

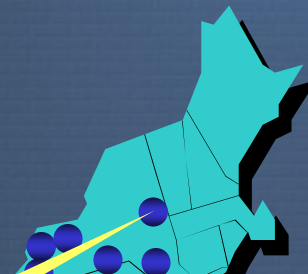
# Cost Effective Development

December 10, 2009

- Symposium on Racing & Gaming
- by Frank Ciminelli II



# Our hospitality and gaming experience



Over \$1.6 billion delivered for  
28 convenience gaming projects.

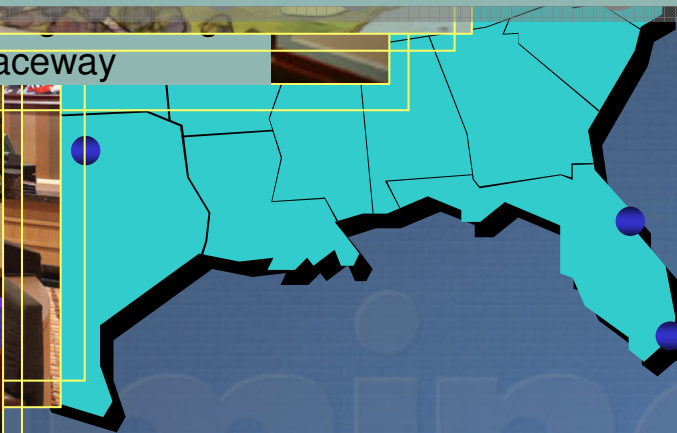
ir

\$.

Racetrack & Casino

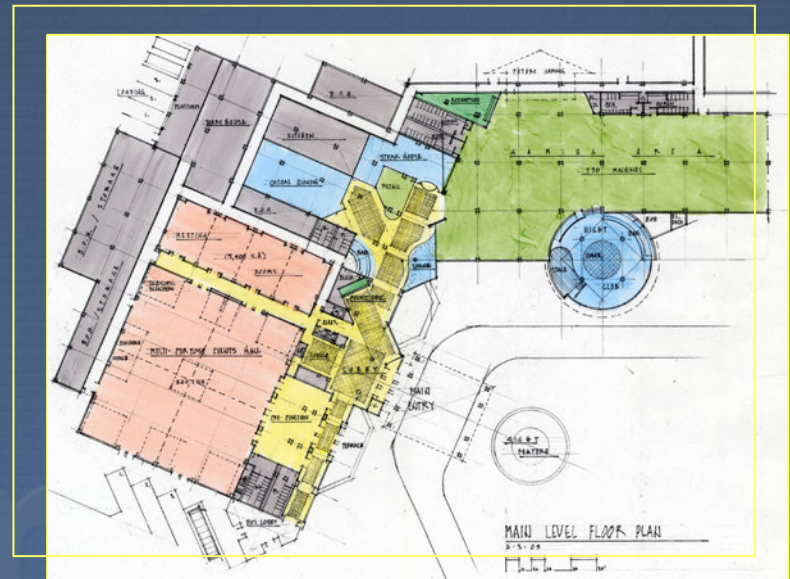


& Raceway



# The Team

- The players in a project
  - Operators/Developers
    - **Create** the idea, operate efficiently
  - Designers
    - **Convert** the idea and the operation into a functional vision
  - Construction Manager
    - **Deliver** the vision based on the project's needs



# A CM traditionally delivers

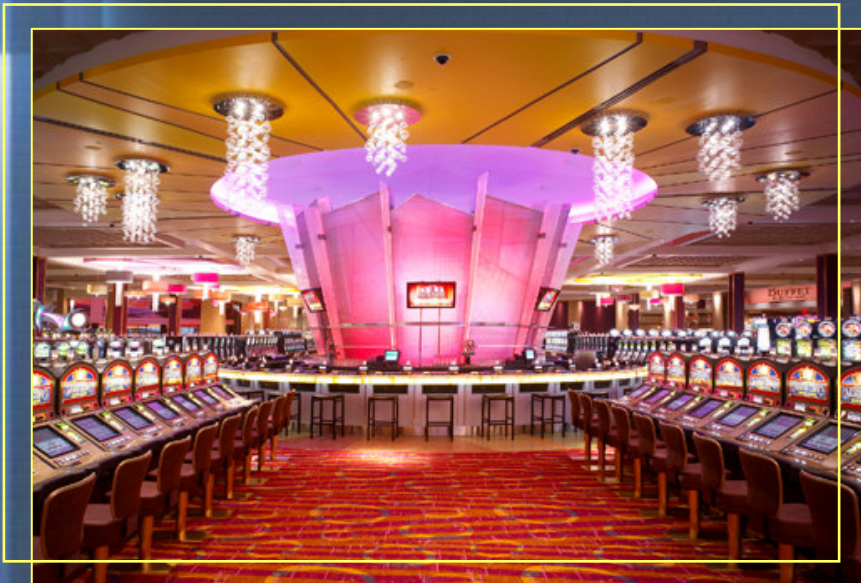
---

- Manage project risks including:
  - The overall project schedule
  - The project budget
  - Project logistics
  - Project safety
- Value-added of a good CM
  - Helping make good *strategic* development decisions



