

Request for Responses (RFR)
For Ad-hoc Audit / Consulting Review Services
RFR # MGC-2012-001

Prepared for: Massachusetts Gaming Commission

April 27, 2012



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April 27, 2012

Enrique Zuniga
Commissioner
Massachusetts Gaming Commission
84 State Street, Suite 720
Boston, MA 02109

Dear Commissioner Zuniga,

The team of Last Frontier Consulting and Spectrum Gaming Group is pleased to present this response to the Massachusetts Gaming Commission's Request for Responses (RFR) For Ad-hoc Audit / Consulting Review Services (RFR # MGC-2012-001).

Our response rests on the principle that whoever advises the Commission must possess four essential attributes:

- An unwavering commitment to integrity;
- Deep knowledge of the horse racing industry, and gaming in general;
- Capability to provide insights and identify potential "hot spots" regarding the transition of the racing commission to the gaming commission;
- Proven ability to deliver high-quality reports that are able to withstand intense public scrutiny

Our team has unrivaled strength in all these attributes. Both firms have a proven track record of providing public agencies and private investors with advice on a variety of strategic and organizational issues. Our team members collectively have several decades of experience in gaming and the horse racing industry.

Thank you for considering our proposal, and we will certainly be available to address any additional issues or answer any questions.

G. Form of Response

1. Please provide a statement of qualifications and relevant experience, including resumes of key personnel. Please indicate if the bidder will be subcontracting any part of this work to another firm/individual.

This response is a joint proposal prepared by Last Frontier Consulting and Spectrum Gaming Group. For complete resumes of key personnel, please see Appendix A. (Page 12).

Last Frontier Consulting

- Last Frontier Consulting (LFC) led the NMRLLC transition team for the privatization of Meadowlands Racetrack from the State of New Jersey (New Jersey Sports and Exposition Authority). LFC created and implemented a streamlined organizational structure and a new operating financial strategy, which successfully supported a \$30 million private equity funding commitment. Additionally, LFC stewarded all facets of the transaction including legal, human resources, finance, and regulatory during a period of great uncertainty – resulting in zero business interruptions post transaction.
- LFC was retained by TVG to provide due diligence and risk/return scenarios for a contemplated privatization of Monmouth Park Racetrack from the State of New Jersey. Working within a critical timeframe, LFC synthesized key recommendations through a deconstruction of financial & industry data, stakeholder interviews and “boots on the ground” physical plant evaluation.
- LFC principal Annie Allman was retained by Harrah’s Entertainment following their purchase of Thistledown Racetrack to provide integration leadership and an evaluation of their operating financials, human resources and to identify risk management concerns. Significant findings implemented included mitigation of risk management issues created by physical plant deficiencies, and >\$1 million EBITDA improvement through process reengineering, labor and supply chain management and identification of new revenue streams.

Annie Allman, Last Frontier Consulting, Principal

Annie Allman has worked primarily in the racing and gaming industry since she was old enough to qualify for a racing license. She truly knows the racing business from the ground up – working as a groom, exercise rider, Thoroughbred racing stable/breeding farm administrator and racing official prior to moving into casino management.

Allman founded Last Frontier Consulting after nearly 15 years with gaming industry leader Harrah’s Entertainment (*now listed as Caesars Entertainment*). In addition to her consulting practice, she is a Board Director for American Racing & Entertainment. Allman has been a featured speaker and panelist at the Thoroughbred Racing Association/Harness Tracks of America national meeting, the Pennsylvania Gaming Summit and the Villanova University School of Business Center for Analytics.

Prior to joining Harrah's, Allman was a consultant with The Lucas Group, working on strategy engagements with LBO portfolio companies. She was recruited by Harrah's Entertainment through their prestigious President's Associate program. Allman worked directly for Chairman Phil Satre before moving into progressive marketing and operations management roles including VP Marketing Showboat Casino Hotel. As VP Marketing-Special Projects for Harrah's Eastern Division, she developed marketing strategies to drive revenue for 11 casinos in 7 states. As VP Operations/Assistant General Manager for Harrah's Chester Casino & Racetrack, she developed, opened and operated a \$420 million Standardbred racetrack and casino. Allman was recognized for her performance by Harrah's Entertainment with the 2008 Excellence in Leadership Award.

