

## **Exhibit VI.G (Names, Addresses and Experience of Directors and Officers):**

*Submit as Exhibit VI.G. the name, address, and title of each director, manager or general partner of the Applicant and, if applicable, the Manager, and each officer and Casino Key Employee of the Applicant or the Manager. Also, provide resumes of all principals and known individuals who will perform executive management duties or oversight of the Applicant or the Manager.*

The Applicant is a Delaware limited liability company that is a joint venture between Newburgh Casino Associates, LLC and Hudson Valley Gaming, LLC, an affiliate of Rush Street Gaming, LLC.

The Applicant is managed by a Board of Managers consisting of four individuals:

Daniel W. Gerrity  
Saratoga Harness Racing, Inc.  
342 Jefferson St.  
Saratoga Springs, NY 12866

James D. Featherstonhaugh  
Featherstonhaugh, Wiley & Clyne, LLP  
99 Pine St., Suite 207  
Albany, NY 12207

Neil G. Bluhm  
Rush Street Gaming, LLC  
900 N. Michigan Ave., Suite 1600  
Chicago, IL 60611

Gregory A. Carlin  
Rush Street Gaming, LLC  
900 N. Michigan Ave., Suite 1600  
Chicago, IL 60611

See resumes for Daniel W. Gerrity and James W. Featherstonhaugh below.

See background information about Rush Street Gaming, LLC and its principals and officers below, including resumes.

Refer to [Exhibit VI.F](#) for an organizational chart of Rush Street Gaming, LLC, providing names and titles.

# Daniel W. Gerrity

## Education

- 1966-1970 B.A. in English, University of Virginia
- 1970-1973 J. D. Boston University School of Law
- 1975-1977 M. S. in Urban Planning, Columbia University,  
Equitable Life Assurance Fellow (1976-1977)

## Work Experience

- 1973-1975 Attorney Advisor, U. S. Department of Housing and Urban Development
- 1976-1977 Assistant to the Vice President of Long Range Planning, (Real Estate)  
Equitable Life Assurance Society.
- 1978-present President DWG Development Inc.  
Developed five subsidized housing projects, two conventional and apartment projects, six office complexes and six hotels in New York, Pennsylvania, Connecticut, Massachusetts and Canada
- 1987- present President Marriner and Co. Inc. venture capital firm
- 2003 –present President Saratoga Harness Racing Inc.

## Non Profit Boards

NYC : Community Service Society, Project Greenhope Services for Women, Diller Quail School of Music, Preservation League of New York State, Greenhope Housing for Homeless Corporation.

Boston: Federated Dorchester Neighborhood Houses, Brookline School of Music, Neighborhood House Charter School, Urban Improv.

**JAMES D. FEATHERSTONHAUGH**

**PROFESSIONAL EXPERIENCE**

October 2007 – Present

Senior Partner  
Featherstonhaugh, Wiley & Clyne  
Albany, New York

Civil litigation firm specializing in government relations, political law, election law, regulatory affairs, lobby commission compliance and business law.

October 1995 – Present

Part owner, Corporate Secretary & Chief Legal Officer  
Saratoga Harness Racing, Inc.  
Saratoga Springs, New York

Owns and operates Saratoga Casino & Raceway, in Saratoga, New York is partners with Delaware North Companies in the operation of the Gideon Putnam Hotel in Saratoga, New York, operates Saratoga Casino Blackhawk Colorado, owns a 30% stake in Ellis Park, a thoroughbred racetrack in Henderson, Kentucky.

January 2011 – March 2014

Chairman & President  
New York Gaming Association  
Albany, New York

A not-for-profit corporation formed to advance the interests of New York State's nine racetrack casinos.

May 2003 – October 2007

Senior Partner  
Featherstonhaugh, Wiley, Clyne & Cordo, LLP  
Albany, New York

July 2001 – April 2003

Senior Partner  
Featherstonhaugh, Wiley & Clyne, LLP  
Albany, New York

July 1995- June 2001

Senior Partner  
Featherstonhaugh, Conway, Wiley & Clyne, LLP  
Albany, New York

January 1984 – June 1995

Partner  
Roemer & Featherstonhaugh, P.C.  
Albany, New York

February 1985 – August 1995

Village Attorney  
Village of Delanson  
Delanson, New York

June 1976 – June 1980

School District Attorney  
Duanesburg Central School District  
Duanesburg, New York

1974 – 1984

Partner  
Martin & Featherstonhaugh  
Schenectady, New York

January 1972 – 1978

Town Attorney & Town Justice  
Town of Duanesburg  
Duanesburg, New York

1969 – 1974

Associate  
DeGraff, Foy, Conway & Holt-Harris  
Albany, New York

## **EDUCATION**

1966 – 1969

Albany Law School of Union University, JD  
Albany, New York

1962 – 1966

Hobart College  
Geneva, New York

1959 – 1962

Schalmont High School  
Rotterdam, New York

## **BAR ADMISSIONS**

September 2010, January 1990

United States Court of Appeals, Second Circuit

July 1991

Supreme Court of the United States

November 1979

United States District Court, Eastern District of New York

November 1979

United States District Court, Southern District of New York

December 1969

Appellate Division of the State of New York, Third Department

December 1969

United States District Court, Northern District of New York

**PROFESSIONAL ACTIVITIES**

New York State Bar Association 1969 – Present	Member
State Capital Group 1989 – Present Mid 1990’s	Member Director Chairman
U.S. Trotting Association 1982 – Present	Member
American Association for Justice October 1973 – Present	Member

Co-author of the New York Chapter of “Lobbying, PACs and Campaign Finance.”

## **Rush Street Gaming Background**

[www.rushstreetgaming.com](http://www.rushstreetgaming.com)

Rush Street Gaming (“RSG”) is a market leading gaming company, and RSG and its principals and team members have extensive experience in developing, financing and operating successful entertainment and gaming destinations.

Neil Bluhm, Chairman, and Greg Carlin, Chief Executive Officer, co-founded RSG in 2009, but RSG’s history goes back to 1996, when Neil Bluhm and Greg Carlin partnered with Hyatt Gaming, Inc. to form Falls Management Company (“FMC”) to pursue an RFP for a Niagara Falls casino in Ontario. Neil Bluhm is Chairman of FMC and Greg Carlin is a board member. In 1998, FMC entered into an agreement with the Province of Ontario to develop Fallsview Casino Resort (an approximately C\$1 billion integrated resort) and manage the pre-existing Casino Niagara. Fallsview Casino Resort opened in June 2004 and is Canada’s largest and most successful casino. Fallsview Casino Resort has been voted Ontario’s Favorite Casino for six consecutive years as part of the Toronto Sun Readers’ Choice Awards, and it is a top tourist attraction in Canada.

Mr. Bluhm and Mr. Carlin proceeded to develop four additional casinos:

- Rivers Casino, Des Plaines, IL (Chicago area) – opened July 2011
- Sugarhouse Casino, Philadelphia, PA – opened September 2010
- Rivers Casino, Pittsburg, PA – opened August 2009<sup>1</sup>
- Riverwalk Casino & Hotel, Vicksburg, MS – opened October 2008<sup>2</sup>

See Attachment “A” for pictures of RSG related casinos.

RSG has extensive and recent development experience. Mr. Bluhm and Mr. Carlin have been one of the most active developers of ground-up casino projects during and since the 2008/2009 recession, developing four casinos since the start of the recession. They have proven their ability to raise capital and successfully complete projects in extremely difficult financial markets. All four casinos were completed on/ahead of time and on/below budget, and Rivers Casino in Des Plaines is the first LEED Gold certified casino in the world.

RSG has extensive experience in and a track record of success with casino financings and greenfield casino financings in particular. Due to RSG’s history of developing highly successful

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<sup>1</sup> The Pittsburgh license initially was awarded to another party, but when the original owner was unable to close construction financing to complete the project in 2008 (after construction had started), an RSG related entity and others took over the project, completed construction and rescued the project from severe financial distress.

<sup>2</sup> Riverwalk Casino & Hotel was sold in October 2012.

projects on-time and on-budget, RSG has earned a great reputation in the financing markets and built quality relationships with lenders. In terms of greenfield casino financings, RSG affiliates closed \$1.1 billion of project-specific financings across the four successful developments discussed above which opened from October 2008 to July 2011, all of which were financed in very difficult markets. In fact, SugarHouse Casino in Philadelphia, PA was the first new casino financed after the Great Recession and Rivers Casino in Des Plaines, IL was the second. Having opened four new casinos from 2008 through 2011, RSG and its affiliates were the unrivaled leader in U.S. casino development during that difficult time. Further, equity support to these projects has been impressive. As discussed in Exhibit VIII.A.6.c, the equity and operational support provided to our affiliated SugarHouse and Rivers Casino – Pittsburgh projects was exceptional. Additionally, RSG has been highly successful in replacing expensive construction financing with dramatically cheaper financing following stabilization of earnings at the projects. RSG affiliates have refinanced over \$2.2 billion of debt over several transactions since 2011.

In addition to Mr. Bluhm and Mr. Carlin, RSG has a very experienced team of industry veterans. Please refer to the RSG organizational chart in Exhibit VI.F and resumes of team members, provided below. RSG works closely with the management teams of its affiliated casinos and provides services and oversight with respect to strategy, operations, marketing, analysis, capital expenditures and financing.

With respect to the three properties currently in the RSG portfolio (Rivers Casino in Des Plaines, IL; SugarHouse Casino in Philadelphia, PA; and Rivers Casino in Pittsburgh, PA), which were developed and are operated by RSG related entities, these three facilities cost in aggregate approximately \$1.6 billion to develop. They generated more than \$1 billion in gaming revenues in 2013 and employ approximately 4,500 employees in aggregate.

