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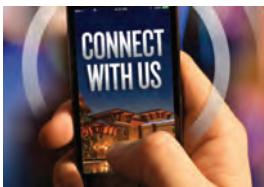
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THE NEW MILLENNIALS

The next generation of tribal leaders

BY ROGER GROS



We've heard about millennials over the past year until that word has become odious. Yes, we understand that millennials are the future of the gaming industry, but since none of them are even 40 yet, I think it's a bit premature to worry about whether they're going to evolve into gamblers the same way their mothers, fathers, grandparents and great-grandparents did. After all, we've still got a relatively healthy and prosperous baby boomer generation to serve.

What isn't premature about millennials, particularly in tribal gaming, is the transition of leadership from the first generation of tribal leaders to the next. And remember, the first generation were and have been incredible people—national leaders like Rick Hill and Tim Wapato; legal and legislative geniuses like Frank Ducheneaux and Sharon House; tribal leaders like Richard Milanovich and Marge Anderson. These people—and hundreds like them—established tribal government gaming, led it through the early tumultuous years, and brought it to the respectable, profitable business it is today that benefits all Native Americans and the communities in which it operates.

But what happens now? The transition to the second generation of leaders in tribal government gaming is just beginning. Over the past several years, I've met many people who would fit this description, Native Americans and casino executives who have come to realize that tribal gaming is the most fulfilling part of the casino industry.

And while I hesitate to compare them to the greats of Indian gaming, there are dozens of examples of young leaders learning to take over: Kevin Brown, the chairman of the Mohegan tribe in Connecticut; Richard Manuel, who is mentoring future leaders, and will soon take over as COO of the Gila River gaming operations; Kara Fox-LaRose, a Mohegan tribal member who was recently named the GM of the new Cowlitz casino resort in Washington; Cody Martinez, the new chairman of the Sycuan Band in San Diego; Angela Heikes, who will take over from the legendary Don Stevenson at Mystic Lake in Minnesota; Roman Carrillo, the GM at the Paiute Palace Casino in California; Shannon Keel, the CEO/general manager at

the St. Regis Mohawks' Akwesasne Casino Resort in New York; Joe Olujic, the COO of the Osage Casinos in Oklahoma; Crystal Janvier, who does research for the First Nations of Saskatchewan in Canada.

These are but a few of the great young leaders in Indian gaming who will inherit the mission begun by the first generation.

A few years ago I was doing a story about the expansion of Casino del Sol in Tucson, owned by the Pascua Yaqui Tribe. I was interviewing several of the tribal leaders, who were about my age (old), and they were telling me about their childhoods, with no electricity, running water or even a fourth wall on their houses. It seemed inconceivable that in this day and age, there were still people who had suffered those indignities. But these leaders had, as have thousands of other Native Americans across North America. And it was tribal government gaming that rescued them from that life.

The younger generation can listen to these stories, but can never experience that hardship, so will they ever understand how important tribal government gaming was and is to their tribes and their gaming operations? I believe they can, because if these leaders tell those stories with the passion and the courage that I heard from the leaders of the Pascua Yaqui, you can't help but be moved.

The younger generation has the advantage of education, the business history, and frankly, the creature comforts that gaming allows us all to enjoy. They have the ability to advance tribal gaming to the next level if they think about the future and why gaming is crucial to the survival of the tribe-owners of the gaming enterprises.

But it's up to the first generation to spread the story—good or bad—and explain what the stakes were in the beginning and why those stakes haven't really changed. Tell them your most difficult experiences, your darkest times, and then reveal to them how it takes a community to build a gaming operation that works for everyone.

I am confident that tribal gaming will survive and thrive, so passing the torch to our new leaders is the most important thing that the originators of tribal government gaming can do.

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IDENTIFYING GAMESMANSHIP

Protecting the integrity of Indian gaming

BY JONODEV OSCEOLA CHAUDHURI



As chairman of the National Indian Gaming Commission—both in an acting capacity for 18 months and since my confirmation in April 2015—I have made protecting against anything that amounts to gamesmanship on the backs of tribes a top priority for the agency.

Simply put, our extraordinary team is focused on doing whatever we can within our authority to work with tribes and relevant partners to defend against any third-party threats to the tribes' legally protected interests in their gaming operations. We recognize that gaming continues to be a critical economic engine for hundreds of native communities which simply seek to improve the lives and opportunities of their people.

We are solemnly committed to fulfilling our responsibility as regulators to serve as strong partners in protecting tribal assets and preserving the integrity of tribal gaming.

The Indian Gaming Regulatory Act (IGRA) was enacted to support and promote tribal economic development, self-sufficiency, and strong tribal governments through the operation of gaming on Indian lands. IGRA established the NIGC to regulate and support tribal gaming with authority to enforce the purposes of IGRA. (See 25 U.S.C. § 2704.)

The NIGC is taking a targeted approach based on IGRA's statutory requirements to ensure that tribes are truly the primary beneficiaries of their gaming enterprises by reducing gamesmanship in the Indian gaming industry and helping tribes develop ways to prevent gamesmanship before it occurs.

Gamesmanship occurs when a non-tribal government interest manipulates business, professional and employment relationships associated with Indian gaming operations to further its own interests at the expense of the tribe and its people. Gamesmanship often results in the violation of IGRA, NIGC's regulations, or the tribe's gaming ordinance (and often other federal laws) and may include: managing an Indian gaming operation without an approved management contract, misuse of gaming revenue, a violation of the sole proprietary interest requirement, or all three.

Such gamesmanship is even more egregious when the parties involved have undue influence over the tribal decision-making process, as can be the case when the gamesmanship is facilitated by trusted tribal advisers.

Gamesmanship may manifest itself as a third-party entity managing a tribal gaming operation without an NIGC-approved management contract. This is often done through schemes offered as legal methods for achieving the same goal as a management agreement with less regulatory oversight.

By managing without an approved contract, third parties are able to avoid the protections that IGRA provides to tribes and tribal operations, through IGRA-required contract terms such as caps on the amount a manager can be paid, guarantee of dollars for the tribe, dispute resolution procedures and backgrounding of managers to ensure no

The NIGC is taking a targeted approach based on IGRA's statutory requirements to ensure that tribes are truly the primary beneficiaries of their gaming enterprises.

corrupt influences exist. When gamesmanship is employed, one or all of these protections are missing from the arrangement, resulting in the third-party entity taking more than the permitted 30-40 percent of revenues and denying the tribe the resources to which it is statutorily entitled.

Gamesmanship may also be employed to allow third parties to gain access to net revenues without management and can lead to revenue misuse. Under the guise of providing services not related to gambling (marketing, security, parking, financial), third parties have received unearned compensation, bonuses or premiums, based on percentages of net gaming revenues—violating IGRA's limitations on the use of net revenues.

Unapproved management contracts and misuses of net revenue can happen simulta-

neously or individually, violating the sole proprietary interest requirement of IGRA. Gamesmanship often results in the non-tribal entities acquiring a substantial financial benefit for minimal input, indicating a proprietary interest.

Gamesmanship is not always identified quickly and, unfortunately, tribes suffer the substantial consequences. Not only can tribes be deprived of the fruits of their gaming, but may be subject to fines for failing to protect them. In one notable circumstance, the tribe received less than 30 percent of the net revenue from their facility, had a non-tribal entity owning and operating a gaming operation on their property, and was deprived of the ability to develop their own gaming operation.

NIGC is always mindful of the incredible work that tribes, as the primary regulators of Indian gaming, have done in building and protecting the industry, making it the success it is today. To that end, tribal leadership, gaming commissions and tribal employees are best situated to identify gamesmanship.

Two ways tribes can prevent the most prevalent forms of gamesmanship is by having strong conflict-of-interest statutes and ensuring that there is adequate supervision of all gaming operation employees, including management officials.

NIGC is committed and well-positioned to provide tribes and tribal regulators with robust assistance to protect tribal assets. Together, the commission and tribes can work to prevent gamesmanship and ensure that native communities are the primary beneficiaries of their gaming revenue.

Indian gaming's continued economic success is dependent upon our mutual vigilance. Please do not hesitate to contact NIGC if you have concerns about third-party gamesmanship.

Jonodev Osceola Chaudhuri is chairman of the National Indian Gaming Commission and a citizen of the Muscogee (Creek) Nation. He can be reached by calling 202-632-7003. For more information about the NIGC, visit www.nigc.gov.



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UNDERUTILIZED MARKETING STRATEGIES

Transparency in promotions: What a concept!

BY MICHAEL A. MECZKA



In a few markets, the competition for Native American casinos is from commercial casinos as well as other tribal gaming casinos. In these markets (Florida, Michigan, Louisiana and Mississippi, to cite a few), it appears that the Native American casinos embrace the safe road by not taking full advantage of their unique protected positions.

Let's consider the state sales tax from which most Native American enterprises are exempt when conducted on reservation land. Rather than wear a white hat claiming the obvious benefits to the patron, real and implied, of "a no-sales-tax zone," they continue to charge the sales tax. Why? Because they can! Patrons are accustomed to paying the sales tax everywhere else in the immediate area.

A different descriptive term may be used, but the net result is a misrepresentation to the gaming patron. When discovered, customers feel duped and immediately become suspicious of all activities at the casino. What confidence should casino patrons have that the casino games they play are not misrepresented, if the operator misrepresents the alleged "tax?"

Transparency is a sound initial marketing strategy. The competitive commercial casinos are required by law to pay the sales tax. Sharing the Native Americans' unique no-sales-tax benefit with gaming patrons goes far to build loyalty. Everyone enjoys minimizing taxes.

When positioned properly, patrons cite the sharing of this benefit as a motivating factor for casino selection. Inform the patron that there's no sales tax, and besides increased loyalty from transparency, the casino will benefit when the patron has a bit more money to play in the casino.

The primary independent revenue source for a casino is gambling revenue. The more money patrons play, the greater the profit potential. Patrons are in a casino to gamble. Money is the measuring stick. The casino should encourage play by minimizing or eliminating unnecessary finance charges.

This particularly applies to ridiculously disproportionate fees for ATM, check cashing and other financial services. Patrons lament the \$4 or more ATM fees the casino

charges, which are further increased by the patrons' bank charges. Fees are even greater for check cashing or cash advances. Virtually all patrons who use these financial services put the money immediately in play. So, why charge a fee?

The chief financial officers may view the fees as a significant revenue source, but the CFO is not a gambler. The CFO would never pay similar fees, and does not understand the frustration of the gaming patrons when forced to pay the fees.

The patrons judge the fees as just another way the casino seeks to minimize their play time. Eliminating ATM fees and minimizing other financial fees significantly increases casino loyalty. If the CFO is concerned about too many patrons taking advantage of a "no fees" policy, then the program can be presented as an exclusive benefit to higher-tier, higher-value gaming customers.

**Transparency is
a sound initial
marketing
strategy.**

Now that we have two strategies to get more money to the gaming patrons, what can we do to improve the overall casino experience? Patrons seek more play time in the casino, and seek new games that will give them the perception of more time.

Staying with the general transparency strategy, the casino should introduce new games in a fashion similar to automobiles.

Rather than a showroom of models from one manufacturer, offer the patrons the opportunity to play new games with their own money from multiple manufacturers in a separate, unique area before the games are placed on the general casino floor. There would be total disclosure describing the hold, the degree of volatility, what the

patrons can expect in play, the wagering options and what to expect at each wagering option, as well as the bonus minimum and maximum sizes, to name a few. This would educate patrons, leading to a more satisfactory gambling experience. Barona Casino successfully employs a similar practice.

Gaming customers have indicated time and again they seek to stay in play for their available or allotted time on their predetermined gambling budget.

While they appreciate promotional drawings, they dislike what they perceive as the disproportionate drawing prize sizes. This is particularly true where there is one large-size, say \$10,000 prize, and 10 smaller prizes of \$1,000 each. There is a far greater chance a patron will play back the smaller amount as opposed to leaving the casino with the larger amounts to spend on other expenses. A sound marketing strategy is to learn from the patrons what motivates more and deliver the same.

A gaming-centric reward program featuring many relatively smaller prize sizes with heavy emphasis on individual customized rewards works well. Sure, patrons appreciate the food and hotel coupons, but if they have enough time to play in the casino they earn enough comp points to have comped food and comped hotel rooms. It is the play time they seek, and what the casino must deliver.

Gaming patrons have modest expectations, like more time on the machine and less strain on their gaming budget. They do not expect to win life-changing jackpots, or even IRS W2G jackpots. They seek escapism through active participation in casino games in a live casino environment.

The more gaming-centric opportunities—increased free play, hot seats, double prize periods—the casino can present to the patrons, the greater the win for both.

Michael A. Meczka is president of Meczka Marketing/Research/Consulting, Inc. During the company's 35-year history, it has completed numerous projects focused on improving the total gaming experience. For more information, visit mmrcinc.com.



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TRIBAL EXPANSION: Nooks & Crannies?

The era of explosive growth in Indian gaming is over. There are still opportunities, but how do you find them and what shape will they take?

>>>> BY ERIKA MEESKE <<<<<

THERE HAS BEEN MUCH TALK REGARDING GROWTH IN NATIVE American country, especially since the Indian Gaming Regulatory Act of 1988 moved the gaming industry to the forefront of tribal development. The expansion of commercial and tribal gaming in recent years, however, has led many to believe the gaming industry in North America has reached its saturation level, leading tribes to seek more creative and out-of-the-box economic development strategies to safeguard their communities.

Still, several questions remain:

- 1) What could potentially be left in Native American development for gaming on new sites?
- 2) How can tribes continue to earn revenues should the gaming market indeed be saturated?
- 3) How is the Native American community responding to these factors?

RECOGNITION ROAD

To address these questions, we looked to land determinations and the federal recognition process for tribes throughout the United States. As of the writing of this article, there are officially 567 tribes that have been federally recognized in the United States. This figure includes the most recent recognition of Virginia's Pamunkey Indian Tribe on January 28.

According to the Office of Federal Acknowledgement (OFA), "Since 1978, 356 groups have stated their intent to seek acknowledgment through the administrative process. Of this number, 269 groups have submitted only letters of intent or partially documented petitions, and are not ready for evaluation. The remaining 87 have submitted completed petitions. Of this number, the Department has resolved 55 and 19 have been resolved by Congress or through other means."

The current OFA workload consists of three petitions under active consideration, while 11 petitions are ready and waiting for

active consideration. That still leaves nearly 270 tribes that have submitted letters of intent or have petitioned to be federally recognized that have yet to move forward.

The recognition process itself is cumbersome and considered by many to be a somewhat broken process. The process is arduous, costly and can take decades to complete. This was illustrated most recently by Shinnecock Indian Nation, who petitioned in 1978 and didn't receive recognition until 2010, 32 years and over \$30 million later.



Virginia's Pamunkey tribe is the latest group to achieve federal recognition.

It would seem for a tribe that has existed for centuries on the coastal lands of Long Island, the process would have been easier for the Shinnecock tribe, but due to the labored process and lack of sufficient personnel to authenticate the records, the process took much longer than it should have, and at a greater cost.

For a tribe to be federally recognized, it must essentially provide proof of the following criteria:

- 1) They can be continuously identified as an American Indian body since 1900.
- 2) They existed as a distinct community and maintained



With the help of the Mohegan Tribal Gaming Authority, Washington state's Cowlitz tribe is building a casino resort just north of Vancouver, Washington.

political influence over their members since historical times.

3) They provided governing documents describing their governance procedures and membership criteria.

4) They provided a list of their current members who descend from a historical Indian tribe and who are not also members of another federally recognized tribe.

5) They have never been subject to congressional legislation that expressly terminated or forbade the federal relationship.

Many have identified the lack of personnel and tribal red tape as the greatest reasons for the delays, while others mention the opposition to tribal recognition by non-tribal and tribal people alike. It appears the main reason for tribal opposition is the desire to keep the pie smaller so as to maintain a larger cut of federal distributions for health care and other benefits.

This doesn't bode well for the hundreds of tribes that can easily meet or exceed the requirements put forth by the OFA. As of September 29, 2015, there were 14 petitioners who have prepared the necessary documentation and are awaiting the chance to get their petitions processed.

Among these are three tribes with petitions in the process, including the Muscogee Nation of Florida, Piro/Manso/Tiwa Indian Tribe of the Pueblo of San Juan Guadalupe, and Fernandeno Tataviam Band of Mission Indians.

According to the OFA, "When resources become available to evaluate a new petition, OFA will begin its review of the petition on the top of this register. When OFA receives a new submission and finds that it meets the requirements for a documented petition, OFA will place the petition at the bottom of this register." It is this process that keeps tribes waiting for decades for their chance to be recognized.

The ability of tribes to gain federal recognition remains critical for the future of tribal development. What is apparent is that once recognized, tribes will surely look into development. However, what form that development takes has begun to evolve.

The development of choice has historically been gaming, an industry in tribal country that began with bingo halls and flourished into full-scale Las Vegas-style destination resorts such as those seen at Pechanga, Foxwoods, Mohegan Sun, Sandia and Tulalip.

From 2001 to 2014, tribal gaming revenues grew by nearly 120 percent, outpacing commercial growth, which grew just over 40 percent over this period. In recent years that growth has slowed considerably, growing only 1.5 percent in 2014, following only 0.5 percent growth in 2013—despite the opening of 34 casinos over that two-year period.

That being said, the nation's 459 tribal casinos in 28 states produced record high gaming revenues of \$28.5 billion in 2014, marking its fifth year of consecutive growth. This is also partly

due to gaming expansion in not only new facilities, but also within existing facilities. While gaming revenues may not be growing at the same high rates that many tribes have become accustomed to, many believe that there is still potential for growth.

TRIBES HELPING TRIBES

The newly recognized Cowlitz Indian Tribe has in mind to develop its new casino resort on 152 acres of tribal land along Interstate 5, approximately 20 miles north of Vancouver, in the heart of southwest Washington. The new facility is expected to include 368,000 total square feet, including a 100,000-square-foot gaming floor, multiple restaurants and meeting facilities. Phase I of the project, which is scheduled to open in spring 2017, is being developed in collaboration with Salishan-Mohegan LLC.



Four tribes collaborated to develop the Four Fires Residence Inn in Washington D.C., which opened in 2005.

Over the past several decades, gaming has been the primary industry that tribes have looked to for economic stimulus, and while this trend will likely continue, the threat of saturation is real. Therefore, instead of limiting themselves to gaming developments, savvy tribal leaders are looking for alternative means to diversify their tribal businesses. In fact, the joint venture between the Cowlitz Indian Tribe and Salishan-Mohegan LLC is becoming more common as tribes look to each other for collaboration and best practices.

Examples of companies and partnerships leading these efforts include the Laguna Development Corporation (Pueblo of Laguna), Potawatomi Business Development Corporation (Prairie Band Potawatomi Nation) and Four Fires—an economic partnership of the San Manuel Band of Mission Indians, the Forest County Potawatomi Community of Wisconsin, the

Oneida Tribe of Indians of Wisconsin and the Viejas Band of Kumeyaay Indians of California.

The focus of these economic development strategies remains on tribal welfare, health care, education, wellness and culture. Self-reliance is also key to the foundations of economic diversification.

Former Laguna Governor Richard Luarkie shared their tribal vision while he held office, quoting, "As a tribe, in order to be successful economically, we cannot have a dependency or entitlement mindset. We have to have a mindset of innovation, of inspiration, of motivation, and dedication to the challenge that lies ahead. We must demonstrate the ability to work together for the benefit of the greater whole, and we have to be able to find economic opportunities that will create a return for the tribe, and for anyone with whom we chose to partner."



While in office, former Laguna Governor Richard Luarkie fostered a business-like relationship with surrounding communities that created jobs and prosperity for his tribe and others.

Luarkie explained that Laguna's business model is one that allows for a unique separation between tribal government and business. The tribe owns the economic enterprises as shareholders, and has structured them as Section 17 Federal Corporations, delegating power to the board of directors to run the business, make key business decisions, develop strategy and manage financial performance. This also puts the impetus on the businesses to create jobs for tribal members, thereby fostering growth and prosperity from within the tribe.

TRIBAL BLUEPRINT

In a new publication called *Defining the Next Era in Tribal Economic Development: The Diversification Imperative for Tribal Economic Development*, expected this year, the Blue Stone Group and NIGA provide a virtual playbook revealing real examples of economic diversification throughout Indian Country to help guide tribes moving forward.

Some of the examples include expanding into new markets with existing capabilities or into new capabilities in the same market—for example, extending resort management and hospitality skill sets into elective health care services, making investments off reservation in similar businesses to current enterprise, or taking existing knowledge around project financing and cash management and starting a banking or credit union enterprise.

There are several examples of these practices in Indian Country. For example, the Four Fires collaboration developed the first tribally owned enterprise in Washington, D.C., with the opening of the 13-story, 233-suite Residence Inn by Marriott in 2005. San Manuel has developed the San Manuel Village, a 12-acre mixed-use development project located in the city of

Highland, California, that includes a 110-room Hampton Inn & Suites and conference center, restaurants, retail space and offices.

What makes tribal development so unique is also what makes each tribe unique—each tribe will have its own set of values, needs, concerns, issues and challenges, as well as its own plans moving forward. To illustrate, one way the tribes have been able to diversify is through government contracting. For the Laguna Pueblo, this occurred out of necessity. Back in the mid 1980s, in order to combat the shock of the Anaconda Uranium Mine's closing and the resulting economic impact on the community, the Pueblo of Laguna launched Laguna Industries, a strategic move that quickly evolved to become one of the largest Native American defense contractors in the United States.

ENERGY ALTERNATIVES

Another effective industry has been renewable energy, which fits into Indian Country organically as tribes seek self-sustainable practices and have an innate passion for protecting the environment. The benefits to Indian Country are myriad, including long-term stabilization of energy costs, economic development, revenue generation opportunity, opportunity to conserve and sustain natural resources, energy self-sufficiency and strengthened tribal energy infrastructure.

The Cabazon Band of Mission Indians led the pack in 1990 when it allocated a 590-acre portion of its reservation near Mecca, California, for a Resource Recovery Park. The facility accepts a wide range of waste materials from wood waste to electricity, tires and even soil. The plant converts the waste into reusable materials and contributes to the income of the tribe. The tribe continues to work on innovation in renewable energy to develop a model that other tribes throughout Indian Country can replicate and implement on their reservations.

Other forms of renewable energy include concentrated solar power (CSP), wind turbines, geothermal and hydropower to power reservation lands, bio fuel development and other biomass projects. Several tribes, such as Nez Perce, Lake Traverse (Sisseton), Yakima, Coeur d'Alene and Menominee, are the top five tribal lands with biomass capacity and generation potential. The top tribes with CSP capacity and generation potential include the Navajo, Tohono O'odham, Hopi, Pine Ridge, Uintah and Ouray tribes.

The top five tribal lands with geothermal capacity and generation potential include the Navajo, Tohono O'odham, Warm Springs, Pyramid Lake and Walker River tribes. According to the *Renewable Energy Resource Technical Potential on Tribal Lands* publication, there are 196 distinct tribal lands with technical potential to support this type of energy. The top five tribal lands with wind capacity and generation potential include the Cheyenne River, Standing Rock, Fort Peck, Pine Ridge and Rosebud tribes.

The key point going forward is to understand the countless opportunities that are out there for tribal diversification, what fits best with the tribe's values and vision, and the willingness to choose that path.

Erika Meeske is a vice president at the Innovation Group, heading up its Native American Division. She can be reached at emeske@theinnovationgroup.com

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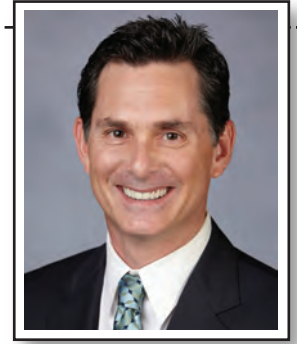
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WORKING FREE PLAY

Estimating the effect of free-play offers on slot machine play in tribal casinos

BY KATHERINE SPILDE, PH.D. AND ANTHONY LUCAS, PH.D.



The Sycuan Institute on Tribal Gaming is dedicated to producing research that is responsive to ongoing tribal public policy needs while also launching a new body of work analyzing tribal casino operations management practices.

Because tribal gaming revenues are directed toward improving tribes' social and economic welfare, it is critical for tribal budgets that tribal casinos are operated with maximum efficiency. Any dollar wasted on flawed marketing strategies, for example, is a dollar that could have been invested in tribal scholarships, health care or housing.

Consistent with the requirements of the Indian Gaming Regulatory Act, tribal governments are investing gaming revenues into a variety of tribal programs and services (health, law enforcement and education, to name a few) and promoting economic diversification, among other endeavors. As such, inefficient or wasteful tribal casino management, whether a result of ignorance or apathy, impacts tribal lives directly.

The net gaming revenues available for tribal government investment vary considerably across the United States. Tribal government gaming facilities closer to larger gaming markets logically produce more revenues for investment and recovery.

Until recently, most research directed at tribal economic and social recovery from gaming has focused on tribal governments' uses of revenues after they have been transferred to the tribal government. However, tribal casino management and marketing practices also play a significant role in how much money ultimately flows to tribal communities.

One of the biggest investments by tribal casinos, free play, is a meaningful place to start evaluating casino performance.

Free-play (FP) awards have been established as a critical and costly play incentive in most U.S. casinos, and tribal government casino marketing reflects that trend largely through the long-term practice of importing casino executives from existing markets. In spite of their industry-wide popularity and the considerable cost of these offers, however, little is known about their effect on customer

behavior, especially in tribal government-owned gaming facilities.

The Sycuan Institute recently funded and completed an analysis of the differential impacts of discretionary FP (DFP) and earned FP (EFP) in two tribal properties as a way to test the assumption that free-play offers will stimulate increased spend per trip. Specifically, tribal casino marketers must know whether and to what extent FP redeemers gamble with their own bankroll.

Two tribal gaming properties, named Resort A and Resort B to protect their identities, shared detailed marketing data to allow for our analysis. Like many casinos, these properties relied heavily upon slot revenues and operated in competitive markets where other properties were offering similar FP programs.

One of the biggest investments by tribal casinos, free play, is a meaningful place to start evaluating casino performance.

The model used for analysis was originally developed to analyze FP performance in non-tribal properties and had consistently revealed that FP generally underperformed relative to the assumptions of management. Importantly, the tribal property called Resort B shows outstanding performance on FP relative to all other properties tested to date, demonstrating that FP can perform as intended if it is tailored to the market.

(The full results of the study are available from the authors and will be published in an academic journal in 2016.)

For Resort A, \$1 increase in DFP resulted in an \$11.75 increase in coin-in. EFP also produced a positive and statistically significant effect at Resort A. Resort B also showed a positive result.

At first blush, these results suggest that the free-play program is a huge success. However, once the costs associated with implementing the DFP program are considered, the resulting analysis of Resort A's success suggests that the incremental win (i.e., revenue) associated with DFP

redemption is insufficient to cover the offer costs.

Computing the incremental revenue associated with DFP redemption demonstrates that Resort A had to invest \$1 in DFP to produce an incremental win of 88 cents. This suggests that for every \$1 of DFP redeemed in Resort A, management can expect to see an 88-cent increase in carded win, the equivalent of exchanging \$1 for 88 cents.

Additionally, there are many other operating and loyalty program costs to cover, aside from the direct offer costs. This result for Resort A suggests that management should take a critical look at the DFP program. (It certainly does not mean that DFP is not a viable option; it simply suggests that revisions to the offer process should be seriously considered.)

For Resort B, a \$1 increase in DFP resulted in a \$24.27 increase in coin-in, which ultimately translated into \$1.64 of incremental win.

That is, for every FP dollar redeemed in Resort B, management can expect to see a \$1.64 increase in carded win.

Although much more favorable than Resort A's result, again, there are other operating and program costs to cover. Still, this outcome is more encouraging with respect to the efficacy of Resort B's current DFP program. While differences in resort-level results are to be expected, it is worth noting that Resort B's investment level in DFP appears lower than that of Resort A. For example, Resort B redeemed 9 percent of its theoretical win in DFP, while Resort A redeemed 11.7 percent of its theoretical win in DFP. While this correlation does not provide a definitive explanation, Resort B's superior result could be due in part to a more restrictive DFP offer protocol, indicating that less may be more.

