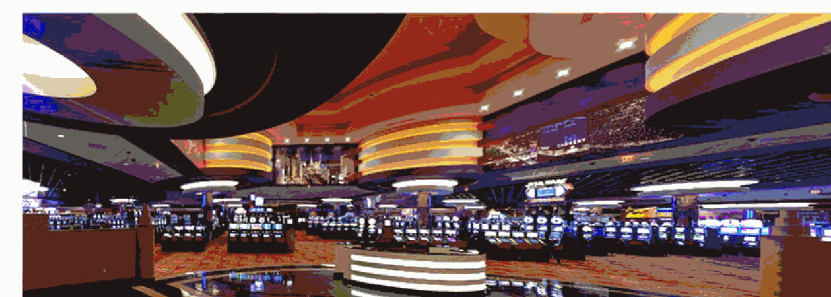
SCHEDULE



## ENTERTAINMENT



## SERVICES



MASTER PLANNING  
ARCHITECTURE  
INTERIOR DESIGN  
ENGINEERING  
FEASIBILITY STUDIES  
PROJECT MANAGEMENT

BUILDING CODE ANALYSIS  
BUILDING PERMIT APPROVALS  
FIELD REVIEW  
TENDER PACKAGES  
POST-OCCUPANCY REVIEW  
WARRANTY FOLLOW UP



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**LPCIMINELLI, INC.**

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 Tioga Downs, 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.

In fact, LPCiminelli built Tioga Downs in 2005 and has enjoyed a successful working relationship with them for the past 10 years. Since then, LPCiminelli has delivered several other successful renovation projects for Tioga Downs and is currently building their new parking garage and associated renovations.

LPCiminelli's success in the racino market includes delivering several other New York State facilities including Saratoga Gaming & 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 Tioga Downs project. Each client representative listed can speak to the exemplary work that LPCiminelli and its key personnel have delivered for their project.



## 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.



### 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

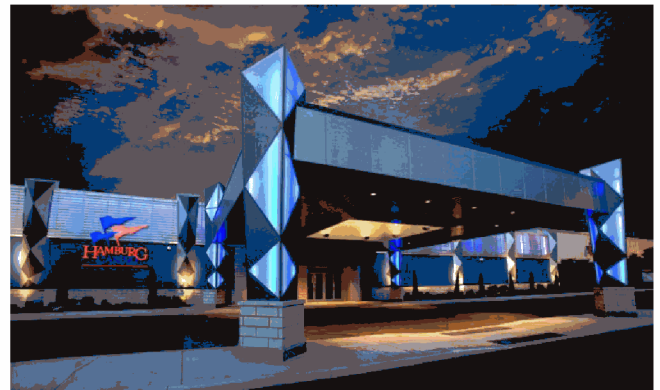
Occupancy date: August 2010



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.



**Saratoga Gaming & Raceway**

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

Architect: JCJ 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.



**Empire City Casino Expansion**

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

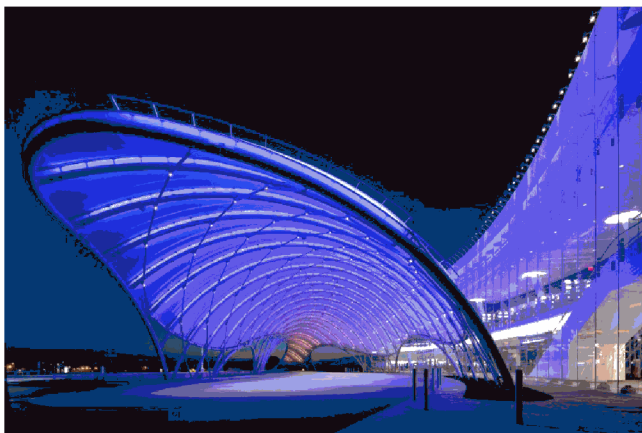
Architect: Studio V

**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, portecochère 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.



**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.

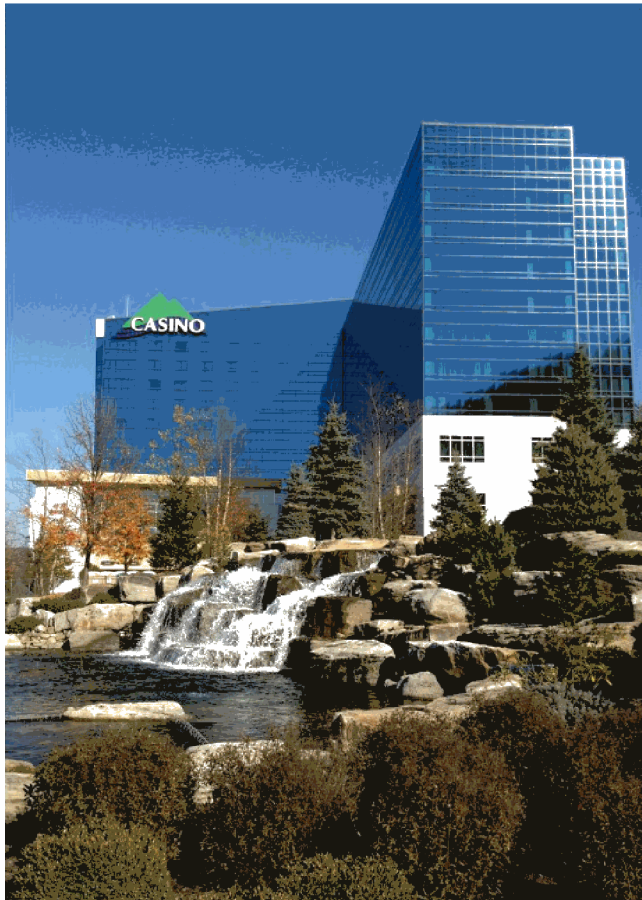
Working closely with the owner, we initiated an aggressive approach using concurrent design and construction. This meant that even before aspects of the design were finalized, construction would proceed. Phase I of the project – with an estimated value of \$300 million – focused on a 200-room luxury 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



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**THE HARMAN GROUP INC.**



## THE HARMAN GROUP

structural engineering  
parking planning and design

### FIRM PROFILE

At The Harman Group, we believe that our clients can have the best of all worlds—Creative Design, Cost Efficiency and Exceptional Client Service. We continually expand our knowledge of state-of-the-art techniques and industry practices. Our people are the key to designing world class structures. Our team of seasoned professionals is large enough to handle major complex projects, while at the same time, we are able to get to know our clients intimately, listen to their needs and deliver on our promises. We are nimble enough to work on complicated, high-rise buildings as well as smaller renovations and everything in between. While our disciplines are complex, partnering with The Harman Group and getting results is really quite simple.

**We listen. We respond. We deliver.**

### HISTORY

Since 1984, The Harman Group has worked with architects and owners on a wide range of structural engineering projects across many different industries. Our team of professionals includes structural engineers and parking designers plus a full support staff of BIM technicians and administrative personnel. Engineering excellence, innovative structural design solutions, quality assurance and economy of design are the four principals upon which The Harman Group's reputation is built. Because our firm is focused on structural engineering, we find the best solution to each project through maintaining and expanding on state-of-the-art techniques and industry knowledge.

### SERVICES

At The Harman Group, every project receives senior level attention from planning to completion. And while our comprehensive capabilities cover all phases of structural engineering, our services start with our people. You'll find a seasoned team of professionals whose leadership, teamwork, dedication, and cooperation provide you with high quality designs and exceptional service.

#### Structural Engineering Services

- Full-service structural engineering for buildings and special structures
- Peer review / value engineering
- Structural restoration and adaptive reuse of buildings
- Special inspections
- Design/build
- Forensic structural engineering/expert witness
- Structural Steel Connection Design
- Construction Engineering
- Temporary Structures
- Structural Erection Procedures
- Sustainable / Green Design

### QUALITY ASSURANCE

Our approach to quality is a unique and critical component to our service. Quality Assurance Manager and Principal in the firm, Clifford Schwinger, PE, is dedicated full-time to ensuring that value engineering and design quality is at the heart of every project we undertake. Quality Assurance is an ongoing activity within our organization, and is continuously updated to incorporate the latest technologies and methods. Senior-level review and control of design and documentation continue through all project phases, from studies and schematic design through construction administration and occupation. At each project milestone, senior team members meet with staff to review design progress, discuss potential design challenges and viability of building systems and components and confirm that key issues are addressed. Our QA program is vital to the success of each project and produces positive results by reducing/eliminating change orders, coordinating documents and reducing or eliminating alternates by contractors and producing efficient design while reducing or eliminating construction schedule delays.

### EXPERIENCE

From conceptual studies to full-service structural design, we are engaged in a wide variety of project types for a diverse group of clients including architects, owners and developers in both private and public sectors, from corporations and educational institutions to municipalities and states. Our structural design experience includes steel, conventional, post-tensioned, and pre-cast concrete, timber and masonry, as well as various proprietary systems. Our engineers design buildings of all sizes and budgets, choosing the structural system that is most economical and best suited to each project. Our extensive restoration experience not only informs our design of new structures, it allows us to guide our clients toward the best use of maintenance funds to extend the life of their existing facilities.



## REPRESENTATIVE GAMING PROJECT EXPERIENCE



Revel Entertainment Hotel Casino Resort,  
Atlantic City, NJ



The Borgata Hotel Casino & Spa and  
The Water Club at Borgata, Atlantic City, NJ



MGM Grand Casino and Hotel at Foxwoods,  
Mashantucket, CT

### Revel Entertainment Hotel Casino Resort, Atlantic City, NJ

A 5.8 million sf, 61-story hotel casino resort, including a 735-foot-tall casino hotel with provisions for a second residential tower of the same height and a 1.5 million sf gaming and entertainment facility.

### The Borgata Hotel Casino & Spa, Atlantic City, NJ

A new 5.7 million sf hotel / casino complex including two 44-story hotel towers, totaling 3,000-rooms and 2.2 million sf, the tower is constructed of cast-in-place, post tensioned flat plate concrete; a 1.22 million sf, four-story, steel frame low-rise with 175,000 sf casino; a 1.53 million sf, eight-level, 5,300-car parking structure.

*North Expansion:* A three-phase expansion to the Borgata, including; A two-story steel frame structure containing 314,500 sf of retail and entertainment area including renovation to 20,000 sf in the existing complex, renovation of 16,000 sf for a new food court and renovation of 3,000 sf of the existing building to expand the spa facilities.

*The Water Club by Borgata:* An 831,000 sf, cast-in-place concrete on the Filigree™ precast flat slab system; 39-story hotel tower providing 755 guest rooms and 45 suites, conference amenities, retail space, a spa and three pools.

### MGM Grand at Foxwoods, Mashantucket, CT

A 1.2 million sf, 30-story facility featuring a 594,000 sf, 30-story cast-in place, post-tensioned concrete 825-room hotel tower above a three-story low-rise building including a steel-framed casino and entertainment facility. The low-rise includes a 50,000 sf casino; 125,000 sf of ballroom, exhibit, and meeting facilities; a 50,000 sf multi-purpose 4,000-seat world class theater; night clubs; restaurants; retail shops; and a spa with outdoor pool terrace.

### Trump Taj Mahal, Atlantic City, NJ

#### *Chairman Tower*

A 750,000 sf, 41-story hotel tower constructed with cast-in-place concrete as an expansion to the existing Taj Mahal in Atlantic City. The central core of the shearwalls is jump formed and poured along with the floors within the core. Outside of the core a 10" Filigree voided slab system was used to reduce costs and maintain schedule.

#### *Multipurpose Arena Expansion*

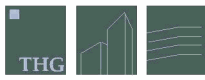
A 140,000 sf expansion to the existing Taj Casino including a 73,000 sf clearspan multi-purpose arena.

### Foxwoods Casino, Philadelphia Entertainment and Development Partners, Philadelphia, PA

Design for a 3,700,000 sf steel-framed casino complex on 16.5-acres on South Philadelphia's Delaware River waterfront. The project includes a casino, shops, restaurants, entertainment venues, a 4,200-car parking facility and public riverfront walkway.

### SugarHouse Casino, Philadelphia, PA

A 110,000 sf two-story steel framed casino facility constructed on a 22.6-acre site on Philadelphia's Delaware River waterfront. Includes 3,000 slots and an array of restaurants and boutique retail stores, with the option for future development to include expanded gaming, a 500-room hotel, event center, and additional retail.



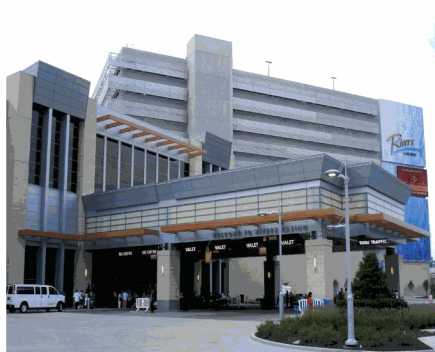
## REPRESENTATIVE GAMING PROJECT EXPERIENCE



Trump Taj Mahal Chairman Tower, Atlantic City, NJ



SugarHouse Casino, Philadelphia, PA



Rivers Casino, Pittsburgh, PA

### Rivers Casino, Pittsburgh, PA

A 480,000 sf, three-story steel framed casino entertainment facility and a 3,800-car, 1.3 million sf parking facility.

### Mohegan Sun at Pocono Downs, Plains Township, PA

A 400,000 sf, single story gaming facility, including a pedestrian bridge from the casino to the racetrack, a porte-cochere, and a 60-foot-tall feature tower. The project also included renovation of the existing racetrack Grand Stand and a two-story steel frame addition for a 58,000 sf, 1,000-slot expedited gaming entertainment facility.

### Tioga Downs Expansion, Nichols, NY

A hotel, amenity, casino and office expansion, featuring a 84,000 sf, six-story hotel with 136 guestrooms; a 57,000 sf, two-story amenity podium adjacent to the existing casino building with two patio / decks totalling an additional 23,500 sf; a 17,400 sf, one-story expansion to the casino and a second floor vertical expansion; for offices and a 3½-level post-tensioned parking structure for 300 cars.

### Valley View Downs, Lawrence County, PA

Design for a 250,000 sf, three-story casino/grandstand building with a 25,000 sf porte cochere. Located just outside of Pittsburgh, the facility features one-mile track harness racing, 3,000 slots, video poker, race book tele-theater and restaurants. This design is meant to evolve the concept of the racino and the multi-focused venue while reinforcing the integration of the racing and gaming elements of the facility.

### Mount Airy Resort Hotel and Casino, Paradise Township, PA

A seven-story, 168,000 sf, 188-room steel framed hotel and a 150,000 sf, two-story steel framed casino/entertainment building including a 62,000 sf casino with over 2,500 slot machines.

### Buffington Harbor Casino Resort, Gary, IN

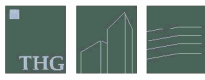
#### Phase I

A 100,000 sf structure consisting of one- and two-story landside buildings and bridges which serve the mooring structure and barge facilities for a riverboat casino facility. Aluminum trusses supporting a fabric skin are employed for a 65,000 sf pavilion space to achieve clearspans up to 120 feet. Steel framed mezzanines are constructed within the volume of the fabric building. Steel framed entertainment and gangways serve the casino boat.

### Golden Nugget, Atlantic City, NJ

A renovation of a 75,000 sf existing casino previously known as the Trump Marina, including fit-out of a new restaurant and retail spaces; a 4,500 sf addition for a new nightclub; select building column removal and replacement; review of the existing structure for support of new topping slabs throughout the existing casino; support of large chandeliers in the main atrium; and building façade inspection for the façade for both the casino and the hotel tower.





## REPRESENTATIVE GAMING PROJECT EXPERIENCE



Mohegan Sun at Pocono Downs, Plains Township, PA



Mount Airy Resort Hotel and Casino,  
Paradise Township, PA



Golden Nugget Atlantic City, NJ



Valley Forge Casino, King of Prussia, PA

### Valley Forge Casino, King of Prussia, PA

Adaptive reuse of 68,000 sf of the existing convention center for use as a new casino, which features gaming, a high-limits gaming area and a food court. The project also included a new porte cochere, a self-park entrance canopy and a new feature stair in the lobby. An architectural feature was also added to the front entrance to enclose an egress stair.

### Plainridge Casino, Plainville, MA

A one-story casino expansion to an existing 60,000 sf, two-story racino. The expansion, built from a mixture of conventional steel superstructure and pre-engineered metal building, adds approximately 120,000 sf of casino, restaurant and back-of-house space. The project also includes a porte-cochere.

