

New York Gaming Facility Location Board
Response to Request for Applications to Develop and Operate a
Gaming Facility in New York State

TIOGA DOWNS RACETRACK, LLC
Exhibit VIII.C.18.a.

LDG ■ WHO WE ARE

MISSION

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

DECLARATION OF CLIENT SERVICE

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

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

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

CORE VALUES

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

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

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

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

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

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

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

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



Larson Design Group
Your Vision. Made Real.

Exhibit VIII.C.18.a.(cont.)

OUR MARKETS

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

RETAIL CLIENT SERVICES

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

MUNICIPAL CLIENT SERVICES

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

HIGHER EDUCATION CLIENT SERVICES

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

HEALTHCARE CLIENT SERVICES

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

ENERGY CLIENT SERVICES

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

TRANSPORTATION CLIENT SERVICES

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

SERVICES**SUSTAINABLE DESIGN**

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

3D VISUALIZATION

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

BRAND ARCHITECTURE

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

FACILITIES ENGINEERING

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

LANDSCAPE ARCHITECTURE

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

SITE DESIGN & LAND DEVELOPMENT

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

SURVEYING

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



Exhibit VIII.C.18.a.(cont.)

LDG ■ WHO WE ARE

SERVICES**MUNICIPAL ENGINEERING**

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

ENERGY

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

ENVIRONMENTAL

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

BRIDGE DESIGN & BRIDGE SAFETY INSPECTIONS

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

CONSTRUCTION INSPECTION

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

HIGHWAY ENGINEERING

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

TRAFFIC ENGINEERING

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

WATER/WASTEWATER ENGINEERING

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

250+ EMPLOYEES INCLUDING

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

LOCATIONS

PA Offices

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

NY Offices

- Apalachin
- Corning

TX Office

- San Antonio

WV Office

- Morgantown



Exhibit VIII.C.18.a.(cont.)

ESTIMATED NUMBER OF PROJECTS

1200

ESTIMATED CONSTRUCTION COST

\$250 - 300 Million

ESTIMATED ANNUAL PAYROLL

\$16.5 Million

LARGEST CURRENT PROJECT

PennDOT, S.R. 706, Susquehanna County
– 20 Miles of Rural Highway

LARGEST CLIENT (ANNUAL FEES)

PennDOT – Public Sector
Talisman Energy USA – Private Sector

BANKING REFERENCE

Peter Bower
First National Bank, Williamsport, PA

STAFF DETAILS

Professional Engineers – 50
Professional Licensed Surveyors – 6
Registered Professional Archaeologist – 1
Registered Architects – 3
Registered Landscape Architects – 2
Professional Wetland Scientist – 1
Water/Wastewater Operators – 3
Sewage Enforcement Officers – 5
LEED® Accredited Professionals – 14

PRINCIPALS

David DeBlander, PE
Chairman of the Board/Vice President of Transportation

Keith S. Kuzio, PE
President/Chief Executive Officer

Andrew D. Keister, PE, PLS
Chief Operations Officer

Paul H. Lee, PE
Senior Vice President/National Market Leader - Energy

Brenda I. Nichols, CPA
Senior Vice President/Chief Financial Officer

Martin J. Muggleton
Vice President of Marketing & Client Development

Robert J. Gehr, AIA, NCARB
Vice President of Brand Architecture/Facilities Engineering



RECOGNITION

Engineering News Record (ENR)

Top 500 Design Firms

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



Architectural Record

Top 250 Architecture Firm

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



Zweig White

Top 150 Hot Firms

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



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

PSMJ (Professional Services Management Journal)

Circle of Excellence

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



Exhibit VIII.C.18.a.(cont.)

HISTORY

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

1975

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

1986

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

1988

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

1993

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

1996

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

2000

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

2004

Corning, NY Office opened.

2007

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

2008

Ephrata & Bethel, PA Offices opened.

2009

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

2011

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

2012

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

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



Exhibit VIII.C.18.a.(cont.)

DECLARATION OF CLIENT SERVICE

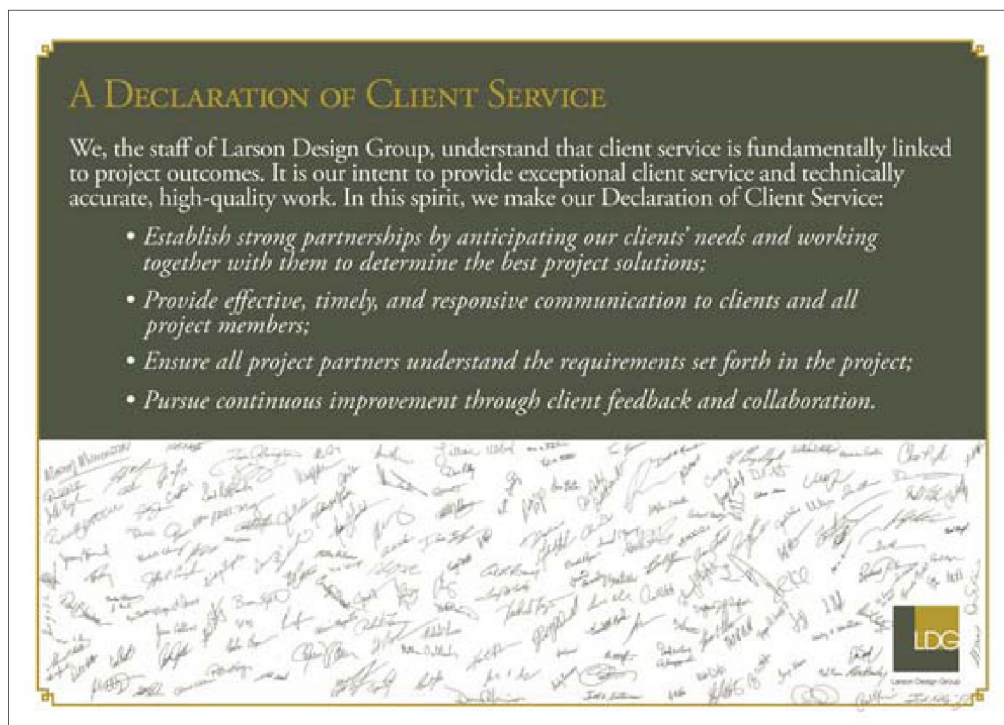
A Commitment to Client Service Excellence

Quality client service is paramount in any organization.

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

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

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



Larson Design Group®
Your Vision. Made Real.