Allman received an MBA from The Tuck School of Business at Dartmouth College and a BA from the University of Pennsylvania. Additionally, she holds Key Gaming Licenses in Pennsylvania, New Jersey and New York (*Temporary Lottery pending final review by NYS Lottery*) and has been approved for casino and/or racing licenses in PA, NC, KY, NY, NJ, MS, & MO.

Spectrum Gaming Group

Spectrum Gaming Group, an independent research and professional services firm serving public- and private-sector clients worldwide, has delivered the highest-quality research, strategic planning and reports concerning the horse racing industry in various engagements. For more background on Spectrum, please see Appendix B. (Page 20)

- Spectrum performed a detailed study for the Kentucky racing industry that projected gross gaming revenues as well as the total economic impact on the Commonwealth from the legalization of casinos. The report also estimated how much Kentucky adults were gambling in other states, and how much would be retained if casinos at tracks were approved.
- Spectrum performed a detailed feasibility study for Hialeah Park in Florida that included five years of revenue projections, EBITDA and the return on invested capital. It examined various segments, with a particular focus on the locals market.

"My experience with the Spectrum Group is that they are an exceptional organization that delivers first- class gaming analytical reporting and forecasting with exceptional accuracy. Additionally, their impeccable reputation in the investment community has been of great value to me in my current gaming project."

- Steven Calabro, Vice President and General Manager, Hialeah Park Casino

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

"Spectrum has a depth of knowledge and understanding of our industry and also has the resources necessary to complete in-depth data assemblage and analysis. [We] retained Spectrum because of their reputation for integrity and the credibility that it enjoys within both industry and government circles."

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

Joseph Weinert, Spectrum Gaming Group, Senior Vice President

Joseph Weinert is Spectrum Gaming Group's Senior Vice President, where he directs the company's economic and regulatory studies for private and public sector clients worldwide. He played a key role, including editor, in all of Spectrum's previous Massachusetts gaming-related research studies.

Weinert's experience in writing and editing Spectrum's comprehensive gaming and public policy research projects, his knowledge of Massachusetts gaming policy and his excellent journalism skills make him perfectly qualified to direct the research and report writing functions for this engagement.

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

Weinert founded the Pennsylvania Gaming Congress and helps organize Spectrum's three other nationally recognized conferences, the East Coast Gaming Congress, the Florida Gaming Summit and the New England Gaming Summit. In addition, he oversees Spectrum's Spectrumetrix® data-analysis and gaming-intelligence premium subscription service.

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

Weinert holds a BA in Journalism from Ohio Wesleyan University and a certificate from the Wharton School at the University of Pennsylvania.

Michael Diamond, Spectrum Gaming Group, Vice President of Research

Michael Diamond has undertaken numerous research studies analyzing the issues concerning the horse racing industry. His expertise in leading major research projects for Spectrum will

prove to be invaluable in our efforts to deliver first-rate reports for the Massachusetts Gaming Commission. .

For this engagement, Diamond will utilize his award-winning research and report writing skills to properly report on the background information, size and scope of the horse racing industry Massachusetts.

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

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

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

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

2. Please provide a work plan for this engagement

Last Frontier Consulting and Spectrum Gaming Group will provide the Massachusetts Gaming Commission with a holistic overview of the Massachusetts racing industry from a multi-stakeholder perspective per the RFR. Additionally, key insights and potential "hot spots" regarding the transition of the SRC to the aegis of the MGC will delineated. Project leader Annie Allman will conduct the majority of in-person field and industry expert interviews and interface with the MGC project sponsor. Spectrum Vice President of Research Michael Diamond will provide statistical reporting and text analysis. Spectrum Senior Vice President Joseph Weinert will provide strategic oversight and editorial rigor to ensure a final deliverable that exceeds the MGC expectations.

Proposed Auditor / Consultant Deliverable Elements

1. Background Information: Industry size and scope

- a. Research and interpret financial information to include MA pari-mutuel handle trends (live on-track, simulcast import, simulcast export) for past five years
 - i. Expand data collection to NH due to close relationship between two states' racing industries
 - ii. Greyhound, Thoroughbred, Standardbred as applicable
- b. Race information to include number of race days, number of races, racing association licenses/meets
- c. Purse and Breeders/Owners payments; average daily purses
- d. *Work Flow – source information from: SRC annual reports, previously published third party reports, Daily Racing Form, The Jockey Club supplemented with association and SRC interviews.*