All three RSG related casinos have won many awards, some of which are highlighted below:

- Rivers Casino – Des Plaines, IL (opened July 2011)
  - Best Casino in 2012 and 2013 (Chicago Reader)
  - One of Chicago's Top 20 Workplaces in 2012 and 2013 (Chicago Tribune)
  - Chicago Commercial Real Estate Special Achievement Award in 2012 (sponsored by the Greater Chicago Food Depository)
  - First LEED Gold casino in the world
  
- SugarHouse Casino – Philadelphia, PA (opened September 2010)
  - Top Three for Best Places to Work in 2011, 2012, and 2013 – Extra-Large Company category (Philadelphia Business Journal)

- One of Philadelphia’s Top 20 Workplaces in 2011, 2012, and 2013 – Large-Company category (Philadelphia Inquirer and Daily News)
- Rivers Casino – Pittsburgh, PA (opened August 2009)
  - Best overall gaming resort in Pennsylvania for four years in a row (Casino Player Magazine)
  - Best overall casino in Pennsylvania for four years in a row (Strictly Slots Magazine)
  - Recipient of over one hundred “Best Of” awards

See Exhibit VIII.A.15.a for a more comprehensive list of awards.

As evidence of the success of RSG properties, each RSG property operates at a substantial market share premium to its fair share based on number of gaming positions in their respective markets. In Des Plaines, Rivers Casino has approximately the same number of gaming positions (1,200<sup>[1]</sup>) as the other nine Illinois casinos, yet generated \$423M in LTM gaming revenues through May 2014, more than 2.1x its nearest competitor. In the Philadelphia market, SugarHouse Casino has 19.3% (not including poker) of the bankable table game positions but generated 29.6% of LTM table game revenue through May 2014 for a premium of 53.4%. Further, SugarHouse has 19.2% of slot positions yet generated 21.4% of slot revenue, for a premium of 11.5%. Finally, in the Pittsburgh market, Rivers Casino (versus its main competitor) enjoys a fair share premium of 22.5% for slots based on LTM through May 2014—5.8% share with 47.2% of the positions. Rivers Casino also has a fair share premium of 19.8% for bankable table games—6.9% share with 57.5% of the positions.

Further, RSG casinos and their team members have established a reputation as outstanding corporate citizens. They have created award-winning work environments, contributed millions of dollars in financial support and thousands of hours of volunteer resources to local charities and organizations, and have established successful local vendor programs. In addition, they are members of local chambers of commerce and sponsors of local events, helping with tourism and economic development.

See Exhibit VIII.A.15.a for examples of RSG casinos’ community involvement.

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<sup>[1]</sup> Position count based on and calculated according to Illinois Gaming Board regulations.

**Neil Bluhm**  
**Co-Founder and Chairman of Rush Street Gaming, LLC**

Neil Bluhm is one of the founders and the President of JMB Realty Corporation (“JMB”), which was founded in 1970. He also is a founder and Managing Principal in Walton Street Capital, LLC, which was founded in 1994. JMB was one of the largest real estate developers and investors in the country and currently owns prime properties throughout the United States, including luxury hotels, office buildings, and mixed-use projects. Walton Street Capital is a private equity real estate investment firm, which invests in real estate on behalf of institutional investors, endowments/foundations and high net worth individuals. Mr. Bluhm’s vast real estate experience covers an array of real estate classes (e.g., retail, office, industrial, hospitality, residential, mixed use). JMB and Walton Street Capital, or their affiliates, combined have been involved with the development or acquisition of real estate of approximately \$50 billion, including many landmark buildings around the country, such as 900 N. Michigan Avenue in Chicago (a mixed-use project including the Four Seasons Hotel and Bloomingdales), the Chicago Mercantile Exchange Center in Chicago, MGM Tower and SunAmerica Tower in Century City in Los Angeles, and Copley Place and Faneuil Hall in Boston.

Further, JMB and Walton Street Capital have invested billions of dollars in New York real estate. Below are some recent New York real estate investments and developments with which Walton Street Capital has been involved:

- \$900M+ acquisition of 237 Park Avenue, a 21-story Class A office building in Midtown
- \$300M+ acquisition of the Knickerbocker Hotel in Times Square (office/retail building) and new development of adjacent hotel and retail
- \$90M+ development of The Smyth Hotel and condominiums in Tribeca

See Attachment “B” for pictures of these select JMB and Walton Street Capital investments and developments.

Mr. Bluhm also is Chairman of Rush Street Gaming, LLC, which developed the following three award-winning casinos: Rivers Casino in Des Plaines (Chicago area), Rivers Casino in Pittsburgh, and SugarHouse Casino in Philadelphia, totally approximately \$1.6 billion in development costs. These casinos generated over \$1 billion in gaming revenue in 2013 and employ approximately 4,500 team members. A Rush Street Gaming related entity also developed Riverwalk Casino and Hotel in Vicksburg, MS, which opened in 2008 and was sold in October 2012. In addition, Mr. Bluhm is Chairman of Falls Management Company, which on behalf of the Province of Ontario in a public-private partnership, developed and operates Fallsview Casino Resort, an approximately C\$1 billion casino complex and top tourist attraction in Canada. Fallsview Casino Resort has been voted Ontario’s Favorite Casino for six consecutive years as part of the Toronto Sun Readers’ Choice Awards.

Mr. Bluhm is President of the Board of Trustees of the Whitney Museum of American Art in New York City. He also is a Trustee at Northwestern University, a member of the Board of Directors of Northwestern Memorial Foundation of Northwestern Hospital, a member of the Board of Directors for the Alzheimer's Disease & Related Disorders Association, and a member of the Board of Trustees of The Art Institute of Chicago.

Mr. Bluhm is a graduate of the University of Illinois, receiving a B.S. in Accounting in 1959, and is a CPA. He also graduated from Northwestern University Law School in 1962.

See Attachment "C" for further information about Neil Bluhm and his accomplishments.

**Greg Carlin**  
**Co-Founder and CEO of Rush Street Gaming, LLC**

While attending The University of Pennsylvania, Chicago native Greg Carlin occasionally visited nearby Atlantic City, where he developed a lifelong interest in the casino industry.

In the early 1990s Greg was an investment banker at Lazard Freres and Bankers Trust Company and in 1995, he joined LAMB Partners, a diversified private investment partnership led by Neil Bluhm.

In 1996, LAMB Partners teamed up with Hyatt Gaming, Inc. to form Falls Management Company (FMC) which was selected by the Province of Ontario in a competitive process to develop and operate a new integrated resort in Niagara Falls, Ontario. The \$1.0 billion Fallsview Casino Resort opened in June 2004 and is currently the most successful casino in Canada. Greg serves on both the board of directors and executive committee of FMC.

Soon thereafter, Greg cofounded Rush Street Gaming, LLC, where he currently serves as CEO. Rush Street Gaming developed and operates market leading casino projects including the two Rivers Casino properties in Des Plaines, Ill., and Pittsburgh; and the SugarHouse Casino in Philadelphia. A fourth Rush Street property, Riverwalk Casino in Vicksburg, Miss., was sold to Churchill Downs in December 2012.

Greg has a passion for developing exciting casino destinations that connect to the surrounding community and offer diverse and rewarding workplaces.

**DAVID PATENT**  
**President and Chief Operating Officer**  
**Rush Street Gaming, LLC**  
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**Chicago, IL 60611**  
**312-915-2851**  
[patent@rushstreetgaming.com](mailto:patent@rushstreetgaming.com)

## **WORK EXPERIENCE**

2009 – Present    **RUSH STREET GAMING, LLC, CHICAGO, IL**  
*President and Chief Operating Officer*

- **Manage all aspects of a premiere gaming company with three casinos, over 4,000 employees and 2013 net revenues of over \$1B**
- With CEO, oversee strategic direction of the Company, including culture, branding, development, acquisitions, and third party partnerships and alliances
- Direct all property General Managers
- Recruit top talent to the organization
- Oversee property operating and marketing strategies
- Develop and implement world class customer service program at all properties
- Involved in casino design and construction processes

### **Recent Highlights**

- **Rivers Casino, Des Plaines, IL** – Recruited entire executive team and successfully opened casino ahead of schedule and under budget. Rivers is far-and-away the IL market leader, with approximately double the gaming revenue of its nearest competitor and generated over \$424M in 2013 Net Revenues with only 1,200 gaming positions
- **Rivers Casino, Pittsburgh, PA** – Established Rivers as dominant leader in Western Pennsylvania, far exceeding revenue projections; achieved over 62% YOY improvement in EBITDA from 2010 to 2012; oversaw expansion at casino – including the addition of table games and poker – on time and under budget
- **SugarHouse, Philadelphia, PA** - Recruited key executives, including GM; opened casino on time and under budget in September 2010; grew slot market share from 16% in early 2011 to over 23% in 2012 and established SugarHouse as highest Win per Slot and Win per Table per Day in the State

- **Financings** – Raised \$175M in bonds for Rivers Des Plaines, \$225M in bonds for SugarHouse and \$475 million for Rivers Pittsburgh through roadshows in 2010, 2011, and 2012

2008 – 2009

**GAMING EXPERT AND CONSULTANT, LAS VEGAS, NV**

- Provided strategic and operational expertise to several gaming companies in multiple jurisdictions including revenue, marketing, talent recruitment, labor cost management, customer service, business valuation, and vendor management
- Provided slot product and pricing recommendations that improved casino revenues by \$4M annually
- Initiated labor cost savings plan to reduce expenses by \$500,000 per month without impacting customer service

2001 – 2008

**HARRAH'S ENTERTAINMENT, INC., LAS VEGAS, NV**

*Vice President, Enterprise Gaming, 2007-2008*

- Oversaw gaming strategy for all domestic and foreign properties for a company with over \$12B in revenue and over 60,000 slots and 2000 tables, adding over \$130M in incremental EBITDA in 2007 and 2008
- Leveraged cutting-edge analyses to drive innovative revenue-enhancing decisions
- Led company-wide effort to reduce property labor expenses by \$200M
- Developed comprehensive strategy for network-based gaming
- Managed relationships and negotiated all major contracts with key vendors and IP holders
- Drove favorable regulatory outcomes to ensure timely deployment of new systems and enhancements