### Spotlight 29 Casino Resort, Coachella, CA

A 60,000 sf free standing casino consisting of a 20,000 sf casino, a 300-seat coffee house, back of house spaces and an entry porte-cochere. Renovations to an existing 85,000 sf, two-level casino building includes a 2,500 sf expansion for backstage facilities.

### Caesar's Hotel & Casino, Atlantic City, NJ

#### *Planet Hollywood Renovations*

Modifications and renovations to 20,000 sf of the existing Caesar's Atlantic City Hotel and Casino, including 8,000 sf of new floor framing.

### Bally's Grand Hotel & Casino, Atlantic City, NJ

#### *Transportation Center Renovations*

Renovations to 16,000 sf of an existing transportation center including new floors and walls to increase capacity of bus garage.

#### *Computer Support Center*

A 4,000 sf steel frame addition above casino space to house computer and related data processing equipment.

#### *Pedestrian Bridge*

An enclosed suspended pedestrian walkway connecting the parking garage and transportation center to the hotel/casino including a pedestrian bridge spanning 73 feet between casino and parking garages, providing a 16-foot clear height below. The structure consists of steel beams and a concrete floor with a glass skylight roof.

### Sands Hotel & Casino, Atlantic City, NJ

#### *1,900-Car Parking Structure*

A 12-level, 650,000 sf, 1,900-car post-tensioned concrete parking structure.

#### *Pedestrian and Vehicle Bridge*

Two steel frame and concrete deck pedestrian bridges spanning 20 and 55 feet at the third level, and one precast concrete vehicle bridge spanning 20 feet in between adjacent garages.

### Dover Downs Hotel Expansion, Dover, DE

A ten-story, 210,000 sf, 200-room hotel expansion constructed with reinforced masonry bearing walls and precast concrete floor units.



**THE HARMAN GROUP**  
structural engineering

900 West Valley Forge Road, Suite 200, King of Prussia, PA 19406  
T: 610.337.3360 ▪ F: 610.337.3359 ▪ E: mbland@harmangroup.com

**MALCOLM D. BLAND, PE, LEED AP**  
Vice President



#### EDUCATION

Leeds University, England  
Master of Engineering  
Architectural Engineering, 1993

Villanova University  
Master of Science  
Civil Engineering, Structural Concentration,  
2003

#### PROFESSIONAL LICENSES

Professional Engineer: Pennsylvania, New Jersey, Delaware, Maryland, Connecticut  
LEED Accredited Professional

#### PROFESSIONAL AFFILIATIONS

American Concrete Institute, Delaware Valley Chapter  
American Society of Civil Engineers (ASCE)  
British American Business Council (BABC)  
Delaware Valley Association of Structural Engineers (DVASE)  
Delaware Valley Green Building Council (DVGBC)  
Structural Engineering Institute  
Delaware Valley Green Building Council

#### EXPERIENCE

**The Harman Group, Inc., King of Prussia, PA:**  
Consulting Structural Engineers  
2006-present: Vice President, Principal  
2005: Senior Associate  
2000-2005: Project Manager/Associate  
1999-2000: Project Manager  
1993-1999: Project Engineer

#### REPRESENTATIVE PROJECT EXPERIENCE

##### HOSPITALITY & GAMING

###### **Revel Entertainment Hotel Casino Resort, Atlantic City, NJ**

A 61-story, 5.8 million sf hotel casino resort which includes a 700-foot-tall casino hotel with provisions for a second residential tower of the same height and a 1.5 million sf gaming and entertainment facility.

###### **Gaylord National Harbor Resort and Convention Center, Prince George's County, MD**

A 2.2 million sf hotel and convention center complex, including a 1,500-room concrete frame hotel with three towers—20-story, 12-story, and eight-story; an 87,000 sf glass-roofed, glass-walled atrium; and a 1 million sf convention facility with 180,000 sf of exhibit space.

###### **MGM Grand at Foxwoods Resort & Casino, Mashantucket, CT**

A 30-story facility totaling 1.2 million sf. The tower is comprised of a 27-story, 594,000 sf cast-in-place concrete 825-room hotel above a three-story, 647,000 sf, steel frame low-rise casino and entertainment facility. The low-rise includes a 50,000 sf casino; 125,000 sf of ballroom, exhibit, and meeting facilities; 50,000 sf multi-purpose theater; night clubs; restaurants; retail shops; and a spa with outdoor pool terrace.

###### **Chairman Tower at Trump Taj Mahal, Atlantic City, NJ**

A 41-story, 750,000 sf hotel tower constructed with cast-in-place concrete as an expansion to the existing Taj Mahal in Atlantic City. The central core of the shearwalls is jump formed and poured along with the floors within the core. Outside of the core a 10" Filigree voided slab system was used to reduce costs and maintain schedule.

###### **Rivers Casino, Pittsburgh, PA**

A three-story, 480,000 sf casino entertainment facility on two levels and a parking facility.

###### **SLS International Hotel & Residences, Philadelphia, PA**

A 47-story, 423,000 sf hospitality/residential building featuring a 150-key boutique hotel; 125 luxury condominiums; a restaurant; ground-level retail; an indoor/outdoor pool, spa and fitness center; a 6,000 sf double-height glass ballroom; and meeting facilities. The building also includes one level of underground parking and two levels of above-grade parking with 270 valet spaces via the use of mechanical stackers.

###### **Mohegan Sun at Pocono Downs, Plains Township, PA**

A single story, 400,000 sf gaming facility, including a pedestrian bridge from the casino to the racetrack, a porte-cochere, and a 60' tall feature tower. Designed to accommodate future expansions on two sides of the building and a future bridge to the future parking structures. Additionally, project involves the renovation of the existing racetrack Grand Stand and a two-story addition for a 58,000 sf, 1,000-slot expedited gaming entertainment facility.

###### **Sofitel Hotel, Philadelphia, PA**

Conversion of a 12-story, 190,000 sf concrete office building to a 320-room hotel including a 90,000 sf steel frame addition and two supported parking levels.

###### **Gateway West/Regal/Red Roof Inn, Philadelphia, PA**

Feasibility study of an 18-story, 276,000 sf mixed-use development including an 18-screen "stadium seating" cinema, a 300-room hotel, restaurant and lobby spaces.



**THE HARMAN GROUP**  
structural engineering

**MALCOLM D. BLAND, PE, LEED AP**  
Vice President

**Buffington Harbor Casino Resort, Gary, IN**

*Phase I*

100,000 total sf structures consisting of one- and two-story landside buildings and bridges which serve the mooring structure and barge facilities for a riverboat casino facility. Aluminum trusses supporting a fabric skin are employed for 65,000 sf pavilion space to achieve clearspans up to 120 feet. Steel framed mezzanines are constructed within the volume of the fabric building.

*Phase II*

A 12-story, 225,000 sf, 300-room post tensioned concrete flat plate hotel as part of a lake front casino resort facility.

**Marriott Conference Hotel at Lafayette Yard, Trenton, NJ**

A seven-story, 154,000 sf, 197-room precast plank masonry-bearing wall hotel and steel-frame, concrete slab conference center with a 6,000 sf ballroom. Also includes arcade, which provides a covered walk from the parking garage to the adjacent Historic War Memorial in downtown Trenton.

**Spotlight 29 Casino Resort, Coachella, CA**

Renovations to an existing two-level, 85,000 sf casino building; 2,500 sf expansion for back stage facilities; and a new 60,000 sf building consisting of a 20,000 sf casino, 300-seat coffee house, back of house spaces and an entry porte-cochere.

**SugarHouse Casino, Philadelphia, PA**

A two-story, 110,000 sf steel framed casino facility constructed on a 22.6-acre site on Philadelphia's Delaware River waterfront. Includes 3,000 slots and an array of restaurants and boutique retail stores, with the option for future development to include expanded gaming, a 500-room hotel, event center, and additional retail.

**Newark Airport Marriott Hotel, Newark, NJ**

*Expansion*

Feasibility study of a nine-story, 105,000 sf post-tensioned hotel tower addition.

**Valley Forge Casino, King of Prussia, PA**

Adaptive reuse of 68,000 sf of the existing convention center to be converted to a new casino, which features gaming, a high-limits gaming area and a food court. The project also included a new porte cochere, a self-park entrance canopy and a new feature stair in the lobby. An architectural feature was also added to the front entrance to enclose an egress stair.

**Plainridge Casino, Plainville, MA**

A one-story casino expansion to an existing two-story, 60,000 sf racino. Built from a mixture of conventional steel superstructure and pre-engineered metal, the expansion adds approximately 120,000 sf of casino, restaurant and back-of-house space. The project also includes a porte-cochere.



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## LARSON DESIGN GROUP

## MISSION

Larson Design Group (LDG) is a growing, 250+ employee-owned company teaming with our clients to provide responsive, innovative solutions to facility, transportation, land development, and environmental needs. We communicate honestly and responsibly to deliver value-added services to clients who share our goals of quality, growth, and sustainability. Our success is reflected in our personal and professional development, and our commitment to community stewardship.

## DECLARATION OF CLIENT SERVICE

We, the staff of Larson Design Group, understand that client service is fundamentally linked to project outcomes. It is our intent to provide exceptional client service and technically accurate, high-quality work. In this spirit, we make our Declaration of Client Service:

- Establish strong partnerships by anticipating our clients' needs and working together with them to determine the best project solutions;
- Provide effective, timely, and responsive communication to clients and all project members;
- Ensure all project partners understand the requirements set forth in the project;
- Pursue continuous improvement through client feedback and collaboration.

This commitment is supported by *Customer Follow Up, Inc.*, a third-party firm that monitors our performance throughout the project process. This is one of the ways we use client feedback to pursue continuous service improvement.

## CORE VALUES

**CLIENTS** are the basis of our enterprise. We know that the first step in client-centered design is to listen carefully so we can understand fully. Our quality relationships offer value to all parties.

**RESPECT** is what we use to form quality relationships with our clients, friends, and fellow employee-owners. With respect, collaboration and creativity are possible.

**SPEED** is how we describe the combined acts of responsiveness and efficiency. Both are important methods of creating value for our clients.

**QUALITY** designs help our clients by leading to longer life cycles and better performance.

**LEARNING** is not limited to training and education. Daily we listen to and learn from our clients, communities, and each other.

**TEAM WORK** is how we bring designers of various disciplines and experiences together to serve our client. Our employee-owners are the real resource. Their personal and professional knowledge is expanded by working together.

**INNOVATION** can allow us to do more than design. We have a culture that supports innovation and processes that bring our resources to the opportunity.

**STEWARDSHIP** helps us fulfill our sincere desire to help our communities. As the firm grows, we increase the resources we supply to each community we do business in.



## OUR MARKETS

Larson Design Group's client mix is evenly split between public and private sectors. 80% of our assignments are from existing clients.

### RETAIL CLIENT SERVICES

Includes architecture, design, land development, and traffic engineering to retail clients including chain stores, banks, hotels, and restaurants.

### MUNICIPAL CLIENT SERVICES

Includes design, construction inspection, and plan reviews for all levels of government, including water and sanitary authorities.

### HIGHER EDUCATION CLIENT SERVICES

Includes student residences, pedestrian safeways, roadways and parking, NCAA stadiums and sports facilities, communication networks, design, land development, and traffic engineering.

### HEALTHCARE CLIENT SERVICES

Includes design, pedestrian safeways, roadway and parking, stormwater management, land development, and traffic engineering.

### ENERGY CLIENT SERVICES

Includes site design, wetland delineation, permitting, highway occupancy permitting, road conditions surveys, and water resources in support of the development of natural gas exploration and transmission, solar photovoltaic systems, and wind farms.

### TRANSPORTATION CLIENT SERVICES

Includes comprehensive highway design, bridge design, bridge inspection, traffic design, trails, surveying, and construction inspection services to state and/or municipal clients.

## SERVICES

### SUSTAINABLE DESIGN

Our staff includes LEED® (Leadership in Energy and Environmental Design) Accredited Professionals who understand the principles of sustainability.

### 3D VISUALIZATION

We are committed to using the best technology to translate ideas into projects.

### BRAND ARCHITECTURE

We bring creative ideas in building development to help our clients achieve better brand recognition and market success. These retailers are not just chain stores, but restaurants, banks, grocery stores, hotels, and other companies looking to grow their facilities and geographic reach. Over the past decade, we have successfully managed thousands of new retail building projects in the retail market.

### FACILITIES ENGINEERING

Our mechanical, electrical, and structural engineers function as a Facilities Engineering Group. This means research, analysis, and design are completed by one team including numerous LEED® Accredited Professionals experienced in sustainable design.

### LANDSCAPE ARCHITECTURE

LDG's Landscape Architects are immersed in the planning, design, preservation, and management of landscapes. We use our imagination and experience to help integrate landscapes with the built and natural environment; creating a complementary relationship that brings a holistic, aesthetic impression to its users while supporting the goals of our clients.

### SITE DESIGN & LAND DEVELOPMENT

Our civil engineers encompass a network of individuals devoted to planning and design of private and commercial land sites. Our team researches and analyzes each site to determine particular needs, creating design plans that optimize usage, space, and aesthetics.

### SURVEYING

Our surveyors provide professional services for all our clients' surveying requirements, including topographical data collection, boundary surveying, project layout, and as-built verification.



## SERVICES

### MUNICIPAL ENGINEERING

We serve municipalities with design solutions to infrastructure needs such as, roads and bridges, and municipal buildings, and have provided comprehensive planning for updates to municipal ordinances and corresponding maps.

### ENERGY

Larson Design Group has been working in unconventional oil & gas since the beginning of 2008. As a member of the industry associations, we are actively engaged in discussions surrounding the regulatory environment and proposed changes that are ongoing.

### ENVIRONMENTAL

LDG's Environmental Specialists are fluent in the unique challenges involved in resolving ecological concerns that arise when proposed project activities interact with the natural environment.

### BRIDGE DESIGN & BRIDGE SAFETY INSPECTIONS

LDG bridge engineers, designers, and technicians provide comprehensive services to a full range of clients. We are well experienced with design and inspection contracts for DOTs, state, and federal agencies. We have earned a reputation for solutions to meet our clients' specific budgets and timelines.

### CONSTRUCTION INSPECTION

We offer a wide range of construction services for clients during the construction phase of a project. Our staff has a vast knowledge of construction methodology and engineering concepts. Our inspection staff monitors the daily activities of a contractor to assure our client that construction work is performed to contract specifications and established industry standards.

### HIGHWAY ENGINEERING

LDG can help you make informed decisions for successful transportation infrastructure. We offer a range of services that meet individual needs from driveway permitting and intersection improvements to large roadway corridor studies.

### TRAFFIC ENGINEERING

LDG offers comprehensive travel demand forecasting and simulation modeling services. These service areas complement our traditional traffic engineering services, and allow us to provide clients with state-of-the-art transportation analysis techniques to address challenging and complex transportation issues. Expert staff is fluent in software packages for modeling work including VISSIM, VISUM, SimTraffic, Corsim, Cube Voyager, TP+, and Tranplan.

### WATER/WASTEWATER ENGINEERING

We help our clients manage assets, determine priorities, and navigate complex funding channels to secure the resources they need to complete their projects. We are experienced in collection, treatment, storage, distribution, operations management, analysis, and funding.

## 250+ EMPLOYEES INCLUDING

- Registered Professional Engineers
- Registered Professional Land Surveyors
- Registered Professional Archaeologist
- Registered Architects
- Registered Landscape Architects
- Environmental Specialists
- NICET, NECEPT & ACI  
Certified Construction Inspectors
- Certified Water/Wastewater Operators
- LEED® Accredited Professionals

## LOCATIONS

### PA Offices

- Williamsport – HQ
- Bethel
- Bloomsburg
- Lititz
- Pittsburgh
- Selinsgrove

### NY Offices

- Apalachin
- Corning

### TX Office

- San Antonio

### WV Office

- Morgantown



**ESTIMATED NUMBER OF PROJECTS**

1200

**ESTIMATED CONSTRUCTION COST**

\$250 - 300 Million

**ESTIMATED ANNUAL PAYROLL**

\$16.5 Million

**LARGEST CURRENT PROJECT**PennDOT, S.R. 706, Susquehanna County  
– 20 Miles of Rural Highway**LARGEST CLIENT (ANNUAL FEES)**PennDOT – Public Sector  
Talisman Energy USA – Private Sector**BANKING REFERENCE**Peter Bower  
First National Bank, Williamsport, PA**STAFF DETAILS**Professional Engineers – 50  
Professional Licensed Surveyors – 6  
Registered Professional Archaeologist – 1  
Registered Architects – 3  
Registered Landscape Architects – 2  
Professional Wetland Scientist – 1  
Water/Wastewater Operators – 3  
Sewage Enforcement Officers – 5  
LEED® Accredited Professionals – 14**PRINCIPALS**David DeBlander, PE  
Chairman of the Board/Vice President of TransportationKeith S. Kuzio, PE  
President/Chief Executive OfficerAndrew D. Keister, PE, PLS  
Chief Operations OfficerPaul H. Lee, PE  
Senior Vice President/National Market Leader - EnergyBrenda I. Nichols, CPA  
Senior Vice President/Chief Financial OfficerMartin J. Muggleton  
Vice President of Marketing & Client DevelopmentRobert J. Gehr, AIA, NCARB  
Vice President of Brand Architecture/Facilities Engineering



## RECOGNITION

### Engineering News Record (ENR)

#### *Top 500 Design Firms*

ENR's Top 500 Design Firms is published annually in April and ranks the 500 largest U.S. public and privately held companies based on design specific revenue.