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Diversity

Tribal casinos have changed dramatically through the years

by Design

By Dave Bontempo

TRIBAL GAMING REVEALS A COMPELLING ASCENT.

Operators have authored a carefully sculpted, sometimes frenetic path to prominence. Despite rising competition and volatile economic cycles over the past three decades, tribes own a market share approaching \$30 billion. Sovereign ideals, design excellence and careful planning have fueled gaming growth.

Three distinct eras, marked by a delicate juggling of business and cultural expression interests, have occurred since the 1988 Indian Gaming Regulatory Act enabled tribes to run casinos. It began simply with people flocking to properties, practically sight unseen, in the tribal equivalent of Field of Dreams: If one built it, people came, sprinting.

Design standards rose during the amenity-filled 1990s, gaming's second market phase. Patrons could not simply be hosted. They would be wined, dined and wooed via comps, nightclubs and special events. Market saturation began forcing the need for engagement.

In the modern realm, age-group considerations gain more clout. Social media has produced young gamers with apps, phones and touch-screen speed-of-play.

Tribes embrace these factors to script their gaming presentation, from building size to design, as stakes rise. It was one matter for operators to build structures. Yet in a market replete with small properties and monoliths like Foxwoods, Mohegan Sun and WinStar (the nation's largest casino in gaming-floor space), the trick is to keep them up. Tribes must know their message, their market and themselves.

Well-known architects and designers help sculpt the product. They blend natural elements, state-of-the-art materials and the wishes of tribal officials into buildings that reflects a property's identity. Competition increases, but so do the tools of construction.

It's been some ride.



Potawatomi Bingo & Casino in Milwaukee (and at right). (below) Luxury suites at Wind Creek Casino & Hotel

EVERY ERA HAS A THEME

Minnesota-based Cuningham Group capitalized on the advent of tribal gaming. Since the late 1980s, it has produced projects of all sizes for its clients. Cuningham received several awards for an expansion project at Cherokee, N.C., which entailed more than half a billion dollars.

Tom Hoskens, Cuningham partner and vice president, witnessed the entire tribal architectural story.

"We were in at the beginning, and the first structures we did were, shall we say, a decorative box," Hoskens recalls. "It was very simple. You had the option to create a signature porte cochere, because many of our properties were on the prairie. A large porte cochere could be something that popped up in the landscape and brought people there.

"That was the standard. Let the porte cochere make the statement. You could put some of these buildings up in six to nine months, which was very important. Back then, the whole idea was to get one up quickly. The faster you got open, the more money you made. Gaming was taking the country by storm. You had to get in the game as quickly as possible."

Inside? Stick to a main gaming floor, restaurant and bar. Gambling drew people, food kept them on premises and time-on-device, a term that would later become significant in the gaming world, was still a loosely configured idea.



“Some want the display to be in an area like a museum. Some want the overall structure to have a contemporary Las Vegas look. Some want it very tribal. That’s their decision.”

—Chief Boyd, Thalden Boyd Emery



As the initial phase waned, mid-era tribal design sought staying power. Operators lured overnight patrons by creating a destination resort rather than a day-trip market. Amenities gained significance, from convention space and nightclubs to 24-hour food courts and gourmet restaurants.

From an architectural standpoint, the challenge was bringing it together.

“When you stay at a non-gaming hotel, you want to be near the checkout when you come down the elevator,” Hoskens says. “At a casino property, you are hopefully going to see the gaming floor. We developed a philosophy during that era and trademarked the term ‘Every building tells a story.’ You can give the property a look, feel and sound that is only part of that community. We discussed this with tribal leaders and created something they wanted.”

And then there’s nature.

Because of technological advancements and people spending more time inside buildings and cars, it is argued that the lack of biophilic activities strengthens the disconnect of humans from nature. A smart gaming design can address that.

“Many of our casinos are in gorgeous settings,” Hosken says, “allowing us to open the windows and have glass going through. This helps bring the nature inside. If you can create a facility with natural light and natural views, people will stay longer and play longer. Some casinos that don’t have that natural advantage have gone as far as to create monitors that show waterfalls and forests.”

VARIATIONS ON TRIBAL THEMES

Chief Boyd, a Cherokee tribal member with more than 50 years architectural experience, revels in the tribal design evolution. Thalden Boyd Emery’s CEO began working on bingo halls for his tribe in the 1960s. What transpired over the years astounds him.

“What excites me about Indian gaming is how the tribes are receiving the economic impact,” says Boyd, whose company is based in Tulsa, Oklahoma and has a long relationship with tribal properties. “They are getting money for which they can decide what to do. If you gain money from the federal government, for instance, you are told that you have to spend it on this or that.

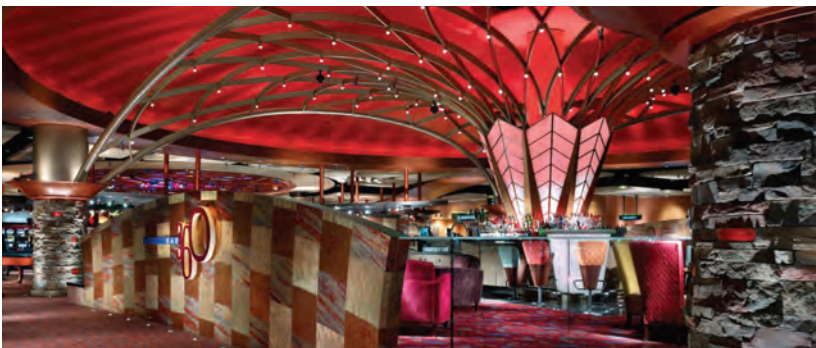
“You also have to lobby and fight for that money by going through so many regulatory hoops. As a taxpayer, I understand that, but by the same token, it is wonderful to make money that you can decide how to use, say to build roads, improve water systems, build hospitals and clinics, etc..”

He cites \$2 million the Cherokee Nation donated to public schools a few years ago. “It is wonderful to see what the tribes have accomplished; it’s dramatically different from the past,” he says. “It’s mind boggling.”

The reasons vary. Boyd advocates a mix of pragmatism and gaming savvy to complement cultural pride for the tribes. Each places its own level of cultural expression into the gaming mix. “Some want the display to be in an area like a museum,” Boyd says. “Some want the overall structure to have a contemporary Las Vegas look. Some want it very tribal. That’s their decision.”

And it’s not an easy one. Tribal entities must balance the interests of cultural expression with the modern-day need to battle nearby properties.

“You are first trying to determine how to draw the gamer, get that person excited about the facility,” Boyd indicates. “You



It bore fruit with varied levels of creativity. The Harrah’s Cherokee property in North Carolina, for instance, became draped in architectural symbolism.

“We took the layers of curve in the Great Smoky Mountains (where the property sits) and curved the rooftops,” Hoskens remembers. “The Cherokee also has seven clans. We have seven waterfalls coming off the porte cochere to symbolically represent that. That can be a metaphor for them.

“The main pathway of the casino has a series of curved, linear light elements throughout. The curved LED lights meander through the casino above the path. Adjacent to those lights are beads that are strung down. We shine lights on the beads. The lights move on the beads and the flicker of energy represents the wind (movement of light) and the wisp, two elements highly thought of by tribal leaders.”

The newest era incorporates a budding age group. Millennials become an increasingly high priority. Architects debate what forum to give people who like playing socially, against one another, rather than against the house. Gen-X lounges become a premier consideration for this group.

give them all the amenities they want from a property. Another aspect to consider is the tribal members themselves. You want them to believe that it's not just a casino that draws customers, but that it is their casino. When a Cherokee tribal member sees all the Cherokee motifs out there, that's a real positive for that person."

The Buffalo Thunder casino near Santa Fe, New Mexico made such a declaration of heritage. It is operated by the Pueblo of Pojoaque organization and oozes the Pueblo theme, Boyd says. The front entrance is guarded by a fierce bronze dancer. The property contains artwork from every Native American tribe in New Mexico. Pueblo influence comes from the hotel rooms, floor, wall and glass patterns, along with the furniture.

"They spent a fortune on it," says Boyd, whose company worked on the project.

While expression is one consideration, the bottom line is a different area to tribal officials. When the amenity-filled "middle ages" era emerged, concert halls, nightclubs and restaurants became high-profile investments. That idea became standard. Yet the low-profile investments have long bolstered revenue, Boyd contends.

"We like to go after what we would call the low-hanging fruit," Boyd says. "Parking garages have been an excellent return on investment for the tribes. Nearly everybody thinks it's the price of land and the real estate value that will ultimately reward you, and I understand that. But a parking garage will pay off in less than two years. What's wrong with that?"

Boyd considers movie theaters another strong revenue source. Build it once, recoup the money and receive several methods of return. One, charge for the movies. Two, provide a theater where one family member can drop off children or grandchildren while parents gamble. It is more attractive to them than simply hiring a babysitter, and will likely produce a post-gambling family activity like dinner.

TRIBAL STORY A BESTSELLER

Memphis-based Hnedak Bobo Group has authored a success story along with Native American clients for many years.

"Indian gaming has come a long way," principal Dike Bacon asserts. "It's a great story. Who would have guessed tiny casinos in smoky block buildings and Sprung structures called 'bubbles' would grow into a \$28 billion industry?"

"In the early days, customers were convenience gamblers with minimal expectations and even fewer demands. Nobody stayed overnight because there were no hotels. Nobody wrote critiques on the internet."

It evolved into something more definitive, he says. Gamblers became gamers, the gamers became guests and "guest experience" entered the vocabulary during the second wave of tribal gaming design. It was the Roaring '90s. Even during the mid-phase of tribal design, when consumer demands grew, companies could stay on top of it, according to Bacon.

"Customers became internet-savvy and expectations grew for things like better food and something called customer service," Bacon recalls. "Databases were established and the demands for consistency and quality had a platform. Times were great. Growth was exponential. It was easy to be successful. The industry in those days was in large part 'reactive'—simply give the customers what they want and they'll keep coming back. Everybody won."

That is, until the Great Recession flipped the scoreboard. Stock portfolios nosedived throughout the world. Real estate values plummeted. Homeowners were upside down and confidence waned. The casinos which streamlined emerged the strongest, and now their lessons, combined with updated technology and consumer needs for "new," influence planning. Properties must present an updated feel without overreaching.

"As the customer continues to evolve and age out, gambling

The Buffalo Thunder Casino, operated by the Pueblo of Pojoaque, incorporates tribal design and includes a museum of Native American artifacts.



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and spending habits will keep changing,” Bacon says. “Trends like experiential travel, luxury and culinary diversity will become more prevalent. The proper and respectful incorporation of unique Indian culture and context will continue to be distinct differentiators. Non-gaming amenities will be a substantial growth engine, and expectations of higher quality and quantity will continue to rise. Lower price point but higher quality, chef-driven fast casual and food hall concepts will influence new F&B venues.”

These, and other trends, present a conclusion to Bacon. “This,” he asserts, “is how Indian gaming will continue to be a great story.”

SEMINOLE SURGE

Las Vegas-based Cleo Design has enjoyed a strong relationship with the Seminole Tribe of Florida for the past 16 years. Ken Kulas, who co-founded the company with Ann Fleming, smiles as he recounts its origin.

“Seminole Bingo,” as South Floridians dubbed the operation that pre-dated casino gaming, was already a hit when Kulas and Fleming met with tribal officials in 2000. It would become something more.

“We were escorted to a tiny single-story existing bingo parlor,” Kulas remembers. “We studied the existing design, knowing it was personal to the Seminoles, and we wanted to embrace the essence of the Native American tribe. The bingo room was to be relocated. Ann and I, along with others, were introduced to the new brand, a joint venture with Hard Rock Inc.

“The tribal members were gracious and humble, but they also knew something incredible was about to happen in their future.”

It did. Seminole Bingo would soon surge beyond the



HBG's design for the Stixx Sports Bar at Seneca Buffalo Creek, New York

parlor era.

Visionaries saw growth potential via the expansion of gaming licenses. A megaresort was conceived to give Indian gaming a new definition. Amenities, gaming, guest rooms and design materialized.

By 2001, a master plan of what would become the famous Hard Rock was under way.

As tribal gaming moved forward, so did the debate over cul-

tural expression. Proponents both for making it subtle and making it loud made good points.

“The design process is unique to each tribe,” Kulas says. “In the mid 2000s, most consuls and tribal leaders looked for an influence to the design that was special and relative to the specific tribe. The patterns in casino carpet or a decorative chandelier might have had a suggestive design element that was filled with pride and regional references. Indian gaming facilities all over the country began to adopt the formula.”

Just as Las Vegas found a competitor in Atlantic City, the gaming industry at large had to respect the tribal presence, he says. The modern Native American casino may ask its design team for a “Vegas-style” casino, but that term could also mean a high-level tribal casino, Kulas indicates.

“In the current day, you still see a very hands-on approach to casino development by a select group of tribes, but the trend to outsource the development process to professional teams specializing in achieving the tribe’s maximum potential is becoming more common,” Kulas contends. “This allows more focus and funds to be on tribal wellness centers, education, and the preservation of historical teachings and artifacts.”

What lessons has he drawn from watching this evolution? “Our involvement shows us that when a tribal consul is still a contributing force to the development of the gaming resort, that sense of family is still very much visible, as in the days of the beginning Native American bingo parlors,” Kulas says.

Seminole Hard Rock Casino Hotel in Hollywood, Florida



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“Indian gaming is a great story. Who would have guessed tiny casinos in smoky block buildings and Sprung structures called ‘bubbles’ would grow into a \$28 billion industry?” —Dike Bacon, Hnedak Bobo Group

SEEING SIMILAR PATHS

YWS Design & Architecture is an international design firm specializing in leisure environments in hospitality, gaming, retail, dining and entertainment. Founded in 2001, it has offices in Las Vegas and Singapore, strategically located in the world’s leisure and entertainment markets. The company also has been active in the tribal gaming world.

One of its most recent projects is the Sandia Resort and Casino in Albuquerque, New Mexico. It has led a massive expansion of a distinctly New Mexican resort into a regional hot spot for the Sandia Pueblo Tribe. An ethereal spa experience starts the transformation. The earth is reflected in sandstone walls and the sky is reflected via dramatic skylights. It is situated at the base of the Sandia Mountains with expansive views of the river valley below.

Mike Stewart, the global director of design for YWS, believes the tribal ascent mirrors that of its non-tribal cohorts over the past three decades.

“I think this is how the majority, if not all, gaming markets evolved, including Las Vegas and Macau,” he says. “Las Vegas developed before other markets by taking large-scale risks in an effort to reinvent itself and increase the size of its market. Macau is in a similar position to Indian gaming, as they’re looking for the right combination of amenities to attract new customers while retaining their existing ones. That being said, other markets throughout the U.S. should continue to reinvent themselves as well, but not necessarily on that large scale.”

While there is no model for cultural expression, Stewart's

company has gained mileage from subtle implementation.

“I think this is really up to the tribe,” Stewart acknowledges. “Some of our clients don’t want their culture on display, while others do. We typically like to infuse the design with a story that is reflective of the culture in subtle ways.”

“For example, using inspiration from indigenous materials, natural landscape formations, cultural stories, etc. but incorporating it without being blatant or obvious about it. This allows the tribe and the operators to feel a connection with the property beyond its functional use and promotes communication with customers explaining how the design reflects important elements of the tribe’s story and culture.”

As for the future, Stewart believes tribal officials must remain visionaries, regardless of their ties to history.

“Existing Indian casinos are going to need to compete as integrated multi-use venues by including retail, more competitive and desirable food and beverage offerings, and compelling entertainment and hospitality venues,” he says. “It’s important that they do this in a way that is brand-appropriate, market-relevant and in a

way that allows their customers in these different venues to interact and react with each other.”

And so it evolves. Tribal gaming design will continue to entice architects and designers, working within tribal parameters.

Their ideal scenario involves working with small decision-making bodies authorized to honor tribal wishes but operating apart from cyclical events like council elections. That creates faster project completion in an age of intense competition. It will be interesting to see how that dynamic unfolds.

And when the next era of tribal architecture takes off.



Sandia Resort and Casino in Albuquerque, New Mexico. (above) Sandia at night.





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MASHPEE BEATS *CARCIERI*

On the road to a reservation and beyond

BY JUDITH SHAPIRO



September 18, 2015 is a day the Mashpee Wampanoag Tribe will long remember: when Kevin Washburn, the assistant secretary for Indian affairs, announced a determination to accept 321 acres in trust for the tribe.

The determination was not made lightly. Much of the 137-page Record of Decision is devoted to a detailed explanation of the assistant secretary's analysis and conclusion that Mashpee is eligible, under the Indian Reorganization Act (IRA), to have land held in that status. Mashpee's accomplishment, in the face of recent obstacles to trust applications, is firmly rooted in its ancestors, whose steadfast attachment to their homeland created a record satisfying a relatively obscure provision of the IRA.

tion of the 1934 Indian Reorganization Act, finding that the secretary's authority to accept lands in trust for tribes "recognized and now under federal jurisdiction" was limited to tribes "under federal jurisdiction" as of June 18, 1934, the date the IRA was enacted.

The direct loss in *Carcieri* was borne by the Narragansett tribe, whose plans for elder housing were crushed; but it soon became clear that all of Indian trust land acquisition was in jeopardy.

The Department of the Interior has had to re-evaluate its trust acquisition authority, and to complete such analysis as a threshold for all trust applications. Congress and the courts have been attempting to address the issue for nearly seven years.

Congressional efforts have not suc-

tribes most directly targeted by *Carcieri*-based arguments are those that have achieved federal acknowledgment only after 1934. In part, these attacks are based on a fundamental misunderstanding of the *Carcieri* decision:

The Supreme Court did not hold that IRA required a tribe to be "recognized" as of 1934, rather it required that a "recognized" tribe, as a separate matter, be "under federal jurisdiction" as of 1934, so as to comply with the court's interpretation of the IRA language. Thus, the Interior Department has, over the past several years, undertaken an exacting exercise to determine whether an applicant tribe had demonstrated it was "under federal jurisdiction."

The department's first such analysis, for the Cowlitz tribe (acknowledged in 2002), determined that the tribe had met its burden, demonstrating Cowlitz's historical interaction with the federal government in the decades from 19th century treaty negotiations and leading up to the magic 1934 date.

Thereafter, the Interior solicitor issued a rare legal opinion detailing a standard for determining existence of "federal jurisdiction" that closely tracked the Cowlitz analysis.

That opinion strengthened the Cowlitz decision, but focused on evidence specific to Cowlitz and other Western tribes, making it perhaps less applicable to other regions. (The Cowlitz ruling has withstood judicial review, although an appeal is pending.) The United States accepted the Cowlitz tribe's land into trust status in March 2015 and declared Cowlitz's reservation status last November.

Along the East Coast, a number of tribes have achieved federal recognition through the Interior Department's acknowledgement process. These tribes had faced colonization early, entered into treaties with European powers, and thereafter were extensively "administered" by

It is fitting that the tribe whose reservation was allotted before federal policy of breaking up reservations was established should benefit from the IRA, whose stated goal was to restore some of the tribal lands lost through allotment.

Securing new trust land has never been easy for Indian tribes. Establishing trust land for gaming is much harder, particularly within the narrow constraints imposed by the Indian Gaming Regulatory Act (IGRA), which, with few exceptions, does not permit gaming on lands acquired in trust after the law's 1988 enactment.

But now, even the IGRA limitations seem minor compared to the nearly impenetrable roadblock created by the Supreme Court's decision in *Carcieri v. Salazar*, 555 U.S. 379 (2009). The *Carcieri* court invented a new and repressive interpreta-

tion, and have been repeatedly obstructed by interests seeking to limit expansion of Indian gaming, either entirely or in specific market areas. In addition, there will always be challenges to efforts to by the federal government to enhance tribal sovereignty. Extensive intertribal support for a congressional "*Carcieri* fix" has been undercut by pockets of opposition, tribal and otherwise, and various legislative efforts have languished.

The *Carcieri* decision has fueled attacks in a broad range of cases. Tribes have a wide range of traditional enemies. The

colonial and state governments, despite the 1789 constitutional centralization of Indian affairs power in the then-new federal government. Mustering evidence of federal jurisdiction is different for Eastern tribes, and more difficult than for Western tribes having a shorter period of dominating settlement.

The Mashpee Wampanoag tribe, having dealt with colonizing powers for more than 150 years before the birth of the republic, has a rich history of resistance to displacement. The tribal community benefited from their ancestors' use of foreign land laws to their own advantage, staying in place on lands their leaders had deeded to the community forever, along with all the necessary hunting and subsistence rights—in effect, a self-created reservation. That reservation became the first step to building a future.

The IRA grants the secretary authority to accept trust land for two categories of tribal communities in addition to those under federal jurisdiction in 1934. The second and third categories contemplate building trust land bases for half-blood Indian communities, and for Indians of a tribe living on a reservation in 1934. Mashpee's history

reflects an ancient and continuing reservation community still very much in place in 1934. That history is the foundation for the September decision to accept trust title for Mashpee lands, and for the creation of a federal Mashpee reservation.

In establishing its eligibility, Mashpee was fortunate. Historic leaders of the Mashpee Wampanoag had the foresight to create permanent deeds from themselves to the tribal people and to record those deeds among the others establishing land rights in the Plymouth colony. Unlike most recorded deeds of the period, these protected, rather than terminated, tribal rights. Mashpee was fortunate to have strong, tenacious ancestors who continued to occupy traditional homelands in traditional ways despite centuries of pressure from settlers.

They did so despite overbearing overseers, infringing neighbors, and outright hostility from their neighbors. Those

lands provided sanctuary for other displaced Wampanoag people. The lands and waters permitted them to live and prosper in their own traditional ways.

Mashpee land tenure was acknowledged by the English Crown and its colonial government, and after the American Revolution, by the commonwealth of Massachusetts—for a time. When Massachusetts attempted to break up the community by allotting, taxing and selling off tracts of Mashpee land, the people stayed anyway. And stayed.

Mashpee's long and detailed history of a people inseparable from their land, and a self-governing tribal entity that used the town government structure to serve and protect its people, supported the 2015 determination that the tribe had demonstrated its eligibility under IRA.

Mashpee now has land in trust. The tribe can move on with its plans for tribal housing, cultural and resource protection, and much-needed economic development. The creation of its federal reservation has historic significance, both in reversing the centuries of land loss and in highlighting a path that other tribes might use to restore their tribal land bases.

It is fitting that the tribe whose reservation was allotted before federal policy of breaking up reservations was established should benefit from the IRA, whose stated goal was to restore some of the tribal lands lost through allotment. There may be other tribes whose history can support this approach.

With only a year left in the Obama administration, the Interior Department has a stated goal of acquiring 500,000 acres of new trust land; to date it has achieved about 300,000 acres toward that goal. We are fortunate to have a government team that takes its trust responsibility seriously, bypassing *Carcieri* on a path to secure tribal homelands.

Having practiced Indian law for over 30 years, Judith A. Shapiro is an expert in tribal gaming and experienced in establishing tribal recognition and preserving tribal sovereignty. Contact her at 202-723-6400 or jshapiro@earthlink.net.



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Politics *as Usual*

Tribal councils struggle to keep politics and business separate

By Dave Palermo



Mel Tomasket, a pioneer in the American Indian self-determination movement of the 1970s and a member of the tribal council for the Confederated Tribes of the Colville Reservation in Washington state, occasionally will find himself a bit conflicted.

“I’m in a funny position. I wear my hat sideways a lot,” Tomasket says of his dual roles as a tribal councilman and member of the commission that regulates Colville’s government casinos.

Tomasket is aware it’s best to keep whatever opinions he has on how to manage tribal business enterprises to himself. But he finds the urge a bit too much, for example, when he notices menu prices at the tribal casinos are a bit high.

“It’s difficult for us on the tribal council to keep our political hands out of the economic businesses,” Tomasket says, particularly when tribal elders complain to him that they can’t afford to eat at the tribe’s Mill Bay and Coulee Dam casino restaurants.

“We might get complaints our food costs too much,” he says. “But how

much pressure do we put on the board of directors for the tribal business corporation, or the director of gaming, so we can bring things back to reality and help increase the business?”

“I’m sure other tribal councils have the same problem. Or issue. Or concern.”

POLITICAL INFLUENCE

Tribal governments have historically grappled with the need to keep political hands out of day-to-day business decisions, particularly with the dramatic economic and social progress achieved with passage of the Indian Gaming Regulatory Act of 1988.

Most tribes with experience in government enterprises—many in reservation natural resources such as coal and

timber—have learned to separate politics from business. The Chickasaw Nation of Oklahoma, Southern Ute Tribe of Colorado and Winnebago Tribe of Nebraska have development corporations skilled in overseeing a vast portfolio of enterprises.

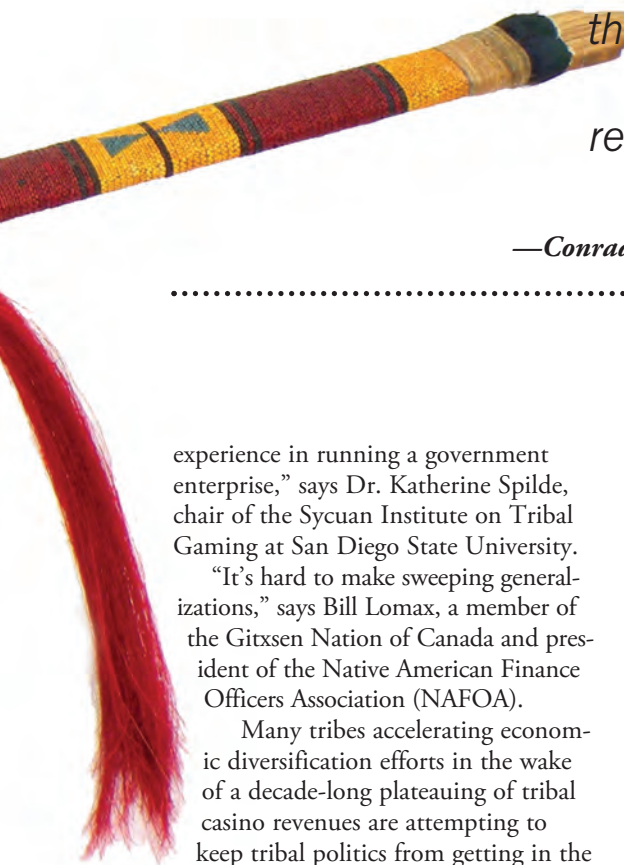
But the issue is heavily nuanced with smaller indigenous communities where the familial ties are strong and whose economic development efforts largely began with government casinos.

The profiles of the 366 federally recognized Indian tribes in the lower 48 states vary dramatically, from small-enrollment bands in California to the larger reservations in the Great Plains and Midwest.

“Some of these tribes have a long history of managing businesses,” says Jamie Fullmer, former chairman of the Yavapai-Apache Nation of Arizona and CEO of Blue Stone Strategy Group, which consults tribes on economic development.

“Other tribes are just getting into diversifying their business economies outside of gaming, natural resources, timber, fishing or whatever their primary revenue driver is.”

“For many tribes gaming is their first



“When you change the cheese on the grilled cheese sandwich, tribal officials are going to get a call. I realize that. I tell them, ‘When you guys hear something, tell me.’”

—Conrad Granito, General Manager, Muckleshoot Casino



experience in running a government enterprise,” says Dr. Katherine Spilde, chair of the Sycuan Institute on Tribal Gaming at San Diego State University.

“It’s hard to make sweeping generalizations,” says Bill Lomax, a member of the Gitksan Nation of Canada and president of the Native American Finance Officers Association (NAFOA).

Many tribes accelerating economic diversification efforts in the wake of a decade-long plateauing of tribal casino revenues are attempting to keep tribal politics from getting in the way of business development, both on and off the reservation.

“There is a desire among tribes to set up separate economic development corporations to be able to create autonomy,” says Kristi Jackson, vice chairwoman and CEO of Tribal Financial Advisors. How the government and economic development is structured “depends on the tribe,” she says. “But where there’s a will, there’s a way.”

A number of tribes have adopted business strategies modeled after Harvard University’s Project on American Indian Economic Development and the Native Nations Institute at the University of Arizona.

The hallmark of the Harvard and Native Nations plans recommends vesting long-term economic strategies and land use policy to tribal councils as representatives of the indigenous citizens.

But to ensure success and an ability to compete, experts believe business enterprises should be operated independent of tribal politics.