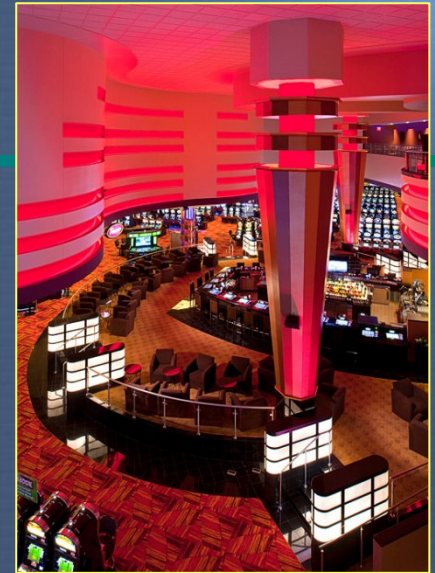
# Cost Effective Outcomes

- Invest in pre-planning
- Master Activity Schedule
- Manage the budget



# Invest in Pre-Planning

- **Early** collaboration of the development team
  - Teams built on trust and respect
  - Understanding of the desired outcome
- Consider your Master Plan
  - Site logistics
  - Infrastructure needs
  - Adjacency needs



## The Meadows Racetrack & Casino

Demolition Started: September 4, 2007

- New casino 351,000 gsf
- New 1,000-car parking ramp

Completed: May 9, 2009

## Temporary Facility

- 1,738 slot machines
- Bar and lounge
- Dining area, kitchen, snack bar
- Central plant & security building

## Permanent Facility

- 3,800 slot machines
- Feature bar
- 12,500 sq. ft. multifunctional space
- 24-lane bowling alley
- 8 restaurants, lounge

# Master Activity Schedule

- Pull scheduling based on operational milestone
- Fast Track should not mean extra cost



## Saratoga Gaming & Raceway

Construction duration: 8 months

- Addition: 46,000 gsf

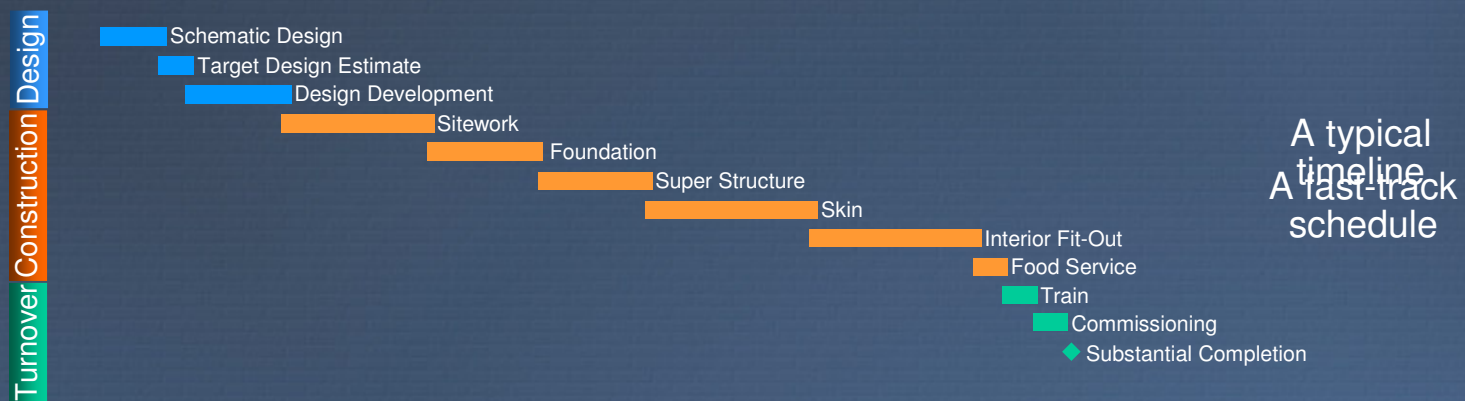
Started: October 2006

Completed: May 2007

- 400 video lottery terminals
- 300-seat buffet
- 2-story Nightclub

# Master Activity Schedule

- Pull scheduling based on operational milestone
- Fast Track should not mean extra cost