### Architectural Record

#### *Top 250 Architecture Firm*

Companies included in this list are ranked according to revenue for architectural services performed in millions of dollars. The list is compiled from a survey conducted for annual Top 500 Design Firms Sourcebook.



### Zweig White

#### *Top 150 Hot Firms*

The Zweig White Hot Firms List recognizes the industry's most successful firms as measured by revenue and earnings performance over the past three years in comparison to their peers. Hot Firms are ranked for the overall industry, and also by size and service type.



The Fastest-Growing A/E/P and Environmental Consulting Firms

### PSMJ (Professional Services Management Journal)

#### *Circle of Excellence*

The PSMJ Circle of Excellence includes the top 20% of firms that participate in their annual Financial Performance Benchmark Survey. Selected firms demonstrate the best overall business performance as measured by a combination of 13 key business metrics which are chosen to reflect firms that have strong client bases, are well managed, and are led in a responsible, sustainable way.



Larson Design Group  
Your Vision. Made Real.

## HISTORY

The history of Larson Design Group has been one of growth and stability.

### 1975

Robert W. Hunt, P.E. in Corning, New York founded Hunt Engineers and Architects, P.C.

### 1986

The firm expanded into Central Pennsylvania through a merger with Robert W. Ferrell Engineering and Surveying, which resulted in the opening of a Williamsport regional office.

### 1988

Hunt's Williamsport services were greatly expanded by a merger with John Hoffman Architects, adding seven architectural staff members.

### 1993

The employees of the Williamsport-based organization had grown to nearly 60 staff. The organization acquired ownership through a 100% stock buyout and was re-named Larson Design Group, with Ken Larson, a former district engineer for PennDOT 3-0, as President. LDG is now a regional, employee-owned company, with employees owning stock in the corporation through its Employee Stock Ownership Plan (ESOP).

### 1996

Water Tower Square, Williamsport, PA becomes LDG Headquarters. Bloomsburg Office is opened.

### 2000

Keith S. Kuzio, PE, becomes President and CEO.

### 2004

Corning, NY Office opened.

### 2007

A rebranding strategy was deployed that positioned us to expand and diversify in new markets and geographies was deployed. We also opened an additional office in Selinsgrove, PA.

### 2008

Ephrata & Bethel, PA Offices opened.

### 2009

New wastewater treatment solutions are necessitated from the unconventional oil & gas industry, and LDG developed a company, TerraAqua Resource Management (TARM), to address this need. In order to grow this new venture, TARM partnered with Newalta, a Calgary, Alberta-based company that specializes in waste recovery and environmental services.

### 2011

LDG continued growth into 2011 by responding to our clients' needs with the development of an Energy Group, Facilities Engineering Group, and CNG Focus Group. We also redefined our Architectural discipline to better serve expanding brands of all sizes. To accommodate growth and expanded service offerings, we relocated our Ephrata office and staff to Lititz, PA, where they continue to serve clients in the Lancaster area and beyond. The Brockway Office opened in order to better serve clients in the northwestern part of Pennsylvania.

### 2012

Offices in Apalachin, NY; San Antonio, TX; Pittsburgh, PA; and Morgantown, WV opened. LDG continues to receive firm-wide recognition from ENR, Zweig White, SMPS, and more. Our firm continues to grow, but we remain true to the vision of our founders.

It's all about client benefit. With your trust in our firm, this is possible.



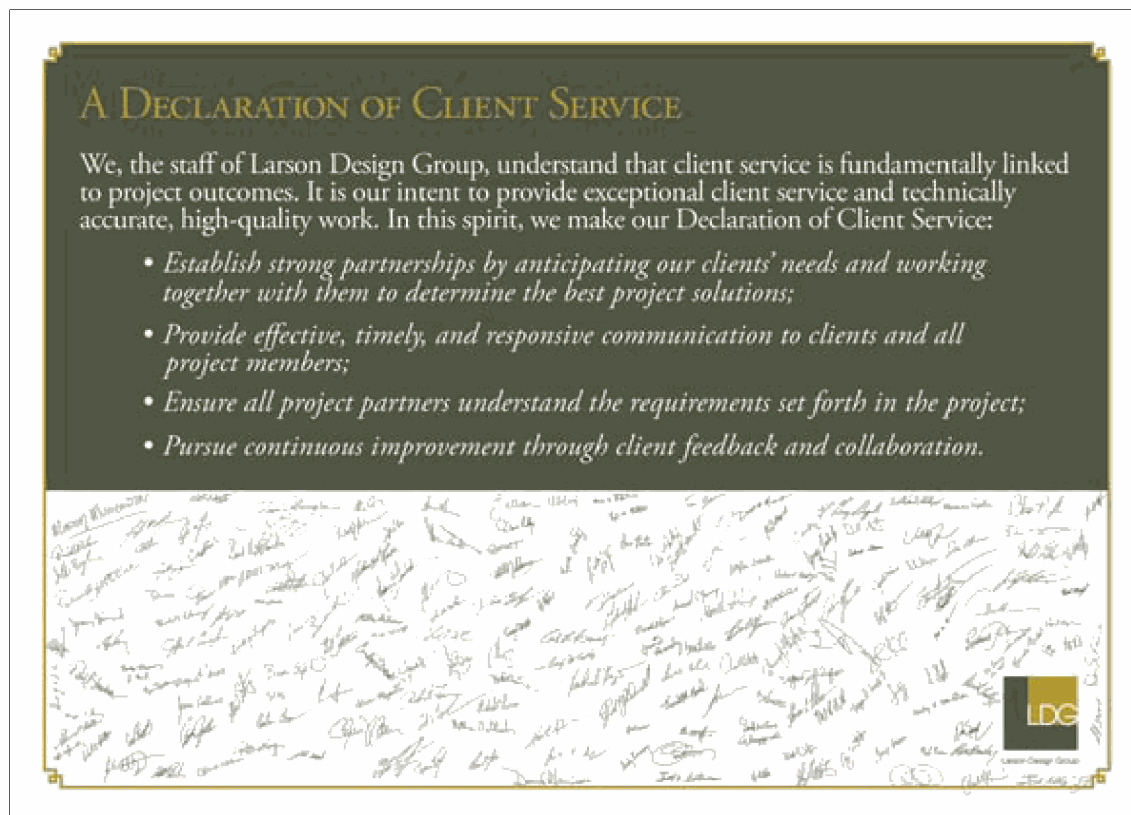
# A Commitment to Client Service Excellence

Quality client service is paramount in any organization.

At LDG, clients are the basis of our enterprise. We know that the first step in client-centered design is to listen carefully so we can understand fully. Our client focus is illustrated in a firm-wide *Declaration of Client Care*, signed by firm staff that pledges our commitment to service. This firm-wide promise is to:

- *Ensure that all project partners understand the requirements of the project;*
- *Provide effective and responsive communication to clients and all project team members;*
- *Maintain timeliness on all project deliverables (schedules); and*
- *Create high quality deliverables (service products).*

Larson Design Group's commitment to continuously improving our client service is supported by (*Customer Follow Up, Inc.*) a third-party service that monitors our performance throughout the project process. This is one of the ways we use client feedback to pursue continuous service improvement.



Larson Design Group®  
Your Vision. Made Real.



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## GIOVANETTI SHULMAN ASSOCIATES



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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## **Our Commitment**

*Giovanetti Shulman Associates, Consulting Engineers & Designers (GSA), prides itself in our commitment to our clients and their projects with Principal involvement from the inception to the completion of the project. GSA exceeds the normal engineering design services offered by other firms by having the ability to solve complex problems and design issues, while maintaining the project's design expectations and budgets.*

*This commitment assures the client that Giovanetti Shulman Associates will meet the design intent of the project at hand and that the resulting design, by its very nature, can and usually will serve as a model for future projects.*



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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## **Who We Are**

*GSA was formed in 1982. Since that time, GSA's capabilities have expanded and can provide full mechanical, electrical, plumbing, fire protection, and low-voltage engineering and design services for all of its projects.*

*GSA's experience and diverse team of engineers, designers and business analysts helps companies implement sustainable business and building strategies through customized solutions that maximize environmental, human and financial performance.*

*GSA provides engineering services for projects with MEP/FP/LV construction cost ranging from \$15,000 to \$450,000,000 and with general construction cost ranging from \$1,000,000 to \$2,500,000,000.*

*Giovanetti Shulman Associates' commitment to teamwork requires that the mechanical and electrical engineering of a project support the architectural and interior design concepts, which have been approved by the client. As engineers, we look for inventive methods and solutions to maintain the integrity of the design, to meet code requirements, and to meet expected probable construction cost.*

*GSA's low-voltage cabling design division was developed to meet our client's needs and to provide a coordinated design between the low-voltage equipment requirements and the electrical power and HVAC requirements of this type of equipment. GSA's personnel are RCDD registered and familiar with the latest standards required by BICSI. GSA has become a leader in the development and cabling infrastructure for the low-voltage systems of today's buildings and their integration and convergence. In addition to the standard LV design services, GSA also provides A/V and security/surveillance design.*

*GSA maintains an engineering staff ranging from 50 to 70 qualified engineers, designers and cad design staff, plus administrative personnel. This allows GSA's associates, officers and principals of the firm to be actively involved with all projects and to provide personal attention to the client's needs so that the client's project requirements are met without over or under design, and within the agreed budget.*

*We are not only committed to the design of the project, but once the construction documents are completed and the contractors are selected, GSA will meet with the client/architect and the assigned contractors to review the MEP/FP/LV design to determine and resolve areas of concern. During the construction of the project, GSA commits itself to prompt shop drawing review (within five days of receipt) and to periodic site observations to assure that the project's design intent and code compliances are being met. The contractor's request for information or clarifications, final punch listing and witness testing of the completed MEP construction are performed promptly.*



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## **Engineering Services Offered**

### **General Services**

- *Prepare MEP/FP/LV basis of design for the project*
- *Prepare preliminary utility load estimates for the project including HVAC estimated loads*
- *Prepare code review as it relates to MEP systems*
- *Attend design coordination meetings*
- *Provide construction administration services*
- *Provide onsite review and observations with reports*
- *Provide review of all testing and balancing*
- *Provide full time onsite representation during construction (when requested)*
- *Provide M/E commissioning services*

### **Mechanical Engineering and Design**

- *Heating, ventilation and air conditioning (HVAC)*
- *Central plant facility engineering*
- *Chilled water/hot water DX and split system HVAC system design*
- *Energy recovery systems*
- *Sustainable systems*
- *Under floor and displacement air systems*
- *Humidification/dehumidification systems*
- *Kitchen exhaust systems*
- *Smoke management systems and testing*



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## **Electrical Engineering and Design**

- *Incoming electrical service*
- *Power distribution systems (medium and low-voltage)*
- *Stand-by and life safety generation*
- *UPS systems*
- *Renewable energy systems*
- *Energy code compliance analysis*
- *Interior/exterior lighting*
- *Power quality systems*
- *Life safety fire alarm systems*

## **Plumbing Engineering and Design**

- *High-rise and low-rise domestic water systems*
- *Gas piping systems*
- *Sanitary piping systems*
- *Grease waste systems*
- *Roof drainage systems*
- *Vacuum and compressed air systems*

## **Fire Protection Engineering and Design**

- *Sprinkler system design and calculations*
  - *Wet systems*
  - *Dry systems*
  - *Chemical systems*
  - *Pre-action systems*
- *Sprinkler piping system design*





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- *Sprinkler head location design (in coordination with the interior ceiling designs)*

## **Low-Voltage Systems Cabling Engineering and Design**

- *Provide layout and design of space requirements for IT rooms, slot data rooms, IDF closets, and MDF rooms*
- *Determine the BTUH output and power requirements of the equipment and work with the MEP engineers to establish cooling and UPS requirements, as well as raceway coordination and requirements*
- *Provide design and engineering of the following cabling requirements for the project:*
  - *Main computer system/network*
  - *Accounting system*
  - *LAN, WAN and Internet Network Infrastructure*
  - *Point of sale (POS system)*
  - *Telephone system including:*
    - *Voicemail*
    - *Call accounting*
    - *Guest sets/dial tone*
    - *VoIP*
    - *PoE*
  - *Casino systems*
  - *Betting systems*
  - *Time and attendance system*
  - *Tracking system*
  - *RFID systems*
  - *Interconnection to any local and corporate accounting software*
  - *Beverage dispensing and control systems (interfaces)*
  - *Building automation systems*
  - *Infrastructure cabling required to meet State Gaming Board requirements for on-line central slot reporting to the State*
  - *Wireless Wi-Fi/first responders radio systems*
  - *Cell phone reception systems*
  - *Credit card/ATM systems*
  - *Convergence of the listed systems where feasible*
  - *A/V design and engineering*
  - *Surveillance and security systems design engineering*

## **Sustainable Systems Building Design (LEED Services)**

*At GSA, we have the responsibility to be environmentally sound in our design with regards to impact, efficiency and sustainability. Our consulting engineers have the knowledge and supporting technologies to assist clients in creating sustainable “green” buildings. We are a member of the U.S. Green Building Council (USGBC) and maintain a highly qualified staff of*



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*professionals who concentrate in the area of sustainability, primarily with respect to building services and building envelope. Areas of application include:*

- *Renewable energy technologies*
- *Appropriate ventilation strategies*
- *Effective use of thermal mass*
- *Energy and CO<sub>2</sub> emissions*
- *Reductions of unnecessary heat gains*
- *Water use*

*Our sustainability group includes registered engineers possessing certification as LEED (Leadership in Energy and Environmental Design) accredited professionals.*

*By providing full service capabilities in the areas of MEP, environmental, fire protection and technology services, our engineers extend the sustainability design concepts into each of the dynamic aspects of building design. We also understand the significant impact imposed by data centers, security and surveillance systems and other technology services' infrastructure, and the correlating effects upon the use of energy within a building. We combine all of our engineering design efforts into a holistic view of the entire project. We advise and guide our clients toward solutions that result in not only the highest levels of sustainability, but also address the overall economics in the context of their specific projects.*



# **GIOVANETTI SHULMAN ASSOCIATES**

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## **The GSA Executive Team**

*At GSA, our engineering team is our greatest asset. The team leaders shown below are the core, with a full staff of MEP/LV Engineers and Designers supporting their efforts to make GSA one of the Best in the Engineering Industry.*

- *Richard Giovanetti – President*
- *Mark S. Shulman, P.E. – Executive VP*
- *Joseph Ruffo – Senior Vice President /Business Development*
- *Peter M. Carney, P.E. – Vice President Mechanical Engineering*
- *Thomas M. Mehaffey, P.E. – Vice President Electrical Engineering*
- *Thomas J. Fidura, C.I.P.E. – Vice President Plumbing Engineering*
- *William Anderson, P.E. – Senior Electrical Engineer*



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**CONSULTING ENGINEERS & DESIGNERS**

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## **List of Continuing Clients**

### **Architects / Interior Designers**

- *BLT Architects*
- *Cairone-Kaupp*
- *CGL Architects*
- *Cope Linder Architects*
- *Cunningham Group Architects*
- *DAS Architects*
- *David Robert Crawford, AIA*
- *Design Collaborative*
- *Design Collective, Inc.*
- *Friedmutter Group*
- *Harman Group*
- *Hnedak Bobo Group*
- *JCJ Architecture*
- *Klai Juba Architects*
- *Kuhlman Design Group*
- *Marnell Corrao Associates, Inc.*
- *R2 Architects, LLC*
- *SOSH Architects*
- *SPG3*
- *Steelman Partners, LLP*



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- *Westar Architects*
- *Worth Group*