“It is appropriate that strategic decisions regarding the disposition of reser-

vation resources and the character of reservation life be brought into the political arena,” Harvard economics professor Joseph Kalt testified in 1996 before the Senate Committee on Indian Affairs.

“This does not mean, however, that tribal governments should make all or even a significant number of the day-to-day business decisions on reservations,” he said. “Inserting politics into day-to-day business decisions invariably undermines efficiency and productivity, saps the resources of the organizations and runs enterprises into the ground.”

A number of tribes with Bureau of Indian Affairs constitutions drafted with passage of the Indian Reorganization Act of 1934 have business enterprises under tax-exempt Section 17 federal corporations. Others utilize state corporations subject to state taxes and regulations.

Still others have tribal corporations, such as the highly regarded Ho-Chunk Inc., the economic development arm of the Winnebago Tribe of Nebraska, with 30 subsidiaries in the United States and five foreign countries.

Chickasaw Nation Industries, Inc., a federally chartered corporation wholly owned by the Chickasaw Nation of Oklahoma, serves as holding company for a dozen subsidiaries.

And the Southern Ute Tribe of Colorado established the Southern Ute Growth Fund, which manages the tribe’s extensive energy production and real estate investments.

“What structure works for one tribe will not work for another,” says Levi Esquerria, program director for Northern Arizona University’s Center for American Indian Economic Development.

ACCELERATING DIVERSITY

With the plateauing of the \$28.5 billion tribal casino industry—the result of market maturation and the recession of 2008—Indian communities are accelerating efforts to diversify their business portfolios. The more successful tribes have formed corporate structures and acquired skilled management free of political pressure.

Tribes also have improved their business acumen, in many cases as a result of casino financing ventures.

In addition, many tribal leaders who have grown to adulthood in the tribal self-determination era are looking to advance government independence in attaining community economic and social progress.

“You can’t just build on your gaming forever,” Jackson says. “There’s a move to find new avenues for growth. It’s no longer, ‘I’m going to build more on my reservation.’ Tribes are looking beyond their reservation borders.”

“You are seeing tribes do their best to diversify and try to establish other economic engines,” Esquerria says.

Maintaining a continuous economic strategy can be difficult with tribal elections every two to four years.

“Different administrations want to set up their own projects and establish their own priorities,” Esquerria says.

“During the political changeovers those separate enterprise entities are looked at and changes are made,” Fullmer says.

ROLE OF TRIBAL COUNCIL

While there are advantages to an economic strategy that remains consistent with changing administrations, council input in economic affairs is often necessary in representing the will of the corporate shareholders, which in the case of tribal businesses are the indigenous citizens.

“Regardless of whether there is a separate enterprise corporation, there are certain things the tribal government needs to be involved with and agree to,” Jackson says. “After all, it’s the tribe that needs to sign these debt agreements.”

“Sometimes there is too much separation,” Fullmer says. “It’s important that the enterprise board and management team is reporting to the community so there isn’t a distrust being created.”

Tribal councils must be involved in decisions regarding both trust and fee lands in private ownership within reservation borders.

“The tribal council is responsible for overseeing use of tribal trust land,” Fullmer says. “Council members are not just going to hand that over to their business enterprises. They are responsible for leasing it out or obligating it.”

“Separating the two functions (tribal councils and government enterprises) shouldn’t mean the tribal leaders and tribal citizens don’t have a say in business decisions,” Spilde says. “Nobody would claim that tribal economic development is not inherently political.”

“There should be a partnering between the institutions.”

Tribal economic strategies and enterprise governing authorities can undergo sudden and often violent upheavals. That has been the case when issues such as per-capita distributions of casino revenues resulted in leadership changes in general

elections and recall votes.

“Indian gaming has been a savior to Indian Country, but it’s also been a curse,” says a tribal official who requested anonymity. “And the curse is per capita.”

But there are times when change is necessary.

Spilde says tribes have an advantage over non-Indian governments in that they are flexible to change.

“That’s how many governments fail, not being able to change and adapt to changing circumstances,” she says. “It’s not about building the perfect system. It’s about building a system that can be innovative.”

“Tribes get to decide how these institutions are to be formed,” Spilde says. “Then they can change them, very quickly.”

BALANCING ACT

“There has to be clear communication between management, enterprise boards and tribal councils,” says Muckleshoot Casino General Manager Conrad Granito, who has operated six tribal casinos. “You find those challenges in any operation.”

While Granito believes in an open-door policy, encouraging tribal leaders to bring complaints and observations to his attention, he hasn’t experienced any serious meddling.

“I don’t get the calls, ‘Why did you fire my cousin?’ or ‘Why are you charging \$6 for a grilled cheese sandwich?’” Granito says.

But he realizes those complaints are often directed at tribal leaders.

“When you change the cheese on the grilled cheese sandwich, they (tribal officials) are going to get a call,” Granito says. “I realize that. I tell them, ‘When you guys (tribal officials) hear something, tell me.’”

Derrick Watchman, CEO of Navajo Nation Gaming Enterprise, which man-

ages four tribal casinos, has a more formal line of communication with a tribal council that oversees a three-state reservation with 300,000 citizens.

“I have two people assigned to lobby, to update, to keep big Navajo—the Navajo government—informed about what we’re doing,” Watchman says.

There has been some criticism over decisions on reinvesting and dispersing casino revenue, he says, but issues of meal prices do not disturb him at all.

“We were charging five-star prices and we were a three-star town,” he says of the flagship Twin Arrows Casino Resort outside Flagstaff, Arizona. “Over time I got it. Now we’re in line. But obviously I got a lot of flak from our leadership.”

There were occasions in the past when Tomasket thought directors of the Colville Tribal Federal Corporation (CTFC), which manages 13 enterprises including the two casinos, were not engaged enough in managing the businesses.

But he was hesitant to speak out, in part because he was friends or acquaintances of many of the 10,000 tribal citizens, including the five CTFC directors.

“It’s difficult is when you live in an area where you know so many people,” Tomasket says. “You try to bring it up to them—knowing you don’t have the authority to tell them what to do or not to do—but if they don’t respond, what do you do?”

Tomasket believes in diplomacy when passing on suggestions to CTFC directors or enterprise managers.

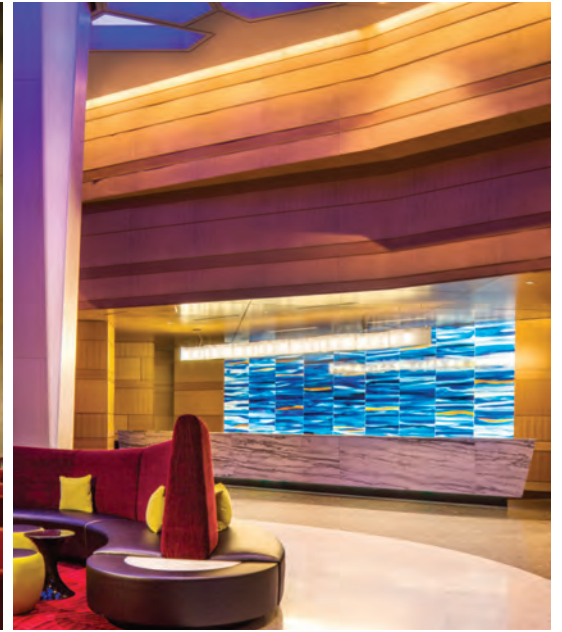
“I talk to them as a friend,” he says. “I don’t order them around. I say, ‘This is what I’ve noticed. You might want to take a look at it.’”

“I don’t believe in bullying or interfering, though I suspect some tribal councils might do that. Each tribe has its own set of circumstances.”



“You can’t just build on your gaming forever. There’s a move to find new avenues for growth. It’s no longer, ‘I’m going to build more on my reservation.’ Tribes are looking beyond their reservation borders.”

—Kristi Jackson, Vice Chairwoman and CEO, Tribal Financial Advisors



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ROC, *not* ROI

Tribal gaming means “return on community”

There are two metrics in determining the success or failure of a tribal casino or, for that matter, any indigenous government business enterprise, says Katherine Spilde, chair of the Sycuan Institute on Tribal Gaming at San Diego State University.

“The first metric is return on investment,” Spilde says. “If the casino is not generating net gaming revenue to the

gathering place for activities and entertainment. This is particularly true on remote, often impoverished reservations.

The casino manager must grasp both concepts: generating profits for government services and creating value to the community.

“You have to understand that it’s government gaming,” says Conrad Granito, general manager of the Muckleshoot Casino, an enterprise of the Muckleshoot

away, at least temporarily, from tribal services.

“That means a scholarship fund or health care for a tribal citizen, fixing a road or heating oil,” Spilde says. “That kind of understanding about the proper use of gaming revenues—maintaining a responsible stewardship of tribal funds—is not something many people truly understand.”

Tribal employment rights ordinances (TEROs) can increase a salary budget by 15 percent, but it fulfills a strategy of combating unemployment and providing opportunity for a disadvantaged community.

A tribal government casino resort can also generate non-gaming amenities and retail and vendor businesses.

Navajo casino restaurants purchase beef from tribal cattle ranches and stock gift shops with crafts by tribal artisans. The Muckleshoot Casino restaurants use salmon raised by community fisheries and huckleberries gathered by the tribe.

Tribal casinos often house museums and cultural centers. Bingo halls and meeting/convention facilities accommodate gatherings of elderly residents and ceremonial events.

Spilde, who was raised on the remote White Earth Band of Ojibwe Indians reservation in Northern Minnesota, is aware of how a tribal government casino can become an important part of an indigenous community.

“The casino is open 24 hours,” Granito says. “It’s a place to bank on the weekends. It’s the place to eat. It’s the place to meet. It’s the center not only for the tribal community, but the local community.”

Derrick Watchman, CEO of Navajo Nation Gaming Enterprise, says using meeting facilities at the tribe’s Twin Arrows Casino Resort for community activities can cut into the bottom line. But it’s a sacrifice he’s willing to make.

Granito managed a casino for a New Mexico pueblo that ordered the day-long closure of the facility to accommodate a ceremony, a move that cost the community about \$500,000 in gross gambling revenues.

“You could perhaps run a tribal casino more effectively or more efficiently,” Granito says. “But that’s not always what’s important to the tribe.

“And you do what’s important to the tribe.”

—*Dave Palermo*

The BSB Bar at the Muckleshoot Casino in Washington is one of the places that tribal and community members gather.



tribe, it’s not serving its stated federal purpose” as intended by Congress in the Indian Gaming Regulatory Act (IGRA).

“But there’s another concept,” she says. “There’s return on community. That’s the ‘tribal’ in tribal gaming.”

Unlike commercial casinos generating profits to business partners or corporate shareholders, a tribal casino is owned by members of an indigenous community who rely on every dollar earned for health care, housing and other government services.

There are also intangibles, not the least of which is the fact a tribal casino often becomes a community center, a

Tribe of Washington state. “Your shareholder is every member of the tribe.

“What’s important to the tribe could include employment, water, housing, education or elder care. Those are the drivers.

“The community is not always looking at increasing the share price or return on investment,” Granito says. “The motivation might not be monetary. Understanding that concept is the biggest challenge facing people who get into tribal gaming. That’s what a lot of them don’t get.”

Managing a tribal casino requires an understanding that every dollar directed to marketing expenses is a dollar taken

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LEVELING UP

It's an entertainment experience, a marketing portal and a data-gathering tool. It's also a 24/7 link to your customers. The multibillion-dollar social casino industry is infiltrating tribal operations, and may have special value for remote properties. **BY MARJORIE PRESTON**



Three years ago, billionaire casino magnate Sheldon Adelson predicted iGaming would break the back of the land-based industry. As chief moneybags behind the Coalition to Stop Internet Gambling, Adelson said the emerging industry would scuttle hundreds of thousands of jobs and prey on society's most vulnerable: the young, the poor and the elderly.

Adelson also was concerned from a business standpoint. Though operators might see an initial bump from social casinos, "unbranded competitors will eat into the market, buy the business and make the profitability much less," he warned. "Then big social media sites like Facebook, Twitter, Schmitter, Zynga will come in with a billion hits a day ... and a Google will say, 'Play with me.'"

Adelson's opposition has done little to stem online growth. Though real-money iGaming is still limited to Nevada, New Jersey and Delaware, cashless games have exploded. Last year, Eilers Krejcik Research principal Adam Krejcik estimated that social casinos would generate \$2.7 billion in revenues for 2015, 10 times more than the real-money market; other estimates exceed \$3 billion. According to a September 2015 report from App Annie, of the top 100 iOS game app downloads, 49 were casino slots.

Today, more operators are realizing it's time to play or pay.

IF YOU CAN'T BEAT 'EM...

The key word is convergence: aligning two different and, in this case, seemingly competitive business models to create a stronger, congruent and collaborative whole. Social casinos enable land-based properties to keep patrons in the pocket

after they leave the property, when the casino-patron relationship typically ends.

"Between one-third and two-thirds of casino patrons are already playing online, consuming slot machines, casino table games or online video poker on their mobile phones, laptops or tablets," says Dermot Smurfit, CEO of GAN (formerly Game Account Network), which recently opened its North American headquarters in Las Vegas.

While online players as a whole tend to be "promiscuous," dividing their loyalties among up to 10 social casinos, they can be effectively corralled to a branded gaming experience. "If you offer a similar product online as you do in the retail channel, and it is properly integrated with your rewards program, customers are increasingly loyal to you, and increasingly likely to come back to your bricks-and-mortar facility," says Smurfit.

At the dawn of the social casino era—which is really only about five years ago—U.S. operators like Adelson worried that online gaming, even on a cashless basis, could cannibalize their land-based businesses. Smurfit believed otherwise; he had seen the dynamic at work in Europe, especially in the U.K., where the industry is more entrenched. There, he says, "the concept of cannibalization by an online proposition doesn't even exist."

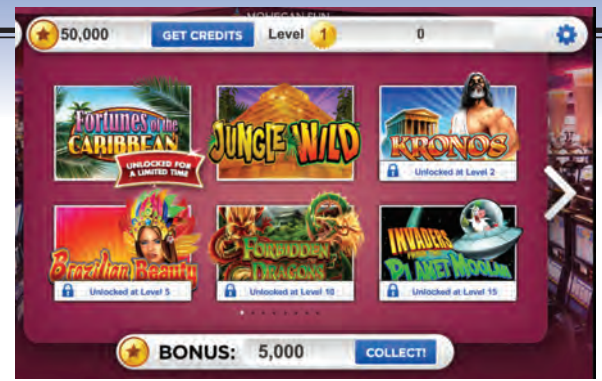
In 2011, GAN entered the stateside market, launching its first free-to-play offering with Aristocrat at Maryland Live! in the Baltimore-Washington corridor (last December, that early offering was migrated into GAN's Simulated Gaming platform).

From the jump, there was "an extraordinary demand" for the social option, in part because most Americans can't access real-money gaming websites like players in Europe, Asia and elsewhere, says Smurfit. The site offers \$5,000 in virtual currency for new players, along with hundreds of slot titles and table games including poker and baccarat. Once it went live, patrons started to visit the property more frequently, says Smurfit. (They were verifiable as existing patrons, because they had used



“The concept of cannibalization by an online proposition doesn’t even exist.”

—Dermot Smurfit, CEO of GAN



Mohegan Sun's social media game. (below) Scientific Games Play4Fun Network

their rewards cards to sign up.)

“This was a revelation to our casino partners, who started from the premise that online could be a bit dangerous,” says Smurfit. “They thought surely everyone would just sit home and play and never come back to the property. But the truth is exactly the reverse. We reported a 28 percent uplift in land-based gaming revenues from those casino patrons who went home and started playing online” with their brand of choice.

“In other words, as they spend money online playing these games offered by their local casino, they are effectively preparing to return to the land-based property.”

THE CHICKEN OR THE EGG

That level of measurable outcome has been a game-changer, says Rory Shanahan, director of B2B products and marketing for Scientific Games’ Interactive Division. “For the first few years it was kind of the chicken or the egg,” he says. “It was hard to get (operators) to take a chance on social casinos, because we had no data to back up the claims.”

Today, he says, statistics confirm that casino patrons who play online tend to increase their on-site spend. In another important metric, the average daily social player will engage with a casino brand four times a day, says Shanahan, for a total of between 80 and 100 minutes.

“Whether it’s a current player in the database or a new player acquired through the social casino, that’s four different times every day that they’re surrounded by the casino’s brand. They’re exposed to the entertainment options. The casino has the ability to email them or send them a push notification (about) the reasons they’d want to come to the casino floor—whether it’s a free concert, a new restaurant or a free-play offer.”

(One caveat: According to a 2015 report from SuperDataResearch.com, ads can be a social casino’s “best friend and worst enemy... While the social casino audience is highly receptive to marketing, 35 percent of social casino players quit games because of excessive ads and pop-ups.”)

Al O’Brien, director of marketing and entertainment for Black Oak Casino Resort in Tuolumne, California,

says the property’s Scientific Games-designed Play4Fun Network “has provided us with a wealth of opportunity to connect with our gaming audience and keep us top of mind for their next in-person visit. It also gives us an opportunity to showcase new games and video formats to keep our players informed about trends on the gaming floor.” An interactive app lets customers not only play a slot game but book a room, get up to speed on current promotions, and otherwise keep in touch with the property, operated by the Tuolumne Band of Me-Wuk Indians.

For the most part, concerns about cannibalization have been put to rest, but barriers to online entry remain, says Shanahan. For one thing, most operators just don’t know how to run social casinos. “There’s a certain amount of expertise and investment, up-front and ongoing, that’s required to engage in this space. A lot of people don’t have the time or energy to take on what essentially is an R&D gamble.”

Until recently, he adds, some operators have been waiting for real-money online gaming before leaping into the digital space. They’re still waiting. “Widespread adoption (of iGaming) is going much more slowly than even the most conservative estimates,” he says. “Meanwhile, players are engaging in social casinos, and there’s an opportunity cost for operators who take a wait-and-see approach.

“If you don’t have something out there under your brand,” Shanahan says, “your players will engage in another brand, whether it’s a competitive land-based casino or some company in Silicon Valley.”

Fantasy Springs Resort Casino in Indio, California, owned and operated by the Cabazon Band of Mission Indians, launched its social casino in 2015. The SG Universe system gives new players 50,000 free credits for unlocked games, with content from the Bally, Barcrest, Shuffle Master and Williams studios. “It’s been a huge hit with our customers,” says Don Casper, vice president of marketing for Fantasy Springs.

“We’re always looking for more ways to keep our players engaged and interacting with our website and social sites, and this addition has proved to be extremely successful in achieving that goal. Our customers love the idea that they can play real games that are actually on the casino floor from anywhere they have access to a mobile device or computer.”

The social casino “keeps players interacting with our brand on a daily basis,” he says.



GOING SOCIAL

TMI?

Not surprisingly, social casinos are a valuable tool for mining customer data, says Smurfit. “You know everything about an online customer—where they played, how long they played, what games appeal to them. I would say it’s almost too much information, because it takes a long time for land-based casino executives to filter the wheat from the chaff and really derive understanding from all that information.”

Because the social casino network is integrated with the land-based management system, operators have an open window to patron activities, on-property and online. And that user information is proprietary, unlike information generated by Facebook games.

“If I’m a player on DoubleDown Casino on Facebook,” says Shanahan, “anybody in the world can pay to advertise directly to me. Also on Facebook, there’s a constant barrage of ads for competing content, so from a player-data security standpoint, it’s one of our top priorities to ensure that each casino’s player database is completely controlled and not visible to any other partners or third parties.” Needless to add, Facebook charges 30 percent of all revenues derived from social casinos on the ubiquitous social network. And why give it away?

Interestingly and perhaps counterintuitively, it’s not the social-maniacal millennials who are most active online, though that may change as more skill-based and interactive games are added. “The core of demand among casino patrons is really about slots and table games. So yes, millennials can be and are engaged online, and the demographic appeal is much, much younger online than on-property,” concedes Smurfit. “But crucially, in order to generate serious amounts of money and really engage with the existing casino base or audience, you need great breadth in land-based casino slots,” which (surprise!) still tends to appeal to older females.

But the audience is not all “blue-haired slot players,” says Shanahan. “It’s a very diverse population, and although there are certainly players over 65 who play our product, about half of all social casino players are under 40, and 70 percent are under 50.”

As Mohegan Sun General Manager Ray Pineault recently told the Associated Press, “You can’t over-emphasize millennials to the detriment of your other customers. They’re still young and have less disposable income than their more established parents.”

LET THE GAMES BEGIN

Social casinos are currently monetized when players who run through their free credits opt to buy more time or level up

- **Who’s your competition?** More than 1,000 social casino apps are currently available for download or on Facebook. And about 200 new social casinos are launched each month.

- **Distracted ‘drivers.’** According to SuperDataResearch.com, social casinos compete with other media for players’ attention; for example, 63 percent of players engage while also watching TV.

- **Interplay.** An estimated 46 percent of social casino players start on a personal computer before shifting to mobile play; 28 percent start on mobile and switch to a PC.

- **The smart money.** According to research from customer marketing firm Optimove, mobile social casino gamers are “like web players on fast-forward:” they play more often and convert faster to paying customers.

to locked content. About 15 percent will make at least one purchase per month, according to Shanahan. “Most just enjoy the entertainment experience and like to play between trips (to the property); it’s an opportunity also to try new games before they try them on the casino floor.” SG Universe’s Cool Jewels, for example, launched online just as the product was going live on-property. “So the casinos could advertise to their players and say, ‘Hey, this just came to our casino floor. Come play it live.’”

But how blurred are the lines between play-for-fun and the intensely regulated real-money environment? An October 2014 post on PokerUpdate.com cited gaming expert Chris Grove’s statement that a “top customer” on PurePlay “risk-free online poker” had spent more than \$250,000 on play chips—“chips with no redemption value.” Could that get the

attention of regulators?

It’s true that social players do indeed spend money and can earn rewards as well as bragging rights when they “win.” But Smurfit is confident there are no regulatory issues, present or future, around social casinos. “There have been plenty of test cases to prove that because players cannot win anything, it is not gambling. It is simply paying for the entertainment experience.”

Social casinos may be especially meaningful for tribal operations in out-of-the-way locations. At its best, they extend the relationship with customers across the miles and beyond the casino doors. The San Manuel Band of Mission Indians, whose casino is set high in the San Bernardino Mountains of California, launched its mobile app across Google Play and on iOS in December, partly in response to the delay of regulated online poker in the Golden State. The Indians recruited iGaming veteran Matt Cullen to run San Manuel Digital. Cullen, like Smurfit, has seen firsthand the evolution of social games around the world.

“You saw it in Western Europe in the early 2000s, when all the betting shops were going online and feared it would cannibalize their core business, the retail business,” says Cullen. “Well, it didn’t. It lifted everything and grew exponentially across the board. Then they realized, ‘Oh wow, not only can we make money here, but it drives patronage and loyalty on the land-based side.’”

“For tribes and for casinos in general, there really isn’t any reason not to get into social if you can afford to do it,” says Cullen. “It’s just a further distribution of your brand, and gives you the ability to touch players where they are—which is online and on mobile devices.”



“For tribes and for casinos in general, there really isn’t any reason not to get into social if you can afford to do it.”

—Matt Cullen, San Manuel Digital

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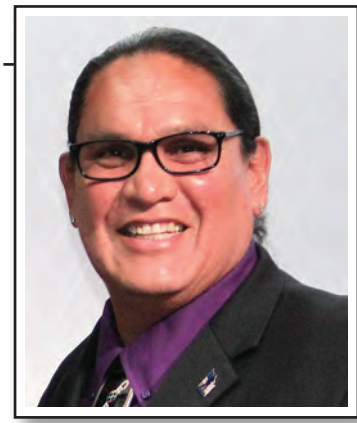


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TRIBAL MOMENTUM

Indian Country must exercise our voices to build on extraordinary gains BY ERNEST STEVENS, JR.



Our nation is in the midst of a historic presidential election. Dozens of debates and the early primaries have made it clear that the 2016 election will be one of the most hotly contested, dramatic elections in our lifetimes.

To assess what's at stake for Indian Country, we need only look to the accomplishments achieved on the federal level over the past seven years.

Since January 2009, the Obama administration has opened doors within the executive branch that were long closed to Indian Country. At the forefront of Indian Country's progress is access to the White House. President Barack Obama opened his house by establishing the position of senior policy advisor for Native American affairs to directly report to the president.

President Obama has by far posted more natives to key decision-making positions within his administration than any prior president. He appointed the first-ever Native American solicitor of the Department of the Interior, the first female director of the Indian Health Service, the first female native chair of the National Indian Gaming Commission, and dozens of other Native Americans to serve in key positions throughout his administration.

Thanks to the president, tribal governments now have direct relationships with liaisons and "offices of tribal relations" within nearly every federal agency, from the Department of Agriculture to the Department of Veterans Affairs, all the way up to the White House. Tribal officials are to be credited for seeking out and working with their governmental counterparts in an administration that showed openness to education and respect for the government-to-government relationship with tribal nations.

This administration also is responsible for a number of major policy gains for Indian Country in the areas of health care, public safety, land acquisition, resource protection and much more. The president has worked to begin to reverse a public safety crisis on Indian lands by signing the Tribal

Law and Order Act of 2010 and the Violence Against Women Act Reauthorization of 2013 into law.

His Department of Justice (DOJ) has worked with tribal justice officials to stop violence on Indian reservations at the local level, empowering America's first peoples in the protection of their communities. Where federal prosecutions declined in past administrations, DOJ took great measures to investigate tragic crimes and bring justice to native people, allowing families to heal and communities to move forward.

The president also has worked to improve Indian health care, working to pass the 2010 Indian Health Care Improvement reauthorization. Thanks in large part to the budgets that he put forward—and the work of our champions of Indian Country in Congress who sit on the Interior

Tribal leaders and grassroots activists must encourage native communities nationwide to get out the native vote.

Appropriations subcommittees—tribes have seen steady and significant increases in funding for critical services to native communities. When the president took office, the Indian Health Service was funded at \$3.5 billion. As he enters the final year of his presidency, the IHS will be funded at nearly \$5 billion in FY2016. A \$1.5 billion increase, during a time when most federal programs are facing budget cuts, is nothing short of remarkable.

The president has also taken administrative action to reform Indian education, economic development, and the restoration of traditional Indian homelands to tribal government control. His administration, more than any other in the past, has worked to protect sites sacred to native people and pro-

vide access for religious practices on federal lands. Tribal leaders, be those on the ground in tribal government or those appointed to positions of importance, have fought to have many injustices made right in this historic administration. We applaud them for pushing for humanitarian solutions to age-old problems in Indian Country.

President Obama also has worked tirelessly to help right longstanding wrongs against tribes and individual tribal people. His administration negotiated settlements in decades-old lawsuits, including the \$760 million settlement with Native American farmers and ranchers in the Keepseagle case. In December 2010, he signed the Claims Resolution Act into law, which includes the Cobell settlement and four water settlements, benefiting seven tribes in Arizona, Montana and New Mexico.

In addition, the administration recently reached a nearly \$1 billion settlement in a decades-old contract support cost litigation to the benefit of hundreds of tribes. The administration also reached settlements with more than 40 other tribal governments in 2012, to compensate for more than a century of federal mismanagement of tribal resources.

Previous administrations either refused to admit fault or offered far below what equity demanded. These settlements bring long-needed justice to thousands of families and individuals throughout Indian Country. They help to begin rebuilding trust that had been fractured due to acrimonious negotiations in past administrations.

An official from the Justice Department summed up the importance of a recent settlement that applies to all of the agreements noted above:

"This agreement does more than simply resolve this pending litigation. It also is an embodiment of a stronger relationship between the United States and the sovereign tribal nations, a relationship that is stronger today than perhaps any time in history."

In 2017, tribal governments nationwide will begin working with a new administration to institutionalize these historic policy gains.

Possibly more importantly, Indian Country will also work to ensure that these doors remain open by pressing candidates for president to make commitments that they will carry on—and build upon—these policy gains in the next administration. Tribal participation is essential to continued growth and success throughout Indian Country. This is why it is imperative that Indian Country get out the native vote, surpassing historic levels in the 2016 election.

While several presidential candidates have made outreach efforts to earn the native vote, and some have even hired natives to help their campaigns, none of the top candidates has yet expressed a policy position in any of their electronic platforms addressing issues that impact Indian Country.