**Flamingo Hotel & Casino, Las Vegas, NV**

*Vice President and Assistant General Manager, 2006 – 2007*

- Won 2007 Harrah's Corporate "Excellence in Leadership" Award
- Responsible for all operating departments of a \$500M net revenue casino resort with over 4,000 employees
- Reduced F&B labor by \$3M, doubled food margins, while continuing revenue growth
- Grew gaming revenue 13% annually and exceeded operating income plan by over \$6M
- Improved hotel operating income by over \$5M in seven months

### **Rio All-Suite Hotel & Casino, Las Vegas, NV**

*Vice President and Assistant General Manager, 2005 – 2006*

- Responsible for operations of a \$500M net revenue casino resort with over 3,500 employees including gaming, F&B, VIP services, and customer service
- Grew operating income by 26% in 2005 and 13% in 2006
- Oversaw 2005 and 2006 World Series of Poker; participants grew from 20,000 in 2004 to over 48,000 in 2006; revenues increased from \$15M in 2004 to \$36M in 2006
- Worked to innovate entertainment offerings, including Prince for six-month run in 2006
- Initiated overtime accountability system, reducing property overtime by 15%
- Established Rio as #1 property in Las Vegas for customer satisfaction scores
- Rated 4.96 out of 5 by direct reports on Supervisor Survey in 2005 and a perfect 5 in 2006

### **Harrah's East Chicago Casino & Hotel, East Chicago, IN**

*Vice President and Assistant General Manager, 2003-2005*

- Oversaw gaming, F&B, hotel security, facilities, EVS, marine crew, and customer service for \$300M net revenue riverboat casino with over 2,000 employees
- Engineered complete property turnaround in operational effectiveness, marketing, customer service, and compliance
- Led improvements in property financial performance from 25 points (out of 100) in 2003 to 86 points in 2004 to 150 points for Q1 2005, beating operating income target by approximately 30% in the first quarter of 2005
- Oversaw \$27M remake of the entire vessel, addition of a new restaurant, promotions area, and VIP lounge expansion
- Increased customer service scores from 38.8% "A" to 48.2% "A" during 2004

### **Harrah's Entertainment, Inc., Las Vegas, NV**

*Vice President, Slot Revenue Management, 2001-2003*

- Responsible for maximizing slot revenue at all 26 properties
- Devised slot pricing strategy for 2002 and 2003 resulting in over \$200M of incremental slot revenue

- Conducted complex analysis and partnered with corporate and property senior management to determine the optimal number, mix, and configuration of slot machines

1999 – 2001 **YTRYBE, INC., NEW YORK, NY**

*Founder and Chief Executive Officer*

- Created and operated interactive new media internet company
- Developed concept, hired staff, created website, negotiated all partnerships and alliances, and raised over \$500,000 in funding

1997 – 1999 **MCKINSEY & CO., NEW YORK, NY**

*Engagement Manager*

- Managed team of associates on study at leading U.S. law school to improve student satisfaction and alumni giving
- Conducted strategy studies for clients in insurance, banking, and consumer products
- Led law school recruiting effort for New York office in 1998

1992 – 1997 **BAKER & BOTTS, HOUSTON, TX**

*Attorney*

- Trial attorney for leading Houston law firm; worked on dozens of cases across diverse subjects including \$1B predatory pricing case and matters involving product liability, antitrust, and contracts
- Successfully tried three of three jury cases to a favorable verdict

## **EDUCATION**

**HARVARD UNIVERSITY, CAMBRIDGE, MA**

1992 *J.D. cum laude*

1988 *A.B. Government magna cum laude*

**TIMOTHY DREHKOFF**  
**Chief Financial Officer, Rush Street Gaming, LLC**  
**Vice President, LAMB Partners**  
**900 N. Michigan Ave, Suite 900**  
**Chicago, IL 60611**  
**312.915.2373**  
[drehkoff@lambllc.com](mailto:drehkoff@lambllc.com)

## WORK EXPERIENCE

2012 – Present **RUSH STREET GAMING, LLC, CHICAGO, IL**  
*Chief Financial Officer*

2006 – Present **LAMB PARTNERS, CHICAGO, IL**  
*Vice President*

- **Play integral role in developing and operating Rush Street Gaming, a \$1B revenue regional gaming organization that opened four casinos beginning in 2008 and has over 4,000 affiliated team members.**
- Since 2006, deployed \$1.7B of capital developing casino portfolio which includes Rivers Casino in Des Plaines, IL (opened July '11); SugarHouse Casino in Philadelphia, PA (opened Sept. '10); Rivers Casino in Pittsburgh, PA (opened Aug. '09) and Riverwalk Casino Hotel in Vicksburg, MS (opened Oct. '08 and sold in Oct. '12).
- Key ongoing responsibilities include:
  - oversight of all capital market functions,
  - financial reporting, budgeting and capital planning processes,
  - merger and acquisition, investor relations,
  - employee benefit design,
  - sourcing and evaluating new investment opportunities, and
  - certain vendor contracts.

### **Key Contributions:**

- **Capital Markets** – Raised over \$1.2B of debt for four separately collateralized brand new casino developments from summer 2007 through 2010. Issued \$1.6B of debt for post-opening refinancings and one restructuring. In total, completed nine different debt transactions in bond, term-loan, pro-rata bank and mezzanine markets. Key role in \$70M in private equity sourced for Rivers casino development in Illinois. Manage relationships with high yield research analysts, investment banks, commercial banks and other capital sources.

- **Mergers and Acquisitions** – Led formation, including substantial roles in negotiation, of joint venture agreements for each of the four casinos, which are separate entities each with unique partners. Ran process and negotiated successful sale of Riverwalk Casino Hotel for \$141M four years after its opening it and more than five years after forming the company.
- **Financial Planning / Reporting** – Lead annual budgeting process for Casino operations and capital planning. Created capital spending request procedures incorporating ROI analysis. Created internal / external financial reporting template. Oversee monthly / quarterly / annual internal and external financial reporting (including 10Qs, 10Ks and quarterly conference calls pursuant to existing indentures).
- **Project Underwriting** – Conduct due diligence and produce financial projections for each new development or acquisition opportunity, including the four completed casinos
- **General** – Implemented and oversee employee benefits (401k, medical, etc.). Oversee accounting, tax and some legal aspects of ongoing operations. Contributed to initial bonus and compensation plan design and administration. Oversee all cash / treasury functionality.

**Other Responsibilities:**

- Member of Board of Directors of Fallsview Management Company, manager of \$650M casino resort in Niagara Falls, Ontario and serve as Chairman of the Audit Committee, and member of the Compliance Committee
- Prior to full-time focus on Casino portfolio, invested capital for LAMB Partners, a family office that manages several hundred million dollars through direct private investment, captive long/short hedge funds and other fund managers

2001 – 2004

**CIVC PARTNERS, CHICAGO, IL**

*Senior Associate*

- Evaluated potential investment targets and managed existing investments for a \$650M mid-market private equity firm
- Performed in-depth primary and secondary research to assess industry segments and business models
- Coordinated multiple aspects of due diligence processes including market research, competitive position, business model reviews, legal, accounting and investigations of senior level management
- First associate at CIVC promoted to Senior Associate after second year with the firm

- Executed a \$15M early-stage investment in a small-ticket equipment leasing firm
- Collaborated with management team of janitorial services company to assess new target markets, evaluate specific potential new customers, and improve budgeting and financial reporting processes

1999 – 2001

**LEHMAN BROTHERS, INC., CHICAGO, IL**

*Investment Banking Analyst, Global Industrial Group*

- Provided advisory services primarily related to mergers and acquisitions for global and domestic clients in industries including metals, packaging and media.
- Regularly pitched to and advised executive and board-level management of clients or prospective clients.
- Developed proficiency in financial modeling, excel and financial accounting.
- Consistently evaluated near top of 100+ person analyst class.

**EDUCATION**

2006

**THE UNIVERSITY OF CHICAGO BOOTH SCHOOL OF BUSINESS**

*MBA, Dean's List; magna cum laude; Gary S. Becker Distinguished Fellow*

1999

**THE COLLEGE OF THE UNIVERSITY OF CHICAGO**

*BA, Economics, Dean's List; cum laude*

**JOSEPH SCIBETTA**  
**Vice President of Operations**  
**Rush Street Gaming, LLC**  
**2700 S. River Road, Suite 106**  
**Des Plaines, IL 60018**  
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## **WORK EXPERIENCE**

2009 – Present **RUSH STREET GAMING, LLC, CHICAGO, IL**

*Vice President of Operations*

- Work with the property-level team to improve service delivery and create efficiencies that maximize profitability
- Support property in labor relations by evaluating the work-place environment
- Work with property leadership to create a service experience that exceeds the guests expectations
- Evaluate property operations and offer solutions to improve performance
- Involved in planning and design of the casino floor, restaurants and back-of-house areas

### **Recent Highlights**

- Created and Implemented a Service Excellence Plan
  - Training of service standards
  - Survey process to gather guest feedback
  - Communication of results
  - Reward and recognition plan for team members
- Led Launch of Company-Wide Leadership Training Program
  - Search for partner that met Rush Street Gaming needs
  - Partnered with property-level leadership to establish content
  - Directed successful roll-out

1997 – 2009

**HARRAH'S AND FLAMINGO, LAS VEGAS, NV**

*Director of Casino Marketing*

- Responsible for Casino Marketing Operations for 2 Las Vegas Strip properties
- Manage a staff of 60 Executive and Casino Hosts
- Work with multiple departments to create a VIP experience for high worth guests