2. State Racing Commission: Functions, Work Force, Budget

- Information request to SRC including:
 - Organizational charts (position title, grade, status (exempt, non exempt, full time, part time, seasonal, union/non union, location i.e. field (track) or SRC office etc.)
 - Job Descriptions (if up to date)
 - Employee information (name, hire date, title, status)
 - Staffing information i.e. hours of operation for field/track offices
 - Detailed budget breakdown by function i.e. licensing, enforcement, legal, financial management, human resources, testing, etc.
 - Scope/ amount of work i.e. how many licenses are processed annually? Rulings? Appeals? Other work streams? How has this volume changed over past years? How have resources dedicated to tasks changed?
 - Identify supporting State departments i.e. are legal, audit, human resources, finance self-contained or adjunct departments?
- *Work Flow – information request to SRC, follow up with in-person interviews for clarification, supplement with expert interviews for benchmarking, best demonstrated practices, develop insight*

3. State Racing Commission: Financial Oversight

- Money flowing into and out of Trust Accounts
 - Delineate the decision making process for Trust Fund Disbursement
 - Request Audit Records – any recent (5 years worth) issues with revenue collection or disbursement?
- *Work Flow – information request to SRC or appropriate state audit, follow up with in-person interviews for clarification, develop insight*

4. State Racing Commission: Employee Climate and Commissioner Viewpoints

- “Pulse check” on current employee climate, culture
- Identify potential legacy issues
- *Work flow – in person interviews with selected current SRC employees, contractors, Commissioners, possibly former Executive Director, information request to appropriate State of MA human resources officer.*

5. State Racing Commission: Legal issues

- Identify potential legacy issues and ramifications for resource allocation, risk management
- *Work flow – request briefing for MGC with follow-up documentation to be included in overview*

6. Law Enforcement Perspective: Massachusetts Racing Industry

- Current and relevant historical information – MA law enforcement sources
 - MGC to interface with MA State Police, FBI for informal briefings – provide to industry expert as applicable and appropriate
- Current and relevant historical information – industry sources i.e. Thoroughbred Racing & Protective Bureau, United States Trotting Association
- *Work Flow – telephone and/or in person interviews with industry groups; MGC to advise on confidentiality of MA law enforcement vis-a-vis disclosure to third party consultants – this portion may not be included in Last Frontier/Spectrum scope*

7. Racing Associations Perspective

- Ascertain financial health, funding, ownership of current racing associations i.e. “racetracks”
- Purse account status, issues (overpayment?)
- Status of Horsemen’s contracts
- Identify top issues facing each racetrack
- Feedback on SRC (areas of inquiry may include responsiveness, perceived relationship, open issues, etc.)
- *Work Flow – information requests; in person interviews with management. Note: this proposal does not include detailed financial analysis of racing associations*

8. Horsemen’s (Trainer, Owner) Perspective. Status of racetrack contracts.

- Report on status of racetrack/horsemen's contracts i.e. end date
- Purse account status, issues (overpayment?)
- Identify top issues facing each horsemen's group
- Feedback on SRC (areas of inquiry may include responsiveness, perceived relationship, open issues, etc.)
- Financial and leadership status of each group
- *Work Flow – information requests; in person interviews with management*

9. Public Perception of MA Racing Industry

- What is the current public perception of racing and pari-mutuel activity in MA?
- How might that impact MGC resources?
- *Work Flow – search/index of last twelve months articles/blogs/digital media; identify top trends; possible follow up interviews with key "voices"*

3. Please provide at least three business references.

Last Frontier Consulting/Annie Allman

Robert P. Levy (610) 642 0224

Chairman, DRT Industries. Ardmore, PA

Past Chairman, Atlantic City Race Course.

Past President, Thoroughbred Racing Associations

Current Director, Penn National Gaming

Jeff Gural (212) 372 2400

Past Chairman, Newmark Knight Frank

Chairman, American Racing & Entertainment

Chairman, New Meadowlands Racetrack LLC

Mike Tanner (614) 224 2291 x3209

Executive Director, United States Trotting Association

4. Please provide a cost proposal. Indicate the amount of estimated hours as part of the cost proposal.

Last Frontier Consulting and Spectrum Gaming propose a consulting fee of \$45,000 for the above work plan, payable as follows:

- \$15,000 at project commencement
- \$15,000 at completion of field and expert interviews
- \$15,000 post final deliverable (within two weeks)

Out of pocket expenses including travel, meals, lodging, and document preparation will be billed at cost on a bi-weekly basis. We will endeavor to keep expenses reasonable and to submit receipts to the extent possible.