This, despite the fact that federal laws, regulations and court decisions significantly impact the lives of Indian reservation residents more than any other jurisdiction or group of people in the United States.

The first Americans were the last to be granted voting rights in the U.S. Without representation in Congress and without the right to vote, Native Americans suffered the devastating federal policies of removal, allotment and assimilation. These policies cost

millions of American Indian lives, took hundreds of millions of acres of tribal homelands, and authorized the forced removal of Indian children from their homes and suppression of native language, culture and religion. With no right to vote, our ancestors fought—and many died—to protect tribal sovereignty and preserve our way of life.

In honoring their sacrifices, we must press presidential candidates in both parties for answers in advance of election day. Will they build upon the respect for the government-to-government relationship established by this administration? Will they appoint Native Americans to serve as decision-makers in their administration? Will they appoint justices to the Supreme Court and the federal bench who understand the federal government's treaty and trust obligations? All of Indian Country must unite to educate candidates and demand answers.

At the same time, we must hold ourselves accountable. Tribal leaders and grassroots activists must encourage native communities nationwide to get out the native vote, participate in the federal election process, and make a positive impact on these elections. We must show our native vote in numbers that this country has never

seen before so that we can continue to rebuild our communities.

No matter who is in the White House, our communities ultimately rely on their local leaders and those native professionals appointed to federal positions to carry on the gains that we have made through history in the protection of tribal sovereignty. The time to vote is now!

As chairman and spokesman for the National Indian Gaming Association, I will continue to work with our sister organizations and tribes nationwide to get out the native vote in 2016. To build on the extraordinary gains of the past seven years, we must continue the tireless work of educating all candidates for federal office about the government's unique and solemn treaty and trust obligations to all of Indian Country.

Though many strides have been made, there is still a great deal of work to do. I challenge all of Indian Country to be involved in this presidential campaign, and most importantly to make your vote count in 2016.

Ernest Stevens, Jr. is chairman of the National Indian Gaming Association



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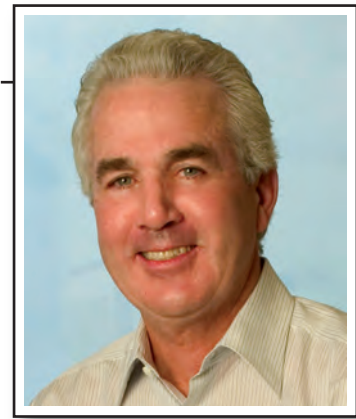
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DIY NIGHTMARES

Protecting the integrity of Indian gaming

BY WILLIAM LANGMADE



So you think you can build or renovate your hotel casino with your in-house construction and purchasing departments? Think again.

I have been building hotel and casino projects as an owner's project manager and purchasing agent for over 40 years. As CEO of PMI for 20 years, we have provided over \$2 billion of FF&E procurement services to hotels, casinos and tribal casino properties. I have seen every type of project management and project type one can imagine for casino hotel renovations, additions and new construction.

I can tell you there is a right way to do it and a way to make your life miserable during construction or renovation of projects that need to be completed on time and on budget.

You can hire the best designers, best architects, best contractors, and best FF&E procurement agents in the world for your project, but if you do not manage them properly, you will end up with disappointment. When I say disappointment, I mean projects that are way over budget, way past schedule and an end product that is substandard because the contractors and FF&E vendors were not given enough time to build a quality product.

Every project, large or small, needs a dedicated development owner's representative that has a successful casino/hotel track record. These folks are not contractors from the past or pedigreed from a university with a BS in construction management. The true owner's representative is someone with years of experience working either for a large gaming/hotel company design and construction department or running hotel/casino projects directly for the owner.

The worst projects we have been involved with are those where the owner of the property has put an on-property person in charge. Typically, that would mean an in-house engineer, purchasing agent, construction manager or other executive. The same goes for corporate asset managers, financial executives and operations staff. The problem arises because typically those people, who may be excellent at their jobs, do not have development expe-

rience and/or are not 100 percent dedicated to the role of project manager.

The next worst project manager is one that has no experience in gaming, tribal projects or hotels. Each of these projects is very different than other types of development and construction. They are vastly more complex, and the downside of not opening or turning rooms back on time is exponentially larger than other types of assets. Without experience in this field, it is very hard for that project manager to see what needs to be done to have a successful project.

An experienced project manager will manage the expectations of the ownership, tribal council, operators and gaming executives as to the product that will be delivered, when it will be delivered and the cost of that product, before starting the project. They

In today's hospitality market, the pace of new construction and renovation is fast and furious compared to our recent economic downturn.

will also understand the needs of hotel management and casino management and integrate those needs into the design process.

Once the feasibility is complete, one of the main tasks of a good development project manager is to set the budgets for the design team and make sure they stick to designing to that budget. The next major task is to manage the delivery of documentation from the design team to the construction and purchasing teams in a timely manner.

At the same time, schedules for each phase of work need to be created and refined. Too many times we have seen projects where an inexperienced project manager or owner simply lets the professionals design without a budget or definitive direction. There is usually a big surprise when it gets costed out way over budget. If a redesign is

required, you cannot make up the time in construction or purchasing.

The best project managers we work with are usually independent, and may even be a project management firm. They usually are small and only handle a couple of projects at a time. When working for a large casino/hotel development departments or large project management firms, many times there are too many politics and procedures that get in the way of efficiency at the project level. Casino hotel projects typically move too fast to have a bureaucracy managing the process.

In today's hospitality market, the pace of new construction and renovation is fast and furious compared to our recent economic downturn. Many casino/hotel project managers left our business, so there are fewer project managers to choose from.

Consequently we see asset managers, financial people and operations executives trying to fill the role of project manager. It simply does not work well, because most of them do not have the experience to manage these fast-paced, high-dollar projects.

So where do you find these project management experts? The best way to find them is to talk to your contractors, design firms and procurement professionals. They know who is experienced and who they can make money with by not having to do things twice. Call your competitors that just completed a project and ask how it went. When you interview the project managers, call their references. Ask them who was on their construction and design team, and call them too!

Finally, many owners feel that the cost of an owner's representative or firm is too high. I would say the cost of not having a good owner's representative is much more than the fees they charge. An owner should look at the fees like an insurance policy to make sure the project is on time and within budget.

William Langmade is CEO of Dallas-based Purchasing Management International, a leading FF&E procurement company specializing in the gaming and hospitality industries for over 20 years.

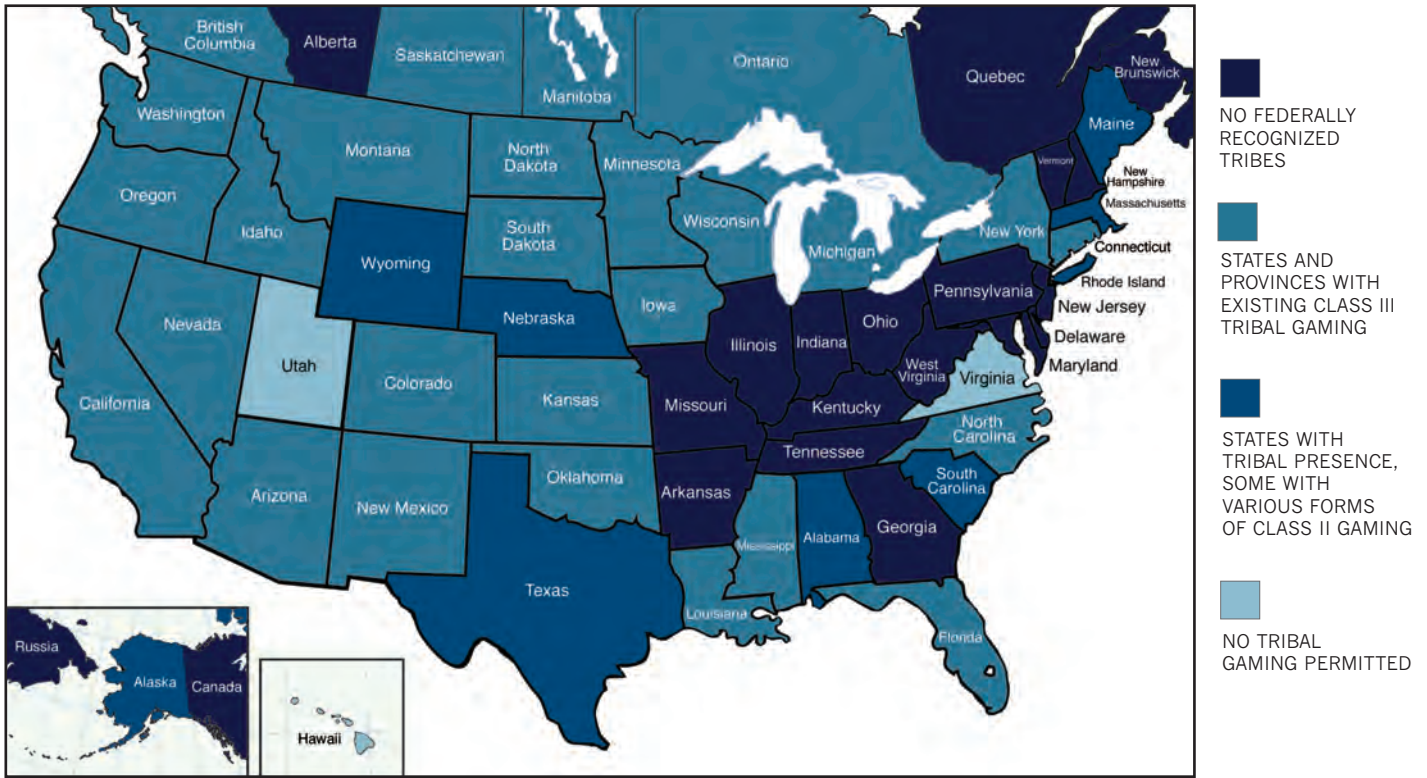


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Tribal Government Gaming

2016 DIRECTORY

ALABAMA

Class II

Poarch Band of Creek Indians

CREEK CASINO WETUMPKA

100 River Oaks Dr.
Wetumpka, AL 36092
Mailing: PO Box 970
Wetumpka, AL 36092-0029
Phone: 334-514-0469
Toll Free: 800-897-7198
www.pcigaming.com
Casino size: 30,000 sq. ft.
Gaming Machines 1,200
Chief Operating Officer:
Ron Nesbitt

Poarch Band of Creek Indians

CREEK CASINO MONTGOMERY

1801 Eddie L. Tullis Dr.
Montgomery, AL 36117
Phone: 334-273-9003
Toll Free: 800-958-9003
www.pcigaming.com
Casino size: 46,808 sq. ft.
Gaming Machines 1,700
Chief Operating Officer:
Ron Nesbitt

Poarch Band of Creek Indians

WIND CREEK CASINO & HOTEL

303 Poarch Rd.
Atmore, AL 36502
Mailing: PO Box 09
Atmore, AL 36504
Phone: 251-368-8007
Toll Free: 866-946-3360
www.pcigaming.com
Casino size: 80,000 sq. ft.
Gaming Machines 1,607
Chief Operating Officer:
Ron Nesbitt

ALASKA

Class II

Qagan Tayagungin Tribe of Sand Point

AGATE PULL TABS

100 Municipal Building
Room 7A
Sand Point, AK 99661-0447
Mailing: PO Box 447
Sand Point, AK 99661-0447
Phone: 907-383-5833
Pull Tab Machines 10
GM: Tabatcha Holnberg

Klawock Cooperative Association

KLAWOCK IRA SMOKE SHOP

310 Bayview Blvd.
Klawock, AK 99925
Mailing: PO Box 430
Klawock, AK 99925-0430
Phone: 907-755-2265
Bingo 60 seats
GM: Cheryl Edenshaw

Metlakatla Indian Community

METLAKATLA INDIAN COMMUNITY BINGO

8 Milton St., Metlakatla, AK
99926-0008
Mailing: PO Box 8
Metlakatla, AK 99926
Phone: 907-886-4441
Casino size: 6,000 sq. ft.
Gaming Machines 90
Bingo 120 seats
GM: Joni Hudson

Native Village of Barrow Tribal Government

NATIVE VILLAGE OF BARROW PULL TABS

742 Stevenson St.
Barrow, AK 99723-1149
Mailing: PO Box 1139
Barrow, AK 99723-1139
Phone: 907-852-2077
Toll Free: 800-478-4412
Casino size: 550 sq. ft.
Table Games 8
Tribal President: Thomas Oleman
GM: Dorothy Edwardson

Sitka Tribe of Alaska

SITKA TRIBAL BINGO

235 Katlian St.
Sitka, AK 99835
Phone: 907-747-3207
www.sitkatribes.org
Bingo 100 seats
President: Camille Ferguson

Sun'aq Tribe of Kodiak

SUN'AQ TRIBAL BINGO

312 West Marine Way
Kodiak, AK 99615
Phone: 907-486-6735
Bingo 299 seats
GM: Gary Watson

Tlingit and Haida Indians of CBJ

TLINGIT AND HAIDA INDIANS

3235 Hospital Drive
Juneau, AK 99801
Phone: 907-463-5680
www.cchita.org
Bingo 200 seats
Bingo Manager: Danielle Lindoff

ARIZONA

Class II & III

San Carlos Apache Tribe

APACHE GOLD HOTEL CASINO RESORT

Highway 70-Mile Post 258
San Carlos, AZ 85501
Mailing: PO Box 1210
San Carlos, AZ 85550-0357
Phone: 928-475-7800
Toll Free: 800-272-2438
www.apachegoldcasinore-sort.com
Casino size: 60,000 sq. ft.
Apache Gold Best Western Hotel (146 rooms)
Slots 699
Table Games 8
Bingo 1,000 seats
Director of Gaming Operations: Linda Michaels

Colorado River Indian Tribes

BLUEWATER RESORT & CASINO

11300 Resort Dr.
Parker, AZ 85344-7549
Phone: 928-669-7000
Toll Free: 888-243-3360
www.bluewaterfun.com
Casino size: 30,000 sq. ft.
Bluewater Resort (200 rooms)
Slots 523
Table Games 13
Bingo 350 seats
GM: Art Navarr

Yavapai-Prescott
Indian Tribe

BUCKY'S CASINO & PRESCOTT RESORT

1500 East Highway 69
Building B
Prescott, AZ 86301-5640
Mailing: PO Box 10190
Prescott, AZ 86304-0190
Phone: 928-776-5695
Toll Free: 800-756-8744
www.buckyscasino.com
Casino size: 24,000 sq. ft.
Prescott Resort (160 rooms)
Slots 309
Bingo 150 seats
Table Games 7
GM: Simon Fort

Salt River Pima-Maricopa
Indian Community

CASINO ARIZONA

524 N. 92nd St.
Scottsdale, AZ 85256
Mailing: PO Box 10099
Scottsdale, AZ 85271-0099
Phone: 480-850-7777
Toll Free: 877-724-4687
www.casinoaz.com
Casino size: 100,000 sq. ft.
Slots 927
Table Games 36
CEO: Dennis Leong

Salt River Pima-Maricopa
Indian Community

CASINO ARIZONA AT TALKING STICK

9800 E. Indian Bend Rd.
Scottsdale, AZ 85256
Mailing: PO Box 10099
Scottsdale, AZ 85271
Phone: 480-850-7777
Toll Free: 877-724-4687
www.casinoaz.com
Casino size: 240,000 sq. ft.
Slots 801
Table Games 94
CEO: Dennis Leong

Pascua Yaqui Tribe

CASINO DEL SOL

5655 W. Valencia Rd.
Tucson, AZ 85746
Phone: 520-838-6506
Toll Free: 800-344-9435
www.casinodelsol.com
Casino size: 240,000 sq. ft.
Slots 1,044
Table Games 35
Bingo 694 seats
GM: Kimberly Van Amburg

Pascua Yaqui Tribe

CASINO OF THE SUN

7406 S. Camino de Oeste Rd.
Tucson, AZ 85746-9308
Mailing: 5655 W. Valencia
Tucson, AZ 85746
Phone: 520-883-1700
Toll Free: 800-344-9435
www.casinodelsol.com
Casino size: 50,000 sq. ft.
Slots 1,300
Table Games 22
Assistant GM: Sylvia Lopez

Yavapai-Apache Nation

CLIFF CASTLE CASINO

555 Middle Verde Rd.
Camp Verde, AZ 86322
Phone: 928-567-7900
Toll Free: 800-381-7568
www.cliffcastlecasino.net
The Lodge at Cliff Castle (82 rooms)
Casino size: 140,000 sq. ft.
Slots 656
Table Games 17
GM: Mary Ketterling

Cocopah Tribe

COCOPAH CASINO & BINGO

15138 S. Avenue B
Somerton, AZ 85350
Phone: 928-726-8066
Toll Free: 800-237-5687
www.cocopahresort.com
Casino size: 24,000 sq. ft.
Slots 512
Bingo 350 seats
Table Games 8
Acting GM: Bob McClendon

Tohono O'odham Nation

DESERT DIAMOND CASINO—I-19

1100 West Pima Mine Rd.
Sahuarita, AZ 85629
Mailing: PO Box 22230
Sells, AZ 85734-2230
Phone: 520-294-7777
Toll Free: 866-332-9467
www.desertdiamond-casino.com
Casino size: 185,000 sq. ft.
Slots 696
Table Games 6
GM: Andrew Asselin

Tohono O'odham Nation

DESERT DIAMOND CASINO NOGALES

7350 S Nogales Hwy.
Tucson, AZ 85634
Mailing: PO Box 22230
Tucson, AZ 85734-2230
Phone: 520-294-7777
Toll Free: 866-332-9467
www.desertdiamondcasino.com
Casino size: 165,000 sq. ft.
Slots 1,089
Table Games 30
Bingo 270 seats
GM: Andy Asselin



Spirit Mountain Casino

Tohono O'odham Nation

DESERT DIAMOND CASINO

Highway 86 Mile Post 55
Why, AZ 85321
Mailing: PO Box 10
Ajo, AZ 85321-0010
Phone: 520-547-4306
www.ddcaz.com
Casino size: 5,000 sq. ft.
Slots 56
CEO: Andrew Asselin

Fort McDowell Yavapai Nation

FORT McDOWELL CASINO

10424 N. Fort McDowell Rd.
Fountain Hills, AZ 85264
Mailing: PO Box 18359
Fountain Hills, AZ 85264
Phone: 480-837-1424
Toll Free: 800-843-3678
www.fortmcdowellcasino.com
Casino size: 150,000 sq. ft.
Radisson Hotel (247 rooms)
Slots 903
Table Games 28
Bingo 1,700
GM: Blake Cumbers

Ak-Chin Indian Community

HARRAH'S PHOENIX AK-CHIN CASINO

15406 N. Maricopa Rd.
Maricopa, AZ 85239
Phone: 480-802-5000
Toll Free: 800-427-7247
www.harrahs.com
Casino size: 40,000 sq. ft.
Harrah's Phoenix Ak-Chin Resort (148 rooms)
Slots 1,100
Table Games 43
Bingo 470 seats
GM: Robert Livingston

White Mountain Apache

HON-DAH RESORT CASINO

777 Hwy. 260
Pinetop, AZ 85935
Phone: 928-369-0299
Toll Free: 800-929-8744
www.hon-dah.com
Casino size: 18,600 sq. ft.
Hon-Dah Hotel (386 rooms)
Slots 800
Table Games 7
GM: Brent Kurth

Gila River Indian Community

LONE BUTTE CASINO

1077 S. Kyrene Rd.
Chandler, AZ 85226
Mailing: PO Box 6790
Chandler, AZ 85226-6790
Phone: 520-796-7777
Toll Free: 800-946-4452
www.wingilariver.com/lone-butte
Casino size: 120,000 sq. ft.
Slots 850
Table Games 21
Bingo 750 seats
GM: Caroline Thompson

Tonto Apache Tribe

MAZATZAL CASINO

Beeline Hwy. 87
Mile Post 251
Payson, AZ 85541
Mailing: PO Box 1820
Payson, AZ 85547-1820
Phone: 928-474-6044
Toll Free: 800-777-7529
www.777play.com
Casino size: 38,000 sq. ft.
Slots 422
Table Games 7
Bingo 280 seats
GM: Roger Leslie

Quechan Indian Tribe

PARADISE CASINO

450 Quechan Drive
Yuma, AZ 85366
Mailing: PO Box 2737
Yuma, AZ 85366-2737
Phone: 760-572-7777
Toll Free: 888-777-4946
www.paradise-casinos.com
Casino size: 11,613 sq. ft.
Slots 506
Bingo 300 seats
GM: Charles Montague

Fort Mojave Tribe

SPIRIT MOUNTAIN CASINO

8555 S. Hwy. 95
Mohave Valley, AZ 86440
Mailing: PO Box 6588
Mohave Valley, AZ 86440
Phone: 928-346-2000
Toll Free: 888-837-4030
Casino size: 9,500 sq. ft.
Slots 247
GM: Jack Medrano

Navajo Nation

TWIN ARROWS NAVAJO CASINO RESORT

22181 Resort Blvd.
Flagstaff, AZ 86004
Toll Free: 855-946-8946
www.twinarrows.com
Casino size: 170,000 sq. ft.
Slots 1,089
Table Games 30
GM: Bryce Warren

Gila River Indian Community

VEE QUIVA CASINO

6443 N. Komatke Lane
Laveen, AZ 85339
Mailing: PO Box 6790
Chandler, AZ 85246-6790
Phone: 520-796-7777
Toll Free: 800-946-4452
www.wingilariver.com/vee-quiva
Casino size: 70,000 sq. ft.
Slots 950
Table Games 36
Bingo 550 seats
GM: Jeff Martin

Gila River Indian Community

WILD HORSE PASS HOTEL & CASINO

5040 Wild Horse Pass Blvd.
Chandler, AZ 85226
Phone: 520-796-7777
Toll Free: 800-WIN-GILA
www.wingilariver.com/wild-horse-pass
Casino size: 100,000 sq. ft.
Wild Horse Pass Hotel (242 rooms)
Slots 990
Table Games 65
GM: Michael Olujic

Yavapai—Prescott
Indian Tribe

YAVAPAI CASINO

1505 E. Hwy. 69
Prescott, AZ 86301-5641
Mailing: PO Box 10190
Prescott, AZ 86304-0190
Phone: 928-445-5767
Toll Free: 800-756-8744
www.buckyscasino.com
Casino size: 6,000 sq. ft.
Slots 244
GM: Steve Bracety

CALIFORNIA

Class II & III

Agua Caliente Band of
Cahuilla Indians

AGUA CALIENTE CASINO RESORT SPA

32-250 Bob Hope Drive
Rancho Mirage, CA 92270-2704
Phone: 760-321-2000
Toll Free: 866-999-1995
www.hotwatercasino.com
Casino size: 70,000 sq. ft.
Agua Caliente Resort (340 rooms)
Slots 1,400
Table Games 60
Bingo 650 seats
GM: C.J. Graham

Augustine Band of
Mission Indians

AUGUSTINE CASINO

84-001 Ave. 54
Coachella, CA 92236
Phone: 760-391-9500
Toll Free: 888-PLAY2WIN
www.augustinecasino.com
Casino size: 42,000 sq. ft.
Slots 800
Table Games 10
GM: Jef Bauer

Barona Band of Mission
Indians

BARONA VALLEY RANCH RESORT & CASINO

1932 Wildcat Canyon Rd.
Lakeside, CA 92040-1546
Phone: 619-443-2300
Toll Free: 888-722-7662
www.barona.com
Casino size: 310,000 sq. ft.
Barona Valley Ranch
Resort (397 rooms)
Slots 2,000
Table Games 95
GM: Rick Salinas

Bear River Band of the
Rohnerville Rancheria

BEAR RIVER CASINO

11 Bear Paws Way
Lolita, CA 95551
Phone: 707-733-9664
Toll Free: 800-761-2327
www.bearrivercasino.com
Casino size: 13,056 sq. ft.
Slots 370
Table Games 15
GM: John O'Neil

Tuolumne Me-Wuk Tribe

BLACK OAK CASINO RESORT

19400 Tuolumne Rd. N
Tuolumne, CA 95379
Phone: 209-928-9300
Toll Free: 877-747-8777
www.blackoakcasino.com
Casino Size: 65,000 sq. ft.
Slots 1,200
Table Games 24
GM: Ron Patel

Blue Lake Rancheria

BLUE LAKE CASINO & HOTEL

777 Casino Way
Blue Lake, CA 95525
Mailing: PO Box 1128
Blue Lake, CA 95525
Phone: 707-668-9770
Toll Free: 877-BLC2WIN
(252-2946)
www.bluelakecasino.com
Casino size: 44,500 sq. ft.
Blue Lake Hotel (102 rooms)
Slots 750
Table Games 18
Bingo 500 seats
CEO: Arla Ramsey



Chumash Casino Resort

Yocha Dehe Wintun Nation

CACHE CREEK CASINO RESORT

14455 Hwy. 16
Brooks, CA 95606-0065
Mailing: PO Box 65
Brooks, CA 95606-0065
Phone: 530-796-3118
Toll Free: 800-992-8686
www.cachecreek.com
Casino size: 94,000 sq. ft.
Cache Creek Resort
(200 rooms)
Slots 2,300
Table Games 130
GM: Randy Takemoto

Cahuilla Band of
Mission Indians

CAHUILLA CASINO

52702 Hwy. 371
Anza, CA 92539
Mailing: PO Box 390854
Anza, CA 92539-0854
Phone: 951-763-1200
www.cahuillacasino.com
Casino size: 14,000 sq. ft.
Slots 320
GM: Leonardo Pasquarelli

Pauma Band of Mission Indians

CASINO PAUMA

777 Pauma Reservation Rd.
Pauma Valley, CA 92061
Mailing: PO Box 1067
Pauma Valley, CA 92061
Phone: 760-742-2177
Toll Free: 877-687-2862
www.casinopauma.com
Casino size: 42,500 sq. ft.
Slots 1,000
Table Games 21
GM: Harry Taylor

Cher-Ae Heights Indian
Community of Trinidad

CHER-AE HEIGHTS CASINO

27 Scenic Drive
Trinidad, CA 95570-9767
Mailing: PO Box 610
Trinidad, CA 95570-0630
Phone: 707-677-3611
Toll Free: 800-684-2464
www.cheraeheights-
casino.com
Casino size: 50,000 sq. ft.
Slots 330
Table Games 13
Bingo 800 seats
GM: Ron Badouin

Chicken Ranch Band of
Me-wuk Indians

CHICKEN RANCH BINGO & CASINO

16929 Chicken Ranch Rd.
Jamestown, CA 95327
Phone: 209-984-3000
Toll Free: 800-75-BINGO
Casino size: 30,000 sq. ft.
Slots 345
Bingo 400 seats
GM: Randy Carter

Santa Ynez Band of
Chumash Indians

CHUMASH CASINO RESORT

3400 E. Hwy. 246
Santa Ynez, CA 93460
Phone: 805-686-0855
Toll Free: 800-248-6274
www.chumashcasino.com
Casino size: 280,000 sq. ft.
Chumash Casino Resort
Hotel (206 rooms)
Slots 2,000
Table Games 55
Bingo 1,000 seats
COO & GM: Bill Peters

Colusa Indian Community

COLUSA CASINO RESORT

3770 Hwy. 45
Colusa, CA 95932-1267
Phone: 530-458-8844
Toll Free: 800-655-8946
www.colusacasino.com
Colusa Casino Hotel
(55 rooms)
Casino size: 66,000 sq. ft.
Slots 1,004
Table Games 12
Bingo 700 seats
GM: Victor Fernandez

Coyote Valley Band of
Pomo Indians

COYOTE VALLEY CASINO

7751 N. State St.
Redwood Valley, CA
95470-9663
Mailing: PO Box 388
Calpella, CA 95418-0388
Phone: 707-485-0700
Toll Free: 800-332-9683
www.coyotevalleycasino.com
Casino size: 10,000 sq. ft.
Slots 250
Tables Games 14
GM: Norman Runyan

Alturas Rancheria

DESERT ROSE CASINO

901 County Rd. 56
Alturas, CA 96101
Mailing: PO Box 910
Alturas, CA 96101-0910
Phone: 530-233-3141
Casino size: 6,200 sq. ft.
Slots 120
GM: Shawn Normington