## **Direct Clients**

- *Seminole Tribe of Florida*
- *Hard Rock International*
- *Revel Entertainment*
- *Borgata Hotel Casino & Spa*
- *Caesars Entertainment*
- *Cannery Casino Resorts*
- *Colony Capital*
- *Cordish Group*
- *Dover Downs Hotel and Casino*
- *Foxwoods Resort Casino*
- *GlaxoSmithKline*
- *Harrah's Entertainment*
- *Hilton Hotels*
- *Isle of Capri Casinos*
- *Landry's Development, Inc.*
- *Marriott Hotels*
- *Seminole Hard Rock Hotel & Casinos*
- *Trump Entertainment Resorts*



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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## **References**

*GSA has prepared the following list of references, which include architects, building managers, and contractors in order to offer a broad range for our prospective clients to review and contact:*

**Mr. Richard L. Meister**  
*Vice President*  
*Isle of Capri Casino*  
*600 Emerson Rd., Suite 300*  
*St. Louis MO 63141*  
*(314) 813-9390*

**Mr. Michael Bertino**  
*President*  
*Bertino Associates*  
*8025 Black Horse Pike, Suite 490*  
*West Atlantic City NJ 08232*  
*(609) 377-9148*

**Mr. Ian Cope**  
*Partner*  
*Cope Linder Associates*  
*30 So. 15<sup>th</sup> Street*  
*Philadelphia PA 19102*  
*(215) 981-0200*

**Mr. Kirk Harman**  
*President*  
*The Harman Group*  
*900 west Valley Forge Rd Suite 200*  
*King of Prussia PA 19406*  
*(610) 337-3360*

**Mr. Dave Miller**  
*VP Design and Construction*  
*Seminole Tribe of Florida*  
*One Seminole Way*  
*Hollywood, FL*  
*(954) 585-5651*

**Mr. David Crawford**  
*20000 Horizon Way*

**Mr. Ed Sutor**  
*CEO*  
*Dover Downs, Entertainment, Inc.*  
*1131 No. DuPont Highway*  
*Dover DE 19903*  
*(302) 857-3206*

**Mr. Steve Peck**  
*Principal*  
*Klai Juba Architects*  
*444 West Russell Road, Suite J*  
*Las Vegas NV 89118*  
*(702) 221-2254*

**Mr. Joseph Emanuele**  
*Vice President Design and Construction*  
*Hard Rock International*  
*6100 Old Park Lane*  
*Orlando Florida 32835*  
*(407) 445-7953*

**Mr. Dan Keating**  
*President*  
*Keating Development Corp.*  
*1600 Arch Street*  
*Philadelphia, PA 19103*  
*(610) 668-4100*

**Mr. Tom Sykes**  
*Partner*  
*SOSH Architects*  
*1020 Atlantic Avenue*  
*Atlantic City NJ 08401*  
*(609) 345-5222*

**Mr. Frank Soltys**  
*Flagship Resort*



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*Mt. Laurel, NJ 08054  
(856) 866-0018 Ext. 102*

*60 No. Main Street  
Atlantic City, NJ 08401  
(609) 343-7447 Ext. 7101*

## **List of Projects and Project Types**

### **Casinos**

- *REVEL Casino/Hotel – Atlantic City, NJ*
- *Seminole Tribe Casino – Coconut Creek FL*
- *Seminole Hard Rock Coconut Creek Casino Expansions*
- *Seminole Hard Rock Casino – Hollywood FL*
- *Seminole Tribe Casino – Immokalee FL*
- *Seminole Hard Rock Casino – Tampa FL*
- *Seminole Tribe - Brighton Casino*
- *Seminole Tribe – Classic Casino*
- *Revel Entertainment – Atlantic City, NJ*
- *Atlantic Club Casino – Atlantic City NJ*
- *Bally's – Atlantic City NJ*
- *Bally's Wild Wild West – Atlantic City NJ*
- *Borgata Hotel Casino & Spa – Atlantic City NJ*
- *Borgata Water Tower – Atlantic City NJ*
- *Caesars – Atlantic City NJ*
- *Claridge Casino Hotel – Atlantic City NJ*
- *Dover Downs Casino Hotel – Dover DE*
- *Foxwoods Casino – Philadelphia PA*



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- *Foxwoods Resort Casino – Ledyard CT*
- *French Lick Casino and Resort – West Baden IN*
- *Golden Nugget – Atlantic City, NJ*
- *Golden Nugget – Biloxi, MS*
- *Gun Lake Casino – Bradley MI*
- *Harrah's Casino – Council Bluffs IA*
- *Harrah's Casino – Metroplis IL*
- *Harrah's Casino – Tunica MS*
- *Harrah's Casino Hotel – Maryland Heights MO*
- *Harrah's Casino Hotel – Vicksburg MS*
- *Harrah's Cherokee Hotel and Casino – Cherokee NC*
- *Harrah's Chester Downs – Chester PA*
- *Harrah's Horseshoe Casino – Hammond IN*
- *Harrah's Joliet Expansion – Joliet IL*
- *Harrah's Kansas City Casino & Hotel – North Kansas City MO*
- *Harrah's Louisiana Downs – Bossier City LA*
- *Harrah's Prairie Band Casino – Mayetta KS*
- *Harrah's Resort – Atlantic City NJ*
- *Harrah's St. Louis Riverport Casino – St. Louis MO*
- *Hilton Casino Resort – Atlantic City NJ*
- *Horseshoe Casino – Cincinnati OH*
- *Horseshoe Casino – Shreveport LA*
- *Horseshoe Casino – Tunica MS*
- *Horseshoe Hotel Casino – Bossier City LA*





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- *Indiana Live – Shelbyville IN*
- *Isle of Capri Casino – Bettendorf IA*
- *Isle of Capri Casino – Blackhawk CO*
- *Isle of Capri Casino – Cape Girardeau MO*
- *Isle of Capri Casino – Caruthersville MO*
- *Isle of Capri Casino – Kansas City MO*
- *Isle of Capri Casino – Marquette IA*
- *Isle of Capri Casino – Natchez LA*
- *Isle of Capri Casino – Nemaquin PA*
- *Isle of Capri Casino – Vicksburg MS*
- *Isle of Capri Casino – Waterloo IA*
- *Isle of Capri Hotel Casino – Biloxi MS*
- *Isle of Capri Hotel Casino – Boonville MO*
- *Isle of Capri Hotel Casino – Davenport IA*
- *Isle of Capri Hotel Casino – Lula MS*
- *Isle of Capri Hotel Casino – Pompano FL*
- *Isle of Capri Hotel Casino – Tunica MS*
- *Lady Luck Casino – Blackhawk CO*
- *Maryland Live Casino – Baltimore MD*
- *Meadows Casino – Washington PA*
- *Mohegan Sun Casino – Uncasville CT*
- *Mohegan Sun at Pocono Downs – Wilkes Barre PA*
- *Mt. Airy Casino Hotel – Wilkes Barre PA*
- *Mystic Lake Casino Hotel – Prior Lake MN*



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- *Parx Casino – Philadelphia PA*
- *Resorts Casino Hotel – Atlantic City NJ*
- *Scioto Downs Casino – Columbus OH*
- *Sugar House Casino – Philadelphia PA*
- *Trump Marina Hotel Casino – Atlantic City NJ*
- *Trump Plaza Hotel Casino – Atlantic City NJ*
- *Valley Forge Casino – Valley Forge, PA*

## **Restaurants and Food Service Venues**

- *Hard Rock Café- New Orleans*
- *Seminole Hard Rock – Hard Rock Café – Tampa FL*
- *Arturo’s Italian Restaurant – Atlantic City NJ*
- *Bally’s Atlantic City – “61X” Bistro Restaurant – Atlantic City NJ*
- *Bally’s Atlantic City – Harry’s Oyster Bar – Atlantic City NJ*
- *Bally’s Atlantic City – Johnny Rocket’s Restaurant – 125 Seats – Atlantic City NJ*
- *Bally’s Atlantic City – Noodle Village Restaurant – Atlantic City NJ*
- *Bally’s Atlantic City – Pickles Deli – Atlantic City NJ*
- *Bally’s Atlantic City – The Taste of the Shore Food Court – Atlantic City NJ*
- *Bally’s Atlantic City – Virginia City Buffet – 400 Seats – Atlantic City NJ*
- *Borgata Hotel Casino & Spa – Bobby Flay’s Restaurant – 150 Seats – Atlantic City NJ*
- *Borgata Hotel Casino & Spa – Buffet - 550 Seats – Atlantic City NJ*
- *Borgata Hotel Casino & Spa – Metro Deli - 225 Seats– Atlantic City NJ*
- *Borgata Hotel Casino & Spa – Metropolitan Restaurant – Atlantic City NJ*
- *Borgata Hotel Casino & Spa – Sea Blu Seafood Restaurant –165 Seats - Atlantic City NJ*



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- *Borgata Hotel Casino & Spa - Speccios Restaurant - 165 Seats - Atlantic City*
- *Borgata Hotel Casino & Spa - Suilan Restaurant - 150 Seats - Atlantic City*
- *Borgata Hotel Casino & Spa - UMBRAS Italian Restaurant - 200 Seats - Atlantic City*
- *Borgata Hotel Casino & Spa - Underbite's Fast Food Outlet - Atlantic City NJ*
- *Caesar's Atlantic City - Atlantic Grille Seafood Steak and Sushi Restaurant - Atlantic City NJ*
- *Caesars Atlantic City - Mia's Restaurant - 195 Seats - Atlantic City NJ*
- *Caesars Atlantic City - Morton's of Chicago Steakhouse - 175 Seats - Atlantic City NJ*
- *Caesars Atlantic City - Temple Lobby Bar & Lounge - Atlantic City NJ*
- *Caesars Atlantic City - Tuscany Restaurant - 200 seats - Atlantic City NJ*
- *Copper Canyon Grille - Gaithersburg MD*
- *Copper Canyon Grille - Woodmore MD*
- *Delta Downs Racetrack and Casino - Buffet Renovations - 250 seats - Vinton LA*
- *Dover Downs Casino Hotel - Garden Café Restaurant - 175 seats - Dover DE*
- *Golden Nugget Atlantic City - Charthouse Restaurant - Atlantic City NJ*
- *Golden Nugget Atlantic City - Grotto Italian Restaurant - Atlantic City NJ*
- *Golden Nugget Atlantic City - H<sup>2</sup>O Pool Bar & Lounge - Atlantic City NJ*
- *Golden Nugget Atlantic City - Lilies Asian Restaurant - Atlantic City NJ*
- *Golden Nugget Atlantic City - Michael Patrick's Cafe - Atlantic City NJ*
- *Golden Nugget Atlantic City - Starbuck's Restaurant - Atlantic City NJ*
- *Golden Nugget Atlantic City - The Deck at the Marina - Atlantic City NJ*
- *Golden Nugget Atlantic City - Vic & Anthony's - Atlantic City NJ*
- *Golden Nugget Atlantic City - Wine and WiFi - Atlantic City NJ*
- *Harrah's Atlantic City - Bill's Burger and Bar Sports Bar - Atlantic City NJ*



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- *Harrah's Atlantic City – Blue Oyster Bar and Steakhouse Restaurant – 270 Seats – Atlantic City NJ*
- *Harrah's Atlantic City – Cesca Restaurant -150 Seats – Atlantic City NJ*
- *Harrah's Atlantic City – Coffee Shop Restaurant – 350 Seats – Atlantic City NJ*
- *Harrah's Atlantic City – Dos Camino's Mexican Restaurant – Atlantic City NJ*
- *Harrah's Atlantic City – Eden Lounge – 160 Seats – Atlantic City NJ*
- *Harrah's Atlantic City – Fantasy Reef Buffet Expansion – Atlantic City NJ*
- *Harrah's Atlantic City – Florentino's Italian Restaurant – Atlantic City NJ*
- *Harrah's Atlantic City – Sammy D's Restaurant and Bar – Atlantic City NJ*
- *Harrah's Atlantic City – Seven Star Lounge – Atlantic City NJ*
- *Harrah's Atlantic City – Taste of the Shore Food Court – Atlantic City NJ*
- *Harrah's Atlantic City – Waterfront Buffet – 950 Seats – Atlantic City NJ*
- *Harrah's Atlantic City s – Waterfront Food Court – 165 Seats – Atlantic City NJ*
- *Harrah's Atlantic City – "X" Casino Lounge – Atlantic City NJ*
- *Harrah's Bluffs Run – The Diamond Players Lounge & Restaurant – Bluffs Run LA*
- *Harrah's Cherokee – Seafood Restaurant – Cherokee NC*
- *Harrah's Chester Downs – Barleque Restaurant Lounge – Chester PA*
- *Harrah's Chester Downs – Café Napoli Italian Restaurant – Chester PA*
- *Harrah's Chester Downs – Mein Noodle Bar and Restaurant – Chester PA*
- *Harrah's Chester Downs – Pub Burger Bar and Lounge – Chester PA*
- *Harrah's Chester Downs – Sweet Shop Restaurant – Harrah's Chester Downs – Chester PA*
- *Harrah's – The Diamond Players Lounge & Restaurant – St. Louis MO*
- *Harrah's – Mr. G's Lounge & Restaurant – Council Bluffs IA*
- *Hilton Casino Resort – Asian Restaurant & Noodle Bar – Atlantic City NJ*



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- *Hilton Casino Resort – Cappuccino’s Restaurant – Atlantic City NJ*
- *Hilton Casino Resort – Horizon’s Coffee Shop – 280 Seats – Atlantic City NJ*
- *Hilton Casino Resort – Player’s Club Restaurant – Atlantic City NJ*
- *Hilton Casino Resort – Patsy’s Steakhouse – Atlantic City NJ*
- *Horseshoe Casino – Buffet Restaurant – Cincinnati OH*
- *Horseshoe Casino – Buffet Expansion and Renovations – Bossier City LA*
- *Horseshoe Casino – Diamond Players Lounge – 350 Seats – Tunica MS*
- *Imperial Palace – 32<sup>nd</sup> Floor Bar & Lounge – 260 Seats – Biloxi MS*
- *Isle of Capri – Farraday’s Steakhouse Restaurant – 225 Seats – Bettendorf IA*
- *Isle of Capri – Farraday’s Steakhouse Restaurant – Biloxi MS*
- *Isle of Capri – Calypso’s Atrium Buffett – 350 Seats – Biloxi MS*
- *Isle of Capri – Pool Bar Restaurant – Biloxi MS*
- *Isle of Capri – Calypso’s Buffet – 350 Seats – Black Hawk CO*
- *Isle of Capri – Tradewinds Deli – Black Hawk CO*
- *Isle of Capri – Calypso’s Buffet – 350 Seats – Kansas City MO*
- *Isle of Capri – Nightclub Lounge & Restaurant – Kansas City MO*
- *Isle of Capri – Calypso’s Buffet – Lake Charles LA*
- *Isle of Capri – Farraday’s Steakhouse Restaurant – 275 seats- Lake Charles LA*
- *Isle of Capri Lula – Calypso’s Buffet – 350 Seats – Lula MS*
- *Isle of Capri – Calypso’s Buffet – Vicksburg MS*
- *Maryland Live – Bobby’s Burger Palace (Bobby Flay’s) – Baltimore MD*
- *Maryland Live – Cheesecake Factory – Baltimore MD*
- *Maryland Live – The Buffet at Maryland Live – Baltimore MD*



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- *Maryland Live – The Prime Rib Steakhouse – Baltimore MD*
- *Mohegan Sun @ Pocono Downs – Food Court – Plains Township PA*
- *NYY Steak House – Coconut Creek Casino, Coconut Creek, FL*
- *NYY Steak House – New York NY*
- *Rainforest Café Restaurant – 290 Seats – Atlantic City NJ*
- *Resorts – Asian Spice Chinese Restaurant – Atlantic City NJ*
- *Resorts – Breadsticks Coffee Shop Restaurant – Atlantic City NJ*
- *Resorts – Buffet Restaurant – Atlantic City NJ*
- *Resorts – Capriccio’s Italian Restaurant – Atlantic City NJ*
- *Resorts – Coffee Outlet – Fast Food Restaurant – Atlantic City NJ*
- *Resorts – Le Palais Restaurant – 210 Seats – Atlantic City NJ*
- *Resorts – Lobby bar & Lounge “25<sup>h</sup> Hour” – Atlantic City NJ*
- *Resorts – Tuxedo’s Restaurant – Atlantic City NJ*
- *Resorts – Rhythm City Casino Buffet – Davenport IA*
- *Scioto Downs – Grab and Go Restaurant – Columbus OH*
- *Scioto Downs – Buffet – Columbus OH*
- *Seminole Hard Rock Private Dining Restaurant – 125 Seats – Hollywood FL*
- *Trump Marina – Italian Restaurant – Atlantic City NJ*
- *Trump Marina – Marina Club – Player’s Club Restaurant – Atlantic City NJ*
- *Trump Marina – Taco Bell Fast Food Restaurant – Atlantic City NJ*
- *Trump Marina – Waterside Buffet – Atlantic City NJ*
- *Trump Plaza – 24/7 Deli/Coffee Shop Restaurant – 330 Seats – Atlantic City NJ*
- *Trump Plaza – China Buddha Restaurant – Atlantic City NJ*