Estimated (minimum) hours:

• Project Leader/Senior Consultant	120
• Spectrum Vice President of Research	25
• Spectrum Senior Vice President	15

In order to cover the extensive scope requested in the RFR and within the requested four weeks, we believe there are a few Key Success Factors:

- MGC support in creating a sense of urgency with stakeholders to ensure that individuals are flexible with their schedules and available for meetings and interviews
- MGC support and partnership with consultants to determine appropriate interview list and contact information (for example, identifying human resources officer with SRC responsibility)
- MGC availability to provide input to mid project reports, drafts, etc.

Given the large number of personal interviews integral to this plan, we respectfully request MGC to consider a longer time frame to complete the project i.e. 6-8 weeks from kick off to closure.

Appendix A. Resumes of Key Personnel

H. ANNE (ANNIE) ALLMAN

Media, PA 19063

Cell: (609) 204 1942
annie@lastfrontierllc.com

EXECUTIVE PROFILE

Future-focused leader, skilled at defining and solving problems, setting a vision and driving heightened value to the business. Employs a creative, consumer-minded approach powered by analytical rigor.

PROFESSIONAL EXPERIENCE

Last Frontier Consulting, Media, PA 2011 - present

Principal

Clients include: TVG, Los Angeles, CA; New Meadowlands Racetrack LLC, New York, NY and Spectrum Gaming Group, Linwood, NJ.

Provided due diligence for potential new business venture. Evaluated risk/return scenarios for privatization of Monmouth Park (Thoroughbred racing) and related assets (off track wagering, account wagering). Provided interim senior management and ran transition team for NMRLLC's successful efforts to privatize Meadowlands Racetrack and related assets from State of New Jersey (New Jersey Sports & Exposition Authority). Providing ongoing strategic advice to Meadowlands including pre-opening marketing and operational plans for Winners @ Bayonne (off track wagering and sports bar/restaurant opening July 2012) and marketing plans/revenue development for The Meadowlands.

Caesars Entertainment, Las Vegas, NV 2010

Thistledown Racetrack, North Randall, OH

Consultant

Provided integration leadership and financial evaluation for new owner. Created >\$1M EBITDA improvements (total enterprise run rate \$4M negative EBITDA) through process reengineering, labor and supply chain management and identification of new revenue streams.

Harrah's Entertainment, Las Vegas, NV 1996-2010

Harrah's Chester Casino & Racetrack, Chester, PA (2005-2010)

Assistant General Manager / Vice President Operations

Directed all gaming (racing/slots/table games), food & beverage, facilities & EVS, valet, wardrobe and customer service departments for facility generating annual revenues >\$350M.

- Developed, opened and operated \$420M project in emerging gaming market on-time and under budget. Successfully built relationships with numerous constituents, i.e. Harness Commission, Gaming Control Board,

Horsemen; local, county and state officials.

- Delivered 5X expected operating income initial year, exceeded business goals throughout tenure while operating in a 62% gaming tax environment.
- Created a customer service culture – property ranked #1 out of all 44 Harrah's properties in 2008 on corporate service metrics. Responsible for customer satisfaction programs across business.
- Management lead for union contract negotiations covering 800 employees (IBEW, Carpenters and Unite HERE/ Laborers/Teamsters Joint Labor Board) resulting in \$4M savings.

Harrah's Eastern Division, Atlantic City, NJ (2003–2005)

Vice President, Marketing - Special Projects

Assigned to drive revenue and increased profitability across Eastern Division (11 assets in 7 states, totaling \$932M 2005 EBITDA including hotels, casinos and ancillary businesses.)

- Troubleshot underperforming properties and markets including riverboat, Native American and destination properties.
- Led slot product launches and brand-wide promotions resulting in national exposure for Harrah's Entertainment.

Showboat Casino Hotel, Atlantic City, NJ (2000–2003)

Vice President, Marketing

Increased YOY net income 24% (\$76M) through strategic marketing initiatives. Areas of responsibility included brand management, CRM & loyalty card programs, advertising, PR, motor coach programs, special events & tournaments, entertainment & promotions, cash back and complimentary.