Susanville Indian Rancheria

DIAMOND MOUNTAIN CASINO

900 Skyline Drive
Susanville, CA 96130
Phone: 530-252-1100
Toll Free: 877-319-8514
www.diamondmountain-
casino.com
Casino size: 26,000 sq. ft.
Slots 225
Table Games 3
Bingo 60 seats
GM: Campbell Jamieson

Tule River Indian Tribe

EAGLE MOUNTAIN CASINO

681 S Tule Rd.
Porterville, CA 93257
Mailing: PO Box 1659
Porterville, CA 93258
Phone: 559-788-6220
Toll Free: 800-903-3353
www.eaglemtncasino.com
Casino size: 70,000 sq. ft.
Slots 1,500
Table Games 11
Bingo 500 seats
GM: Matthew Mingrone



Elk Valley Rancheria

ELK VALLEY CASINO

2500 Howland Hill Rd.
Crescent City, CA 95531
Phone: 707-464-1020
Toll Free: 888-574-2744
www.elkvalleycasino.com
Casino size: 23,000 sq. ft.
Slots 310
Table Games 9
Bingo 250 seats
CEO: Larry Johnson

Cabazon Band of
Mission Indians

FANTASY SPRINGS CASINO

84-245 Indio Springs Pkwy.
Indio, CA 92203-3499
Phone: 760-342-5000
Toll Free: 800-827-2946
www.fantasyspringsresort.com
Casino size: 100,000 sq. ft.
Palm Spring Hotel
(250 rooms)
Slots 2,000
Table Games 40
Bingo 750 seats
GM: Paul Ryan

Mooretown Rancheria of
Maidu Indians

FEATHER FALLS CASINO

3 Alverda Dr.
Oroville, CA 95966-9379
Phone: 530-533-3885
Toll Free: 877-652-4646
www.featherfallscasino.com
Casino size: 118,112 sq. ft.
The Lodge (84 Rooms)
Slots 1,100
Table Games 19
CEO: Ed Gilbert

Manchester Band of
Pomo Indians

GARCIA RIVER CASINO

22215 Windy Hollow Rd.
Point Arena, CA 95468
Phone: 707-467-5300
www.thegaciarcasino.com
Casino size: 11,000 sq. ft.
Slots 160
GM: Stanley Spencer

Berry Creek Rancheria of the
Tyme-Maidu Tribe

GOLD COUNTRY CASINO

4020 Olive Hwy.
Oroville, CA 95966-5527
Phone: 530-534-9892
Toll Free: 800-334-9400
www.goldcountrycasino.com
Casino size: 60,000 sq. ft.
Hotel (87 rooms)
Slots 900
Table Games 22
Bingo 300 seats
GM: John Lind

Campo Kumeyaay Nation

GOLDEN ACORN CASINO

1800 Golden Acorn Way
Campo, CA 91906
Phone: 866-794-6244
Toll Free: 866-7-WINBIG
www.goldenacorncasino.com
Casino size: 40,000 sq. ft.
Slots 750
Table Games 8
Bingo 150 seats
GM: Larry Drouc

Federated Indians of Graton
Rancheria

GRATON RESORT & CASINO

288 Golf Course Drive West
Rohnert Park, CA 94928
Phone: 707-588-7100
www.gratonresort&casino.com
Casino size: 320,000 sq. ft.
Slots 3,000
Table Games 144
GM: Joe Hasson

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www.pmicconnect.com

Rincon Band of Luiseno
Mission Indians

HARRAH'S RESORT SOUTHERN CALIFORNIA

777 Harrah's Rincon Way
Valley Center, CA 92082
Phone: 760-751-3100
Toll Free: 877-777-2457
www.harrahs.com
Casino size: 59,000 sq. ft.
The Harrah's Rincon
Resort (662 rooms)
Slots 1,700
Table Games 59
GM: Janet Beronio

Chemehuevi Indian Tribe

HAVASU LANDING RESORT & CASINO

5 Main St.
Havasu Lake, CA 92363
Mailing: PO Box 1707
Havasu Lake, CA 92363
Phone: 760-858-4593
Toll Free: 800-307-3610
www.havasulanding.com
Casino size: 6,900 sq. ft.
Slots 248
Table Games 4
GM: Jackie Gordon

Round Valley Indian Tribes

HIDDEN OAKS CASINO

76700 Hwy. 162
Covelo, CA 95428
Mailing: PO Box 95
Covelo, CA 95428
Phone: 707-983-6898
Slots 100
GM: Randy Wolfen



Jamul Indian Village

HOLLYWOOD CASINO JAMUL

14191 Highway 94
Jamul, CA 91935
Phone: 619-669-4785
Casino size: 200,000 sq. ft.
Slots 1,700
Table Games 50
Manager: Penn National
Gaming

Hopland Band of Pomo Indians

HOPLAND SHO-KA- WAH CASINO

13101 Nokonis Rd.
Hopland, CA 95449-9725
Phone: 707-744-1395
Toll Free: 888-SHOKAWAH
www.shokawah.com
Casino size: 70,000 sq. ft.
Slots 550
Table Games 8
Bingo 100 seats
GM: Roman Carrillo



Jackson Rancheria of
Me-Wuk Indians

JACKSON RANCHERIA CASINO HOTEL

12222 New York Ranch Rd.
Jackson, CA 95642-9407
Phone: 209-223-1677
Toll Free: 800-822-9466
www.jacksoncasino.com
Casino size: 257,789 sq. ft.
Jackson Rancheria Hotel
(146 rooms)
Slots 1,600
Table Games 48
Bingo 800 seats
CEO: Rich Hoffman

Big Valley Band of
Pomo Indians

KONOCI VISTA CASINO, RESORT & MARINA

2755 Mission Rancheria Rd.
Lakeport, CA 95453
Mailing: PO Box 57
Finley, CA 95435-0057
Phone: 707-262-1900
Toll Free: 800-FUN-1950
www.kvcasino.com
Casino size: 12,000 sq. ft.
Hotel (80 rooms)
Slots 350
Table Games 6
Interim GM: Damien
Wickerd

Hoopla Valley Tribe

LUCKY BEAR CASINO

Shopping Center Hwy. 96
Hoopa, CA 95546-0729
Phone: 530-625-5198
www.hoopla-nsn.gov/enter-
prises/casino.htm
Casino size: 5,000 sq. ft.
Lucky Bear Hotel (21
rooms)
Slots 110
Table Games 2
GM: Norvin Hostler

Smith River Rancheria

LUCKY 7 CASINO

350 N. Indian Rd.
Smith River, CA 95567
Phone: 707-487-7777
Toll Free: 866-777-7170
www.lucky7casino.com
Casino size: 45,000 sq. ft.
Slots 319
Table Games 3
Bingo 130 seats
GM: Terry Westrick

Big Sandy Rancheria Band
of Western Mono Indians

MONO WIND CASINO

37302 Rancheria Lane
Auberry, CA 93602-1060
Mailing: PO Box 1060
Auberry, CA 93602-0337
Phone: 559-855-4350
www.monowind.com
Casino size: 10,000 sq. ft.
Slots 330
GM: Ms. Kerry Smith

Morongo Band of Mission
Indians

MORONGO CASINO RESORT & SPA

49500 Seminole Dr.
Cabazon, CA 92230-2200
Phone: 888-667-6646
Toll Free: 800-252-4499
www.morongocasino-
resort.com
Casino size: 148,000 sq. ft.
Morongo Resort (310
rooms)
Slots 2,580
Table Games 60
Bingo 300 seats
GM: David Brents

Bishop Paiute Tribe

PAIUTE PALACE CASINO

2742 N. Sierra Hwy.
Bishop, CA 93514
Phone: 760-873-4150
Toll Free: 888-372-4883
(PAIUTE)
www.paiutepalace.com
Casino size: 16,000 sq. ft.
Slots 345
Table Games 6
Interim GM: Tonya Howard

Pala Band of Mission Indians

PALA CASINO RESORT & SPA

11154 Hwy. 76
Pala, CA 92059
Mailing: 35008 Pala
Temecula Rd.
PMB 40
Pala, CA 92059-0040
Phone: 760-510-5100
Toll Free: 877-946-7252
www.palacasino.com
Casino size: 40,000 sq. ft.
Hotel (507 rooms)
Slots 2,000
Table Games 87
CEO: Bill Bembenek

Pechanga Band of Luiseño
Mission Indians

PECHANGA RESORT & CASINO

45000 Pechanga Parkway
Temecula, CA 92592
Mailing: PO Box 9041
Temecula, CA 92589
Phone: 951-693-1819
Toll Free: 877-711-2WIN
www.pechanga.com
Casino size 200,000 sq. ft.
Pechanga Resort (522
rooms)
Slots 3,800
Table Games 175
GM: Rudy Prieto

Pit River Tribe

PIT RIVER CASINO

20265 Tamarack Ave.
Burney, CA 96013-4064
Phone: 530-335-2334
Toll Free: 888-245-2992
www.pitrivercasino.com
Casino size: 9,000 sq. ft.
Slots 150
Table Games 4
GM: Mike Avelar

Quechan Indian Nation

QUECHAN CASINO RESORT

525 Algodones Rd.
Winterhaven, CA 92283
Phone: 760-572-7777
Toll Free: 877-783-2426
www.playqcr.com
Casino size: 297,000 sq. ft.
Quechan Resort (166 rooms)
Slots 1,000
Table Games 24
CEO: Bryan Parrish

Torres-Martinez Desert
Cahuilla Indians

RED EARTH CASINO

3089 Norm Niver Rd.
Salton City, CA 92274
Phone: 760-395-1200
www.redearthcasino.com
Casino size: 10,000 sq. ft.
Slots 374
GM: Wayne Wallace

Cahto Tribe of the
Laytonville Rancheria

RED FOX CASINO

200 Cahto Dr.
Laytonville, CA 95454
Mailing: PO Box 1763
Laytonville, CA 95454
Phone: 707-984-6800
Toll Free: 888-473-3369
www.redfoxcasino.net
Casino size: 3,600 sq. ft.
Slots 85
Ops. Mgr: Nancy Whittaker

Shingle Springs Band of
Miwok Indians

RED HAWK CASINO

1 Red Hawk Parkway
Placerville, CA 95667
Phone: 530-677-2580
Toll Free: 888-573-3495
www.redhawkcasino.com
Casino size: 88,000 sq. ft.
Slots 2,100
Table Games 66
GM: Bryan DeLugo

Yurok Tribe of the Yurok
Reservation

REDWOOD HOTEL CASINO

171 Klamath Blvd.
Klamath, CA 95548
Phone: 855-554-2946
Casino size: 2,400 sq. ft.
Slots 125
GM: Michael Peters

Dry Creek Rancheria Band
of Pomo Indians

RIVER ROCK CASINO

3250 Hwy. 128 East
Geyserville, CA 95441
Mailing: PO Box 908
Healdsburg, CA 95448
Phone: 707-857-2777
Toll Free: 877-883-7777
www.riverrockcasino.com
Casino size: 35,500 sq. ft.
Slots 1,250
Table Games 20
CEO: David Fendrick

Robinson Rancheria of
Pomo Indians

ROBINSON RANCHERIA RESORT & CASINO

1545 E. Highway 20
Nice, CA 95464-8619
Mailing: PO Box 4017
Nice, CA 95464-4017
Phone: 707-262-4000
Toll Free: 800-809-3636
www.robinsonrancheria.com
Casino size: 93,000 sq. ft.
Hotel (48 rooms)
Slots 650
Table Games 13
Bingo 530 seats
GM: Larry Green



Paskenta Band of
Nomlaki Indians

ROLLING HILLS CASINO

2655 Barham Ave.
Corning, CA 96021-9000
Phone: 530-528-3500
Toll Free: 888-331-6400
www.rollinghillscasino.com
Casino size: 70,000 sq. ft.
Slots 850
Table Games 12
CEO: Bruce Thomas

Habematolel Pomo of
Upper Lake

RUNNING CREEK CASINO

635 East Highway 20
Upper Lake, CA 95485
Phone: 707-262-5500
www.runningcreekcasino.com
Casino size: 33,000 sq. ft.
Slots 349
Table Games 6
GM: David Scheugar

San Manuel Band of Mission Indians
SAN MANUEL INDIAN BINGO & CASINO

777 San Manuel Blvd.
 Highland, CA 92346
 Phone: 909-864-5050
 Toll Free: 800-359-2464
 www.sanmanuel.com
 Casino size: 480,000 sq. ft.
 Slots 3,000
 Table Games 146
 Bingo 2,500 seats
 GM: Loren D. Gill

Lytton Rancheria of California
SAN PABLO LYTTON CASINO

13255 San Pablo Ave.
 San Pablo, CA 94806
 Phone: 510-215-7888
 www.sanpablolytton.com
 Casino size: 31,419 sq. ft.
 Slots 1,300
 Table Games 10
 GM: Michael Gorzycynski

Sherwood Valley Band of Pomo Indians
SHERWOOD VALLEY RANCHERIA CASINO

100 Kawi Place
 Willits, CA 95490-4674
 Phone: 707-459-7330
 www.blackbartcasino.com
 Casino size: 5,000 sq. ft.
 Slots 220
 GM: Darrell Nott



Soboba Band of Luiseño Indians
SOBOBA CASINO

23333 Soboba Rd.
 San Jacinto, CA 92581
 Mailing: PO Box 817
 San Jacinto, CA 92581
 Phone: 951-665-1000
 Toll Free: 866-476-2622
 www.soboba.net
 Casino size: 74,000 sq. ft.
 Slots 2,020
 Table Games 20
 Bingo 299 seats
 Tribal Chair: Scott Cozart
 GM: Scott Sirois

Agua Caliente Band of Cahuilla Indians
SPA RESORT & CASINO

401 E. Amado Rd.
 Palm Springs, CA 92262
 Phone: 760-883-1000
 Toll Free: 888-999-1995
 www.sparesortcasino.com
 Casino size: 30,000 sq. ft.
 Spa Hotel (228 rooms)
 Slots 915
 Table Games 23
 GM: Bill Duke

Twenty-Nine Palms Band of Mission Indians
SPOTLIGHT 29 CASINO

46-200 Harrison Place
 Coachella, CA 92236
 Phone: 760-775-5566
 Toll Free: 866-377-6829
 www.spotlight29.com
 Casino size: 80,000 sq. ft.
 Slots 2,000
 Table Games 41
 GM: Tom Sedlock

Sycuan Band of Kumeyaay Nation
SYCUAN CASINO

5469 Casino Way
 El Cajon, CA 92019-1810
 Phone: 619-445-6002
 Toll Free: 800-2SYCUAN
 www.sycuancasino.com
 Casino size: 218,000 sq. ft.
 Sycuan Resort (100 rooms)
 Slots 2,000
 Table Games 55
 Bingo 1,246 seats
 GM: John Dinius

Table Mountain Rancheria
TABLE MOUNTAIN CASINO & BINGO

8184 Table Mountain Rd.
 Friant, CA 93626
 Mailing: PO Box 445
 Friant, CA 93626-0445
 Phone: 559-822-7777
 Toll Free: 800-541-3637
 www.tmcasino.com
 Casino size: 70,000 sq. ft.
 Slots 2,000
 Table Games 50
 Bingo 600 seats
 President: Rob Goslini

Santa Rosa Rancheria Tachi Yokut Tribe
TACHI PALACE HOTEL & CASINO

17225 Jersey Ave.
 Lemoore, CA 93245-9760
 Mailing: PO Box 308
 Lemoore, CA 93245-0308
 Phone: 559-924-7751
 Toll Free: 866-4-PALACE
 www.tachipalace.net
 Casino size: 195,000 sq. ft.
 Slots 2,000
 Table Games 26
 Bingo 1,200 seats
 GM: Willie Barrios

United Auburn Indian Community

THUNDER VALLEY CASINO

1200 Athens Ave
 Lincoln, CA 95648
 Phone: 916-408-7777
 Toll Free: 877-468-8777
 www.thundervalleyresort.com
 Casino size: 144,500 sq. ft.
 Slots 2,700
 Table Games 134
 GM: Dawn Clayton

Twenty-Nine Palms Band of Mission Indians

TORTOISE ROCK CASINO

73829 Base Line Road
 Twentynine Palms, CA 92277
 Phone: 877-945-2200
 www.tortoiserockcasino.com
 Casino size: 30,000 sq. ft.
 Slots 490
 Table Games 7

Middletown Rancheria of Pomo Indians

TWIN PINE CASINO

22223 Hwy. 29
 Middletown, CA 95461
 Mailing: PO Box 789
 Middletown, CA 95461
 Phone: 707-987-0197
 Toll Free: 800-564-4872
 www.twinpine.com
 Casino size: 49,410 sq. ft.
 Slots 525
 Table Games 12
 GM: Matt Olin

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San Pasqual Band of Mission Indians

VALLEY VIEW CASINO

16300 Nyemii Pass Rd.
Valley Center, CA 92082
Phone: 760-291-5500
Toll Free: 866-843-9946
www.valleyviewcasino.com
Casino size: 124,000 sq. ft.
Slots 2,000
Table Games 26
GM: Bruce Howard

Viejas Band of Kumeyaay Indians

VIEJAS CASINO

5000 Willows Rd.
Alpine, CA 91901-1656
Phone: 619-445-5400
Toll Free: 800-847-6537
www.viejas.com
Casino size: 327,000 sq. ft.
Slots 2,000
Table Games 40
Bingo 400 seats
GM: Chris Kelley

Fort Independence Indian Community of Paiute Indians

WINNEDUMAH WINN'S CASINO

135 Hwy. 395 North
Fort Independence, CA 93526
Phone: 760-878-2483
Casino size: 1,200 sq. ft.
Slots 70
GM: Jimi Goff

Redding Rancheria

WIN-RIVER CASINO BINGO

2100 Redding Rancheria Rd.
Redding, CA 96001-5530
Phone: 530-243-3377
Toll Free: 800-280-8946
www.win-river.com
Casino size: 80,000 sq. ft.
Slots 700
Table Games 10
Bingo 300 seats
GM: Gary Hayward

COLORADO

Class II & III

Southern Ute Tribe

SKY UTE CASINO RESORT

14826 Hwy. 172 N.
Ignacio, CO 81137-0340
Mailing: PO Box 340
Ignacio, CO 81137-0340
Phone: 970-563-3000
Toll Free: 888-842-4180
www.skyutecasino.com
Casino size: 35,000 sq. ft.
Sky Ute Lodge (140 rooms)
Slots 600
Table Games 15
Bingo 190 seats
Tribal Chair: Pearl Casias
Acting GM: Charley Flagg



Mohegan Sun Casino

Ute Mountain Ute Tribe

UTE MOUNTAIN CASINO HOTEL & RESORT

3 Weeminuche Dr.
Towaoc, CO 81334-9999
Phone: 970-565-8800
Toll Free: 800-258-8007
www.utemountaincasino.com
Casino size: 46,000 sq. ft.
Slots 760
Table Games 15
Bingo 500 seats
GM: Robert Brooker

CONNECTICUT

Class II & III

Mashantucket Pequot Tribal Nation

FOXWOODS RESORT CASINO

39 Norwich Westerly Rd.
Mashantucket, CT 06338
Mailing: PO Box 3777
Mashantucket, CT 06338
Phone: 860-312-3000
Toll Free: 800-FOXWOODS
www.foxwoods.com
Casino size: 340,000 sq. ft.
Hotel (1,416 rooms)
Great Cedar Hotel
Grand Pequot Tower
Slots 6,400
Table Games 350
Bingo 3,600 seats
President & CEO: Felix Rappaport

Mohegan Tribe of Connecticut

MOHEGAN SUN CASINO

1 Mohegan Sun Blvd.
Uncasville, CT 06382
Phone: 860-862-8000
Toll Free: 888-226-7711
www.mohegansun.com
Casino size: 350,000 sq. ft.
Mohegan Sun Hotel (1,176 rooms)
Slots 5,500
Table Games 280
President & GM: Ray Pineault

FLORIDA

Class II & III

Seminole Tribe of Florida

BIG CYPRESS CASINO

Government Road
Highway 833
Clewiston, FL 33440
Phone: 954-214-8817
Casino size: 5,610 sq. ft.
Slots 36
Interim GM: Helena Goodman

Miccosukee Tribe Indians of Florida

MICCOSUKEE RESORT & GAMING CENTER

500 SW 177th Ave.
Miami, FL 33194-2800
Phone: 305-222-4600
Toll Free: 800-741-4600
www.miccosukee.com
Casino size: 67,000 sq. ft.
Miccosukee Resort (292 rooms)
Slots 2,000
Table Games 30
Bingo 800 seats
Tribal Chair: Colley Billie

Seminole Tribe of Florida

SEMINOLE CASINO BRIGHTON

Highway 721 Brighton
Indian Reservation
17735 Reservation Rd.
Okeechobee, FL 34974
Phone: 863-467-9998
Toll Free: 866-2-CASINO
www.seminolecasino-brighton.com
Casino size: 27,000 sq. ft.
Slots 380
Table Games 6
Bingo 480 seats
GM: Marty Johns

Seminole Tribe of Florida

SEMINOLE CASINO COCONUT CREEK

5550 NW 40th St.
Coconut Creek, FL 33073-3815
Phone: 954-977-6700
Toll Free: 866-222-2466
www.seminolecoconut-creekcasinoc.com
Casino size: 45,000 sq. ft.
Slots 2,400
Table Games 65
GM: Stephen Bonner

Seminole Tribe of Florida

SEMINOLE CASINO HOLLYWOOD

4150 North State Road 7
Hollywood, FL 33021
Phone: 954-961-3220
www.seminolehollywood-casino.com
Casino size: 50,000 sq. ft.
Gaming Machines 1,150
Table Games 32
Bingo 298 seats
GM: Larry Buck

Seminole Tribe of Florida

SEMINOLE CASINO IMMOKALEE

506 S. First St.
Immokalee, FL 34142
Mailing: PO Box 869
Immokalee, FL 34143
Phone: 941-657-1313
Toll Free: 800-218-0007
www.theseminolecasino.com
Casino size: 75,600 sq. ft.
Gaming Machines 1,200
Table Games 34
GM: Tony Alves

Seminole Tribe of Florida

SEMINOLE HARD ROCK CASINO—HOLLYWOOD

1 Seminole Way
Hollywood, FL 33314
Phone: 954-327-7625
Toll Free: 800-937-0010
www.seminolehardrock-hollywood.com
Casino size: 130,000 sq. ft.
Slots 2,500
Table Games 95
President: Michael Volkert

Seminole Tribe of Florida

SEMINOLE HARD ROCK CASINO—TAMPA

5223 N. Orient Rd.
Tampa, FL 33610-4139
Phone: 813-627-7625
Toll Free: 866-762-5463
www.hardrockhotelcasino-tampa.com
Casino size: 190,000 sq. ft.
Slots 5,008
Table Games 110
President: John Fontana

IDAHO

Class II & III

Shoshone-Bannock Tribe

BANNOCK PEAK CASINO

1707 W. County Rd.
Fort Hall, ID 83204
Mailing: 1707 W. County Rd.
PO Box 868
Fort Hall, ID 83203-0868
Phone: 208-237-8778
Toll Free: 800-497-4231
www.forthallcasino.com
Casino size: 2,700 sq. ft.
Slots 60
GM: Ron Olsen

Nez Perce Tribe

CLEARWATER RIVER CASINO

17500 Nez Perce Hwy.
Mailing: PO Box 365
Lewiston, ID 83501-7947
Phone: 208-746-0723
www.crcasino.com
Casino size: 81,000 sq. ft.
Slots 640
Bingo 300
GM: Frank Cornett

Coeur d'Alene Tribe

COEUR D'ALENE CASINO RESORT HOTEL

37914 South Nukwalqw
Worley, ID 83876-0236
Phone: 208-686-0248
Toll Free: 800-523-2464
Fax: 208-686-5106
www.cdacasino.com
Casino size: 100,000 sq. ft.
Coeur d'Alene Casino
Resort Hotel (202 rooms)
Slots 1,500
Bingo 800 seats

Shoshone-Bannock Tribes

FORT HALL CASINO

Interstate 15, Exit 80
Simplot Road
Fort Hall, ID 83203
Mailing: PO Box 868
Fort Hall, ID 83203-0868
Phone: 208-237-8778
Toll Free: 800-497-4231
www.forthallcasino.com
Casino size: 20,000 sq. ft.
Slots 900
Bingo 300 seats
GM: Ron Olson

Nez Perce Tribe

IT'SE YE-YE BINGO & CASINO

419 Third Street
Kamiah, ID 83536-0253
Phone: 208-935-7860
Toll Free: 877-678-7423
www.crcasino.com
Casino size: 5,868 sq. ft.
Slots 100
GM: Frank Cornett

Kootenai Tribe

KOOTENAI RIVER INN & CASINO

7169 Plaza St.
Bonners Ferry, ID 83805
Phone: 208-267-8511
Toll Free: 800-346-5668
www.kootenairiverinn.com
Casino size: 30,000 sq. ft.
Kootenai River Inn (65 rooms)
Slots 500
Bingo 150 seats
GM: Tom Turpin

Shoshone Bannock Tribe
SAGE HILL CASINO
 Interstate 15 Exit 89
 Blackfoot, ID 83221
 Mailing: PO Box 868
 Fort Hall, ID 83203
 Phone 208-237-4998
 Slots 100
 GM: Ron Olsen

IOWA
 Class II & III

Omaha Tribe of Nebraska

BLACKBIRD BEND CASINO
 17214 210th St.
 Onawa, IA 51040
 Mailing: PO Box 89
 Onawa, IA 51040-0089
 Phone: 712-423-9646
 Casino size: 6,800 sq. ft.
 Slots 130
 CEO: Kurt Schmidt

Sac & Fox Tribe of Mississippi in Iowa
MESKWAKI BINGO CASINO HOTEL
 1504 305th St.
 Tama, IA 52339-9697
 Phone: 641-484-2108
 Toll Free: 800-728-4263
 www.meskwaki.com
 Casino size: 127,669 sq. ft.
 Meskwaki Hotel (408 rooms)
 Slots 1,500
 Table Games 21
 Bingo 750 seats
 GM: Daniel Stromer

Winnebago Tribe of Nebraska
WINNAVEGAS CASINO
 1500 330th St.
 Sloan, IA 51055-8056
 Phone: 712-428-9466
 Toll Free: 800-468-9466
 www.winnavegas.biz
 Casino size: 45,000 sq. ft.
 Winna Vegas Inn (52 rooms)
 Slots 650
 Table Games 20
 Bingo 400 seats
 GM: Ray Thomas

KANSAS
 Class II & III



Wyandotte Tribe of Oklahoma
7th STREET CASINO
 777 North 7th
 Street Trafficway
 Kansas City, KS 66101
 Phone: 913-371-3500
 www.7th-streetcasino.com
 Casino size: 20,000 sq. ft.
 Slots 600
 GM: Jean Yuen



Iowa Tribe of Kansas & Nebraska

CASINO WHITE CLOUD
 777 Jackpot Drive
 White Cloud, KS 66094
 Phone: 785-595-3430
 Toll Free: 877-652-6115
 Casino size: 21,000 sq. ft.
 Slots 382
 Table Games 3
 Bingo 500 seats
 GM: Mike Frederick

Kickapoo Tribe in Kansas

GOLDEN EAGLE CASINO
 1121 Goldfinch Drive
 Horton, KS 66439-9537
 Phone: 785-486-6601
 Toll Free: 888-464-5825
 www.goldeneaglecasino.com
 Casino size: 45,000 sq. ft.
 Slots 720
 Table Games 11
 Bingo 368 seats
 GM: Bob Nanatobi

Prairie Band Potawatomi Nation

PRAIRIE BAND CASINO & RESORT
 12305 150th Rd.
 Mayetta, KS 66509-8815
 Phone: 785-966-7777
 Toll Free: 888-727-4946
 www.pbpgaming.com
 Casino size: 35,000 sq. ft.
 Harrah's Prairie Band Hotel (298 rooms)
 Slots 1,000
 Table Games 25
 GM: Ryan Brandt

Sac & Fox Nation of Mississippi

SAC & FOX CASINO
 1322 US Hwy. 75
 Powhattan, KS 66527
 Phone: 785-467-8000
 Toll Free: 800-990-2946
 www.sacandfoxcasino.com
 Casino size: 106,000 sq. ft.
 Slots 760
 Table Games 13
 Acting GM: Terry Krat

LOUISIANA
 Class II & III
Coushatta Tribe of Louisiana
COUSHATTA CASINO RESORT
 777 Coushatta Dr.
 Kinder, LA 70648
 Mailing: PO Box 1510
 Kinder, LA 70648-1510
 Phone: 337-738-1370
 Toll Free: 800-58-GRAND
 www.coushattacasino-resort.com
 Casino size: 107,600 sq. ft.
 Hotel (702 rooms)
 Coushatta Inn (195 rooms)
 Lodge (92 rooms)
 Slots 2,800
 Table Games 65
 GM: Jacque Romero

Chitimacha Tribe of Louisiana

CYPRESS BAYOU CASINO
 832 Martin Luther King Rd.
 Charenton, LA 70523
 Mailing: PO Box 519
 Charenton, LA 70523
 Phone: 337-923-7284
 Toll Free: 800-284-4386
 www.cypressbayou.com
 Casino size: 232,000 sq. ft.
 Slots 1,300
 Table Games 45

PROFILE

AGS
A Force To Be Reckoned With

Based in Las Vegas with offices in Georgia, Oklahoma and Mexico, AGS is a full-service designer and manufacturer of gaming products for the casino floor. The company's roots are in the Class II Native American market, and it has recently expanded its product lines to include top-performing slot games for the Class III commercial marketplace, as well as live felt table games and social mobile gaming.