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- *Trump Plaza – East Tower Buffet – Atlantic City NJ*
- *Trump Plaza – Evo’s Restaurant – 190 Seats – Atlantic City NJ*
- *Trump Plaza – Liquid Bar & Lounge – 140 Seats – Atlantic City NJ*
- *Trump Plaza – New Yorker Deli – Atlantic City NJ*
- *Trump Taj Mahal – Boardwalk Bar & Lounge – Atlantic City NJ*
- *Trump Taj Mahal – “Burger” – Burger Bar Restaurant – Atlantic City NJ*
- *Trump Taj Mahal – Casbah Nightclub & Lounge – 410 Seats – Atlantic City NJ*
- *Trump Taj Mahal – Employee Dining Restaurant – Atlantic City NJ*
- *Trump Taj Mahal – Il Mulino’s Italian Restaurant – Atlantic City NJ*
- *Trump Taj Mahal – Robert’s Steakhouse – Atlantic City NJ*
- *Trump Taj Mahal – “Plate” – 24 Hour Coffee Shop – Atlantic City NJ*
- *Trump Taj Mahal – Sultan’s Feast Buffet – 380 Seats – Atlantic City NJ*
- *Trump Taj Mahal – Starbuck’s Restaurant – Atlantic City NJ*
- *Trump Taj Mahal – “Togo” – Quick Bites Restaurant Grab & Go – Atlantic City NJ*
- *Trump Taj Mahal – White House Sub Shop – Atlantic City NJ*

## **Office Building and Complexes**

- *313 W. Market Street Office Building – West Chester PA*
  - *Approximately 185,000 SF of new office building, including total fit out for county of Chester*
- *1000 Chesterbrook – Valley Forge PA*
  - *180,000 SF three-story office building, with base building MEP and tenant fit-out design*
- *1000 Continental Office Building – King of Prussia PA*
  - *Approximately 250,000 SF of new office building*
- *1650 Arch Street – Philadelphia PA*
  - *650,000 SF high-rise office building*
  - *Overall base building MEP upgrade*



## **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- Tenant fit-out, including MEP design services*
- *1801 Atlantic Avenue Sun Bank Office Building – Atlantic City NJ*
  - Approximately 45,000 SF of new office building*
- *1801 Atlantic Avenue Office Building – Atlantic City NJ*
- *Apple Computer Corporate Office – Mt. Laurel NJ*
  - 17,000 SF complex*
- *Applied Card Systems Corporate Office Building – Concordville PA*
  - 250,000 SF four-story office building, with base building MEP/FP and fit-out design*





## **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- **Atrium III – Mt. Laurel NJ**
  - 150,000 SF office building
- **Atrium II – Mt. Laurel NJ**
  - 127,000 SF office building
- **Bayport One – West Atlantic City NJ**
  - 175,000 SF office building
- **Bell Atlantic Network Services – Philadelphia PA**
  - 25,000 SF office fit-out
- **Boeing Helicopters – Ridley Park PA**
  - 250,000 SF four-story office building – design includes central plant, with base building MEP, plus complete office fit-out, including lighting, power, data/communications, HVAC, plumbing and fire protection
- **Buchanan Ingersoll Law Offices – Philadelphia PA**
  - Two Logan Square – 20,000 SF office space
- **Butcher and Singer, Inc. – Philadelphia PA**
  - 35,000 SF office fit-out
- **Caesars Atlantic City – Atlantic City NJ**
  - Marketing and HR offices
  - 25,000 SF office
- **Corporate Dynamics – Mt. Laurel NJ**
  - 18,000 SF office building and tenant fit-out
- **Deloitte & Touche – Philadelphia PA**
  - 60,000 SF high-rise office building
  - Multi-level office fit-out
- **Dilworth Pepper Kauffman and Kauffman – Pleasantville NJ**
  - 9,000 SF office space
- **Environmental Protection Department Offices – Philadelphia PA**
  - 100,000 SF of multi-level office spaces. This project required full temperature and humidity maintaining 30% relative humidity in all offices and open areas. In addition, full air quality control was required with special filtration systems.
- **Ernst & Young – Philadelphia PA**
  - 96,000 SF office building
  - Multi-level fit-out comprising of MEP and data/communications



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- **GlaxoSmithKline – Philadelphia PA**  
*GSA worked directly for GSK as the building facility engineer*
  - *Video-teleconference suites*
  - *Health club expansion*
  - *Employee dining room and kitchen*
  - *Security podium renovation*
  - *Approximate 25,000 SF office fit-out*
  - *Executive pantry fit-out*
  - *Building fire alarm study*
  - *Building electrical load study*
  - *Building condenser water study*
  - *Various area office fit-outs (total areas combined 300,000 SF)*
  - *Parking structure lighting upgrade*
  
- **Harrah’s Entertainment HR Offices – Atlantic City NJ**
  - *50,000 SF existing building renovation with complete upgrade of all MEP/FP/LV systems*
  - *Complete fit-out*
  
- **HERETU Local 54 Corporate Offices – Atlantic City NJ**
  
- **Inteleplex Corporate Office – Pleasantville NJ**
  - *28,000 SF complex*
  
- **Kidder, Peabody & Co. – Philadelphia PA**
  - *30,000 SF office building*
  - *Tenant fit-out, including MEP design and data/communications cabling plan*
  
- **Kodex Office Complex – Mt. Laurel NJ**
  - *23,000 SF office building and tenant fit-out*
  
- **Maritrans G.P., Inc. – Philadelphia PA**
  - *30,000 SF office complex with computerized dispatch offices*
  
- **Metrophone – Norristown PA**
  - *Approximately 58,000 SF office fit-out*
  
- **Middlesex County Administration Building – New Brunswick NJ**
  - *112,000 SF five-story office building, with base building MEP and tenant fit-out design*
  
- **Middlesex County Public Safety Building – New Brunswick NJ**
  - *116,000 SF office building, with base building MEP and tenant fit-out design*
  
- **Millennium Complex Building 4 – Conshohocken PA**
  - *265,000 SF office building, with base building MEP/FP design*



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- **Provident Mutual Life Insurance Company – Philadelphia PA**
  - 110,000 SF corporate office fit-out
- **Three County View – Chester County PA**
  - 92,000 SF office complex
- **Towamencin Township – Township Administration Building – Towamencin PA**
  - 3 story, 60,000 SF base building and fit-out design
- **Towamencin Township – Township Police Administration/Public Safety Building – Towamencin PA**
  - 2 story, 42,000 SF base building and fit-out design
- **Trump Organization Corporate Offices – Pleasantville NJ**
  - 30,000 SF office complex
- **Trump Taj Mahal – Atlantic City NJ**
  - HR offices
  - 26,000 SF office complex
  - Corporate and general office area
  - 225,000 SF client space fit-out
- **Two Logan Square Associates – Philadelphia PA**
  - 650,000 SF tenant fit-out, multiple projects varying in size from 1,000 SF to 55,000 SF

## **Parking Structures**

- **15<sup>th</sup> & Spruce Streets – Philadelphia PA**
  - 600 vehicle parking structure
- **Arco – Newtown Square PA**
  - 800 vehicle parking structure
- **Atrium II & Atrium III – Mt. Laurel NJ**
  - 350 vehicle surface lot
- **Bally's Atlantic City (Formerly Golden Nugget) – Atlantic City NJ**
  - Parking structure – 1,500 vehicle parking garage and bus terminal
- **Bethlehem PA**
  - 450 vehicle parking garage
- **Borgata Hotel Casino & Spa – Atlantic City NJ**
  - 5,000 vehicle open parking structure
  - (2) 1,400 vehicle employee parking structures



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- **Caesars – Atlantic City NJ**
  - **Transportation complex – 2,500 vehicle parking structure, bus terminal and general offices**
  - **New 2,500 vehicle parking structure and bridge connections to Caesars and Bally’s**
- **Claridge Casino Hotel – Atlantic City NJ**
  - **2,500 vehicle parking structure**
- **Delaware County Memorial Hospital – Drexel Hill PA**
  - **500 vehicle parking structure**
- **Foxwoods Resort Casino**
  - **Phase IV parking structure – Ledyard CT**
  - **5,000 vehicle steel parking structure**
- **Harrah’s Resort – Atlantic City NJ**
  - **New employee parking facility – 850 vehicle surface lot**
  - **Valet parking structure – 800 vehicle parking garage**
  - **Hotel guest parking structure – 1,800 vehicle parking garage**
  - **New valet parking structure – 1,200 vehicle parking garage**
- **Isle of Capri Hotel Casino – Biloxi MS**
  - **1,000 vehicle parking structure**
- **Marriott Convention Center Hotel – Philadelphia PA**
  - **425 vehicle parking structure**
- **Meadows Casino – Garage Expansion – Washington PA**
- **Seminole Hard Rock Hollywood Casino Florida Parking Structure**
  - **A 2,800 space open parking structure, including 10,000 SF of high end offices being located in ground floor of the structure. GSA performed light studies for using LED, fluorescent and low pressure sodium lighting. The major difficulty for this structure was the increased lighting levels necessary for security in this environment, making the cost payback figures work for the client.**
- **Showboat Hotel Casino – Atlantic City NJ**
  - **Parking structure lighting upgrade**
  - **2,000 vehicle parking structure**
- **Underwood Memorial Hospital – Parking Facility – Woodbury NJ**
  - **600 vehicle parking structure**
- **Walnut Street Towers – Philadelphia PA**
  - **Parking structure expansion**



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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## **Hotels**

- *Hyatt Hotels and Resorts – Philadelphia PA*
- *Marriott Hotels and Resorts – Philadelphia PA*
- *Marriot Hotel – Philadelphia PA Airport*
- *Marriott Hotel – Trenton NJ*
- *Marriott Newark Airport – Newark NJ*
- *Marriott World Trade Center – Fan Coil System Upgrade - New York NY*
- *Meadows Casino – Hotel Expansion – Washington PA*
- *Residence Inn - Conshohocken PA*
- *Sheraton Hotels & Resorts – Atlantic City NJ*
- *Starwood Hotels & Resorts – Atlantic City NJ*

## **Medical**

- *Bayshore Community Hospital – Holmdel NJ*
  - *New ICU/CCU center*
- *Delaware County Memorial Hospital – Drexel Hill PA*
  - *Intensive care - nursery*
- *Einstein Medical Center – Philadelphia PA*
  - *Heart catherization suite*
- *Fairgrounds Medical Center Office Bldg. – Allentown PA*
  - *58,000 SF facility with operating rooms, radiology unit and medical offices*
- *Haverford Hospital Dialysis Center – Haverford PA*
- *Kennedy Hospital – Stratford NJ*
  - *MRI facilities*
  - *Nursery*
  - *Obstetrics/Pediatrics*
- *Kennedy Hospital – Washington Township NJ*
  - *Intensive care unit*



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- ***Kimball Medical Center – Lakewood NJ***
  - *Labor delivery room*
  - *Anesthesia room relocation*
- ***Mainland Medical Center – Galloway Township NJ***
  - *12,000 SF Medical Office Building*
- ***National Medical Care – Kidney Dialysis Centers – Philadelphia PA, Washington DC, Bethesda MD, Mansfield OH, Roanoke VA, Latrobe PA, and Three Rivers PA***
- ***Ocean County Mental Health Clinic – Ocean City NJ***
  - *17,000 SF facility for outpatient services*
- ***Pennsylvania College Podiatric Center – Philadelphia PA***
  - *25,000 SF medical office facility and radiology unit*
- ***Somerset Medical Doctors Office Building – Somerset NJ***
  - *12,000 SF facility*
- ***South Jersey Family Medical Center – Elmer NJ***
  - *Cat scan unit*
- ***South Jersey Family Medical Centers (approximately 10,000 SF Facilities each)***
  - *Mount Holly NJ*
  - *Burlington Township NJ*
  - *Pleasantville NJ*
  - *Atlantic City NJ*
  - *Hammonton NJ*
- ***Salem NJ Two Logan Square Associates – Philadelphia PA***
  - *Wellness center*
- ***UMD – Stratford NJ***
  - *Additional medical offices*
  - *Dental offices*
  - *Wellness center*
- ***Underwood Memorial Hospital – Woodbury NJ***
  - *ER/ASU*
  - *Psychiatric unit*

## **High-Rise Residential, Housing, Assisted Care Living and Recreational**

- ***Arch Street – Philadelphia PA***
  - *The Phoenix 270 units – luxury condominiums*



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- **Dockside Pier 30 – Philadelphia PA**
  - 272 condominium units – 1, 2, and 3 bedrooms
- **Jewish Family Care Center – Margate NJ**
  - Daycare center
- **Linwood Country Club Expansion – Linwood NJ**
- **Madison Landing Housing – Atlantic County NJ**
  - New townhouse development – 150 units
- **Manhasset Bay – Long Island NY**
  - Independent living senior housing
- **Meadows Racetrack and Casino – Meadowlands PA**
  - 24 lane bowling center, including retail shop bar/food service area and VIP bowling area and lounge
- **Mount Laurel Fair Share Housing – Mt. Laurel NJ**
  - Housing units
  - Educational/recreational buildings
  - Maintenance building
- **Parkview @ Bethlehem – Bethlehem PA**
  - Independent living senior housing
- **Pier 9 Residential Tower Penn's Landing – Philadelphia PA**
  - 275 condominium units – 1 and 2 bedrooms
- **Southampton Senior Care – Southampton PA**
  - Recreational building – 35,000 SF
- **Savoy @ Brick Township – Brick Township NJ**
  - Assisted care living facility with 25,000 SF common building
- **Savoy @ Morristown – Morristown NJ**
  - Senior housing
- **Savoy @ Staten Island – Staten Island NY**
  - Assisted care living facility with 28,000 SF recreational building



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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## **Retail**

- ***Blockbuster Music – Cherry Hill NJ***
  - *Prototype design*
  - *Tenant fit-outs*
- ***Blockbuster Video – Feasterville PA and Egg Harbor Twp NJ***
- ***Brandywine Town Center***
  - *340,000 SF retail shopping center*
- ***Cedar Square Shopping Center – Cape May NJ***
- ***Circle Plaza Shopping Center – Vineland NJ and Pleasantville NJ***
- ***Clementon Shopping Center – Clementon NJ***
- ***CVS Pharmacy – Bellmawr NJ and Trenton NJ***
- ***Daytona Live***
  - *Approximately 225,000 SF of multi-building retail, restaurants and club/entertainment venues*
- ***Family Dollar Shoes – Bellmawr NJ and Trenton NJ***
- ***Fashion Bug – Sea Isle NJ***
- ***Franklin Mills – Philadelphia PA***
  - *Various tenant fit-outs – Over 50% of retail space designed by GSA*
- ***Franklin Mills – Spiegel Department Store – Philadelphia PA***
  - *70,000 SF retail space – design of base building and complete tenant fit-out*
- ***Golden Nugget Atlantic City – Signature (Logo) Shop – Atlantic City NJ***
- ***Golden Nugget Atlantic City – Essentials (Gift) Shop – Atlantic City NJ***
- ***Golden Nugget Atlantic City – Jeans (Women’s) Shop – Atlantic City NJ***
- ***Golden Nugget Atlantic City – 1946 (Men’s) Shop – Atlantic City NJ***
- ***Golden Nugget Atlantic City – D’Orio (Jewelry) Shop – Atlantic City NJ***
- ***Golden Nugget Atlantic City – Flirt (Women’s) Retail Shop – Atlantic City NJ***
- ***Golden Nugget Atlantic City – Tint (Sunglasses) Retail Shop – Atlantic City NJ***