- Managed \$90M+ budget; drove record gaming and hotel revenues.
- Relunched Showboat brand through extensive rebranding and redesign of all marketing programs.
- Employed marketing analytics to identify and attack opportunities based on demographic, geographic, psychographic and purchase/visitation data.
- Created innovative attractions & events to overcome location disadvantage (end of Boardwalk) i.e. "Hollywood Glamour" exhibit driving 100,000+ viewers over 8 weeks.

Harrah's Atlantic City and Harrah's Eastern Division – various locations

Director, Eastern Division Marketing – NC, IA, NJ, IL, KS (1999–2000)

Director, Database and Loyalty Card Marketing - Harrah's Atlantic City (1998–1999)

Manager, Marketing Operations – Harrah's Atlantic City (1997–1998)

Developed and executed strategic marketing plans for gaming properties generating revenues in excess of \$1B. Responsibilities encompassed brand marketing, CRM including attraction, retention, and attrition programs, promotions, PR/advertising and strategic alliances with local market and brand-wide focus.

- Refocused marketing team at Indian gaming property with video product to deliver 4Q99 operating income \$14MM, 30% over plan.
- Managed \$28MM budget driving approximately \$380MM revenue; \$98MM operating income.
- Generated record hotel occupancy (40% over plan) and associated gaming revenues (1174 room hotel).
- Grew target customer database 20%; associated increased annual revenues \$30MM.
- Cut collateral costs on largest direct marketing program by 40% through challenging previous operating procedures.

Harrah's Entertainment Corporate, Memphis, TN

President's Associate (1996–1997)

Reported directly to CEO Philip G. Satre, represented the Chairman/CEO's office participating in analyst meetings, investment and industry conferences, strategic alliance proposals and senior management sessions.

The Lucas Group, Waltham, MA

1995–1996

Management Consultant

Performed operational diagnostics, developed strategy, provided competitor analysis and purchasing optimization for diverse clientele including Fortune 50 consumer goods and LBO portfolio companies.

EDUCATION

MBA, Tuck School of Business at Dartmouth College

BA, English, University of Pennsylvania

AWARDS/COMMUNITY/BOARDS

- Board Director, American Racing & Entertainment (NY based racinos), 2011 – present.
- Harrah's Entertainment 2008 Excellence in Leadership Award.

Joseph S. Weinert | Senior Vice President

Spectrum Gaming Group

1201 New Road, Suite 308 | Linwood, NJ 08221

609-271-7680 | weinert@spectrumgaming.com

EDUCATION

- The Wharton School, University of Pennsylvania, Certificate in Wharton Seminars for Business Writers, 1998
- Ohio Wesleyan University, Bachelor of Arts in Journalism, 1982

PROFESSIONAL EXPERIENCE

- 2004 – Present: Senior Vice President, Spectrum Gaming Group (Linwood, NJ)
 - Research, analysis, report-writing and editing for domestic and international economic-impact reports, market analyses and feasibility studies concerning the casino industry.
 - Research and editing for domestic and international regulatory and due-diligence reports concerning the casino industry.
 - Editor, Spectrumetrix® data-analysis and gaming intelligence service.
 - Editor and Director, Gaming Industry Observer Platinum Service, a premium
- 1996 – 2004: Casino Industry Reporter, *The Press of Atlantic City* (Atlantic City, NJ)
 - Intensive coverage of then the world's second-largest gaming jurisdiction for daily newspaper, reporting on finances, operations, regulation and other business matters of Atlantic City casinos and national gaming-industry trends. Widely recognized as one of the premier gaming-industry reporters in the country.
- 1996 – 2004: Freelance Casino Writer
Work appeared in numerous gaming and gaming-related publications, including:
 - *IGWB* (International Gaming & Wagering Business)
 - *Las Vegas Review-Journal*
 - *Casino Journal*
 - *Casino Executive*

- 1986 – 1996: Sports Reporter and Copy Editor, *The Press of Atlantic City* (Atlantic City, NJ)
 - Sports reporter with assignments including Philadelphia professional teams, professional golf, professional golfing, professional events in Atlantic City, college sports, feature stories on amateur athletes and events.

PROFESSIONAL AFFILIATIONS and ACTIVITIES

- Conference speaker, including Global Gaming Expo, World Gaming Congress, East Coast Gaming Congress, G2E Institute, Pennsylvania Gaming Congress, Florida Gaming Summit, Casino Marketing Conference, New York Gaming Summit.