The recent acquisition of Cadillac Jack, entry into the table games market and the addition of a mobile gaming segment with the acquisition of RocketPlay denote a dramatic expansion of AGS products.

Increased slot titles and jurisdictional licenses have made AGS the second-largest supplier of Class II games in the world, and its presence in Class III casinos continues to grow. AGS now boasts a competitive slot offering with a robust content library and attractive cabinetry.

AGS quickly has become a leading table-game supplier with more than 700 table games in the field, a variety of ancillary table products and plans to launch a shuffler in mid-2016. The diverse line of table products can help casino operators find exactly what



they need for any part of the pit.

Last, but not least, the company aims to capture a whole new audience by offering its content through social mobile gaming. AGS has two social casino products—Lucky Play Casino and Vegas Fever—that include proven land-based titles and have a strong player base of millennials.

Riding on the heels of an exciting and transformative 2015, AGS aims to be a force to be reckoned with in the gaming industry for 2016 and beyond.

For more information, visit playags.com.

Jena Band of Choctaw Indians

JENA CHOCTAW PINES CASINO

21160 Highway 167
Dry Prong, LA 71423
Phone: 318-648-7773
Toll Free: 855-638-LUCK
www.jenachoctaw-pinescasino.com
Casino size: 46,000 sq. ft.
Slots 700
Table Games 5
GM: Philip Pepple

Tunica Biloxi Tribe of Louisiana

PARAGON CASINO RESORT

711 Paragon Place
Marksville, LA 71351
Phone: 318-253-1946
Toll Free: 800-946-1946
www.paragoncasinore-sort.com
Casino size: 72,120 sq. ft.
Paragon Casino Resort (615 rooms)
Slots 1,800
Table Games 48
GM: Peter Fordham

MICHIGAN Class II & III

Bay Mills Indian Community

BAY MILLS RESORT & CASINO

11386 W. Lakeshore Dr.
Brimley, MI 49715-9308
Phone: 906-248-3715
Toll Free: 888-422-9645
www.4baymills.com
Casino size: 17,000 sq. ft.
Bay Mills Resort (218 rooms)
Slots 998
Table Games 15
Bingo 500 seats
GM: Rod Jones

Nottawaseppi Huron Band of the Potawatomi

FIREKEEPERS CASINO

11177 East Michigan Ave.
Battle Creek, MI 49014
Phone: 269-962-0000
Toll Free: 877-FKC-8777
www.firekeeperscasino.com
Casino size: 107,000 sq. ft.
Slots 2,900
Table Games 70
Bingo 500 seats
GM: Brian Decorah

Pokagon Band of Potawatomi Indians

FOUR WINDS DOWAGIAC

587000 M-51 South
Dowagiac, MI 49047
Phone: 866-494-6371
www.fourwindscasino.com/do-wagiac
Casino size: 12,000 sq. ft.
Slots 300
Table Games 4
GM: Frank Freedman

Four Winds Hartford



Pokagon Band of Potawatomi Indians

FOUR WINDS HARTFORD

68600 Red Arrow
Highway
Hartford, MI 49057
Toll Free: 866-494-6371
www.fourwindscasino.com/hartford
Casino size: 52,000 sq. ft.
Slots 569
Table Games 9
GM: Frank Freedman

Pokagon Band of Potawatomi Indians

FOUR WINDS NEW BUFFALO

11111 Wilson Rd.
New Buffalo, MI 49117
Toll Free: 866-494-6371
www.fourwindscasino.com
Casino size: 135,000 sq. ft.
Four Winds Resort (165 rooms)
Slots 3,000
Table Games 66
GM: Frank Freedman

Gun Lake Band of Potawatomi Indians

GUN LAKE CASINO

1123 129th Avenue
Wayland, MI 49348
Phone: 269-792-7777
www.gunlakecasino.com
Casino size: 83,000 sq. ft.
Slots 1,500
Table Games 33
GM: Rob McDermott

Hannahville Tribe of Potawatomi Indians

ISLAND RESORT & CASINO

W399 Hwy. 2 & 41
Harris, MI 49845-0351
Mailing: PO Box 351
Harris, MI 49845-0351
Phone: 906-466-2941
Toll Free: 800-682-6040
www.islandresortand-casino.com
Casino size: 408,520 sq. ft.
Island Resort (275 rooms)
Slots 1,280
Table Games 15
Bingo 200 seats
GM: Stan Lewinski

Sault Ste. Marie Tribe of Chippewa Indians

KEWADIN CASINO—CHRISTMAS

7761 Candy Cane Lane
Christmas, MI 49862
Phone: 906-387-5475
Toll Free: 800-539-2346
www.kewadinchristmas.com
Casino size: 8,416 sq. ft.
Slots 250
Table Games 5
COO: Anthony Goetz

Sault Ste. Marie Tribe of Chippewa Indians

KEWADIN CASINO—HESEL

33995 Three Mile Rd.
Hessel, MI 49745
Mailing: PO Box 189
Hessel, MI 49745-0789
Phone: 906-484-2903
Toll Free: 800-539-2346
www.kewadinhessel.com
Casino size: 3,800 sq. ft.
Slots 150
COO: Anthony Goetz

Sault Ste. Marie Tribe of Chippewa Indians

KEWADIN CASINO—MANISTIQUE

US Route 2 East
Manistique, MI 49854
Phone: 906-341-5510
Toll Free: 800-539-2346
www.kewadinmanistique.com
Casino size: 9,900 sq. ft.
Slots 275
Table Games 6
Bingo 50 seats
COO: Anthony Goetz

Sault Ste. Marie Tribe of Chippewa Indians

KEWADIN VEGAS CASINO—SAULT STE. MARIE

2186 Shunk Rd.
Sault Ste. Marie, MI 49783-9398
Phone: 906-632-0530
Toll Free: 800-539-2346
www.kewadinsault.com
Casino size: 39,000 sq. ft.
Kewadin Hotel (318 rooms)
Slots 800
Table Games 15
Bingo 400 seats
COO: Anthony Goetz

Sault Ste. Marie Tribe of Chippewa Indians

KEWADIN SHORES CASINO—ST. IGNACE

3015 Mackinac Trail
St. Ignace, MI 49781
Phone: 906-643-7071
Toll Free: 800-539-2346
www.kewadin.com/st.ignace
Casino size: 40,000 sq. ft.
Kewadin Inn of St. Ignace (70 rooms)
Best Western Kewadin Casino Lakefront Inn (85 rooms)
Slots 730
Table Games 15
COO: Anthony Goetz

Bay Mills Indian Community

KINGS CLUB CASINO

12140 W. Lakeshore Dr.
Brimley, MI 49715-9319
Phone: 906-248-3715
Toll Free: 888-422-9645
www.4baymills.com
Casino size: 7,400 sq. ft.
Slots 270
Bingo 500 seats
GM: Mark Solberg

Lac Vieux Desert Band of Lake Superior Chippewa

LAC VIEUX DESERT RESORT CASINO

N5384 Highway 45 N
Watersmeet, MI 49969
Mailing: PO Box 129
Watersmeet, MI 49969
Phone: 906-358-4226
Toll Free: 800-583-4785
www.lvdcasino.com
Casino size: 25,000 sq. ft.
Dancing Eagle Hotel (135 rooms)
Slots 629
Table Games 16
GM: Kevin Galek



Grand Traverse Band of Ottawa/Chippewa Indians

LEELANAU SANDS CASINO

2521 NW Bayshore Dr.
Peshawbestown, MI 49682-9366
Phone: 231-534-8100
Toll Free: 800-922-2WIN
www.casino2win.com
Casino size: 30,581 sq. ft.
Leelanau Sands Lodge (50 rooms)
Slots 450
Bingo 200 seats
GM: Frank Shino

Little River Band of Ottawa Indians

LITTLE RIVER CASINO RESORT

2700 Orchard Hwy.
Manistee, MI 49660-9752
Mailing: PO Box 417
Manistee, MI 49660-0417
Phone: 231-723-1535
Toll Free: 888-568-2244
www.littlerivercasino.com
Casino size: 44,000 sq. ft.
Little River Casino Resort (292 rooms)
Slots 1,500
Table Games 22
GM: Ronald Pete

Little Traverse Bay Band of Odawa Indians

ODAWA CASINO RESORT

1760 Lears Rd.
Petoskey, MI 49770
Phone: 231-439-6100
Toll Free: 877-442-6464
www.odawacasino.com
Casino size: 33,000 sq. ft.
Odawa Hotel (127 rooms)
Slots 1,300
Table Games 20
GM: Roger Borton

Keweenaw Bay Indian Community

OJIBWA CASINO RESORT (BIG BUCKS)

16449 Michigan Ave.
Baraga, MI 49908-9664
Phone: 906-353-6333
Toll Free: 800-323-8045
www.ojibwacasino.com
Casino size: 17,000 sq. ft.
Ojibwa Hotel (92 rooms)
Slots 325
Table Games 8
Bingo 450 seats
GM: David Haataja

Keweenaw Bay Indian Community

OJIBWA CASINO MARQUETTE

105 Acre Trail
Marquette, MI 49855
Phone: 906-249-4200
Toll Free: 888-560-9905
www.ojibwacasino.com
Casino Size: 10,000 sq. ft.
Slots 300
Table Games 11
GM: Dale Shalifoe

Saginaw Chippewa Indian Tribe

SAGANING EAGLES LANDING CASINO

2690 Worth Rd.
Standish, MI 48658
Toll Free: 888-732-4537
www.saganing-eaglesland-ing.com
Casino size: 39,000 sq. ft.
Slots 867
CEO: Wendy Reeve

*Saginaw Chippewa
Indian Tribe*

**SOARING EAGLE
CASINO**

6800 Soaring Eagle Blvd.
Mt. Pleasant, MI 48858
Phone: 989-775-7777
Toll Free: 888-732-4537
www.soaringeaglecasino.com
Casino size: 210,000 sq. ft.
Soaring Eagle Resort
(514 rooms)
Slots 3,300
Table Games 91
Bingo 500 seats
CEO: Wendy Reeve

*Grand Traverse Band of
Ottawa/Chippewa Indians*

**TURTLE CREEK
CASINO & HOTEL**

7741 M-72 East
Williamsburg, MI 49690
Phone: 231-534-0000
Toll Free: 800-922-2WIN
www.turtlecreekcasino.com
www.casino2win.com
Casino size: 74,000 sq. ft.
Turtle Creek Hotel (137
rooms)
Slots 1,200
Table Games 40
GM: Rob Sineway

**MINNESOTA
Class II & III**

*Fond Du Lac Band of Lake
Superior Chippewa*

**BLACK BEAR CASINO
& HOTEL**

1785 Hwy. 210
Carlton, MN 55718-8161
Mailing: PO Box 777
Carlton, MN 55718-0777
Phone: 218-878-2327
Toll Free: 888-771-0777
www.blackbearcasinohotel.com
Casino size: 88,000 sq. ft.
Black Bear Hotel (250
rooms)
Slots 2,000
Table Games 20
Bingo 550 seats
GM: Joe Quiroli

*Fond Du Lac Band of Lake
Superior Chippewa*

**FOND-DU-LUTH
CASINO**

129 E. Superior St.
Duluth, MN 55802-2127
Phone: 218-722-0280
Toll Free: 800-873-0280
www.fondduluthcasino.com
Casino size: 20,000 sq. ft.
Slots 750
Table Games 4
GM: Maurice Ojibway

Bois Forte Band of Chippewa

**FORTUNE BAY
RESORT CASINO**

1430 Bois Forte Rd.
Tower, MN 55790-8111
Phone: 218-753-6400
Toll Free: 800-992-PLAY
www.fortunebay.com
Casino size: 50,000 sq. ft.
Fortune Bay Resort (173
rooms)
Slots 840
Table Games 12
Bingo 200 seats
GM: Norman Adams



Mille Lacs Band of Ojibwe

**GRAND CASINO
HINCKLEY**

777 Lady Luck Dr. Hwy 48
Hinckley, MN 55037
Phone: 320-384-7777
Toll Free: 800-472-6321
www.grandcasinosmn.com
Casino size: 68,000 sq. ft.
Two Hotels (1,129 rooms)
Slots 2,500
Table Games 38
Bingo 330 seats
GM: Mel Towle

Mille Lacs Band of Ojibwe

**GRAND CASINO
MILLE LACS**

777 Grand Ave.
Onamia, MN 56359-4500
Phone: 320-532-7777
Toll Free: 800-626-LUCK
www.grandcasinosmn.com
Casino size: 68,000 sq. ft.
Grand Casino Mille Lacs
Hotel (967 rooms)
Slots 1,847
Table Games 24
Bingo 280 seats
GM: Ronda Weizenegger

*Grand Portage Band of Lake
Superior Chippewa*

**GRAND PORTAGE
LODGE & CASINO**

70 Casino Dr.
Grand Portage, MN
55605-0233
Mailing: PO Box 233
Grand Portage, MN
55605-0234
Phone: 218-475-2401
Toll Free: 800-543-1384
www.grandportage.com
Casino size: 15,268 sq. ft.
Grand Portage Lodge
(100 rooms)
Slots 425
Bingo 300 seats
GM: Brian Meyotte

*Lower Sioux Indian
Community*

**JACKPOT JUNCTION
CASINO HOTEL**

39375 County Hwy. 24
Morton, MN 56270
Mailing: PO Box 420
Morton, MN 56270-0420
Phone: 507-644-8000
Toll Free: 800-946-2274
www.jackpotjunction.com
Casino size: 440,000 sq. ft.
Lower Sioux Lodge (276
rooms)
Slots 1,250
Table Games 31
Bingo 375 seats
GM: Brian Pendleton

*Shakopee Mdewakanton
Sioux*

LITTLE SIX CASINO

2354 Sioux Trail
Northwest
Prior Lake, MN 55372
Phone: 952-445-6000
Toll Free: 800-LITTLE6
www.littlesixcasino.com
Casino size: 25,000 sq. ft.
Slots 800
Table Games 8
CEO: Angela Heikes

PROFILE

**AINSWORTH GAME
TECHNOLOGY**
New for Class II

Ainsworth Game Technology will showcase more than 50 game titles at Booth 1435 at the Indian Gaming Tradeshow & Convention. Also, Ainsworth—for the first time—will bring its experience to Class II markets.

Ainsworth entered the Class II market with the acquisition of Nova Technologies last year. Now, the company is off to a fast start in this market segment at NIGA, where it will show more than a dozen Class II titles, including games developed by Ainsworth and Nova. The Class II games are available on both the proven A560 Dual Screen and Atlas 100 cabinets.

Highlighting Class II offerings on display will be the first three Ainsworth Class II titles: Twice the Money, Mustang Fortune and Cash Cave. Titles developed by Nova to be displayed will include China Gold, Dragon's Heat, Wheel of Time and a pair of companion games, Immortal Nights Day of Reckoning and Immortal Nights Judgement Day.

Expanded Game Library for Class III

In total, Ainsworth's Class III game library now tops 150 unique titles, giving casino operators a

wide selection of unique game content for the A560 Dual Screen, A560 SL and A560 Wideboy cabinets, all of which will be on display at NIGA.

Highlighting Ainsworth's Class III offerings for NIGA will be the debut of the new Gold Award brand on the A560 SL. The A560 SL was exclusively designed for a highly entertaining game range that has delighted players across North America. The A560 SL features a striking 32-inch high-definition display, 19-inch LCD topper option for jackpot promotion, unique attract lighting stylized to each game, premium sound experience and breathtaking animations.

Gold Award games take proven Dual Screen titles with strong track records of performance and bring them to the A560 SL cabinet, resulting in even greater levels of excitement. Such classic titles include Roaming Reels, Mustang Money and Dragon Lines, among other timeless Ainsworth classics.

These three-by-five-array games offer more ways to win when the game expands to nine-by-five during bonuses. Each title includes a special feature designed to take full advantage of the 32-inch high-definition screen.

Follow-up titles to the highly successful and popular Sweet Zone brand games Rumble Rumble and Flying Horse also will be on display. These include the new offerings Grand Lions and Jumbo Wilds.

For more information, visit ainsworth.com.au.



Shakopee Mdewakanton
Sioux

MYSTIC LAKE CASINO HOTEL

2400 Mystic Lake Blvd.
Prior Lake, MN 55372
Phone: 952-445-9000
Toll Free: 800-262-7799
www.mysticlake.com
Casino size: 150,000 sq. ft.
Mystic Lake Hotel (586
rooms)
Slots 4,000
Table Games 100
Bingo 520 seats
CEO: Edward Stevenson
GM: Angela Heikes

Leech Lake Band of Ojibwe

NORTHERN LIGHTS CASINO & HOTEL

6800 Y Frontage Rd. NW
Walker, MN 56484
Phone: 218-547-2744
Toll Free: 800-252-PLAY
www.northernlightscasi-
no.com
Casino size: 40,000 sq. ft.
Hotel (105 rooms)
Slots 850
Table Games 16
GM: Brad Michaud

Leech Lake Band of Ojibwe

PALACE CASINO HOTEL

16599 69th Avenue NW
Cass Lake, MN 56633
Phone: 218-335-7000
www.palacecasinohotel.com
Casino size: 10,000 sq. ft.
Palace Casino Hotel (80
rooms)
Slots 550
Table Games 6
Bingo 400 seats
GM: Donald Fairbanks

White Earth Band of
Chippewa Indians

PINEHURST RESORT

27345 County Road 4
Naytahwaush, MN 56566
Phone: 218-935-5745
www.pinehurst.com
Casino size: 1,440 sq. ft.
Slots 13
Bingo 340 seats
GMs: Greg and Julie LaVoy

Upper Sioux Tribe

PRAIRIES EDGE CASINO

5616 Prairies Edge Lane
Granite Falls, MN 56241
Phone: 320-564-2121
Toll Free: 866-293-2121
www.prairiesedgecasino.com
Casino size: 52,000 sq. ft.
Slots 928
Table Games 7
GM: Barry Joannides



Red Lake Band of Chippewa
Indians

SEVEN CLANS CASINO RED LAKE

10200 Hwy. 89
Red Lake, MN 56671
Mailing: PO Box 574
Red Lake, MN 56671
Phone: 218-679-2500
Toll Free: 888-679-2501
www.sevenclanscasino.com
/redlake
Casino size: 65,840 sq. ft.
Slots 400
Table Games 4
GM: Michael Cobenais

Red Lake Band of Chippewa
Indians

SEVEN CLANS CASINO THIEF RIVER FALLS

20595 Center St. E
Thief River Falls,
MN 56701
Phone: 218-681-4062
Toll Free: 800-881-0712
www.sevenclanscasino.com
Casino size: 19,222 sq. ft.
Slots 650
Table Games 9
GM: Roland Hill

Red Lake Band of Chippewa
Indians

SEVEN CLANS CASINO WARROAD

1012 E. Lake St.
Warroad, MN 56763
Phone: 218-386-3381
Toll Free: 800-815-8293
www.sevenclanscasino.com
Casino size: 19,000 sq. ft.
Slots 450
Table Games 5
GM: Donna Perkins

White Earth of Chippewa
Indians

SHOOTING STAR CASINO HOTEL

777 SE Casino Rd.
Mahnomon, MN 56557
Phone: 218-935-2711
Toll Free: 800-453-7827
www.starcasino.com
Casino size: 72,000 sq. ft.
Shooting Star Hotel (437
rooms)
Slots 1,089
Table Games 23
Bingo 365 seats
GM: Edward Hanson

Prairie Island Indian
Community

TREASURE ISLAND RESORT & CASINO

5734 Sturgeon Lake Rd.
Welch, MN 55089
Mailing: PO Box 75
Red Wing, MN 55066
Phone: 651-388-6300
Toll Free: 800-222-7077
www.treasureislandcasi-
no.com
Casino size: 150,000 sq. ft.
Treasure Island Resort
(480 rooms)
Slots 2,200
Table Games 51
Bingo 500 seats
GM: Lyn Baxter



Leech Lake Band of Ojibwe

WHITE OAK CASINO

45830 US Hwy. 2
Deer River, MN 56636
Phone: 218-246-9600
Toll Free: 800-653-2412
www.whiteoakcasino.com
Casino size: 15,480 sq. ft.
Slots 315
Table Games 2
GM: Steve Cash

PROFILE

COIN-OPS LLC

Original Slots Share the History

Ira Warren has been a dealer and collector of antique gambling machines since the early 1970s. He founded Coin-Ops LLC to offer the casino industry the opportunity to own and display early three-reel slot machines, poker-style and other antique coin-operated gambling machines.

The first slot machines were manufactured in the United States beginning in the early 1890s, with the first three-reel slots appearing in casinos and gambling establishments around 1910.

Warren's machines are authentic and original examples in working condition. None are reproductions.

Of the hundreds of thousands of people who pass through each casino every year, less than one-tenth of one percent have ever seen any of these early mechanical moneymakers. Now, casinos can offer visitors the chance to see them up close and learn some of the history related to contemporary slot machines.

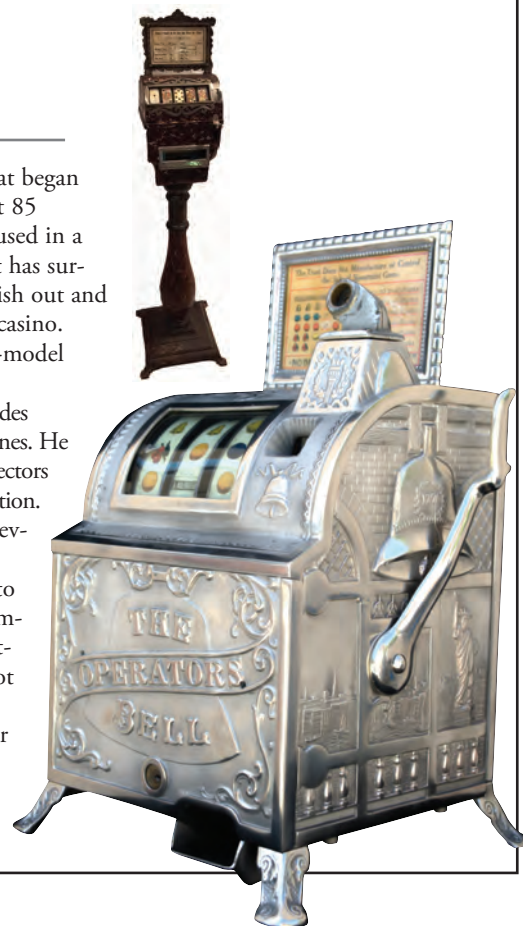
Pictured is the first commercial three-reel

slot machine of 1910—the one that began the entire industry. Weighing in at 85 pounds, working perfectly and housed in a highly detailed cast iron cabinet, it has survived all the abuse players could dish out and makes a wonderful display in any casino. Also pictured is a circa 1905 floor-model poker-style slot machine.

Warren's current inventory includes many different early gambling machines. He is constantly in touch with other collectors all over the world to add to his collection.

A museum-quality display of several historic gambling machines would be highly unique and help to distinguish a casino in a highly competitive industry. In fact, a fascinating display of authentic historic slot machines would be sure to draw attention—and players—from near and far.

For more information, email coinop99@aol.com.



MISSISSIPPI Class II & III

*Mississippi Band of
Choctaw Indians*

BOK HOMA CASINO

1 Choctaw Road
Heidelberg, MS 39439
Mailing: PO Box 6048
Choctaw, MS 39350
Phone: 601-656-5251
Toll Free: 866-447-3275
www.bokhomacasinom.com
Casino size: 27,000 sq. ft.
Slots 750
Interim President & CEO
William "Sonny" Johnson

*Mississippi Band of Choctaw
Indians*

GOLDEN MOON HOTEL & CASINO

13541 Highway 16 West
Philadelphia, MS 39350
Phone: 601-650-1234
Toll Free: 866-447-3275
Casino size: 80,000 sq. ft.
Slots 199
Table Games 69
Interim President & CEO
William "Sonny" Johnson

*Mississippi Band of
Choctaw Indians*

SILVER STAR HOTEL & CASINO

13541 Hwy. 16
West Choctaw, MS 39350
Mailing: PO Box 6048
Choctaw, MS 39350-6048
Phone: 601-650-1234
Toll Free: 866-44-PEARL
www.pearlriverresort.com
Casino size: 90,000 sq. ft.
Slots 2,284
Table Games 64
Interim President & CEO
William "Sonny" Johnson

MONTANA Class II & III

Crow Tribe

APSAALOOKE NIGHTS CASINO

71 Heritage Road
Crow Agency, MT 59022
Mailing: PO Box 159
Crow Agency, MT 59022
Phone: 406-638-4440
Casino size: 10,000 sq. ft.
Slots 200
GM: Rachel Pretty on Top

*Chippewa-Cree Indians of
the Rocky Boy's Reservation*

BEAR PAW CASINO

Rocky Boy Agency
Box Elder, MT 59521
Mailing: PO Box 544
Box Elder, MT 59521
Phone: 406-395-4863
Casino size: 8,000 sq. ft.
Slots 72
GM: Michael Devaney

*Confederated Tribes of Salish
& Kootenai*

BEST WESTERN KWATAQNUK RESORT & CASINO

49708 US Hwy. 93 East
Polson, MT 59860
Phone: 406-883-3636
Toll Free: 800-882-6363
www.kwataqnu.com
Best Western Hotel (112
rooms)
Casino size: 1,650 sq. ft.
Slots 230
GM: Sheila Matt

Northern Cheyenne Tribe

CHARGING HORSE CASINO & BINGO

Highway 212
Lame Deer, MT 59043
Mailing: PO Box 1259
Lame Deer, MT 59043
Phone: 406-477-8188
Casino size: 19,000 sq. ft.
Slots 120
Bingo 500 seats
GM: Lori Limberhand



*Gros Ventre and Assiniboine
Tribes of Fort Belknap*

FORT BELKNAP BINGO HALL

104 Assiniboine Ave.
Harlem, MT 59526
Mailing: PO Box 308
Harlem, MT 59526
Phone: 406-353-2235
Slots 150
GM: Robert Williams Jr.

Blackfeet Nation

GLACIER PEAKS CASINO

416 W. Central Avenue
Browning, MT 59417
Mailing: PO Box 1450
Browning, MT 59417
Phone: 406-338-2274
Toll Free: 877-238-9946
www.GlacierCash.com
Casino Size: 33,000 sq. ft.
Slots 300
Table Games 3
Bingo 150 seats
GM: Dennis Fitzpatrick

*Confederated Salish &
Kootenai Tribes*

GRAY WOLF PEAK CASINO

20750 Hwy. 93 North
Missoula, MT 59808
Phone: 406-726-3778
www.graywolfpeak.com
Slots 130
GM: Jennifer Domebo

*Chippewa-Cree Indians of
the Rocky Boy's Reservation*

NORTHERN WINZ CASINO

11031 US Hwy. 87
Box Elder, MT 59521
Mailing: PO Box 3028
Box Elder, MT 59521
Phone: 406-395-5420
www.northernwinz.com
Casino size: 20,000 sq. ft.
Slots 200
Bingo 100 seats
GM: Mike Devany

PROFILE

CUNINGHAM GROUP ARCHITECTURE

Every Building Tells a Story

Cunningham Group Architecture, Inc. exists to create beautiful places for a balanced world. Simple and eloquent, the statement embodies its passion for design and its impact on clients, communities and the world.