## **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- *Golden Nugget Atlantic City – Bread & Bean (Coffee) Shop – Atlantic City NJ*
- *Golden Nugget Atlantic City – Chocolate (Ice Cream) Shop – Atlantic City NJ*
- *Golden Nugget Atlantic City – Style & Trend (Men’s & Women’s) Shop – Atlantic City NJ*
- *Herman’s World of Sporting Goods – Seekonk MA*
- *Jillian’s Entertainment Centers – Franklin Mills – Philadelphia PA, East Farmingdale NY and Westbury NY*
- *Lalor Shopping Center – Trenton NJ*
- *Larkins Shopping Center – Upper Chichester PA*
  - *Engineering/design of landlord base buildings*
  - *Tenant fit-outs, including Super Fresh, Caldor, Rite Aid, Fashion Bug, Italian Restaurant, Nathan’s and Optical Center*
- *Marshall’s Department Store – Springfield PA, Moorestown NJ, Langhorne PA and Greenbelt MD*
- *Metro Mall – Elizabeth NJ*
  - *1,000,000 SF retail shopping center*
- *Millpond Village – Gary NC*
  - *Office building with four retail buildings equaling 90,000 SF of office and 70,000 SF of retail. Both base building and tenant fit-out MEP/FP design*
- *Park City Outer Mall Expansion – Park City UT*
  - *Approximately 125,000 SF expansion of the existing mall, including an office building and retail spaces*
- *Pier I Imports – Westboro MA and Seekonk MA*
- *Promenade @ Sagemore – Marlton NJ*
  - *Approximately 275,000 SF of a life-style mall with basic white box design and some tenant fit-out*
- *Seekonk Shopping Center – Seekonk MA*
- *West Marine Retail and Office Building Expansion – Tracys Landing MD*
  - *Tenant fit-out*
  - *Core and shell office area (for future tenant)*
- *Westboro Shopping Center – Westboro MA*



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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## **Data Center and Main Computer Rooms**

- **Applied Card Systems – Concord PA**
  - 25,000 SF data center
- **Borgata Hotel Casino & Spa – Atlantic City NJ**
  - New 5,000 SF computer center room
- **Caesars – Atlantic City NJ**
  - New 125 KVA UPS system
  - New computer center
- **Harrah's Resort – Atlantic City NJ**
  - New 3,000 SF computer room with emergency and UPS/MG set power system telephone and CCTV system UPS/MG set with power back-up system
- **Maritrans Operations Control Center – Philadelphia PA**
  - 12,000 SF shipping corporate operations center with dispatch center for eight dispatchers
- **NJ Bell Telephone Company – Toms River South NJ, Central Office – Toms River NJ, Central Office – Collingswood NJ, Barnegat NJ, and Merchantville NJ**
- **Quotron – Mt. Laurel NJ**
  - 100,000 SF data center with emergency and UPS power systems
- **Showboat Hotel Casino – Atlantic City NJ**
  - New 3,500 computer center room
- **Trump Organization – Pleasantville NJ**
  - 5,000 SF data center with emergency and UPS power systems

## **Marinas**

- **Harrah's Marina – Atlantic City NJ**
  - 112 Slips
- **Lighthouse Pointe Marina and Boat Club – Cape May NJ**
  - 200 Slips
- **Poquoson Marina – Poquoson VA**
  - 297 Slips
- **Senator Frank S. Farley State Marina – Atlantic City NJ**
  - 650 Slips



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- **Wildwood Yacht Basin – Wildwood NJ**
  - 385 Slips

## **Educational**

- **Bonsall School – Camden NJ**
  - ADA Upgrade
  - Entire School Renovation
- **Drexel University – Philadelphia PA**
  - Student center renovations
- **Dudley School – Camden NJ**
  - Entire School Renovation
- **Forrest Hill School – Camden NJ**
  - Entire School Renovation
- **Lawnside Elementary School – Lawnside NJ**
  - Geothermal central plant upgrade and school expansion and renovation
  - Pre-K Expansion
- **Pyne Point School – Camden NJ**
  - Entire School Renovation
- **Rowan College – Glassboro NJ**
  - Day care center
  - Soccer field lighting
  - Bozorth hall studio
  - Bozorth hall expansion
  - Bozorth hall renovation
  - Radio tower relocation
  - Chiller replacements
- **Sea Isle School – Sea Isle NJ**
  - Entire School Renovation
- **Temple University – Philadelphia PA**
  - Student dining hall renovations
  - Administration office upgrade
  - Central utility distribution study and report
- **Villanova University – Villanova PA**
  - Engineering / Facilities Offices
  - New south campus dormitories



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- *Waterford Elementary School – Waterford NJ  
School Expansion*
- *Yorkship School – Camden NJ  
Entire School Renovation*

## **Financial Institutions**

- *Beneficial Bank*
  - *Prototype Design*
- *Beneficial Bank – Branch Offices – Springfield PA*
- *Beneficial Bank – Branch Offices – Maple Glen PA*
- *Beneficial Bank – Branch Offices – Newtown PA*
- *Commerce Bank, Mt. Laurel NJ*
  - *Horizon Corporate Center*
- *Commerce Bank Operations Center – Mt. Laurel NJ*
  - *50,000 SF complete banking operations center with normal, emergency and UPS power systems*
- *Mellon/PSFS – Bank Prototype Design*
- *Mellon Bank offices at the following locations:*
  - *Clifton Heights PA*
  - *Fort Washington PA*
  - *Norristown PA*
  - *Plaza at King of Prussia PA*
  - *Route 202 King of Prussia PA*
  - *Southampton PA*
  - *Upper Darby PA*
  - *Whitman Plaza – Philadelphia PA*
  - *22<sup>nd</sup> and Market Streets – Philadelphia PA*
  - *Cottman and Rutland Avenues – Philadelphia PA*
  - *Frankford Avenue – Philadelphia PA*
  - *36<sup>th</sup> and Walnut Streets – Philadelphia PA*
  - *Bank of the Future, Franklin Mills – Philadelphia PA*
- *Merck Sharpe and Dohme Federal Credit Union and Corporate Offices*
  - *Approximately 10,000 SF office building and banking facility*
  - *Winner of USGBC award*



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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- *Security Savings and Loan – Vineland NJ*
  - *Executive center*
  - *28,000 SF complex*
- *Security Savings and Loan Branch Offices – Vineland NJ and Cedar Square NJ*
- *Wheat First Securities – Philadelphia PA*
  - *30,000 SF total operations center with normal, emergency and UPS power systems*

## **Specialty Designs**

- *Air National Guard – Absecon NJ*
  - *F16 hanger*
- *Animal Shelter (Lakeland) – Camden NJ*
- *Atlantic City Country Club – Atlantic City NJ*
  - *Squash courts*
- *Atlantis Hotel Casino Heliport – Atlantic City NJ*
- *Fireman’s Training Center – Camden NJ*
- *Inteleplex Corp. – Atlantic City NJ*
  - *Microwave tower*
- *Philadelphia Navy Yard – Philadelphia PA*
  - *Dry dock facilities*
- *Trump Marina (Formerly Trump Castle Hotel Casino)*
  - *Heliport – Atlantic City NJ*
- *Trump Taj Mahal – Heliport – Atlantic City NJ*

## **Major Central Plant Design and Engineering**

- *Marina Thermal Systems – Atlantic City NJ*
  - *“H” tract thermal control center building*
  - *REVEL Casino thermal plant center*
- *Conectiv Thermal Systems – Atlantic City NJ*
  - *Energy transfer station*
  - *Midtown thermal control center building*
- *REVEL – IDECK – Energy Systems Control Center – Atlantic City NJ*



# **GIOVANETTI SHULMAN ASSOCIATES**

**CONSULTING ENGINEERS & DESIGNERS**

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## **Racetracks/Casinos**

- *Harrah's Chester Racetrack/Casino – Chester PA*
- *Louisiana Downs Racetrack and Casino – Shreveport LA*
- *Meadows Racetrack and Casino – Meadowlands PA*
- *Mohegan Sun at Pocono Downs – Wilkes Barre PA*
- *Philadelphia Park Racetrack and Casino – Bensalem PA*
- *Pompano Park – Pompano FL*
- *Prairie Meadows Racetrack and Casino – Altoona IA*
- *Presque Isle Downs – Erie PA*
- *Scioto Downs Racetrack and Casino – Columbus OH*

## **USGBC LEED Certified Buildings**

- *313 W. Market Street Office Building – West Chester PA*
  - *Approximately 185,000 SF of new office building including total building fit out for County of Chester*
  - *Winner of USGBC – Silver Certification*
- *1000 Continental Office Building – King of Prussia PA*
  - *Approximately 250,000 SF of new office building*
  - *Winner of USGBC award – Silver Certification*
- *1801 Atlantic Avenue Sun Bank Office Building – Atlantic City NJ*
  - *Approximately 45,000 SF of new office building*
  - *Winner of USGBC award – Silver Certification*
- *Merck Sharpe and Dohme Federal Credit Union and Corporate Offices*
  - *Approximately 10,000 SF office building and banking facility*
  - *Winner of USGBC award – Silver Certification*



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## HORWATH HTL



**Horwath HTL™**

*Hotel, Tourism and Leisure*

Global leader in  
hospitality consulting

United States  
and Canada





*Hotel, Tourism and Leisure*

Welcome to Horwath HTL, the world's number one hospitality consulting network.

We are the industry choice; a global network offering complete solutions across all markets.

Over the last 20 years, Horwath HTL has gained extensive market knowledge through involvement in thousands of projects. We use this experience to bring the maximum value to any assignment.

Horwath HTL has become synonymous with quality, service, impartial advice and expertise. We are known for always providing the highest level of service to our clients.

**Whatever your requirements, large or small, national or global, Horwath HTL can help you succeed.**

#### **OUR EXPERTISE**

- Accountability Reviews
- Appraisals/Asset Valuations
- Asset Management
- Capital Expenditure Cost / Benefit Analysis
- Corporate Mergers & Acquisition Advisory
- Destination & Large Scale Project Master Planning
- Distressed Hotel Asset & Loan Workout
- Due Diligence
- Franchise Company Selection & Agreement Negotiation
- Highest & Best Use of Land Analysis
- Hotel Receivership & Bankruptcy Services
- Hotel Management Company Selection & Contract Negotiation
- Investment & Divestment Strategy
- Litigation Services & Hotel Expert Witness Testimony
- Market Entry Strategy
- Market & Financial Feasibility Studies
- Operational Reviews
- Planning & Development
- Product Conceptualization
- Repositioning Strategy & Analysis
- Strategic Planning
- Tourism, Planning & Development
- Transactions & Financial Restructuring



## Global leader in one of the world's largest business sectors

Hospitality is one of the world's largest industries, with travel and tourism accounting for 9% of Global GDP\*

Horwath HTL is a world leader in hospitality, offering experience and expertise across the Hotels, Tourism and Leisure spectrum

If you're involved in hospitality, Horwath HTL can advise, assist and work with you to help you realise your goals

### OUR EXPERIENCE

- Brand Expansion
- Conference Centers
- Convention & Exhibition Centers
- Clubs
- Cruise Ships
- Distressed Hotel Asset & Loan Workout Services
- Golf Courses
- Hotels
- Hotel Receivership & Bankruptcy Services
- Mixed-use Developments
- Resorts
- Restaurants
- Spas
- Tourism
- Tourist Attractions

\* Recent WTTC estimate



## HORWATH HTL KEY SERVICES

### Asset Management

Horwath HTL Asset Management teams work to create and protect value. Our experts work along side owners, protecting their interests and maximizing returns on their investments.

### Business Recovery

Horwath HTL has developed a range of products to help businesses navigate the difficult waters of a global economic downturn. Our Hotel experts provide support in all areas.

### Planning & Development

Horwath HTL Planning & Development services are the cornerstone to any successful hotel project. Our international team of hotel experts can advise and navigate through all areas of hotel development.

### Sales, Marketing and Revenue Management

We are an owner and manager's solution for lagging performance in today's challenging and rapidly changing economic cycles and can assist in navigating the path to improvement in an independent realm or branded world while understanding the dynamics of franchise, brand managed and third party management structures.

### Transactional Advice

Horwath HTL is skilled at guiding investors, lenders and owners through the complex nature of acquisition and disposal transactions, with experience of successful hotel financing and transactions of all sizes.

### Valuation

Horwath HTL Valuation Services have valued Hotel properties all over the globe. Our teams are internationally recognised experts in single asset and portfolio valuations.

**ATLANTA, Dunwoody**

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**LAS VEGAS**

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## Current Industry Conditions

The hospitality industry is currently experiencing an unprecedented downturn in revenue as well as operating profits due to the global recession and related financial crisis. As a result, a large number of hotels, resorts, and hospitality properties are in default of loan covenants and are facing potential foreclosure actions. Sound advice from a diversified, experienced group of hotel and hospitality industry experts and specialists such as those at Horwath HTL will be needed to successfully resolve complex issues related to ownership, lending, franchising, management, foreclosure, and bankruptcy.

## Current Business Focus

Recognizing that the condition of the hotel and resort industry will continue to deteriorate in the near term and probably remain underperforming for the next several years, we have committed the resources of Horwath HTL to provide outstanding advisory services to owners, lenders, investors, attorneys, and others dealing with troubled hospitality assets or loans.

## Our primary business focuses on several key services:

- Asset Management
- Distressed Hotel Asset & Loan Workout Services
- Forensic Audits & Forensic Services
- Hotel Debt Financing & Equity Procurement
- Hotel Receivership & Bankruptcy Services
- Litigation Services & Hotel Expert Witness Testimony
- Project Management
- Valuations & MAI Appraisals

## We also provide traditional:

- Hospitality Advisory Services for Municipalities & other Government Entities
- Hospitality Development Consulting Services



**HORWATH HTL - HELPING YOU GET RESULTS AT ALL STAGES OF A PROJECTS LIFE**

**Planning & Development:**

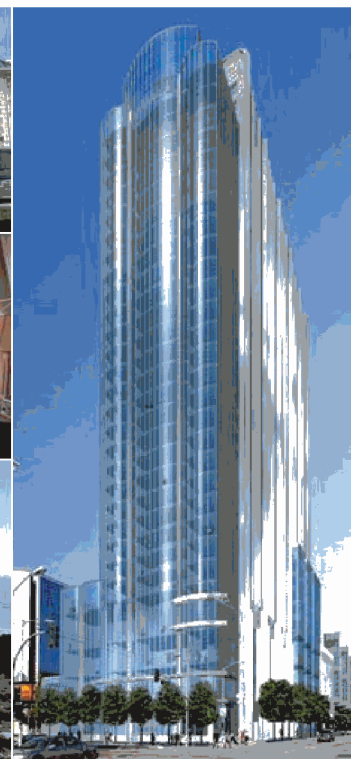
- Appraisal Reports
- Destination & Large Scale Project Master Planning
- Facilities Programming
- Highest & Best Use
- Hotel Management Company Selection & Contract Negotiation
- Macro Tourism Analysis
- Market & Financial Feasibility Studies
- Market Entry Strategy
- Product Conceptualisation & Financial Structuring
- Residual Land Valuation
- Strategic Planning
- Tourism Planning

**Asset Management & Operational Support:**

- Accountability Review
- Asset Management Advisory
- Benchmarking
- Best Practice Analysis
- Capital Expenditure Cost/Benefit Analysis
- Litigation Support
- Loan Underwriting
- Operational Reviews
- Owner Representation
- Property Tax Review
- Reposition Strategy & Analysis
- Sales, Marketing & Revenue Management

**Transactional Advice & Financial Restructuring:**

- Asset Valuation
- Corporate Mergers & Acquisition Advisory
- Debt & Equity Sourcing
- Distressed Hotel Asset & Loan Workout
- Due Diligence
- Hotel Receivership
- Investment & Divestment Strategy
- Litigation Services & Hotel Expert Witness Testimony
- Property Tax Appeals
- Pre-Lending Review
- Strategic Management & Planning
- Transaction Management & Closure



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**Joel Rosen**

**Service:** Market Analysis, Feasibility Studies, Valuations, Asset Management, Due Diligence, Strategic Planning, Litigation Support, Gaming,

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**Languages:** English

Joel Rosen is Chairman Emeritus of Horwath HTL's Global Hospitality Practice and oversees the firm's Canadian practice.

Joel received a Bachelor of Arts, from the School of Hotel, Restaurant and Institutional Management at Michigan State University in 1973. Mr. Rosen received his designation as a Certified Management Consultant (CMC) from the Institute of Management Consultants of Ontario, in 1976. He has completed courses, at the Harvard Graduate School of Design in Golf Course Development and Appraisal in 2002, and in Real Estate Appraisal through the University of British Columbia in 2003.

In June of 1973, Mr. Rosen joined the Toronto office of Laventhol & Horwath, an accounting and management consulting firm specializing in the hotel industry. In 1975, Mr. Rosen helped form the firm Frank Wolman Associates, a consulting practice focusing specifically on the hotel and tourism industry.

Mr. Rosen launched his own firm in 1979, providing management consulting and operational services to hotels and restaurants. In 1980, he joined his firm with Consolidated Hotel Management. Mr. Rosen became Vice-President of Consolidated and was responsible for the management of the firm's owned and operated hotels.