- Involved in planning and analysis for both properties
- Member of the hotel yield committee
- Member of special events planning committee
- Sit on Marketing Council
- Responsible for creating and executing player events
- Created 2009 calendar of events
- Work with outside vendors such as golf and wineries

### **Rio All-Suite Hotel and Casino, Las Vegas, NV**

*Director of Customer Service, 2006 – 2008*

- Maintain and monitor corporate customer service program
- Direct and support departmental customer service initiatives
- Enhance guest experience through quality assurance
- Delivered record CSA scores finishing #1 in LV market
- Developed relationships with all operators and Marketing to drive a flawless customer experience
- Responsible for customer/player experience for the 2007 and 2008 World Series of Poker
  - 55 events over 47 days
  - \$180M in prize money
  - Over 58,000 participants
  - Coordinated training and service execution for 1000 employees
- Responsible for overall service quality for the entire property

### **Harrah's Rincon Casino and Resort, Valley Center, CA**

*Director of Customer Service, 2005 – 2006*

- Maintain and monitor corporate customer service program
- Direct and support departmental customer service initiatives
- Enhance guest experience through quality assurance
- Responsible for overall service quality for the entire property

### **Harrah's Rincon Casino and Resort, Valley Center, CA**

*National Casino Marketing Manager, 2004-2005*

- Develop Air Program for Harrah's Rincon
- Create communication vehicles with Harrah's Branch Office Network
- Develop tools to help drive new business and promote cross-property visitation

### **Harrah's East Chicago Casino & Hotel, East Chicago, IN**

*Director of Customer Service 2004-2004*

- Maintain and monitor corporate customer service program
- Direct and support departmental customer service initiatives
- Enhance guest experience through quality assurance
- Responsible for overall service quality for the entire property

**Harrah's East Chicago Casino & Hotel, East Chicago, IN**

*Casino Manager-Slot Operations, 2003-2004*

- Responsible for hiring and managing a staff of 4 Shift Managers, 17 Supervisors and 145 Slot Hosts
- Manage daily operations including scheduling, training, and accountability of all employees in Slot Operations
- Introduced Service training
- Maintained floor presence to ensure compliance of all Federal, State, and local gaming regulations
- Responsible for overall management of high volume slot business averaging \$9M+ coin-in weekday and \$12M+ coin-in weekend

**Harrah's East Chicago Casino & Hotel, East Chicago, IN**

*Beverage Manager, 1999-2003*

- Responsible for hiring and managing a staff of 8 Supervisors, 100 Cocktail Servers, 45 Bartenders, 13 Bar-Backs
- Maintained operation of 7 public bars on property
- Responsible for a \$12 Million budget
- Implemented training course for new employees
- Increased Customer-Service Satisfaction scores by an average of 9% year over year
- Responsible for maintenance of Easy-Bar liquor system and Micros point-of-sales system

**Harrah's East Chicago Casino & Hotel, East Chicago, IN**

*Table Games Supervisor, 1997-1999*

- Responsible for training of dealers in Blackjack, Mini-Baccarat, and Carnival Games
- Responsible for scheduling of 300+dealers
- Responsible for daily floor supervision including game protection and delivering customer service

**EDUCATION****GROSSMONT COLLEGE, EL CAJON, CA**

1991-1992 Associate's Degree in Political Science

**TRAINING**

April-July 2003 Management Learning Series, Harrah's Entertainment  
(Abridged MBA training geared toward Harrah's corporate policies)

Jan-May 1999 Accelerated Career Enhancement, Harrah's East Chicago

**SUZANNE TROUT**  
**Chief Marketing Officer**  
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## **WORK EXPERIENCE**

2011 – Present **RUSH STREET GAMING, LLC, CHICAGO, IL**

*Chief Marketing Officer*

- Developed brand identities with properties to deliver the right customer experience.
- Established “Rush Rewards” loyalty program with four properties to recognize and reward customer loyalty, aligning their levels and establishing benefits
- Developed strategic partnerships with Royal Caribbean Cruise Lines, Cosmopolitan Resort, Venetian Resort, Tropicana Resort, NHL Teams and NBA Teams
- Recruitment and marketing leadership mentoring via planning and monthly follow-up marketing reviews on results and shared best demonstrated practices
- Created monthly rated player analysis to recognize changing consumer patterns and react quickly
- Gained efficiencies through shared buying where appropriate (Media, Gifts, Player Cards and Services)
- Development of resources and tools (mobile, web, promotions, partnerships) to distinguish casinos from the competition
- Guide research and media planning annually to maximize market potential in awareness and planning

2010 – 2011 **PECHANGA RESORT AND CASINO, TEMECULA CA**

*Vice President Marketing*

- Restructured marketing and player development programs for third largest Native American Casino
- 5% revenue growth and 8% operating income growth from implementation of calendar of new promotions and events
- Recruited talent and restructured department with top tier internal and NV talent
- Reestablished profitable bus programs (\$45 profit pp) with projected 280k passengers per year

- Established Asian marketing plan, including specialists in sales and service, advertising campaign, Asian entertainment, and direct marketing
- Created new direct marketing cycle based on player behavior, reinvestment tests, lifecycle and geography

1999 – 2010

#### **HARRAH'S ENTERTAINMENT, INC., LAS VEGAS, NV**

*Vice President Marketing, 2005-2010*

- **Marketing leader for \$346M combined EBITDA properties; Flamingo, Harrah's Imperial Palace, Bill's & O'Sheas**
- Development of new Flamingo brand attributes for deployment in 2007
- Moved EBITDA by 10M in first year through development of direct marketing programs and new events programs
- Selection and launch of new showroom entertainment at all properties, consistent with property brands. Resulted in \$2M improvement in entertainment profit annually
- Participated in master planning of Flamingo refurbishment for 2007
- Developed a multi-property visitation strategy to maximize visitors gaming and nongaming budgets

#### **HARRAH'S ENTERTAINMENT, INC., LAS VEGAS, NV**

*Sr. Vice President of Marketing, Eastern Division 2001-2005*

- **Responsible for oversight of all marketing plans and performance for 11 casinos totaling \$932.2M in EBITA in 2005**
- Partnered with a variety of companies in developing co-branded promotions including House of Blues, Coca-Cola; Pepsi; Toby Keith Mad Dog Records, and Anheuser-Busch
- Responsible for the development of capital and marketing master plans for division
- Liaison for corporate and property marketing teams to initiate and prioritize strategies
- Recruited and developed marketing talent through associate programs and mentoring

#### **HARRAH'S ENTERTAINMENT, INC., LAS VEGAS, NV**

*Vice President Marketing, 1999-2001*

- **Member of initial team that brought EBITDA from \$75M in 1999 to \$91.6M in 2001**
- Revised entertainment offerings to include four new shows to target various segments
- Opened Carnival Court outdoor bar and entertainment center
- Converted hotel mix to 65% gamers; a more profitable mix for HLV

- Leveraged national database to capitalize on LV destination visits

1994 – 1999

**GRAND CASINOS INC.**

*Regional Vice President of Marketing, 1998-1999*

- **Responsible for CRM, advertising, hotel sales, reservations, and promotions for Grand Biloxi, Gulfport, and Tunica**
- Developed a centralized office to consolidate marketing for three Mississippi properties, with the goal of consistent brand positioning, and cost reduction through consolidation
- Gulfcoast properties were market leaders in revenue
- Introduced internal mail shop, including live press and handling, resulting in \$1.2 MM in annual cost savings
- Ran internal graphic design shop, resulting in \$500k in annual savings

**Grand Casino Tunica**

*Vice President of Marketing, 1996-1999*

**Grand Casino Coshatta**

*Vice President of Marketing, 1994-1996*

- Coshatta opened as the market share leader for the Lake Charles market
- Developed Tribal mentoring program in marketing, resulting in Tribal Directors in advertising, promotions, and PR
- Launched Tunica golf course, RV park, and three hotels

**EDUCATION**

**WELLS COLLEGE, AURORA NY**

1983

*Bachelor of Arts Degree (Dual Majors: Sociology & Communications)*

**ZELLETTA WYATT**  
**Vice President of Strategic Planning**  
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## **WORK EXPERIENCE**

2011 – Present    **RUSH STREET GAMING, LLC, CHICAGO, IL**

*Vice President of Strategic Planning*

- Negotiate corporate vendor contracts related to technology and gaming operations.
- Create/recommend ideas for new process and technology enhancements for land-based, mobile and online solutions.
- Seek, review and interpret new technology developments for gaming and online operations.
- Review regulatory control submissions for each jurisdiction to ensure new technology and process compliance.
- Liaison between property operators and the casino floor system provider to ensure issues and enhancements are resolved and implemented within negotiated contract expectations.

### **Recent Highlights**

- Leading mobile application project for Rivers Casino, Pittsburgh including contract negotiation, interface and full project implementation.
- Led data warehouse / business intelligence tool project implementation including discovery, review, contract negotiation and assisted project rollout, design, interface and training implementation.
- Led implementation and contract negotiation of surveillance software program for all three Rush Street Gaming properties to identify exception reporting, loss prevention and profit recovery at point-of-sale transactions.
- Managed discovery, enhancement and testing process of over 200 software improvement requests for all Rush Street Gaming properties including specification reviews and ongoing partnership with engineers for design and development.

2010 – 2011    **MIDWEST GAMING & ENTERTAINMENT, LLC**

*Director of Regulatory Compliance*

- Created the Internal Control System for the opening of the Rivers Casino -

Des Plaines.

- Negotiated gaming contracts for opening property equipment and supplies.
- Worked directly with all departments for the creation of department standard operating procedures, training and assisted with hiring.
- Liason between casino and Illinois Gaming Board to ensure compliance and submission for all regulatory requirements for the opening of the Rivers Casino - Des Plaines. 1050 slots, 48 table games, 6 food and beverage outlets.
- Liason between the casino and the City of Des Plaines and the State of Illinois for all local and state licensing requirements including permits, beer and liquor, safety and health related compliance.