## Saratoga Gaming & Raceway

Construction duration: 8 months

- Addition: 46,000 gsf

Started: October 2006

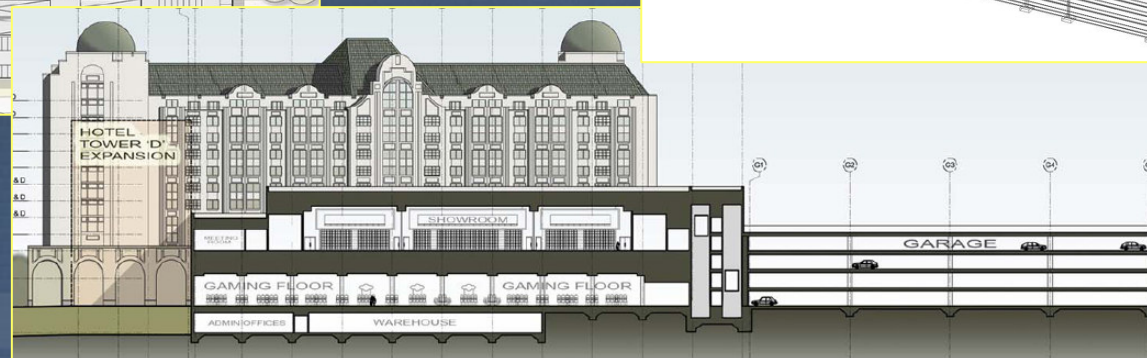
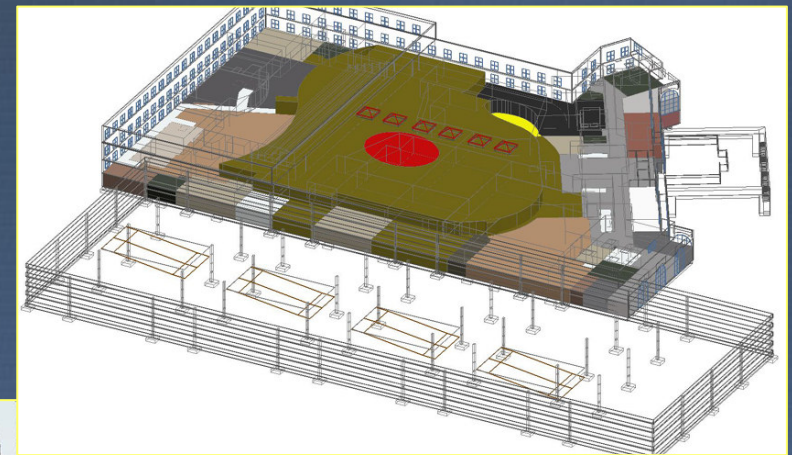
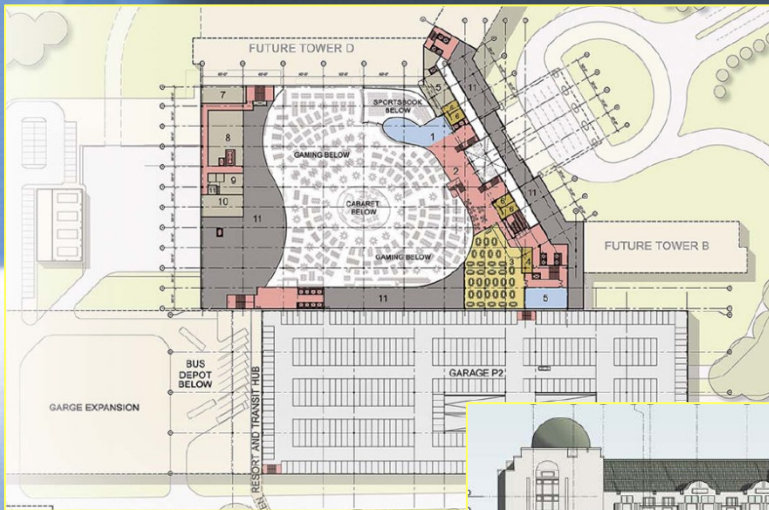
Completed: May 2007

- 400 video lottery terminals
- 300-seat buffet
- 2-story Nightclub



# Manage the Budget

- Let the Pro Forma dictate the capital budget
- Establish target design values early



Delaware Park Racetrack & Casino

# Advice to an Owner: Lessons Learned

---

- ***STAY ENGAGED IN THE PROCESS!***
- Collaboration is driven by trust in your team
- Decision by committee means no decision
  - Who is your single point of contact?
- Engage your operations team early
- Understand the scope of the project
  - Don't wait for the full scale mock-up
  - Beware of "By Others"
  - Understand how your vendors dovetail into the schedule
- Allow time for training & commissioning

# Thank you

- Learn more at [www.webuildgaming.com](http://www.webuildgaming.com)