He rejoined Laventhol & Horwath in 1984, and became a partner of the firm in 1988. He was named President of LTI Hotel Management Corporation, (a subsidiary of Laventhol & Horwath), with the primary responsibility of managing hotels on behalf of the firm's clients including independent owners and major financial institutions.

In 1990, the partners and professional staff of the Toronto office of Laventhol & Horwath merged with Price Waterhouse. Mr. Rosen was placed in charge of the marketing and management services practice of the Hospitality Consulting Group.



In June of 1992, Mr. Rosen joined Delta Hotels & Resorts as Vice-President of Marketing and Sales. During his tenure at Delta, he represented the company's interest in Supranational Hotels. He was elected to the Executive Committee of Supranational and held the position of Vice-Chairman. Supranational Hotels is an affiliation of international hotel companies and one of the world's largest reservation referral systems.

In September of 1995, Mr. Rosen formed his own firm, Horizon Hospitality Group, a management consulting practice, specializing in strategic marketing, hotel, resort and golf course development and management, feasibility studies, valuations, property tax appeals and franchising. While continuing the operation of Horizon, in the spring of 1996, Mr. Rosen joined with a group in Montreal to relaunch Horwath Consultants Canada (now Horwath HTL), of which he was named Chief Executive Officer.

In 2000, Mr. Rosen was elected Chairman of Horwath International's global hospitality consulting practice, a position he held until 2004.

Mr. Rosen's areas of expertise include: Market Analysis, Feasibility Studies, Valuations, Asset Management, Due Diligence, Strategic Planning, Litigation Support, Financing, Property Tax Assessment Appeals and Management Contract Negotiation for hotels, resorts, gaming and entertainment facilities.

Mr. Rosen is a frequent lecturer at universities and speaker at conferences on tourism development, hotel investment and development, marketing, strategic planning, operational management and customer service. He has lectured at the University of Guelph, Ryerson Polytechnic University and George Brown College. He has been a featured speaker for the Institute for International Research, the Direct Marketing Association, the internationally acclaimed New York University's Hospitality Industry Investment Conference, the Canadian Hotel Industry Investment Conference and the Asia-Pacific Hospitality Industry Investment Conference.

He is the author of articles on Valuation of Hotels for Property Tax Assessment, Vacation Ownership, Marketing Alliances, Customer Service and is the primary author and contributing editor of the CCH publication Canadian Hospitality Industry Guide. Mr. Rosen has conducted engagements on behalf of private and public sector clients in Canada, the United States, Mexico, Caribbean, Europe, Asia and China.



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## EMPHASIS LIGHTING



Mark W Frank IALD, ASID  
Principal

As Principal, Mark Frank is closely involved with all aspects of the lighting design process. From initial concepts to construction documents, Mark ensures that the team's creative inspirations are translated into the built environment.

#### **About our Firm**

Emphasis Lighting is a full service Architectural Lighting Design firm. We are a C Corporation Formed in 1999 and employ two Principals and three additional staff members.

#### **Background**

Mark's combined experience in electronics, construction and interior design have driven his success as a lighting designer. Mark's career in lighting design began in Los Angeles where he worked for Lighting Design Alliance, rising to the position of Principal. In 1999 Mark and his business partner, Alex Friend launched their own practice, Emphasis Lighting Group, in Minneapolis. Mark's broad project experience includes hotels, casino resorts, restaurants, building facades, public parks and landscapes. Mark is responsible for the lighting design and project management of projects throughout the United States, South East Asia, Australia and The UK. He brings an exciting energy and interest to all his work and maintains the highest standards of design.

#### **Education:**

UCLA: Associates Degree in Interior Environmental Design.  
Northwest Electronics: Associates Degree

#### **Relevant Gaming Related Projects:**

Seminole Casino Immokalee, Immokalee FL, Casino expansion with F&B outlet  
Seminole Casino Hollywood, Hollywood FL, Casino expansion  
Seminole Casino Coconut Creek, Coconut Creek FL. Casino expansion  
Hard Rock Casino, Hollywood FL, Valet Lounge.  
Venetian Resort Hotel and Casino, Las Vegas NV, New Casino resort, and convention center  
Harrah's Louisiana Downs, Bossier City LA, New Casino with Buffet, Steak House, and Nightclub  
Harrah's St Louis. Maryland Heights MO, New Hotel Tower, lobby, Coffee Shop and Retail  
Oaklawn Jockey Club. Hot Springs AK, New Casino and Lounge  
Isle of Capri, Blackhawk CO. Casino expansion  
Isle of Capri Lake Charles, Lake Charles LA, Casino expansion  
Isle of Capri Kansas City, Kansas City MO, Casino expansion  
Resorts International, Atlantic City NJ, New Hotel Tower and Casino expansion  
Hard Rock Hotel, Las Vegas NV, Suites renovation  
Winstar World Casino, Thackerville OK, Casino expansion, restaurants, hotel tower  
Four Winds Casino New Buffalo MI, New Hotel Tower, Events Center, Hard Rock Café.  
Coushatta Casino, Kinder LA, New Hotel tower, coffee shop, retail and lounge  
Mohgean Sun, Montville CT New Buffet restaurant  
Harrah's Cherokee. Cherokee NC. Seafood restaurant, Paula Deens Restaurant  
Caesar's Atlantic City, QUA Spa  
Wellingtons Restaurant, Tropicana Casino, Atlantic City



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## ENERGY & ENVIRONMENTAL SOLUTIONS

### e2 Firm Profile

Energy & Environmental Solutions (e2) is a national resource in green building and full service sustainability consulting firm with headquarters in Pittsburgh, Pennsylvania. Founded in 1993, our commitment has always been to understand our clients' needs and together create and implement effective sustainable solutions that align with their business and organizational goals. We provide decades of real-world understanding and experience to solve complex building, development, and planning projects that honor the long-term viability and health of the planet, its people and their economy. The strength of the e2 team comes from the depth of experience of our staff, whether developing energy baselines, carbon footprint or global impact and green business planning to providing in-depth energy analysis, improving employee health, and design and construction of new projects, as well as assisting in the marketing of their sustainable endeavors. Because of this integrative diversity, we avoid the prescriptive approach and limited time horizon of others in the marketplace, making e2 uniquely qualified and cost effective. The e2 team has consulted on 80 LEED Projects across the country, new and existing buildings, meaning that we understand both design and construction concerns and long-term operations and maintenance issues.

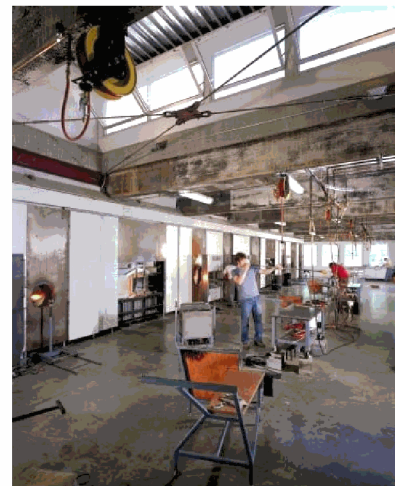
Through the completion of several hundred projects, our staff is highly experienced in comprehensive pre-design planning – the most important phase of a green construction project. This experience also has helped us to develop extensive protocols and procedures that ensure successful delivery, on-time completion, within budget, and exceeding the owner's expectations.

### **e2 Approach**

Each building is different in its performance requirements and goals. We focus first on the owner's financial goals, aggregation of incentives, and delivery of financial instruments that best suit the client's business model. We are fully cognizant of all the life-cycle factors that impact a property, from design and construction, through operation and ultimate decommissioning. We are always focused on ensuring ongoing operational success for the owner. We communicate effectively and regularly, enabling our team to integrate seamlessly with the client's representatives – including their executive management, technical staff, operational personnel, financial analysts, and accounting department.

The first step in all of the potential applications for these services is to define the Owner's Project Requirements. This applies to building program, operations, energy efficiency, and system expectations. These requirements will provide the performance roadmap for all project work. We strongly believe that the time spent in the Programming and Planning phase is the best possible investment in the success of any project. Some of the specific challenges to address include the following:

- **Short and Long-Term Business Goals**
- **Continuity with Organizational Goals**
- **Energy Reduction**



- **Preservation of Aesthetic, Functional and Comfort intent**
- **Sustainable Facilities Management & Operations Performance and Costs**
- **Long Range Facility Evolution**
- **Stakeholder Engagement**

### **e2 Philosophy**

We have served clients in the educational, hospitality, art, gaming, commercial, retail, governmental, and industrial sectors to deliver top performing, financially strong and sustainable developments. All of our projects include a focused emphasis on financial performance, with special emphasis on incorporating all potential incentives and entitlements.

e2's work is centered on the four principles of Green Building, Sustainability, Renewable Energy and Education. As a full-service consultant and premier resource in Green Building, e2 offers expertise in LEED consulting, Corporate Responsibility and Governance, and a wide variety of Education programs. e2 has over 44 million square feet of LEED building construction and consulting on our resume. e2 President, Chris Klehm, wrote the book for the US Green Building Council on *"LEED for General Contractors and Construction Managers"*. Chris is a member of the USGBC LEED Faculty and teaches across the world on cost effectively achieving LEED.

e2's perspective ranges from project visioning and planning to sustainable operations and management of the completed project.

- Illuminating the owner's goals, and crafting strong strategies to best meet those goals – including social, financial, and resource conservation.
- Exploring and evaluating the most effective configuration of buildings that respect the way sunlight, wind, rain, and water flow across the project site.
- Support the planning, design, and construction of the most energy efficient, high-performance, and environmentally sound buildings that benefit the owner and the building occupants and the community.
- Assistance and guidance on how to best manage the completed project to protect the health and welfare of occupants, respect the environment, manage risk, and control expenses.
- Ongoing sustainable operations

### **Green Building**

Since 1993, e2 has been instrumental in the growth of green building in North America. We are early members of the US Green Building Council (USGBC) and served, and continue to serve, in key roles within the organization. We have performed as the builder or consultant on over 80 LEED-certified projects, equating to over \$12 billion in construction costs and over 44 million square feet of commercial and residential floor space.

e2 has performed consulting services on all sizes of commercial and institutional projects. Our ability to look at each project as a unique opportunity has allowed us to be able to seamlessly navigate between the massive and cutting edge of technology of Las Vegas Integrated resort design to the sensitivity of adaptive re-use of the Barn at Falling Water. Our project experiences include serving as LEED Consultant for the CityCenter project for MGM in Las Vegas, Nevada; an 8-building complex comprising 18 million square feet of commercial space, the largest project in the world ever to achieve LEED certification. Other gaming experiences include Fontainebleau, Caesars Palace and Harrah's. We also have experience with medical buildings and hospitals, including the Children's Hospital of Pittsburgh as well as various government and institutional buildings including the Regional Animal Campus in Las Vegas, Pittsburgh's Children's Museum and work for many school districts. e2 is currently working with organizations such as Caesars Entertainment, the world's largest provider of branded casino entertainment, to baseline and improve the impact their holdings make on the planet and their bottom line. e2 has done similar service for the Los Angeles Transit authority, Kohler and Decca.

e2 operates exclusively through an informed process; evaluating design considerations to provide scientific data as to the cost and energy use of various strategies. Our goal is to assist the owner to accomplish a project which improves the bottom line, comfort and health, community/professional goodwill, while adhering to or surpassing organizational goals.

**e2 Recommendations**

**Nick Hart, President, Decca Hospitality**

**Top qualities: Great Results, Expert, Good Value**

“Energy & Environmental Solutions consulted and guided us in converting our 2.1M sq feet manufacturing facility to LEED standards. Their knowledge and expertise of the "green movement" was of tremendous value to our company. They were conscious of cost and worked well with our group of both American and Asian employees. Their work was excellent and his guidance helped us obtain our objective of becoming the industry leader in offering LEED products to our customers.”

**Louis DeSantis, Director of Design MGM Mirage and Fontainebleau Resorts**

**Top qualities: Great Results, Expert, High Integrity**

“Chris Klehm and the e2 team and I have worked together on 2 Hotel/Resort Gaming projects in Las Vegas, Nevada. Both projects, for private development companies, needed his expertise and experience with the USGBC and his knowledge of the LEED Certification process. Chris and his team thoroughly understand the very complex issues in achieving a LEED certification; they are very creative in finding and implementing solutions that fit within the total project framework. Their knowledge and support from the initial concept to construction completion on a project assist ownership in achieving their LEED certification and a sustainable facility that has long term benefits for both the Owner and the Community.”

**H. Evan Rubin, LEED AP, Senior Director of Architecture, Fontainebleau Resort**

**Top qualities: Expert, High Integrity, Creative**

“Chris Klehm is the consummate professional demonstrating his knowledge and passion for the environment and the world around us by helping design and construction projects maximize their potential for sustainability while minimizing their carbon footprint and ultimate cost of ownership for years to come. Chris is willing to share his knowledge as a mentor. I am anxious to learn more under his leadership. Thank you for the opportunity to share my thoughts.”

**Ryan Snow, Education Director, US Green Building Council**

**Top qualities: Great Results, Expert, High Integrity**

“I have known Chris Klehm for about a decade and consider him a 'practical visionary' in the green building movement. Chris can inspire innovation on projects or in the class room, while keeping teams and students grounded in the realities of budgets, schedules and other boundaries. Chris is a systems thinker who approaches the design-build process with wisdom. Over the years, I have learned a lot from Chris!”

**Jeff Burd, Editor of *Breaking Ground* magazine**

**Top qualities: Expert, High Integrity, Creative**

“Chris Klehm has been passionate about sustainability since I met him in 1994. He was writing & designing solutions for green building long before LEED existed & well before the business community 'got it.' He comes at problems from a different angle; he was the same way with construction. Chris has always been more interested in doing things the right way, even if it wasn't the easiest way.”

**e2 Project Experience**

**Fontainebleau Resort and Casino**

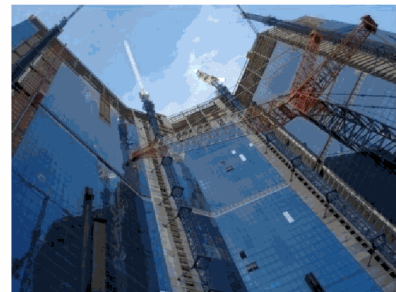
**Client: Fontainebleau Resorts and Turnberry West Construction**

**Location: Las Vegas, NV**

**U.S. Green Building Council LEED Silver (pending)**

Fontainebleau Resorts and Turnberry West Construction retained e2 as the Executive LEED Consultant for the \$1.9 billion Fontainebleau Resort and Casino that consists of four concurrent projects; a 4,000 Guest Room Tower, Casino, Convention Center, Theater, Retail areas and parking totaling over 8.7 million square feet. This is the second largest LEED Project on record. e2 is responsible for providing overall green building strategic planning and cost reduction management for the project as well as organizing the project into effective LEED submissions.

In addition to LEED Consulting, the e2 team is providing energy modeling and measurement and verification planning for the entire Resort campus. The project will achieve energy and water use reductions saving over 40 million gallons of water a year. A major focus of the project is the continuing operations and maintenance program. e2 is working with Fontainebleau Operations on developing green education programs for staff and guests as well as green cleaning, green procurement and operations procedures aimed at continuing sustainability after the construction of the project.. This project is targeting a LEED-NC Silver rating.



**Cashman Equipment Rental and Power Solutions**

**Client: Cashman Equipment Company – Burke & Associates, Inc.**

**Location: Las Vegas, NV**

**U.S. Green Building Council LEED Gold**

Cashman Equipment, Nevada's Caterpillar dealership, is a company that prides itself on doing the right thing. With the construction of their new 308,000 square foot industrial complex they wanted a sustainable facility that was responsive to the community, the employees, and the environment. The campus is built on 53 acres, making it the largest environmentally sustainable industrial campus in the state. Seven separate buildings house administrative offices, equipment rental and sales operations, repair facilities and warehousing. The project employs a campus wide geothermal system with 360 wells drilled 400 feet deep that provide heating and cooling for all buildings and will reduce energy costs by 45%. There is also an on-site equipment washing facility that utilizes water reuse. Solatubes and daylighting was used extensively on this project combined with daylight and occupancy sensors. e2 served as LEED Consultant and Accredited Professional.