1997 - 2010

**HARRAH'S ENTERTAINMENT, INC., MARYLAND HEIGHTS, MO**

*Director of Casino Services, 2009-2010*

- Responsible for casino operation departments including Slot Operations, Casino Beverage, and Environmental Services departments covering over 200 thousand square feet.
- Reduced annual combined department expenses by over \$1.8 million.
- Assisted Vice President/AGM to ensure product mix and guest service continually grow and maximize profitability.
- Implemented food delivery "To Go" program of property food outlet to gaming areas.
- Negotiated vendor contracts and pricing.

*Slot Operations Manager, 2006 – 2009*

- Responsible for Slot Operations department with approximately 80 employees and 2800 EGD's.
- Property leader for multi-property innovation task force – technology division.
- Reduced annual departmental expenses while increasing revenue by 10% annually.
- Implemented Customer Service Programs resulting in record breaking service scores and company Chairman's Award nomination. Chairman's Club winner for Leadership.
- Highest property Employee Opinion Survey scores with less than 10% employee turnover.
- Acquired operational responsibilities for EVS (11/2007) and Casino Beverage (10/2008).

#### *Casino Controller, 2004 – 2006*

- Responsible for Cage and Count Room operations of a combined 100 person staff.
- Reduced Cage footprint, increasing gaming and hospitality square footage. Consolidated multiple area count rooms to one with combined Main Bank design to streamline process efficiencies.
- Designed and oversaw construction of new bank and count room built to ensure protection of company assets and established all procedures and controls.
- Reduced property cash load by over 30%
- Implemented customer and employee service plans driving record employee satisfaction and customer service results YOY.
- Implemented process and procedures coupled with a training program that reduced cashier variances by over 65% annually.

#### *Regulatory Compliance & Audit Manager, 2001-2004*

- Liaison between casino executive team and Missouri State Gaming Commission.
- Successfully reduced over \$500K in proposed fines and eliminated over ten employee proposed suspensions by the MGC. Reduced property audit findings over 75% through operational collaboration with property management and implementing routine property audit functions without increasing staff.
- Oversaw department responsible for Title 31 and W2G audit and reporting; achieving eight consecutive zero finding audits.
- Assumed responsibilities of Income Control department with oversight of daily audit and tax reporting.
- Automated W2G issuance and reporting reducing operational expenses over \$250K per year.

#### *Other Positions, 1997-2001*

- Cage Manager
- Cage Supervisor
- Revenue Audit / Collections Specialist
- Main Bank Cashier

**JOSH RISLEY**  
**Vice President of Analytics**  
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## **WORK EXPERIENCE**

2013 – Present **RUSH STREET GAMING, LLC, CHICAGO, IL**

*Vice President of Analytics*

- **Develop predictive analytics and manage data as an asset for a premiere gaming company with three casinos, over 4,000 employees and 2012 net revenues of \$1.1B.**
- Conduct statistical research and consult with global subject matter experts to create competitive advantages through deeper insight into customer preferences and business optimization.
- Consult with casino management regarding key decisions and processes, and mentor business analysts across the enterprise.
- Lead the company's first data warehousing and business intelligence project, utilizing rapidly scalable cloud-based infrastructure, a cutting edge massively parallel processing (MPP) database, and the MicroStrategy BI platform.
- Conduct technical research and development with new data-oriented technologies, and ensure the company's data architecture evolves to exploit new capabilities.

2009 – 2013 **FEDERAL BUREAU OF INVESTIGATION, DETROIT, MI**

*Special Agent*

- Specialized in international terrorism investigations. Recruited and utilized confidential human sources. Conducted surveillance, interviews, and interrogations. Partnered with local, national, and foreign countries to deter, detect, and disrupt terrorist activities. Developed cutting-edge computer-based investigative tradecraft.

2001 – 2009 **HARRAH'S ENTERTAINMENT, INC**

**Harrah's Entertainment, Inc., Las Vegas, NV**

*Director of Gaming Revenue Management, 2007-2009*

- Responsible for maximizing casino gaming revenue and optimizing \$100M annual capital investment for a company with over \$12B in revenue and over 60,000 slots and 2,000 tables.
- Drove \$200 million annual increase in slot revenue by devising market-specific price optimization strategies.
- Developed advantageous operating lease terms for slot machines that were ordinarily offered only for sale.

### **Showboat Hotel & Casino, Atlantic City, NJ**

*Director of Slot Performance, 2006-2007*

- Responsible for maximizing a \$300M annual revenue stream and ensuring the integrity, reliability, and regulatory compliance of all slot machines.
- Managed a staff of over 40 managers, supervisors, and slot machine technicians, a \$3M operating budget, and \$30M capital budget.
- Facilitated a comprehensive casino renovation and casino floor redesign.
- Built a culture of respect and trust with union slot technicians, who voted for union decertification in 2006.

### **Harrah's Entertainment, Inc., Las Vegas, NV**

*Consolidated Operations Analysis Manager, 2004-2005*

*Senior Financial Analyst, 2003-2004*

- Developed proprietary slot revenue optimization algorithms.
- Deployed automated decision recommendation capabilities to slot management teams across the company, including extensive training and ongoing consultation and refinement.
- Consulted with individual slot management teams on key decisions, such as forecasting of revenues associated with casino expansions and improving slot product mix relative to demand and profitability.

### **Harrah's St. Louis Hotel & Casino, Maryland Heights, MO**

*Labor Operations Analyst, 2002-2003*

- Responsible for labor efficiency for a casino with over 2,000 employees.
- Developed and implemented the casino's first framework for demand-based scheduling.
- Extended demand-based staffing to include forecast-driven recruitment practices, weekly coordination between Promotions & Events team and operational department schedulers, and integration of data-driven staffing practices with customer service initiatives.
- Received Harrah's Chairman's Award.

**Harrah's St. Louis Hotel & Casino, Maryland Heights, MO**

*Income Control Clerk, 2001-2002*

- Conducted daily audits for slots, table games, main bank, and count rooms.
- Programmed audit automation routines that helped detect imbalances and reduced audit time.

**EDUCATION**

**ST. LOUIS UNIVERSITY, ST. LOUIS, MO**

2001

BA, Economics

**TRAINING**

2009

FBI Special Agent Training, Quantico, VA (Class 2009-09)

**JAY JABCZYNSKI**  
**Director of Slot Performance and Analytics**  
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## **WORK EXPERIENCE**

2012 – Present    **RUSH STREET GAMING, LLC, CHICAGO, IL**

*Director of Slot Performance and Analytics*

- Responsible for designing strategies corporate wide to maximize return on gaming devices
- Work with property personnel to determine new game purchases, conversion purchase strategies, floor configurations, and optimal game configurations
- Corporate pricing negotiations on all slot purchases and master sales terms
- Created and implemented corporate test bank programs

2011 – 2012    **RUSH STREET GAMING – RIVERS CASINO**

*Slot Performance Manager*

- Responsible for all aspects of the new casino slot floor including game mix, floor layout, game configurations, project planning, and game purchases.
- Developed and continuously performed game performance analysis to determine optimal slot floor mix by manufacturer, denom, game type, and configuration.
- Oversee daily operations of Slot Performance department to ensure compliance with Illinois Gaming commission rules and regulations.
- Built and developed the Slot Performance team.

2010 – 2011    **CAESARS'S ENTERTAINMENTCORP.–HARRAH'S JOLIET CASINO**

*Senior Financial Analyst*

- Develop management tools to measure and analyze financial and operational information (e.g. labor ratios, forecasting tools, KPI's, and various management reports).
- Labor analysis on FTE ratios and the implementation of new property labor standards.

- Automate processes using complex Excel and Access tools to improve the speed and accuracy of reporting
- Pre and Post analysis on marketing events to determine acceptance and profitability.
- Generate detailed financial, labor, and retail forecasts weekly

2008 – 2010

**CAESARS'S ENTERTAINMENT CORP. – HORSESHOE CASINO**

*SDS Administrator/ Slot Analyst*

- Continuous game performance analysis to ensure the optimal slot mix by manufacturer, denom, pricing strategy, game type, and floor configuration
- Developed business case analysis for game additions, conversions, lease games, and other ad hoc analysis
- Acted as project manager for several large gaming installs such as Bally MasterCom 300 code, Prism Enhancements, and major floor reconfigurations
- SDS Slot File creation for new casino with 3200+ slot machines and 1000+ progressive games in Aug 2008
- Built a working relationship with local and state gaming to ensure compliance with all state regulations
- Competitive analysis of floor mix, pricing strategy, and market share

2007 – 2008

*Slot Shift Supervisor*

- Ensured legendary customer service and built lasting relationships with guests
- Created schedules and rebids for the slot department utilizing Watson scheduling software
- Developed and motivated staff through regular coaching sessions, employee one on one's and reviews
- Managed staffing levels and ensured staff was providing the best service possible

2006 – 2007

**BOYD GAMING CORP. - BLUE CHIP CASINO**

*Slot Shift Supervisor*

- Supervised all slot team members and ensured excellent customer service.
- Created schedules, roadmaps, and rebids for the department and was responsible for labor management.
- Organized, submitted for regulatory approval, and ran all slot tournaments.