**Michael Diamond | Vice President of Research
Spectrum Gaming Group**

1201 New Road, Suite 308 | Linwood, NJ 08221
609-385-3276 | mdiamond@spectrumgaming.com

EDUCATION

- B.A. Political Science, Rider College, 1971

PROFESSIONAL EXPERIENCE

- 10/2006 – present: Vice President – Research, Spectrum Gaming Group, Linwood, NJ
 - Responsibilities include research and report-writing of all aspects of the gaming industry. Oversee comprehensive reports prepared for various public-sector and private-sector clients.
- 9/2005 – 8/2006: Investigator, New Jersey Office of the Inspector General, Trenton, NJ
 - Assigned to projects designed to ferret out waste, fraud, corruption and inefficiency in state government. Collected facts, reviewed and analyzed records, interviewed individuals, prepared investigative reports.
- 1/1991 – 9/2005: Journalist, Special Projects Writer, Atlantic City Press, Pleasantville, NJ
 - Developed long-term, impact-type investigative projects. Met tight deadlines. Conducted detailed interviews. Wrote engaging articles that made readers want to read the paper with an eye toward objectivity and accuracy.
- 5/1984 – 1/1991: Editorial Page Editor, Atlantic City Press, Pleasantville, NJ
 - Responsible for content and layout of editorial pages. Produced daily opinion and commentary pages.
- 6/1980 – 5/1984: Statehouse Correspondent, Atlantic City Press, Pleasantville, NJ
 - Responsible for Statehouse and legislative coverage. Wrote weekly column.

AWARDS

- 2005
 - Third place: N.J. Press Association: First Amendment. Municipal court judge: A cash cow for towns.
- 2003
 - Finalist: (National) Associated Press Managing Editors, Enterprise. Police recycle used guns.
 - First place: N.J. Press Association: Responsible Journalism, Police recycle used guns.

- First place, N.J. Society of Professional Journalists, Enterprise: Criminals walk away from justice.
- 2002
 - Third place: N.J. Press Association: Responsible Journalism: School board members rack up travel expenses.
 - Second place, N.J. Society of Professional Journalists, Enterprise: Flawed system of reporting school violence.
- 2001
 - Third place: N.J. Society of Professional Journalists, Enterprise: Wetlands law has no backbone.
- 2000
 - Finalist: (National) Associated Press Managing Editors FOIA contest: Opening up closed session minutes.
 - Finalist: Investigative Reporters & Editors, FOIA contest: Opening up closed session minutes.
 - First place: N.J. Press Association: Coverage of government, Stafford MUA perks.
 - Third place: N.J. Press Association, Specialty Writing Portfolio, Charter schools.
- 1999
 - Finalist: Investigative Reporters & Editors, City lawyers work on the taxpayer's dime
 - Second place: N.J. Press Association, First Amendment. Public Records: None of your business
- 1998
 - Second place: N.J. Press Association, Enterprise _ How one oil company overcharged public agencies \$800,000.
- 1996
 - Third place: North Jersey Press Club, Public Service _ A.C. lawyer overbills public clients
- 1995
 - Finalist: Scripps Howard First Amendment. Secret justice
 - Third place: N.J. Press Association. Public Service _ Secret justice
- 1994
 - First place: N.J. Press Association, Responsible Journalism _ Unsafe buses: Hazard on wheels
- 1992
 - Third place: N.J. Press Association, Enterprise _ Executive clemency
 - First place: N.J. Society of Professional Journalists, Enterprise _ Executive clemency

- Second place: New Jersey SPJ, Public Service _ Police brutality in Atlantic City
- 1991
 - First place: N.J. Press Association (N.J. Bell Enterprise) _ Assault on the shore
 - Second place: N.J. Press Association, Public Service _ Police brutality in Atlantic City
- 1989
 - First place: Best editorial page, N.J. Press Association

Appendix B. - Spectrum Gaming Group: Background

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

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

Spectrum is principally engaged in research, analysis and governmental work. To avoid conflicts of interest (real or perceived), we note that:

- We do not engage in investment banking, capital development or financing.
- We do not engage in securities research.
- We do not engage in project management or construction services.

Spectrum was honored by *Inc. Magazine*, which named Spectrum to the 2008 and the 2009 Inc. 5,000 List of the Fastest Growing Companies in the United States. In offering such recognition, *Inc. Magazine* noted that "A focus on integrity has allowed Spectrum to thrive."

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

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

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