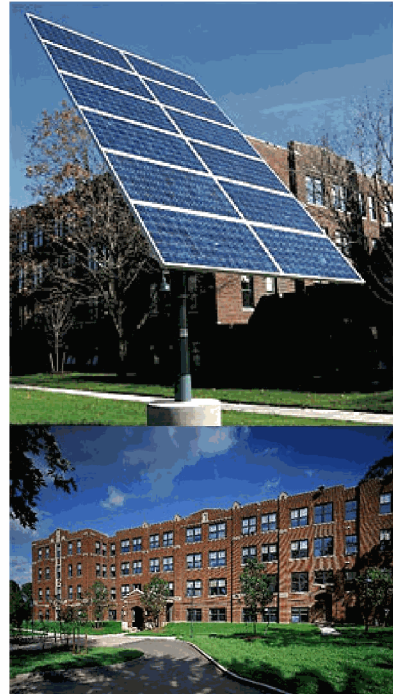


**Felician Sisters Convent and Sacred Heart High School**

**Client: Felician Sisters Convent**  
**Location: Coraopolis, PA**

**U.S. Green Building Council LEED Gold**

The Felician Sisters – an order of Catholic nuns – in Coraopolis, Pennsylvania knew they had to renovate their Convent and High school Building and wanted to do it in a sustainable manner. e2 partnered with Sota Construction to develop a plan for sustainably restoring and reducing energy costs on the 1930s building. The project's green construction elements included significant reuse of existing materials, specification of recycled content materials, recycling of on-site construction waste and specification of sustainable furniture. A solar thermal system was installed to provide renewable hot water heating for the project. Changing the occupancy schedule for the HVAC System reduced the supply by 45 tons. Through the extensive retrofits combined with renewable energy, the Felician Sisters Convent and High School Building exceeds ASHRAE 90.1 for energy efficiency by 35% providing significant long term savings and environmental benefits.

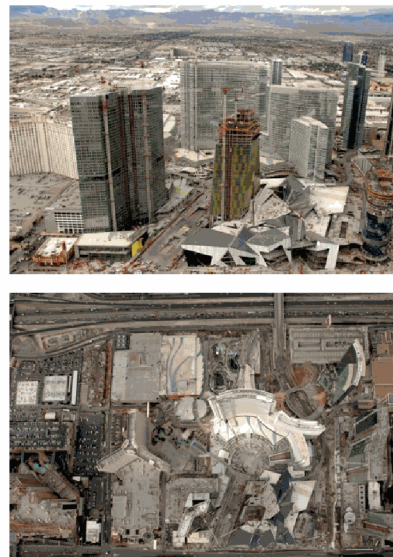


**Project CityCenter**

**Client: Perini Building Group**  
**Location: Las Vegas, NV**

**U.S. Green Building Council LEED Gold & Silver**

Project CityCenter is being developed by MGM Mirage in the heart of the Las Vegas Strip. CityCenter reflects an optimistic vision of the future, a vision that combines a healthy quality of life with a global commitment to sustainable design. Eight award-winning architects have engineered a “city within a city,” where residents and visitors can live, work, and play. This vibrant community will transform your expectations, providing a remarkable demonstration that a community can be both beautiful and sustainable. The project consists of 18 million square feet of new construction over 66 acres with construction costs of \$8.2 billion. It is currently the largest construction project in the United States. e2 was hired as LEED Consultant to the General Contractor, Perini Building Company to develop a project management plan to cost-effectively integrate LEED into the project. e2 was responsible for General Contractor compliance with LEED credit responsibilities, including the Construction IAQ Plan, the Construction Waste Management Plan, use of low-VOC materials, and planning the purchasing of materials, emphasizing recycled and regional content. Anticipated completion is November 2009. Silver and Gold LEED ratings are targeted for the various buildings.



### Caesar's Palace Additions

Client: Harrah's Operations, Inc.  
Location: Las Vegas, NV

U.S. Green Building Council LEED Silver

e2 has been hired as the national LEED Building Consultant to Harrah's Operations, Inc., the largest gaming company in the world. Harrah's Entertainment is aggressively addressing its environmental challenges and responsibilities. Harrah's has developed a comprehensive environmental program, CodeGreen. e2 assisted in implementation of that program and LEED for the Caesar's Palace Additions. The Caesar's Palace Additions project consists of construction of a new hotel tower (Octavius Tower) and Convention Center. The Convention Center was completed in August, 2009 and the Tower in 2012. Goal and achieved LEED Silver through increases in energy and water efficiency as well as model indoor air quality. E2 estimates an energy reduction of 18.5% below ASHRAE 90.1-2004 and 24% below code plus water savings of over 3.6 million gallons of water per year. Construction Value: \$1.2 billion.



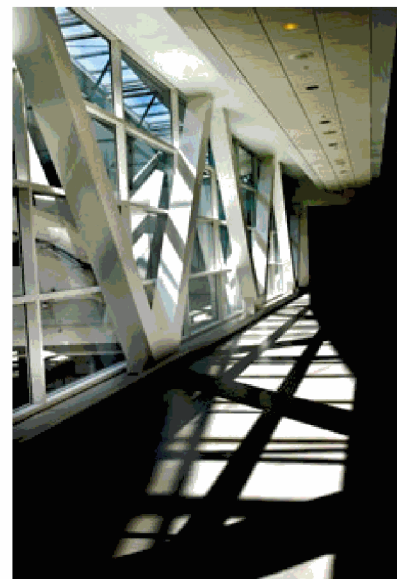
### David L. Lawrence Convention Center

Client: Green Building Alliance  
Location: Pittsburgh, PA

U.S. Green Building Council LEED Gold

e2 was hired as the LEED Consultant to the Green Building Alliance and the Turner/PJ Dick construction team between the beginning of the project and March 2002. Encompassing nearly 1.5 million square feet and costing \$375 million, green is seamlessly integrated into the building design and belongs to the building as intrinsically as its world-class aesthetics and engineering. Extensive computer modeling resulted in a 35% energy savings compared to ASHRAE 90.1. The project also utilizes a gray water system that saves an estimated 6.4 million gallons annually. Over 95% of the demolition waste from the original Center was recycled by crushing it into useful fill material. 50% of the new materials were produced within 500 miles of Pittsburgh thus reducing the carbon footprint. In addition, almost ten percent of the building materials are comprised of post-consumer recycled content.

The use of natural light and ventilation provides environmentally friendly surroundings for events. Natural light is in abundance at the DLCC where over 75% of the entire building is naturally lit. The primary hall space of 236,000 square feet is 100% naturally lit by skylights and glass walls. The exterior of the building uses reflective materials to allow for the building to capture existing city lights to reduce the amount of exterior lighting. The building is designed with a natural ventilation system which allows natural fresh air to cool the building. This feature is provided by the roof design and riverside louvers. The David L. Lawrence Convention Center is the largest LEED Gold certified convention center in the U.S.



## Regional Animal Campus

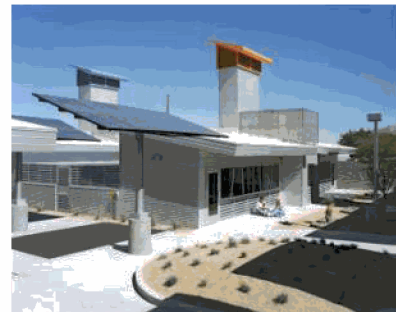
**Client: The Animal Foundation**

**Location: Las Vegas, NV**

AIA 2006 COTE Top 10 Award Winner

U.S. Green Building Council LEED Silver

The Regional Animal Campus is an 18,000 square foot sustainable adoption center designed and built to follow its guiding principles and values of commitment to saving and improving the lives of animals as well as being environmentally responsible. The design team focused on minimizing facility maintenance and operation costs while maintaining a high level of quality for the adoption process. The bungalow's form and orientation are governed by daylighting and wind-powered ventilation to allow the dogs and their human visitors to remain comfortable. These strategies reduced building cooling loads and provide 100% fresh air to the bungalows. This project uses a living machine to filter on site wastewater and also features photovoltaic panels to provide power and shade to the project. e2 served as Green Building Consultant and LEED Accredited Professional.



## The Barn at Fallingwater

**Client: The Western Pennsylvania Conservancy**

**Location: Mill Run, PA**

AIA 2005 COTE Top 10 Award Winner

U.S. Green Building Council LEED Silver

The Barn at Fallingwater is an adaptive reuse of a 19<sup>th</sup> century heavy-timber barn and its 20<sup>th</sup> century addition, framed in dimension lumber. The 12,000 square foot space was the first phase of a conference complex for the Western Pennsylvania Conservancy. The project is located on the organization's 5,000 acre Bear Run Nature Reserve adjacent to Frank Lloyd Wright's world-famous Fallingwater Project. The design was driven by the Conservancy's desire to express the lessons of good stewardship for the environment and the cultural landscape. All landscaping for the site is native to the locale and the design team utilized bioswales and retention ponds to filter runoff from the site. The project also is designed with a zero-discharge wastewater reclamation system, graywater flushing, and low flow fixtures. e2 was involved from predesign through construction as the General Contractor, LEED Consultant and LEED Accredited Professional.



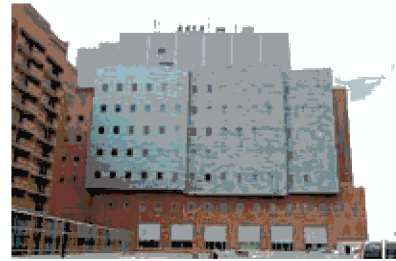
## Children's Hospital of Pittsburgh

**Client: Barton Malow/ PJ Dick Joint Venture**

**Location: Pittsburgh, PA**

U.S. Green Building Council LEED Silver

Completed in the fall of 2008, the Children's Hospital of Pittsburgh of UPMC is a state of the art 1.5 million square foot facility located on ten acres in the Lawrenceville neighborhood. The new Hospital of is designed as a "green" campus, meaning that buildings will use key resources such as energy, water, materials, and land more efficiently than buildings erected simply to building code. Children's commitment to employ green practices extends well beyond its bricks and mortar. This means Children's will employ new operating policies and procedures regarding facility maintenance, housekeeping, food service, and waste management. Children's will also foster its green philosophy by working with our clinicians, academicians, and community to conduct research on the subject of sustainability and its health effects on children.e2 was the LEED Consultant to Barton Malow/PJ Dick Joint Venture. Construction Value: \$372 million. Architect: Astorino.



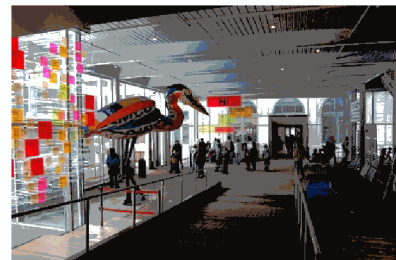
## Pittsburgh Children's Museum

**Client: Children's Museum of Pittsburgh**

**Location: Pittsburgh, PA**

U.S. Green Building Council LEED Silver  
Green Building Alliance 2006 Shades of Green Leadership Award

The Children's Museum of Pittsburgh's (CMP) 80,000 square foot expansion project was the largest LEED Certified Silver museum in the country at the time it opened in November of 2004. The CMP views green building as a natural extension of the museum's mission and it was a collective decision made very early in the process by the board and staff. The museum purchases 100% of its electrical power from renewable sources and owns a three kWh photovoltaic system. Through energy optimization and commissioning, the building uses approximately 15% less energy than a typical project. In addition, since this building was an expansion and remodel, 100% of the existing building shell and over 50% of the interior walls and ceilings were re-used. e2 was the LEED and Green Building Consultant. Construction Value: \$8.4 million. Architect: Koning Eizenberg Architecture and Perkins Eastman Architects.



## COMPANY REFERENCES

### Caesars Palace Hotel and Convention Center

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### Virgin Hotel Design and Construction Guidelines

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### Children's Hospital of Pittsburgh

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### Fontainebleau Resort and Casino

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**PUBLICATIONS**

2003, Author, USGBC's *LEED for General Contractors and Construction Managers*

**LEADERSHIP**

- 2003 – present USGBC LEED Faculty
- 1995 Founding Chair, Pittsburgh's Green Building Alliance. 2002-2006 Board Member
- Chair General Contractors Council, Associated Builders & Contractors, 1998-2004
- Board Member, Conservation Consultants, 1998-2006

**RELEVANT PROFESSIONAL EXPERIENCE**

**30 YEARS OF PROJECT CONSULTING & TEAM MANAGEMENT** | With over 30 years of experience in green building, consulting and construction, Chris has developed national reputation as a thought leader, trusted consultant and expert teacher for LEED and sustainable building techniques. He has contributed to over 75 LEED projects, and over 44 million square feet of green development, providing every level of customized consulting and support to owners, architects and contractors. With expertise in sustainable goal setting, design strategy planning and implementation, building materials and LEED documentation his experience ranges from one of the first LEED pilot projects in 1999 (Pittsburgh Community Food Bank) to the largest LEED development in the world (Project City Center in 2009).

**20 YEARS OF TRAINING & EDUCATION** | Chris has provided education and training on LEED and general green building strategies for over 20 years, sharing knowledge and developing skills for international corporations such as Sprint and Tetra Tech, and for general contractors such as Perini Building Company and 40% of the ENR Top 100. As a member of the USGBC LEED Faculty he teaches across the country on cost effectively achieving LEED certification, designing and constructing green buildings and holistic sustainability approaches. Chris also teaches Commissioning, Energy Auditing and Building Performance and Analysis.

**PROFESSIONAL ROLES**

LEED Faculty | LEED & Green Building Consultant | LEED Consultant | Living Buildings | Energy Auditor | LEED AP

**MARKET SECTORS**

Hospitality | Convention Centers | Healthcare | Higher Education | Office Buildings | Gaming | Existing Buildings | Schools | Manufacturing | Transportation | Materials Reuse Strategies | Government & Authorities

**RECENT EDUCATION & TRAINING**

- *Caesars Palace Beats The Odds, October 6, 2010 Las Vegas, NV, Facilities Decisions Conference & Expo*
- *LEED and the General Contractor/Construction Manager, November 11, 2009, Phoenix, AZ, USGBC – Greenbuild*
- *All About LEED – A Process Approach, December 9, 2009, Washington, DC, Ecobuild 2009 Conference*
- *LEED Existing Buildings Opportunities (Keynote), April 7, 2009, Las Vegas, NV, Mechanical Svc Contractors of US*
- *LEED for General Contractors, Great Lakes Building Trades Council, Education Series, January 23, 2010, Erie, PA*
- *Whole Building Commissioning to Meet Performance Goals, February 7, 2013, Atlanta, GA*

**SAMPLE US PROJECT EXPERIENCE**

| LEED RESPONSIBILITIES | RATING SYSTEM | COMPLETION STATUS    | PROJECT NAME, LOCATION  |
|-----------------------|---------------|----------------------|---|
| X                     | NC            | LEED Silver, 2006    | WYEP-FM Offices & Studios, Pittsburgh, PA                           |
|                       | EB v2         | LEED Gold, 2009      | YWS Architects Office, Las Vegas, NV                                |
| X                     | EB            | LEED Gold, 2004      | Green Building Alliance - CCI Center, Pittsburgh, PA                |
| X                     | EB v3         | LEED Gold, 2010      | LA Metro Transit Authority – Gateway Building, Los Angeles, CA      |
|                       | NC            | LEED Gold, 2005      | Pittsburgh Glass Center, Pittsburgh PA                              |
|                       | NC            | LEED Gold, 2003      | Felician Sisters Convent & Sacred Heart High School, Coraopolis, PA |
|                       | NC            | LEED Silver, 2006    | The Barn at Falling Water, Pittsburgh, Mill Run, PA                 |
| X                     | NC            | LEED Gold, 2006      | David L Lawrence Convention Center, Pittsburgh, PA                  |
|                       | NC            | LEED Certified, 2009 | Children's Hospital of Pittsburgh, Pittsburgh, PA                   |
| X                     | NC            | LEED Silver, 2006    | Pittsburgh Children's Museum, Pittsburgh, PA                        |
|                       | NC v2         | LEED Silver, 2010    | Caesar's Palace Convention Center, Las Vegas, NV                    |
|                       | NC            | LEED Gold, 2009      | Project CityCenter Hotels and Casino, Las Vegas, NV                 |
|                       | NC            | LEED Gold, 2006      | The Pittsburgh Project Hospitality Inn, Pittsburgh, PA              |
|                       | NC            | LEED Gold. 2009      | Cashman Equipment Facility, Henderson, NV                           |
|                       | NC v2         | LEED Gold, 2010      | FedEx HSHA Building, Las Vegas, NV                                  |
| X                     | NC v2         | LEED Gold, 2010      | UMB Bank, Collinsville, IL  |
|                       | NC v3         | Construction         | Harrah's Atlantic City Convention Center, Atlantic City, NJ         |
|                       | Pilot NC      | LEED Silver, 1999    | Greater Pittsburgh Community Food Bank, Duquesne, PA                |