2004 – 2006

**Harrah's East Chicago Casino & Hotel, East Chicago, IN**

*Casino Auditor*

- Performed all casino audits including tables, slots, W2G, soft count, and poker room
- Gained a working knowledge of all departments, reported on and improved processes

## **EDUCATION**

**PURDUE UNIVERSITY, School of Management**

*Bachelor of Science, Finance*

*Minor, Communications*

**RYNE TENNANT**  
**Director of Financial Analysis**  
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## **WORK EXPERIENCE**

2013 – Present    **RUSH STREET GAMING, LLC, CHICAGO, IL**

*Director of Financial Analysis*

- Conduct due diligence and create financial projections for new developments and acquisition opportunities
- Support financial operations of existing casinos including budgeting, capital planning and external financial reporting (including 10Qs, 10Ks and quarterly conference calls pursuant to existing indentures)

2011 – 2013    **MIDWEST GAMING & ENTERTAINMENT (RUSH STREET GAMING)**

*Planning & Analysis Manager*

- Established and led all financial, marketing, gaming and labor analysis and reporting since the property's opening
- Constructed annual operating budgets for over 50 departments with revenues exceeding \$400 million
- Designed random drawing tool and presented workings to IGB for approval in order to execute previous and live drawings for marketing promotions
- Managed team of three analysts including the hiring and successful development of two with no prior P&A experience
- Lead preparation of all key management communications and presentations to both internal and external audiences (board of managers, management meetings, local government and civic groups, IGB)
- Created optimization models to modify table game product mix and increase profitability
- Built labor models to assist departments in staffing to forecasted volumes

2010 – 2011    **THE KEATING GROUP**

*Broker*

- Responsible for new business development including cultivating relationships with insurance agencies, providing market expertise, competitive quotes and securing transactions to produce revenue

- Executed agency agreements with 29 accounts in Illinois, Indiana and Michigan; none were previously doing business with The Keating Group

2008 – 2010

**TYGRIS COMMERCIAL FINANCE GROUP**

*Senior Financial Analyst*

- Developed sell side financial model resulting in a \$535 million merger with EverBank Financial Corp
- Constructed Excel models and PowerPoint materials as part of budget and capital use activities resulting in a \$120 million capital infusion
- Prepared monthly financial reports for officers and investors to compare financials to budget and identify measureable trends in business

2007 – 2008

**BRIDGE FINANCE GROUP**

*Collateral Analyst*

- Managed team of associates on study at leading U.S. law school to improve student satisfaction and alumni giving
- Conducted strategy studies for clients in insurance, banking, and consumer products
- Led law school recruiting effort for New York office in 1998

**EDUCATION**

2008

**INDIANA UNIVERSITY BLOOMINGTON** - Kelley School of Business  
*Bachelor of Science in Business, Concentration in Finance/Real Estate*

**CHRISTOPHER SMITH**  
**Business Analyst**  
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## **WORK EXPERIENCE**

2013 – Present    **RUSH STREET GAMING, LLC, CHICAGO, IL**

*Business Analyst*

- Consult with casino management regarding labor effectiveness decisions and processes
- Work directly with property managers/schedulers to implement scheduling improvements
- Conduct labor studies and analysis to provide understanding of variable labor drivers and productivity target levels
- Analyze and report on guest service surveys and team member opinion surveys
- Train department managers/schedulers on effective use of scheduling software (Virtual Roster)
- Work with P&A to refine forecasting processes and improve forecasting accuracy

2003 – 2013    **HARRAH'S ENTERTAINMENT, INC**  
**Harrah's Joliet Casino & Hotel, Joliet, IL**

*P&A Manager, 2012-2013*

- Prepared weekly forecasting of key volume drivers for effective labor management across all variable labor departments
- Partnered with corporate marketing revenue build team to review/adjust monthly revenue modeling for the property
- Coordinated and constructed annual operating budgets for over 60 departments
- Lead preparation of all key management communications and presentations to both internal and external audiences (board of managers, management meetings, local government and civic groups, IGB)
- Built labor models to assist departments in real time labor adjustments to effectively manage labor to changes in volume
- Responsible for final approval and justification of job requisitions

### **Harrah's Joliet Casino & Hotel, Joliet, IL**

*Sr Financial Analyst, 2007-2012*

- Lead property labor analyst for last six years: develop labor study models for all key areas, prepare weekly forecasting for all key business indicators, train operators on Unifocus, and assist property in continuously improving labor efficiency achieving a consistent lead in Net Revenue per FTE within the Central Division
- Lead property financial analyst for last two years: responsible for preparation of weekly, monthly and quarterly forecasts; analysis of market share and trends; refining templates for creation of annual budget that resulted in savings of 25% of required hours to complete budget process
- Prepare regular and ad hoc weekly analysis reports and operating reviews used by senior leadership to drive decision-making in key areas of the business and to present to corporate Senior Management Team
- Regularly present findings and recommendations to executive team in both formal and informal settings
- Support almost all property Kaizen events and many departmental KPI boards with required analysis and data formulation
- Awarded 2010 Division Chairman's Award for Internal Service for work in support of and results driven at both property and divisional levels

### **Harrah's Joliet Casino & Hotel, Joliet, IL**

*Financial Analyst, 2003-2007*

- Prepared weekly trend reports and labor reports on key areas of the business to assist operators in staffing and pricing decisions
- Prepared monthly variance reports comparing actual financial and labor results to plan and prior years
- Analyzed cost center reports for potential errors or restatements
- Assisted in the annual budgeting process using Hyperion budgeting software
- Built new labor study models for key operating areas to effectively staff

### **FTD Inc, Downers Grove, IL**

*Financial Analyst, 2000-2003*

- Responsible for daily sales reporting for management team
- Built and maintained financial models to aid in strategic decision-making
- Prepared variance reports and slides to gauge the company's growth and shortfalls
- Aided in the application of cash to the appropriate accounts and member statements
- Prepared Board of Directors packet and presentation.

**EDUCATION**

2000      **GOVERNORS STATE UNIVERSITY, UNIVERSITY PARK, IL**  
BS, Accounting



EXHIBIT VI.G - Attachment "A"  
Additional Information and Pictures

# RUSH STREET GAMING AND AFFILIATED PROPERTIES



\*\* Sold in Oct. 2012; no longer affiliated with Rush Street Gaming

Approximately \$2.6B deployed to develop five casinos in North America

# RUSH STREET GAMING AFFILIATED DEVELOPMENTS

Property	Gaming Revenue	Slots/ Tables	Team Members	Opening
 <p>Rivers Casino <i>Des Plaines, IL</i></p>	\$419M (CY 2013)	1,044/48	1,453	Jul 2011
 <p>SugarHouse Casino <i>Philadelphia, PA</i></p>	\$266M (CY 2013)	1,602/56	1,087	Sep 2010
 <p>Rivers Casino <i>Pittsburgh, PA</i></p>	\$352M (CY 2013)	2,955/116	1,808	Aug 2009
 <p>Fallsview Casino Resort* <i>Niagara Falls, Ontario</i></p>	\$591M (OLG FY 2013)	4,562/172	3,965	Jun 2004
 <p>Riverwalk Casino (SOLD IN OCT 2012) &amp; Hotel <i>Vicksburg, MS</i></p>				Oct 2008

\*Fallsview Casino Resort was developed and is managed by Falls Management Company (FMC) on behalf of the Province of Ontario. Neil Bluhm and Greg Carlin are board members and indirect principals, and Neil Bluhm is Chairman of FMC's Board. Fallsview Casino Resort's figures above are shown on a consolidated basis with Casino Niagara, which FMC also manages.

Note: Figures shown are approximate and subject to change.

# AWARDS AND RECOGNITIONS



- Best Casino in 2012 and 2013 (Chicago Reader)
- One of Chicago's Top 20 Workplaces in 2012 and 2013 (Chicago Tribune)
- First LEED Gold casino in the world



- Top Three for Best Places to Work in 2011, 2012 and 2013 – Extra-Large Company category (Philadelphia Business Journal)
- One of Philadelphia's Top 20 Workplaces in 2011, 2012 and 2013 – Large Company category (Philadelphia Inquirer and Daily News)



- Best Overall Gaming Resort in PA for four consecutive years (Casino Player Magazine)
- Best Overall Casino in PA for four consecutive years (Strictly Slots Magazine)

# RIVERS CASINO

DES PLAINES, IL



# RIVERS CASINO

DES PLAINES, IL



Hugo's Frog Bar and Chop House (Bar Area)



Cube (Bar Area)



Canopy (Buffet)



Mian

# RIVERS CASINO

DES PLAINES, IL



Coffee Spot



Cube (Stage Area)



Ten Lounge (High Limit Lounge)



Flipt

# RIVERS CASINO

DES PLAINES, IL



Entrance



High Limit (Slot Area)



Lotus (Center Bar)



Casino Floor

# SUGARHOUSE CASINO

PHILADELPHIA, PA



# SUGARHOUSE CASINO

PHILADELPHIA, PA



Front Exterior



Casino Floor



Bar / Patio



Casino Floor

# SUGARHOUSE CASINO

PHILADELPHIA, PA



Casino Floor



Sugar Express

# RIVERS CASINO

PITTSBURGH, PA



# RIVERS CASINO

PITTSBURGH, PA



Entrance



446 Club Lounge



Wheelhouse



Andrew's

# RIVERS CASINO

PITTSBURGH, PA



Poker Room



Spiral Bar



Exterior (River Side)

# FALLSVIEW CASINO RESORT

NIAGARA FALLS, ONTARIO



Note: Fallsview Casino Resort was developed and is managed by Falls Management Company (FMC) on behalf of the Province of Ontario. Neil Bluhm and Greg Carlin are board members and indirect principals of FMC, and Neil Bluhm is Chairman of FMC's Board.