Founded in 1968, the full-service design firm provides architecture, interior design and planning services for a diverse mix of client and project types, with significant focus over the last 25 years on gaming and entertainment. More than 300 employees in Minneapolis, Los Angeles, Las Vegas, Biloxi, Denver, San Diego, Phoenix, Seoul and Beijing provide the resources necessary to explore new ways of solving clients' problems with dynamic and innovative design solutions that add value and advance the art of entertainment design.

The firm's world-class portfolio—covering the spectrum from small, delicate spaces to complex, expansive projects—includes casinos, hotels, theaters, convention centers, restaurants, retail venues, master plans and support facilities for gaming and resort destinations throughout the U.S. and around the world.

As leaders in contemporary Native American design, Cunningham Group understands the importance of culturally rel-

evant design and the central issues involved in the development of tribal casino resort projects. Native authorship, culturally specific references and tribal community involvement in design help fulfill tribal self-determination and sovereignty goals by allowing tribes to control and shape the future of their communities from a truly native perspective.

Cunningham Group helps clients determine an appropriate design expression that achieves these goals while balancing cultural, social and economic priorities.

Cunningham Group also is on the cutting edge of imaging "casinos of the future." Shifting demographics and the younger generation's desire for experiences that are personal, mobile and social are the challenge—and ultimately, the opportunity—facing the future of games and the facilities that house them.

Backed by a client-centered, collaborative approach called "Every Building Tells a Story," Cunningham Group challenges clients to embrace brick-and-mortar changes that support the evolving nature of gaming and its customer base while setting new standards for the future of entertainment.

Recent projects include the LEED Gold, 19-story hotel for Potawatomi Hotel & Casino in Milwaukee; the newly opened Harrah's Cherokee Valley River Casino & Hotel in North Carolina; the renovation and expansion at Little River Casino Resort in Manistee, Michigan; and the new Rhythm City Casino in Davenport, Iowa, opening in mid-2016.

For more information, visit cunningham.com.



Fort Peck Assiniboine & Sioux Tribes

SILVER WOLF CASINO

300 Highway 25 East
Wolf Point, MT 59201
Phone: 406-653-3476
www.silverwolfcasino.com
Casino size: 12,000 sq. ft.
Slots 110
Bingo 310 seats
GM: Gary Clark

NEBRASKA

Class II

Winnebago Tribe of Nebraska

IRON HORSE BAR & CASINO

1010 S. Main St.
Emerson, NE 68733-3654
Phone: 402-695-0180
www.winnebago casinos.com
Casino size: 2,000 sq. ft.
Gaming Machines 120
CEO: Brian Chamberlain

Omaha Tribe of Nebraska

LUCKY 77 CASINO

200 Main St.
Walthill, NE 68067
Mailing: PO Box 477
Walthill, NE 68067
Phone: 402-846-5545
Casino size: 280 sq. ft.
Gaming Machines 64
GM: Susie Moore

Winnebago Tribe of Nebraska

NATIVE STAR CASINO

1500 Industrial Pkwy.
Winnebago, NE 68071
Phone: 402-878-2901
www.winnebago casinos.com
Casino size: 600 sq. ft.
Gaming Machines 95
GM: Sandra Oliveres

Santee Sioux Nation of Nebraska

OHIYA CASINO

52946 Hwy. 12, Suite 2
Niobrara, NE 68760
Phone: 402-857-3860
www.ohiyacasino.com
Casino size: 35,000 sq. ft.
Slots 408
Bingo 100 seats
GM: Rick Thomas

Rosebud Sioux Tribe

ROSEBUD CASINO

30421 US Highway 83
Valentine, NE 69201
Mailing: Highway
Contract 14
Valentine, NE 69201
Phone: 605-378-3800
Toll Free: 800-786-7673
www.rosebudcasino.com
Casino size: 10,500 sq. ft.
Slots 250
Table Games 5
Bingo 300 seats
GM: Robert Mudd

NEVADA

Class II & III

Fort Mojave Indian Tribe

AVI RESORT & CASINO

10000 Aha Macav Pkwy.
Laughlin, NV 89029
Mailing: PO Box 77011
Laughlin, NV 89028-7011
Phone: 702-535-5555
Toll Free: 800-430-0721
www.avicasino.com
Casino size: 65,000 sq. ft.
Avi Resort (455 rooms)
Slots 950
Table Games 25
Bingo 200 seats
VP & GM: Ralph Reid

Moapa Band of Paiute

MOAPA TRIBAL CASINO

I-15, Exit 75 Valley of Fire
Moapa, NV 89025-0340
Phone: 702-864-2601
Casino size: 2,500 sq. ft.
Slots 96
GM: Eric Garcia

Moapa Band of Paiute

MOAPA TRIBAL STORE

1 Lincoln Street
Moapa, Nevada 89025
Phone: 702-865-2787
Slots 4
GM: Michael Qualheim

Las Vegas Paiute

SNOW MOUNTAIN SMOKE SHOP

11525 Nu-Wav Kaiv Blvd.
Las Vegas, NV 89124
Phone: 702-645-2957
Slots 7
GM: Cindy Pinkerton

NEW MEXICO

Class II & III

Jicarilla Apache Nation

APACHE NUGGET CASINO

US Highway 550 & US
Highway 537
Cuba, NM 87013
Mailing: PO Box 219
Cuba, NM 87013
Phone: 505-289-2486
www.apachenugget.com
Casino size: 5,000 sq. ft.
Slots 120
Tables 4
GM: Martha Loretto

Jicarilla Apache Nation

BEST WESTERN JICARILLA INN & WILDHORSE CASINO

13603 US Hwy. 64
Dulce, NM 87529
Phone: 505-759-3663
Casino size: 4,436 sq. ft.
Hotel (42 rooms)
Slots 191
GM: Martha Loretto

Buffalo Thunder Resort and Casino



Pueblo of Pojoaque

BUFFALO THUNDER RESORT AND CASINO

30 Buffalo Thunder Trail
Santa Fe, NM 87506
Phone: 505-455-5555
www.buffalothunder-resort.com
Casino size: 61,000 sq. ft.
Hilton Santa Fe Golf
Resort & Spa at Buffalo
Thunder (395 rooms)
Homewood Suites by
Hilton (79 suites)
Slots 1,100
Table Games 10
GM: Mark Schrecengost

Tesuque Pueblo Tribe

CAMEL ROCK CASINO

17486A Hwy. 84/285
Santa Fe, NM 87504
Phone: 505-984-8414
Toll Free: 800-462-2635
www.camelrockcasino.com
Casino size: 60,000 sq. ft.
Slots 550
Table Games 6
GM: Pat Frenier

Mescalero Apache Tribe

CASINO APACHE TRAVEL CENTER

225845 US Highway 70
Mescalero, NM 88340
Mailing: PO Box 227
Mescalero, NM 88340
Phone: 575-464-4494
Toll Free: 888-324-0348
www.innofthemountain-gods.com
Casino size: 34,700 sq. ft.
Slots 440
Table Games 10
GM: Jonathan Adams

Pueblo of Laguna

CASINO EXPRESS

14500 Central Ave
Interstate 40 Exit 140
Albuquerque, NM 87120
Phone 505-352-7835
Gaming Machines 250

Pueblo of Pojoaque

CITIES OF GOLD CASINO

10-B Cities of Gold Rd.
Santa Fe, NM 87506
Phone: 505-455-3313
Toll Free: 800-455-3313
www.citiesofgold.com
Casino size: 40,000 sq. ft.
Cities of Gold Hotel (208
rooms)
Slots 550
Bingo 300 seats
GM: Mark Schrecengost

Pueblo of Laguna

DANCING EAGLE CASINO

I-40, Exit 108, 166 Casa
Blanca Rd.
Albuquerque, NM 87121
Mailing: PO Box 550
Casa Blanca, NM 87007
Phone: 505-552-7777
Toll Free: 877-440-9969
www.dancingeaglecas-
ino.com
Casino size: 25,000 sq. ft.
Slots 620
GM: Don Billbrough

Navajo Nation

FIRE ROCK NAVAJO CASINO

249 Route 118 East
Church Rock, NM 87311
Mailing: PO Box 1800
Church Rock, NM 87311
Phone: 505-905-7100
Toll Free: 866-941-2444
www.firerocknavajocas-
ino.com
Casino size: 64,000 sq. ft.
Slots 740
Table Games 8
Bingo 400 seats
CEO: Robert Winter

Navajo Nation

FLOWING WATER NAVAJO CASINO

2710 US Highway 64
Waterflow, NM 87421
Mailing: PO Box 3077
Waterflow, NM 87421
Phone: 505-368-2300
Casino size: 11,000 sq. ft.
Gaming Machines 130
GM: Roland Jacobs

Mescalero Apache Tribe

INN OF THE MOUNTAIN GODS RESORT & CASINO

287 Carrizo Canyon Rd.
Route 4 Mescalero
NM 88340
Phone: 505-464-7777
Toll Free: 877-277-5677
www.innofthemountain-
gods.com
Inn of the Mountain Gods
(273 rooms)
Casino size: 38,000 sq. ft.
Slots 800
Table Games 20
COO: Frizzell Frizzell Jr.

Pueblo of Isleta

ISLETA PALACE WEST

I-74 State Road
45 Southwest
Albuquerque, NM 87105
Phone: 505-869-4102
www.isleta.com/palace-west
Slots 80
GM: Joanne Sanchez

Pueblo of Isleta

ISLETA RESORT & CASINO

11000 Broadway
Southeast
Albuquerque, NM 87105
Mailing: PO Box 1290
Isleta, NM 87105
Phone: 505-724-3800
Toll Free: 877-747-5382
www.hardrockcasino-
abq.com
Casino size: 100,000 sq. ft.
Slots 1,700
Table Games 25
Bingo 2,500 seats
CEO: Pamela Gallegos

Pueblo of Pojoaque

KICKS 66

67 Ogo Wii Road
Santa Fe, NM 87506
Phone: 505-455-9091
Casino size: 400 sq. ft.
Slots 9
GM: Pat Doherty

Navajo Nation

**NORTHERN EDGE
NAVAJO CASINO**

Route N36 & State
Highway 371
Upper Fruitland, NM
87401
Phone: 505-436-2281
www.northernedgenavajo-
casino.com
Casino size: 86,000 sq. ft.
Gaming Machines 750
Table Games 16
GM: Gloria West

Pueblo of San Juan
**OH KAY CASINO
RESORT HOTEL**

Highway 68
Ohkay Owingeh, NM
87566-1270
Mailing: PO Box 1270
Ohkay Owingeh, NM
87566-1270
Phone: 505-747-1668
Toll Free: 877-829-2865
www.ohkaycasinoresort.com
Casino size: 30,000 sq. ft.
Best Western Hotel (101
rooms)
Slots 600
Table Games 5
CEO: Ron Lovato

Pueblo of Laguna

ROUTE 66 CASINO

14500 Central Ave. SW
Albuquerque, NM 87121
Phone: 505-352-7866
Toll Free: 866-352-7866
www.rt66casino.com
Casino Size: 50,000 sq. ft.
Slots 1,700
Table Games 30
Bingo 600 seats
President & CEO: Jerry
Smith

Pueblo of San Felipe

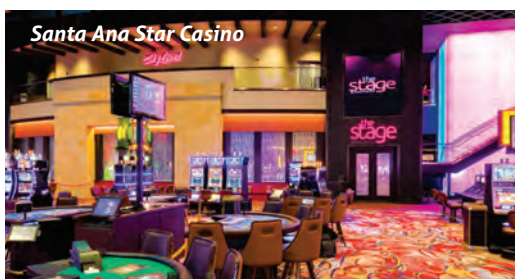
**SAN FELIPE'S CASINO
HOLLYWOOD**

25 Hagon Rd., San Felipe
Pueblo, NM 87001
Phone: 505-867-6700
Toll Free: 877-529-2946
www.sanfelipecasino.com
Casino size: 22,000 sq. ft.
Slots 600
Table Games 7

Pueblo of Sandia

**SANDIA RESORT &
CASINO**

30 Rainbow Rd. NE
Albuquerque, NM 87113
Phone: 505-796-7500
Toll Free: 800-526-9366
www.sandiaresortand-
casino.com
Casino size: 160,000 sq. ft.
Sandia Resort (228
rooms)
Slots 2,200
Table Games 48
Bingo 450 seats
GM: Michael Moore



Pueblo of Santa Ana

**SANTA ANA STAR
CASINO**

54 Jemez Canyon Dam Rd.
Santa Ana Pueblo,
NM 87004
Phone: 505-867-0000
www.santaanastar.com
Casino size: 70,390 sq. ft.
Slots 1,420
Table Games 23
GM: John Cirrincione

Santa Clara Pueblo

**SANTA CLARAN
HOTEL CASINO**

460 N. Riverside Dr.
Española, NM 87532
Mailing: PO Box 427
Española, NM 87532
Phone: 505-747-0059
Toll Free: 866-BIG-ROCK
www.bigrockcasino.com
Casino size: 36,000 sq. ft.
Santa Claran Hotel (124
rooms)
Slots 600
Table Games 7
GM: Donovan York

Pueblo of Acoma

SKY CITY CASINO

I-140 Exit 102
Acoma, NM 87034-0310
Mailing: PO Box 310
Acoma, NM 87034-0310
Phone: 505-552-6017
Toll Free: 888-759-2489
www.skycity.com
Casino size: 64,000 sq. ft.
Sky City Hotel (133
rooms)
Slots 660
Table Games 10
Bingo 500 seats
GM: David Baumgartner

Taos Pueblo

**TAOS MOUNTAIN
CASINO**

700 Veterans Hwy.
Taos, NM 87571-0777
Mailing: PO Box 706
Taos, NM 87571-0777
Phone: 575-737-0777
Toll Free: 888-WIN-TAOS
www.taosmountaincasino.com
Casino size: 10,000 sq. ft.
Slots 209
Table Games 4
GM: James McDermott

Jicarilla Apache Nation

**WILDHORSE CASINO
& HOTEL**

13603 US Hwy. 64
Dulce, NM 87529
Phone: 575-759-3170
Casino size: 8,872
Slots 190
Table Games 4
GM: Martha Loretta

NEW YORK

Class II & III

St. Regis Mohawk Nation

**AKWESASNE
MOHAWK CASINO**

873 State Route 37
Hogansburg, NY 13655
Phone: 518-358-2222
Toll Free: 888-622-1155
www.mohawkcasino.com
Casino Size: 52,500 sq. ft.
Slots 2,524
Table Games 31
GM: Shannon Keel

*Seneca-Cayuga Tribe of
Oklahoma*

**LAKESIDE
ENTERTAINMENT**

271 Cayuga Street
Union Springs, NY 13160
Phone: 315-889-5416
Slots 86

PROFILE

**GAMING LABORATORIES
INTERNATIONAL**

Much More Than Testing

Gaming Laboratories International is dedicated to being the trusted global compliance and quality expert relied upon by its clients, delivering world-class customer service and unmatched value. The company has proudly partnered with tribes across North America for 26 years to provide certification and assessment services to their gaming operations.

GLI is a longtime supporter and advocate of tribal gaming and has been a proud associate member of the National Indian Gaming Association since 1999. Currently, GLI is the exclusive training provider for NIGA's Level III Commissioner Training. As a sponsor of NIGA 2016, GLI will be on the floor in Booth 825.

More than 250 tribes rely on GLI for their testing and certification services, and of the 475 jurisdictions GLI tests worldwide, more than 130 trust GLI exclusively. GLI works hard to assist tribes in getting more from their experience with the company, and the company is dedicated to ensuring the highest levels of compliance. GLI is the

recognized leader in Class II and Class III testing, ISS audits, IT and internet security assessments and on-site casino floor verification and inspection. GLI is an independent, impartial third party that doesn't take sides.

The company also offers a complete set of value-added tools, such as GLiCloud, an award-winning, modern inventory management and tracking system; GLI Mobile; and GLIAccess.

GLI has more than 850 employees worldwide, with specialized teams—such as engineering, mathematics and development—designed to provide personalized service.

Beyond testing, GLI offers a wide range of professional services, including network security and internal system security audits, project management, regulation and responsible gaming assessment, quality assurance system testing and payment card industry compliance.

GLI also offers various field testing services, from gaming floor, online accounting and promotional system audits to kiosk and system verifications. The company is No. 1 in legal iGaming testing and certification as well. Since iGaming's inception 21 years ago, GLI has been leading the way, testing and certifying products for legal iGaming jurisdictions and for new legal iGaming markets around the world.

To discover how GLI is so much more than just testing, stop by Booth 826 at NIGA or visit gaminglabs.com.



Seneca Nation

SENECA ALLEGANY CASINO & HOTEL

777 Seneca Allegany Blvd.
Salamanca, NY 14779
Phone: 716-945-3200
Toll Free: 877-553-9500
www.senecaalleganycasino.com
Casino size: 68,300 sq. ft.
Seneca Allegany Hotel (212 rooms)
Slots 2,000
Table Games 36
GM: Gus Tsvivikis

Seneca Nation

SENECA BUFFALO CREEK CASINO

1 Fulton St.
Buffalo, NY 14201
Phone: 716-853-7576
Casino size: 47,300 sq. ft.
Slots 800
Table Games 18
GM: Jennifer Caruso

Seneca Nation

SENECA GAMING AND ENTERTAINMENT

11099 Erie St.
Irving, NY 14081-9566
Phone: 716-549-4389
Toll Free: 800-421-2464
Casino size: 25,000 sq. ft.
Slots 500
Bingo 1,000 seats
GM: Jeff Maracle



Seneca Nation

SENECA GAMING AND ENTERTAINMENT

768 Broad St.
Salamanca, NY 14779
Mailing: PO Box 231
Salamanca, NY 14779
Phone: 716-945-4080
Toll Free: 877-860-5130
Casino size: 15,000 sq. ft.
Slots 280
Poker 10 tables
Bingo 450 seats
GM: Lee Milk

Seneca Nation

SENECA NIAGARA CASINO & HOTEL

310 Fourth St.
Niagara Falls, NY 14303
Phone: 716-299-1100
Toll Free: 877-873-6322
www.senecaniagaracasinoc.com
Casino size: 147,590 sq. ft.
Hotel (604 rooms)
Slots 4,000
Table Games 121
CEO: Audrey Oswell

Oneida Indian Nation

TURNING STONE RESORT & CASINO

5218 Patrick Rd.
Verona, NY 13478-3012
Phone: 315-361-7711
Toll Free: 800-771-7711
www.turningstone.com
Casino size: 125,000 sq. ft.
Turning Stone Resort (702 rooms)
Slots 2,200
Table Games 80
Bingo 1,400 seats
COO: Pete Carmen

NORTH CAROLINA
Class II & III

Eastern Band of Cherokee Indians

CHEROKEE TRIBAL BINGO

19 Bingo Loop Road
Highway 19 North
Cherokee, NC 28719
Phone: 828-497-4320
Bingo 1,100 seats
GM: Eliza Edwards

Eastern Band of Cherokee Indians

HARRAH'S CHEROKEE CASINO & HOTEL

777 Casino Dr.
Cherokee, NC 28719-8735
Phone: 828-497-7777
Toll Free: 800-427-7247
www.harrahs.com
Cherokee Casino Hotel
(1,108 rooms)
Slots 3,870
Table Games 140
Poker Tables 10
GM: Brooks Robinson

NORTH DAKOTA
Class II & III

Mandan, Hidatsa & Arikara Nation

4 BEARS CASINO & LODGE

202 Frontage Rd.
New Town, ND 58763
Phone: 701-627-4018
Toll Free: 800-294-5454
www.4bearscasino.com
Casino size: 120,000 sq. ft.
4 Bears Lodge (100 rooms)
Slots 600
Table Games 12
GM: Patrick Packineau

Sisseton-Wahpeton Sioux Tribe

DAKOTA MAGIC CASINO & HOTEL

16849 102nd. St. SE
Hankinson, ND 58041
Phone: 701-634-3000
Toll Free: 800-325-6825
www.dakotaningaming.com
Casino size: 95,175 sq. ft.
Dakota Magic Hotel (127 rooms)
Slots 1,000
Table Games 12
GM: Cheryl Owen

Turtle Mountain Band of Chippewa Indians

GRAND TREASURE CASINO

4418 147th Avenue NW
Trenton, ND 58553
Phone: 701-572-2690
Casino size: 5,000 sq. ft.
Slots 142

Standing Rock Sioux Tribe

PRAIRIE KNIGHTS CASINO & RESORT

7932 Hwy. 24
Fort Yates, ND 58538
Phone: 701-854-7777
Toll Free: 800-425-8277
www.prairieknights.com
Casino size: 46,500 sq. ft.
Prairie Knights Lodge (96 rooms)
Slots 700
Table Games 7
GM: Everett Iron Eyes Jr.

PROFILE

GAMING PARTNERS INTERNATIONAL

Tops In Table Games Solutions

Gaming Partners International manufactures and supplies a wide range of table game products and equipment to licensed casinos worldwide.

Under the brand names of Paulson, Bourgogne et Grasset, Bud Jones and Gemaco, GPI provides high-quality casino currency such as chips, plaques and jetons, gaming furniture, layouts, playing cards, dice, table displays and accessories. GPI is a leading provider of traditional RFID and is the exclusive provider of its new Smart RFID products and table-game solutions.

GPI has one of the most extensive suites of gaming currency and currency security features available in the industry. From the American-style Paulson, Bud Jones and B&G chip lines, to the B&G European-style plaques and jetons, GPI provides customers an extensive array of design and customization options that help them meet their property's specific requirements. All of GPI's innovative products reflect the importance the company places on developing new solutions to meet customers' growing and changing operational requirements.

GPI's compression-molded Paulson chip line remains the leading currency of choice for casinos in North America. In addition to traditional Paulson chips, GPI also offers customers the latest Paulson Premium chips, which incorporate the same décor

materials used in the high-end European plaques and jetons into the chip's outer ring. The enhancement makes the Paulson Premium an ideal choice for GPI customers who still want

a traditional clay chip but with the added style and dramatic visual appeal of European décor. The décor addition also provides a quick visual authentication feature as customers can choose to add LaserTrack to a gold lace overlay on the décor.

GPI has added a new layout product, the EZ Install GFX layouts that make switching out layouts on tables quick and easy, as no special tools or staples are needed. Customers can quickly change the layouts on their tables, reducing the amount of table downtime and labor hours usually required for traditional installation methods. No special manufacturing is required, as the layouts are produced without any additional stitches or tabs.

GPI's popular casino-quality Gemaco branded playing cards provide customers both paper and plastic playing-card options for all types of table games. These new products along with GPI's full range of table game products will be on display at NIGA in Booth 1060.

For more information, contact the local GPI sales representative or visit gpigaming.com.



Turtle Mountain Band of Chippewa Indians

SKY DANCER BINGO PALACE

Highway 5 West and County Road
Belcourt, ND 58316
Phone: 701-477-3171
Casino size: 214,760 sq. ft.
Bingo seats 971
GM: Richard McCloud

Turtle Mountain Band of Chippewa Indians

SKY DANCER HOTEL & CASINO

Hwy. 5 West & County Rd.
Belcourt, ND 58316
Phone: 701-244-2400
Toll Free: 866-244-9467
www.skydancercasino.com
Casino size: 37,000 sq. ft.
Sky Dancer Hotel (96 rooms)
Slots 727
Table Games 12
Bingo 500 seats
GM: Richard McCloud

Turtle Mountain Band of Chippewa Indians

SKY DANCER MINI CASINO

1 Sailor Avenue
Belcourt, ND 58316
Phone: 701-477-6438
Casino size: 2,500 sq. ft.
Slots 66
GM: Richard McCloud

Spirit Lake Sioux Tribe

SPIRIT LAKE CASINO & RESORT

7889 Hwy. 57 South
St. Michael, ND 58370
Phone: 701-766-4747
www.spiritlakecasino.com
Casino size: 49,000 sq. ft.
Spirit Lake Resort (124 rooms)
Slots 718
Table Games 7
Bingo 500 seats
GM: Phillip Longie

OKLAHOMA Class II & III

Otoe Missouria Tribe of Oklahoma

7 CLANS PARADISE CASINO

7500 Hwy. 177
Red Rock, OK 74651
Phone: 580-723-4005
www.okparadisecasino.com
Casino size: 30,000 sq. ft.
Slots 500
Table Games 6
GM: Chris White

Chickasaw Nation

ADA GAMING CENTER

1500 N. Country Club Rd.
Ada, OK 74820-1862
Phone: 580-436-3740
www.chickasaw.net
Casino size: 7,361 sq. ft.
Slots 300
Table Games 4
GM: Mark Prentice

Chickasaw Nation

ADA GAMING WEST

14565 County Road 3544
Ada, OK 74820
Phone: 580-310-0900
Casino size: 716 sq. ft.
Slots 129
GM: Bobby Burton



Fort Sill Apache Tribe of Oklahoma

APACHE CASINO HOTEL

2315 East Gore Boulevard
Lawton, OK 73501
Phone: 580-248-5905
www.apachecasinohotel.com
Casino size: 23,500 sq. ft.
Slots 800
Table Games 9
GM: Craig Levesque

Chickasaw Nation

ARTESIAN HOTEL CASINO

23 W. Vinita
Sulphur, OK 73086
Phone: 855-455-5255
www.artesianhotel.com
Casino size: 15,318 sq. ft.
Slots 275
Table Games 4
GM: Angie Dickenson

Chickasaw Nation

BLACK GOLD CASINO

288 Mulberry Lane
Wilson, OK 73463
Mailing: PO Box 354
Wilson, OK 73463-0354
Phone: 580-668-4415
www.chickasaw.net
Casino size: 3,744 sq. ft.
Slots 268
AGM: Charlotte Flanagan

Sac & Fox Nation

THE BLACK HAWK CASINO

42008 Westech Road
Shawnee, OK 74804
Phone: 405-275-4700
www.theblackhawkcasino.com
Casino size: 35,000 sq. ft.
Slots 700
Table Games 6
GM: Terry Compton

Eastern Shawnee Tribe

BORDERTOWN BINGO & CASINO

129 W. Oneida St.
Wyandotte, OK 74370
Phone: 918-666-1108
Toll Free: 800-957-2435
www.bordertownbingo.com
Casino size: 73,000 sq. ft.
Slots 977
Table Games 24
Bingo 650 seats
GM: John Erwin

Eastern Shawnee Tribe of Oklahoma

BORDERTOWN OUTPOST CASINO

69701 E. 100 Road
Wyandotte, OK 74370
Phone: 918-666 6770
www.bordertownbingo.com
Casino size: 3,000 sq. ft.
Gaming Machines 260
GM: Rick Smith

Choctaw Nation of Oklahoma

BROKEN BOW TRAVEL PLAZA

1800 South Park Drive
Broken Bow, OK 74728
Phone: 580-584-2516
www.choctawcasinos.com
Slots 40
GM: Amy Ward

Peoria Tribe of Indians of Oklahoma

BUFFALO RUN CASINO

1000 Buffalo Run Blvd.
Miami, OK 74354
Mailing: PO Box 231
Miami, OK 74355-0231
Phone: 918-542-7140
www.buffalorun.com
Casino size: 70,000 sq. ft.
Buffalo Run Hotel (100 rooms)
Slots 800
Table Games 15
GM: Steve Bashore

PROFILE

HNEDAK BOBO GROUP
Elevating Design

Hnedak Bobo Group is taking design to the next level, because great design elevates its clients' business success.

The firm's 100-person integrated team of architects, interior architects and interior designers strategically delivers creative experiences that delight and engage a client's guests. As a five-time G2E Casino Design award-winner, and one of only a few architecture and interior design firms working in Indian gaming today to own, operate and develop its own four-star hotel, HBG designers have a distinct edge in understanding what it takes to operate and differentiate in a competitive market. By approaching design from the perspective of both guest and owner/operator, HBG makes design work for its gaming clients.