# FALLSVIEW CASINO RESORT

NIAGARA FALLS, ONTARIO



Porte Cochere



Casino Floor



R5



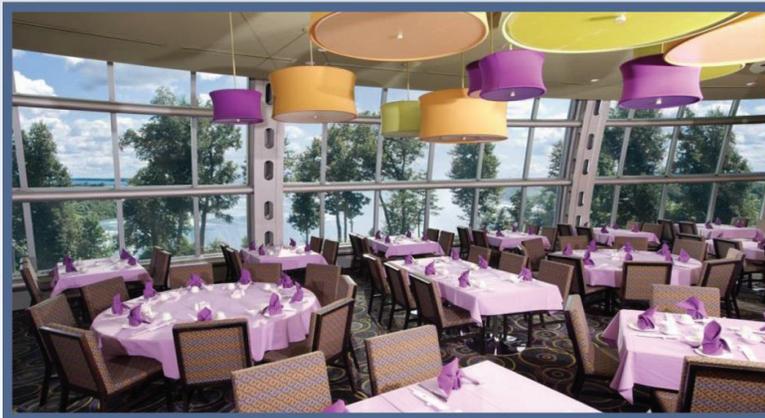
Galleria

# FALLSVIEW CASINO RESORT

NIAGARA FALLS, ONTARIO



Avalon Theatre



Golden Lotus



Porte Cochere

# FALLSVIEW CASINO RESORT

NIAGARA FALLS, ONTARIO



Grand Hall



Hotel Room



Meeting Room



Ponte Vecchio

# FALLSVIEW CASINO RESORT

NIAGARA FALLS, ONTARIO



Spa



Sushi and Oyster Bar

# RIVERWALK CASINO & HOTEL\*

VICKSBURG, MS



\*Sold in October 2012

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**RUSHSTREET**  
GAMING

PG 19

# RIVERWALK CASINO & HOTEL\*

VICKSBURG, MS



Front Exterior



Hotel Registration



Rocky's

\*Sold in October 2012

© 2014 RUSH STREET GAMING



Casino Floor

# Attachment "B" - REAL ESTATE TRACK RECORD

## Recent New York Examples



237 Park Avenue



New hotel in Times Square  
(under construction)

Smyth Hotel  
Tribeca

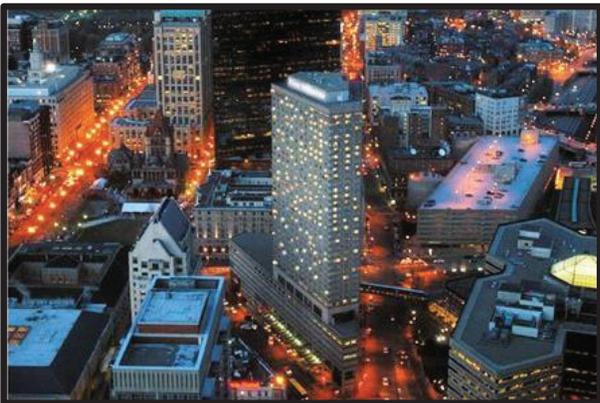


# Attachment "B" - REAL ESTATE TRACK RECORD

Faneuil Hall, Boston, MA



Copley Place, Boston, MA



900 N. Michigan Ave. (Bloomingdales, Four Seasons Hotel), Chicago, IL



## Attachment “B” - REAL ESTATE TRACK RECORD



Chicago Mercantile  
Exchange Center,  
Chicago, IL

SunAmerica Tower  
Los Angeles, CA



MGM Tower  
Los Angeles, CA

THE COMPANIES OF

NEIL  
BLUHM

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RUSH STREET GAMING | JMB REALTY CORPORATION | WALTON STREET CAPITAL

EXPERIENCE  
EXPERTISE  
EXCELLENCE





## Creating International Landmarks

For over 40 years,  
Neil Bluhm's companies have  
developed and acquired over  
\$50 billion in world class  
destinations for millions of  
guests around the world.



## NEIL G. BLUHM

is an internationally known and highly respected real estate and casino investor and developer. He has founded and led several companies that have acquired, developed and/or managed in excess of \$50 billion of real estate worldwide including luxury hotels, casinos, shopping malls, office buildings and mixed-use projects.

Mr. Bluhm began his career in real estate over 40 years ago as a co-founder of JMB Realty Corporation and is still the company's president. JMB is a holding company engaged in real estate investment and development, and owns luxury hotels, office buildings, mixed-use projects as well as land held for development.

He co-founded Walton Street Capital in 1994 and today is a Managing Principal of the firm. Walton Street invests opportunistically in multiple classes of real estate in both the U.S. and internationally, and has raised over \$8 billion of equity.

Mr. Bluhm's career in gaming began when he founded Falls Management Company (FMC), which was selected by the Province of Ontario to develop and manage the Fallsview Casino Resort, an Integrated Resort that opened in 2004 and is located in Niagara Falls, Ontario. It is currently the highest grossing casino in Canada and Mr. Bluhm is the Chairman of FMC.

He then co-founded Rush Street Gaming, which together with its affiliates, developed, own and oversee two Rivers Casino properties located in Des Plaines, Ill. (a suburb of Chicago), and in Pittsburgh, PA, plus SugarHouse Casino in Philadelphia, PA. Equity capital necessary for the development of the Rush Street properties has come from Mr. Bluhm and his family, institutional equity partners, individuals and employees.

Most of Mr. Bluhm's ventures have benefited from the flexibility of being private enterprises, however, he also has public company experience as co-chairman of a highly successful public Real Estate Investment Trust in the 1990's, which was publicly traded on the New York Stock Exchange (NYSE).

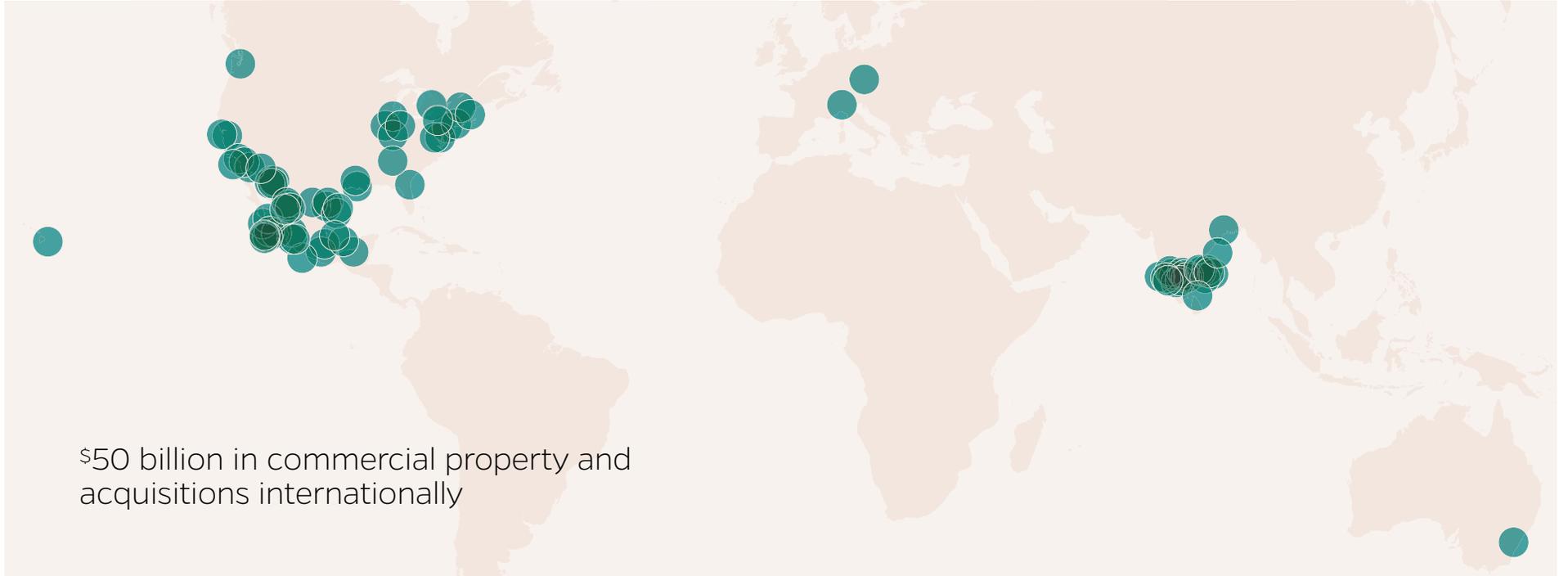
He is also a Trustee at Northwestern University, a member of the Board of Directors of Northwestern Memorial Foundation of Northwestern Hospital, a member of the Board of Trustees and Chairman of the Investment Committee of The Art Institute of Chicago, President of the Board of Trustees of the Whitney Museum of American Art, and a member of the Board of Directors for the Alzheimer's Disease & Related Disorders Association.



Century Building

# Global Developments and Investments

RUSH STREET GAMING | JMB REALTY CORPORATION | WALTON STREET CAPITAL



\$50 billion in commercial property and acquisitions internationally

## RUSH STREET GAMING

Recognizing the potential for regional gaming destinations, Neil Bluhm and Greg Carlin founded Rush Street Gaming and since then have developed more casinos in major U.S. markets than any other competitor. By placing an emphasis on superior design and outstanding customer service, Rush Street Gaming has emerged as one of the fastest-growing casino developers in the United States.

## JMB REALTY CORPORATION

JMB Realty Corporation has over 40 years of leadership in commercial real estate and pioneered the concept of mixed use development and the creation of urban shopping centers. In 1969, Neil Bluhm co-founded JMB, which grew to one of the largest property owners and developers in the United States.

## WALTON STREET CAPITAL

Walton Street Capital, L.L.C. is a private equity real estate investment firm. Since its founding in 1994, similarly to JMB, Walton has deployed tens of billions of dollars in several real estate asset classes including luxury hotels and mixed-use developments. Neil Bluhm and affiliates of Walton Street Capital have received total equity commitments of over \$8.0 billion from public and corporate pension plans, foreign institutions, insurance companies and banks, endowments and foundations, trusts, and high net worth individuals.



**RUSHSTREET**  
GAMING™



**WALTON ST**  
CAPITAL



**UPSCALE MIXED USE**

Setting the benchmark for superior mixed-use developments that merge retail, dining, hotel and office amenities into premier experiences.

**Bloomington Shopping Mall**  
900 North Michigan Ave  
**CHICAGO, IL**

- Attracts over 9 million pedestrians each year
- 2,700,000 sq. ft. mixed-use complex
- 448,295 sq. ft. of retail space
- 300,000 sq. ft. of office space
- Four Seasons Hotel
- 154 luxury condominiums

**Copley Place**  
**BOSTON, MA**

- Over 400,000 sq. ft. of retail space
- 800,000 sq. ft. of office space
- 104 luxury condominiums
- Copley Place Marriott & Westin Copley Place Hotels
- Luxury retailers (Tiffany & Co., Jimmy Choo, David Yurman, Louis Vuitton, Salvatore Ferragamo)

**Water Tower Place**  
**CHICAGO, IL**

- Located along the Magnificent Mile
- 758,000 sq. ft. shopping mall
- Ritz-Carlton Hotel
- 360 luxury condominiums



Copley Place



Water Tower Place



Bloomington Shopping Mall



LANDMARK COMMERCIAL DEVELOPMENT

Establishing international beacons to successfully attract the tourism market, industry-defining companies, and worldwide recognition.

## Century City

**LOS ANGELES, CA**

176 acres of commercial and residential real estate

## Chicago Mercantile Exchange

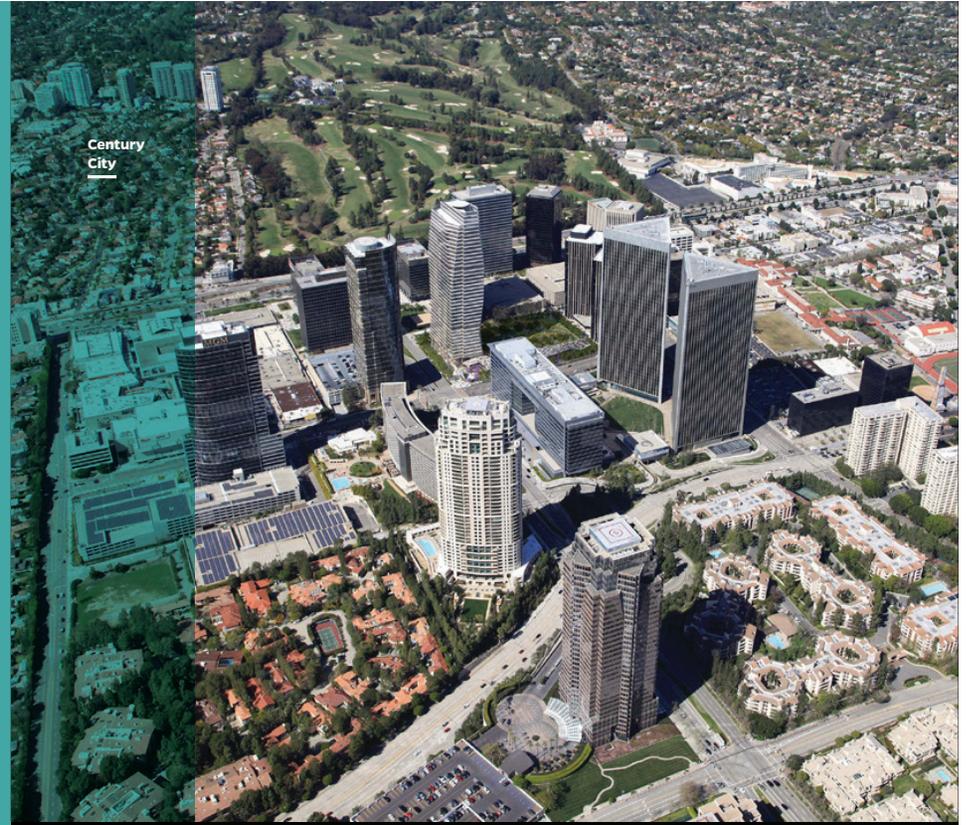
**CHICAGO, IL**

The world's second largest exchange for futures and options

## Antara

**MEXICO CITY**

Considered one of the most exclusive shopping destinations in Mexico





## LUXURY RESORTS

Premier owners and developers of the world's most imminent luxury hotel properties.

### Four Seasons Hotels

**SEATTLE, WA**

**PHILADELPHIA, PA**

**SYDNEY, AUSTRALIA**

**MILAN, ITALY**

**SCOTTSDALE, AZ**

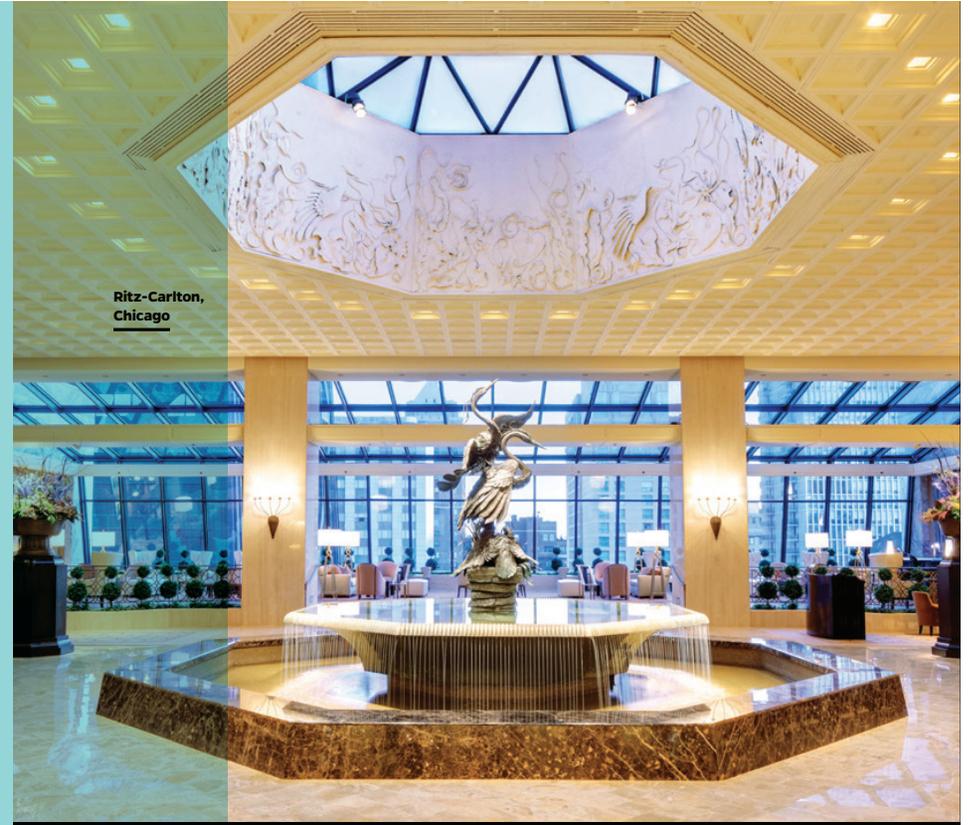
**CHICAGO, IL**

**HOUSTON, TX**

### Ritz-Carlton

**CHICAGO, IL**

**PENTAGON CITY (WASHINGTON, DC)**



Ritz-Carlton,  
Chicago



Four Seasons,  
Chicago



Four Seasons,  
Milan



The statement of high-end design, the Four Seasons Chicago is a top choice for visiting celebrities.

[Four Seasons Chicago](#)





Five star luxury  
at its finest.

Four Seasons, Milan

HIGH-END RESIDENTIAL MIXED USE



Leading-edge in use of space, Neil Bluhm's companies are experts in defining how these developments should work.

## Kaanapali Farms

**MAUI**

4,000+ acre working coffee farm with 51 private estates

## Royal Kaanapali Golf Course

**MAUI**

Par 71 course stretching over 6,700 acres

## Waikale Golf Course & Community

**HONOLULU**

Development included 2,700 residential units, a retail commercial center and the Waikale Golf Course



Kaanapali Farms



Royal Kaanapali



Waikale



## INTEGRATED RESORTS

A proven history of developing integrated resorts, the Fallsview Casino Resort is the highest grossing casino in Canada.

## Fallsview Casino Resort CANADA

Developed and managed by Falls Management Company (FMC),  
co-founded by Neil Bluhm





Des Plaines



Pittsburgh



SugarHouse

**SUPERIOR GAMING**



Responsible for one of the fastest-growing gaming companies in the U.S., having developed more casinos in major U.S. markets than any competitor in the last five years with market-leading gaming facilities and relevant amenities, including the world's first LEED Gold certified casino.

## Rivers Casino DES PLAINES, IL (NEXT TO O'HARE AIRPORT)

Highest grossing casino in Illinois

First casino property to be awarded a Leadership in Energy and Environment Design (LEED) Gold Certification by the U.S. Green Building Council

Voted Top 100 Workplaces in the 2012 and 2013 *Chicago Tribune*

Voted Best Casino in the 2012 and 2013 *Chicago Reader's Picks*

Voted Best Dining & Nightlife in the 2013 *Casino Player*

Only casino in Cook County, next to O'Hare International Airport in Chicago, IL

## Rivers Casino PITTSBURGH, PA

Voted Best Overall Gaming Resort in PA four years in a row by *Casino Player*

Voted Outstanding Employer by the Mon Valley Initiative

Voted Best Dining & Nightlife in the 2013 *Casino Player*

Only casino in the city of Pittsburgh, PA

## SugarHouse Casino PHILADELPHIA, PA

Named Best Places to Work in the 2011, 2012 and 2013 *Philadelphia Business Journal*

Named among Top Workplaces in 2012 by the *Philadelphia Inquirer* and 2013 by *Philly.com*

Honored with the 2013 JEVS Strictly Business Leadership Award

Only casino in the city of Philadelphia, PA



SugarHouse



Rivers  
Des Plaines



Rivers  
Pittsburgh

A Proven History of  
Developing Regional and  
International Destinations.  
An Undeniable  
Opportunity for the  
Next Distinguished  
Integrated Resort.

NEIL BLUHM

Rush Street Gaming

JMB Realty Corporation

Walton Street Capital