The firm's role as designers is to connect design, story and a sense of place to a client's vision while uniquely expressing its culture and brand through the guest experience. HBG believes in developing spaces and experiences from the inside out, translating market influences, heritage and original storytelling into inspired, memorable design that—when combined with carefully crafted details, efficient layouts and well-planned execution—

generates the perfect balance between beauty and functionality. The result is elevated design that fully engages guests in the gaming resort experience and performs for clients.

As HBG continues to strengthen its commitment to client service, the company is pleased to announce the opening of its new San Diego, California office, led by Joe Baruffaldi, AIA, LEED AP. HBG's expansion adds significantly to its team's ability to provide enhanced personal service to clients in the Western region.

HBG is proud to celebrate the opening of the much-anticipated Desert Diamond West Valley Casino in Maricopa County, Arizona, which held its grand opening in December. The firm eagerly awaits the fall 2016 opening of its latest project under construction in the Pacific Northwest, the Point Casino Hotel in Kingston, Washington. HBG's projects in the works also include the expansion design of Seneca Buffalo Creek Casino in Buffalo, New York and multiple design and construction projects for Ho-Chunk Gaming in Wisconsin.

HBG also is thrilled to officially announce its design collaboration on the new 20th Century Fox World in Dubai, a themed destination hotel project. The firm also is excited that the HBG-designed Guest House at Graceland Hotel, scheduled to open this fall, already has been named by *Business Insider* and *Traveller* as one of the "Best, Most Important New Hotel Openings of 2016."

For more information, visit hbgin.com.



*Delaware Nation***CASINO OKLAHOMA**

220 East Cummins Road
Hinton, OK 73047
Phone: 405-542-4200
www.casinoklahoma.com
Slots 640
Table Games 5
GM: Gary Pavich

*Muscogee Creek Nation***CHECOTAH INDIAN COMMUNITY BINGO**

830 N. Broadway
Chcotah, OK 74426-1103
Phone: 918-473-5200
Casino size: 9,000 sq. ft.
Slots 320
GM: Jason Larney

*Cherokee Nation***CHECOTAH INDIAN COMMUNITY BINGO**

103 N. Georgetown Rd.
Fort Gibson, OK 74434
Phone: 918-207-3593
www.cherokeecasino.com
Casino size: 27,500 sq. ft.
Slots 500
GM: Willie Whitekiller

*Cherokee Nation***CHECOTAH INDIAN COMMUNITY BINGO**

31501 Route 75
Ramona, OK 74061
Toll Free: 918-535-3800
www.cherokeestart-rewards.com
Casino Size: 4,500 sq. ft.
Slots 500
GM: Martin Madewell

*Cherokee Nation***CHECOTAH INDIAN COMMUNITY BINGO**

205 Cherokee Blvd.
Roland, OK 74954-1000
Phone: 918-427-7491
Toll Free: 800-256-2338
www.cherokeecasino.com
Casino Size: 34,375 sq. ft.
Cherokee Casino Inn (44 Rooms)
Slots 600
Table Games 8
GM: Rusty Stamps

*Cherokee Nation***CHECOTAH INDIAN COMMUNITY BINGO**

1621 W. Ruth St.
Salisaw, OK 74955
Mailing: PO Box 487
Salisaw, OK 74955
Phone: 918-776-1600
Toll Free: 800-256-2338
www.cherokeecasino.com
Casino size: 27,500 sq. ft.
Slots 250
GM: Rusty Stamps

*Cherokee Nation***CHECOTAH INDIAN COMMUNITY BINGO**

16489 Hwy. 62
Tahlequah, OK 74464
Mailing: PO Box 179
Tahlequah, OK 74465
Phone: 918-207-3600
www.cherokeecasino.com
Casino size: 20,000 sq. ft.
Slots 400
GM: Willie Whitekiller

*Cherokee Nation***CHECOTAH INDIAN COMMUNITY BINGO**

2416 Hwy. 412
West Siloam Springs,
OK 74338
Mailing: 584 Stateline Rd.
Colcort, OK 74338
Phone: 918-422-5100
Toll Free: 800-754-4111
www.cherokeecasino.com
Casino size: 136,252 sq. ft.
Slots 1,500
Table Games 20
GM: Tony Magey

*Cherokee Nation***CHECOTAH INDIAN COMMUNITY BINGO**

20900 S. 4200 Rd.
Claremore, OK 74017-4295
Phone: 918-283-8800
www.cherokeecasino.com
Casino size: 27,126 sq. ft.
Slots 250
GM: Mike Wheeler

*Cherokee Nation***CHECOTAH INDIAN COMMUNITY BINGO**

777 West Cherokee Street
Catoosa, OK 74015
Phone: 918-384-7810
www.cherokeestart-rewards.com
Casino size: 1,728 sq. ft.
Slots 80

*Cherokee Nation***CHECOTAH INDIAN COMMUNITY BINGO**

22983 Brown Springs Rd.
I35 and Exit 1
Thackerville, OK 73459
Phone: 580-276-4706
Casino size: 1,189 sq. ft.
Slots 34
GM: John DeMoss

*Chickasaw Nation***CHECOTAH INDIAN COMMUNITY BINGO**

7807 North Highway 81
Duncan, OK 73533
Mailing: PO Box 329
Marlow, OK 73055
Phone: 580-255-1668
www.chisholmtrailcasino.com
Casino size: 22,000 sq. ft.
Slots 569
Table Games 4
GM: Tera Williams

*Choctaw Nation of Oklahoma***CHOCTAW CASINO—BROKEN BOW**

1790 S. Park Dr.
US Highway 259
Broken Bow, OK 74728
Phone: 580-584-5450
www.choctawcasinos.com
Casino size: 27,000 sq. ft.
Hotel (102 rooms)
Slots 400
GM: Lila Tucker

*Choctaw Nation of Oklahoma***CHOCTAW CASINO—BROKEN BOW**

4216 S. Hwy. 69/75
Durant, OK 74701-1987
Mailing: PO Box 1909
Durant, OK 74702-1909
Phone: 580-920-0160
Toll Free: 800-788-2464
www.choctawgaming.com
Casino size: 120,000 sq. ft.
Hotel (330 rooms)
Slots 3,700
Table Games 50
Bingo 600 seats
GM: Misty Dillard

*Choctaw Nation of Oklahoma***CHOCTAW CASINO—BROKEN BOW**

1516 US Highway 271 S.
Grant, OK 74738-9802
Mailing: Route 1 PO Box 17
Grant, OK 74378-0017
Phone: 580-326-8398
www.choctawcasinos.com
Casino size: 68,235 sq. ft.
Slots 1,200
Table Games 10
GM: Chris Scribner

*Choctaw Nation of Oklahoma***CHOCTAW CASINO—BROKEN BOW**

1425 SE Washington St.
Idabel, OK 74745-3447
Mailing: PO Box 1079
Idabel, OK 74745-1079
Phone: 580-286-5710
Toll Free: 800-634-2582
Casino size: 35,000 sq. ft.
Slots 410
GM: Amy Ward

*Choctaw Nation of Oklahoma***CHOCTAW CASINO—BROKEN BOW**

1638 S. George Nigh Expy.
US Highway 69
McAlester, OK 74501
Phone: 918-423-8161
www.choctawcasinos.com
Casino size: 30,000 sq. ft.
Slots 545
GM: Lila Tucker

*Choctaw Nation of Oklahoma***CHOCTAW CASINO—BROKEN BOW**

3400 Choctaw Rd.
Pocola, OK 74902-0429
Mailing: PO Box 429
Pocola, OK 74702
Phone: 918-436-7761
Toll Free: 800-590-5825
www.choctawcasinos.com
Casino size: 87,000 sq. ft.
Slots 2,100
Table Games 10
GM: Christy Chaser

*Choctaw Nation of Oklahoma***CHOCTAW CASINO—BROKEN BOW**

1801 East Main Street
Stigler, OK 74462
Phone: 918967-8364
www.choctawcasinos.com/
stigler.aspx
Casino size: 7,800 sq. ft.
Slots 200
GM: Mitch Milton

*Choctaw Nation of Oklahoma***CHOCTAW CASINO—BROKEN BOW**

895 N. Hwy. 69
Stringtown, OK 74569
Phone: 580-346-7862
www.choctawcasinos.com
Casino size: 14,000 sq. ft.
Slots 180
GM: Diane Moody

*Choctaw Nation of Oklahoma***CHOCTAW CASINO TOO**

3402 Service Road
Pocola, OK 74902
Phone: 918-436-2425
www.choctawcasinos.com
Casino size: 1,666 sq. ft.
Slots 40
GM: Linda Selman

*Choctaw Nation of Oklahoma***CHOCTAW CASINO TOO—MCALESTER**

1640 South George Nigh Expy.
McAlester, OK 74501
Phone: 918-426-6404
www.choctawcasinos.com/
McAlester.aspx
Casino size: 2,500 sq. ft.
Slots 85
GM: Jeff Tenz

*Iowa Tribe of Oklahoma***CIMARRON CASINO**

821 W. Freeman Ave.
Perkins, OK 74059
Phone: 405-547-5352
Casino size: 25,000 sq. ft.
Slots 600
Table Games 5
GM: Stephan Burriss

*Comanche Nation***COMANCHE NATION CASINO**

402 SE Interstate Dr.
Lawton, OK 73501
Mailing: PO Box 347
Lawton, OK 73502-0347
Phone: 580-354-2000
Toll Free: 866-354-2500
www.comanchenationcasino.com
Casino size: 36,000 sq. ft.
Slots 700
Table Games 8
Bingo 200 seats
GM: Chris Williams

*Comanche Nation***COMANCHE RED RIVER CASINO**

Hwy. 36 & Hwy. 70
Devol, OK 73531
Mailing: Route 1 42K
Devol, OK 73531
Phone: 580-299-3378
Toll Free: 866-299-3261
www.crrcasino.com
Casino size: 52,500 sq. ft.
Slots 1,100
Table Games 8
GM: Scott Tahah

*Comanche Nation***COMANCHE SPUR SMOKE SHOP & CASINO**

9047 US Highway 62
Elgin, OK 73538-9748
Mailing: PO Box 1975
Lawton, OK 73502-1975
Phone: 580-492-5502
www.comanchespur.com
Casino size: 2,400 sq. ft.
Slots 141
GM: Forney Beaver



Duck Creek Casino

Comanche Nation

COMANCHE STAR CASINO & SMOKE SHOP

PO Box 82A, Route 3
Walters, OK 73572
Phone: 580-875-3208
www.comanchenation.com
Casino size: 33,000 sq. ft.
Slots 133
GM: Trish Murphy

Muscogee Creek Nation

CREEK NATION CASINO—BRISTOW

121 W. Lincoln
Bristow, OK 74010-3428
Phone: 918-367-9168
www.creeknationbristow.com
Casino size: 8,500 sq. ft.
Slots 211
GM: David Warrior

Muscogee Creek Nation

CREEK NATION CASINO—DUCK CREEK

10085 B Ferguson Road
Beggs, OK 74421
Phone: 918-267-3468
Casino size: 5,000 sq. ft.
Slots 255
GM: Ernie Tiger

Muscogee Creek Nation

CREEK NATION CASINO—EUFAULA

806 Forest Ave.
Eufaula, OK 74432
Phone: 918-689-9191
Casino size: 7,400 sq. ft.
Slots 240
GM: Derek Fife

Muscogee Creek Nation

CREEK NATION CASINO—HOLDENVILLE

211 East Willow Street
Holdenville, OK 74848
Phone: 405-379-3321
Slots 215
GM: Rodger Birdcreek

Muscogee Creek Nation

CREEK NATION CASINO—MUSCOGEE

3420 W. Peak Blvd.
Muskogee, OK 74403
Phone: 918-683-1825
www.muscogee-casino.com
Casino size: 30,000 sq. ft.
Slots 600
Table Games 15
Bingo 300 seats
GM: Farrell Kaahue

Muscogee Creek Nation

CREEK NATION CASINO—OKEMAH

1100 S. Woody Guthrie Blvd.
Okemah, OK 74859
Mailing: PO Box 630
Okemah, OK 74859
Phone: 918-623-0051
www.creeknationcasino.com
Casino size: 1,800 sq. ft.
Slots 290
Bingo 110 seats
GM: Lachrista Lollis

Muscogee Creek Nation

CREEK NATION CASINO—OKMULGEE

1901 N. Wood Dr.
Okmulgee, OK 74447
Mailing: PO Box 790
Okmulgee, OK 74447-0790
Phone: 918-756-8400
www.cncokmulgee.com
Casino size: 11,000 sq. ft.
Slots 350
Table Games 4
GM: Margaret Rutledge



Quapaw Tribe of Oklahoma

DOWNSTREAM CASINO RESORT

Route 44 and US Route 166
Quapaw, OK 74363
Mailing: 69300 E. Nee Rd.
Quapaw, OK 74363
Phone: 918-919-6000
Toll Free: 888-396-7876
www.downstreamcasino.com
Casino size: 70,000 sq. ft.
The Hotel (222 rooms)
Slots 2,000
Table Games 36
GM: Jani Cummings

Cheyenne and Arapaho Tribes of Oklahoma

FEATHER WARRIOR CASINO—CANTON

301 NE Lake Rd.
Canton, OK 73724
Mailing: PO Box 638
Canton, OK 73724
Phone: 580-886-2490
www.featherwarrior.com
Slots 300
GM: Gloria Smith

Cheyenne and Arapaho Tribes of Oklahoma

FEATHER WARRIOR CASINO—WATONGA

1407 S. Clarence Nash Blvd.
Watonga, OK 73772
Phone: 580-623-7333
www.featherwarrior.com
Casino size: 2,200 sq. ft.
Slots 300
GM: Gloria Smith

Citizen Potawatomi Nation

FIRELAKE CASINO

41207 Hardesty Rd.
Shawnee, OK 74801-8669
Phone: 405-878-4862
www.winatfirelake.com
Casino size: 50,000 sq. ft.
Slots 725
Table Games 8
Bingo 500 seats
GM: Linda Canada

PROFILE

INTERNATIONAL GAME TECHNOLOGY

Global Gaming Leader

International Game Technology Plc. is the global leader in gaming, recognized for enabling players to experience their favorite games across all channels and regulated segments, from gaming machines and lotteries to interactive and social gaming.

Leveraging a wealth of premium content, substantial investment in innovation, in-depth customer intelligence, operational expertise and leading-edge technology, IGT gaming solutions anticipate the demands of consumers wherever they decide to play.

The company has a well-established local presence and relationships with governments and regulators in more than 100 countries around the world, and creates value by adhering to the highest standards of service, integrity and responsibility.

At the 2016 Indian Gaming Tradeshow & Convention, IGT will demonstrate its industry leadership with a selection of games, systems and solutions in Booth 1147. Highlights will include the Spin Ferno tournament solution for the S3000 cabinet. Fueled by the IGT Tournament Manager 5.0 systems solution, Spin Ferno enables operators to host single or multi-site slot tournaments on

the S3000 cabinet and also allows operators to quickly and efficiently switch EGMs from coin-in to tournament mode.

IGT also will demonstrate highlights from its premium product category, including True 3D titles and marquee licensed themes. A variety of core stepper and video products also will be on display, including new content featured on IGT's new CrystalSlant cabinet.

For the IGT Class II portfolio, Indian Gaming 2016 will set the stage for themes such as Air Heart, Quest for the Golden Statue and Riverboat Riches bingo. Representing IGT's commanding leadership in video poker, the company will offer Game King 8.3, in addition to Super Star, Five Star and the new Super Star 6 Card Poker. In keeping with its legacy of awarding jackpots, IGT also will feature the globally popular Megabucks game.

IGT also is recognized for its leadership in systems innovation. Recent advancements to Casinolink, Galaxis, System2go, IGT Advantage and IGT Cloud products include a suite of comprehensive Intelligent Bonus apps. Additionally, IGT offers its flexible Service Window solution supporting HTML5 and multiple real-time mobile applications including the Mobile Host and Mobile Responder apps.

As part of its exclusive distribution agreement with LT Game, IGT offers electronic table game player favorites such as roulette and baccarat, now featured in North American casinos. ETG terminals will be included at IGT's booth at the show.

For more information, visit igt.com.



Otoe-Missouria Tribe of Oklahoma

FIRST COUNCIL CASINO

12875 North Highway 77
Newkirk, OK 74647
Toll Free: 877-725-2670
Phone: 580-448-3015
www.firstcouncilcasinohotel.com
Slots 1,400
GM: Jim Grant

Fort Sill Apache Tribe

FORT SILL APACHE CASINO

2315 E. Gore Blvd.
Lawton, OK 73502
Mailing: PO Box 809
Lawton, OK 73502-0809
Phone: 580-248-5905
www.fortsillapachecasino.com
Casino size: 23,500 sq. ft.
Slots 650
Table Games 11
GM: Ken Gooden

Chickasaw Nation

GOLD MOUNTAIN CASINO

1410 Sam Noble Parkway
Ardmore, OK 73401
Phone: 580-223-3301
www.chickasaw.net
Casino size: 8,324 sq. ft.
Slots 280
GM: Maggie Hart



Delaware Tribe of Western Oklahoma

GOLD RIVER CASINO

Highway 281
Anadarko, OK 73005-0806
Mailing: PO Box 487
Anadarko, OK 73005
Phone: 405-247-6979
Toll Free: 800-280-1018
www.goldriverok.com
Casino size: 21,000 sq. ft.
Slots 400
Table Games 4
GM: Doug Sweeney

Thlopthlocco Tribal Town

GOLDEN PONY CASINO

Interstate 40, Exit 227
Okemah, OK 74859-0188
Mailing: PO Box 70
Okemah, OK 74859-0188
Phone: 918-560-6199
Toll Free: 877-623-0072
Casino size: 10,000 sq. ft.
Slots 4,390
GM: Jason Larney

Chickasaw Nation

GOLDSBY GAMING CENTER

1038 W. Sycamore Rd.
Norman, OK 73072-9801
Phone: 405-329-5447
www.chickasaw.net
Casino size: 15,462 sq. ft.
Slots 333
Bingo 300 seats
GM: Jan Folk

Citizen Potawatomi Nation

GRAND CASINO HOTEL & RESORT

777 Grand Casino Blvd.
Shawnee, OK 74801
Phone: 405-964-7263
www.firelakegrand.com
Casino size: 125,000 sq. ft.
Slots 1,800
Table Games 20
GM: Steve Degraffenreid

Seneca-Cayuga Tribe of Oklahoma

GRAND LAKE CASINO

24701 S. 655th Rd.
Grove, OK 74344-4012
Phone: 918-786-8528
Toll Free: 800-426-4640
www.grandlakecasino.com
Casino size: 46,000 sq. ft.
Slots 841
Table Games 8
GM: Joanna Hadley

Cherokee Nation

HARD ROCK HOTEL & CASINO TULSA

777 W. Cherokee St.
Catoosa, OK 74015-3235
Phone: 918-384-7800
Toll Free: 800-760-6700
www.hardrockcasino-tulsa.com
Casino size: 125,000 sq. ft.
Slots 2,000
Table Games 24
GM: Gary Widdell

Ottawa Tribe of Oklahoma

HIGH WINDS CASINO

61475 E. 100 Rd.
Miami, OK 74354
Phone: 918-541-9463
www.highwindscasino.net
Casino size: 35,000 sq. ft.
Slots 500
GM: Frank Haas

Eastern Shawnee Tribe of Oklahoma

INDIGO SKY CASINO

70220 East Highway 60
Wyandotte, OK 74370
Phone: 918-666-9200
www.indigoskycasino.com
Casino size: 45,000 sq. ft.
Slots 1,270
Table Games: 14
GM: Rick Smith

Kaw Nation of Oklahoma

KAW SOUTHWIND CASINO

5640 N. LaCann Dr.
Newkirk, OK 74647
Mailing: PO Box 171
Newkirk, OK 74647-0171
Phone: 580-362-2578 Toll Free: 866-529-2464
www.southwindcasino.com
Casino size: 55,000 sq. ft.
Slots 660
Table Games 6
Bingo 700 seats
GM: Pamela Shaw

United Keetoowah Band of Cherokee Indians

KEETOOWAH CHEROKEE CASINO

2450 S. Muskogee Ave.
Tahlequah, OK 74464
Mailing: PO Box 117
Park Hill, OK 74451
Phone: 918-456-6131
www.keetoowahgaming.com
Casino size: 18,000 sq. ft.
Slots 500
GM: Rodney Fourkiller

PROFILE

THE INNOVATION GROUP

Expertise, Reputation, Reach

Over the past 30 years, the Innovation Group's professionals have helped bring many of the world's largest entertainment and hospitality brands to life. The company's strengths span the entire concept cycle, from the big-picture thinking that sparks new development strategies to the meticulous detail management that kicks in during operations.

Diverse Expertise: Successful developments demand a range of talents and capabilities. Visionary thinkers who generate pie-in-the-sky development ideas. Razor-sharp analysts who dive deep into the data and emerge with actionable strategies. On-point operators who keep business running efficiently once the doors open. The Innovation Group's team of on-staff experts and affiliated experts covers the full spectrum.

Rock-Solid Reputation: Whether engaged to advise on economic, financial, social or political issues, the Innovation Group has earned a reputation for accuracy, objectivity and reliability—a distinct advantage for clients looking to expedite their projects with the maximum advantage and push their projects to the finish line.

Global Reach: Having worked with clients on multibillion-dollar developments all over the world, the Innovation Group



understands the trends, demographics, cultural forces and best practices at work across six continents and 80 countries.

The Innovation Group remains one step ahead of the substantial changes that have transformed the leisure industry, having adapted its own business and services to help clients survive and thrive in the new gaming and entertainment landscape.

With activity having shifted from the construction of new bricks-and-mortar properties to more efficient technologies and less reliance on capital, the Innovation Group helps clients build out instead of up, taking into account the shift in demand from gaming to

non-gaming activities.

The Innovation Group also continues to strategically navigate the growing Asian market as it sets the stage for massive large-scale resort expansion, and remains on the lookout for alternate growth routes that are less dependent on a singular trend.

On the technology front, the Innovation Group understands the gaming technology of tomorrow, helping clients capture new online casino and social gaming revenue to balance the decline of traditional slot-based revenue streams.

The Innovation Group collaborates with clients to navigate the long, complex and often tricky road from vision to fruition. The company's experts work alongside critical stakeholders at every stage of the development process to help create and operate destinations that surpass the dreams that started them all.

For more information, visit theinnovationgroup.com.

Kickapoo Tribe of Oklahoma

KICKAPOO CASINO

25230 E. Hwy. 62
Harrah, OK 73045
Phone: 405-964-4444
www.kickapoo-casino.com
Casino size: 18,000 sq. ft.
Slots 600
Table Games 8
GM: Che Downs



Cheyenne & Arapaho Tribes of Oklahoma

LUCKY STAR CASINO—CONCHO

7777 N. Hwy. 81
Concho, OK 73022
Mailing: PO Box 150
Concho, OK 73022-0150
Phone: 405-262-7612
www.luckystarcasino.org
Casino size: 40,000 sq. ft.
Slots 1,474
Table Games 6
GM: Chris Derenzo

Tonkawa Tribe of Oklahoma

NATIVE LIGHTS CASINO

12375 N. Hwy. 77
Newkirk, OK 74647
Phone: 580-448-3100
www.nativelightscasino.com
Casino size: 22,500 sq. ft.
Slots 560
GM: Phil Glass

Chickasaw Nation

NEWCASTLE GAMING CENTER

2457 N. Main St. Route 62 & Interstate 44
Newcastle, OK 73065
Phone: 405-387-6013
www.chickasaw.net
Casino size: 64,708 sq. ft.
Slots 2,480
Table Games 13
GM: Ryan Sykes

Wyandotte Tribe of Oklahoma

LUCKY TURTLE CASINO

64499 E. Hwy. 60
Wyandotte, OK 74370
Mailing: PO Box 527
Wyandotte, OK 74370
Phone: 918-678-3767
Casino size: 3,000 sq. ft.
Slots 113
GM: Gary Johnson

Kiowa Tribe of Oklahoma

KIOWA CASINO

36 E. 1980 Rd.
Devol, OK 73531
Mailing: PO Box 100
Devol, OK 73531
Phone: 580-299-3333
Toll Free: 866-370-4077
www.kiowacasino.com
Casino size: 64,000 sq. ft.
Slots 973
Table Games 10
GM: James LaPorte

Cheyenne & Arapaho Tribes of Oklahoma

LUCKY STAR CASINO—CLINTON

101 N. Indian Hospital Rd.
Clinton, OK 73601
Phone: 580-323-6599
www.luckystarcasino.org
Casino size: 13,000 sq. ft.
Slots 700
Table Games 6
GM: Jason Goodblanket

Muscogee (Creek) Nation

ONE FIRE CASINO

1901 North Wood Drive
Okmulgee, OK 74447
Phone: 918-756-8400
www.onefirecasino.com
Casino size: 11,000 sq. ft.
Slots 350
GM: Travis Thompson

Osage Nation

OSAGE CASINO—BARTLESVILLE

222 Allen Rd.
Bartlesville, OK 76003
Phone: 918-699-7777
www.milliondollarelm.com
Casino size: 42,000 sq. ft.
Slots 440
Table Games 7
GM: Ressa Files

Osage Nation

OSAGE CASINO—HOMINY

Osage Industrial Park
Cupid Building
Hominy, OK 74035
Mailing: HC 66 Box 885
Hominy, OK 74035
Phone: 918-885-2990
Toll Free: 877-246-8777
www.milliondollarelm.com
Slots 220
GM: John Shaw

Osage Nation

OSAGE CASINO—PAWHUSKA

2017 E. 15th St.
Pawhuska, OK 74056
Phone: 918-287-9009
Toll Free: 877-246-8777
www.milliondollarelm.com
Slots 178
GM: Eli Red Eagle

Osage Nation

OSAGE CASINO—PONCA CITY

73 N. City View Rd.
Ponca City, OK 74604
Phone: 580-765-2973
www.milliondollarelm.com
Casino size: 7,700 sq. ft.
Slots 221
GM: Jennifer Sword

Osage Nation

OSAGE CASINO—SAND SPRINGS

301 N. Blackjack Dr.
Sand Springs, OK 74063
Mailing: Central Service Office, Tulsa, OK 74127
Phone: 918-699-7777
Toll Free: 877-246-8777
www.milliondollarelm.com
Casino size: 25,000 sq. ft.
Slots 460
Table Games 4
GM: Byron Bighorse

PROFILE

JCM GLOBAL
Better Customer Connections

JCM Global has worked closely with tribal operators across North America since Indian gaming's inception. Over that time, JCM has developed a portfolio of solutions to help tribes enhance customer connections.

As JCM celebrates its 60th anniversary, its portfolio is stronger than ever, with many ways to help tribes do business better, smarter and faster.

JCM's latest solutions in bill validation technology enhance operational security on the slot floor, while its printer technology builds greater customer connections and JCM system solutions improve operations—all while JCMedia solutions empower operators to communicate their messages in dynamic, easy-to-control fashion.

JCM's bill validation technology includes the award-winning and field-proven iVIZION, with validation and denomination processes powered by Contact Image Sensor technology that scans 75 times more data points than any competitive product and captures the full image of a banknote or a ticket.

Inside iVIZION is the best security combination in gaming: a combined optical and patented mechanical anti-stringing device

that detects and prevents manipulation or mechanical cheating. iVIZION runs faster with a powerful processor solely dedicated to banknote evaluation, resulting in a 99-plus percent acceptance rate and the fastest banknote-to-banknote processing speed.

Of course, once validated, cash needs to be accounted for, and JCM's Intelligent Cash Box System is a secret weapon to reduce variance, eliminate human error, streamline the entire drop process and save money. With the all-new ICB 3.0 with web reporting, operators can access reports anytime, anywhere and from any web browser.

While everyone knows JCM's expertise in bill validation technology, some may not realize JCM has been selling, servicing and supporting printers for diverse industries for more than 15 years. In fact, today, more than 60 percent of printers used in the gaming industry are GEN 2 Universal printers—that's more than 500,000.

Tribal operators can improve their overall operations with JCM system solutions, including PromoNet intelligent couponing that identifies valuable players, targets both carded and non-carded players, links promotions to game play and delivers promotions exactly where and when they are needed.

Under the JCMedia brand, JCM offers a complete range of digital media services, from way-finders to LED digital video walls, including total media management systems and even creative content conceiving and production.

For more information, visit jcmglobal.com.



*Osage Nation***OSAGE CASINO—SKIATOOK**

6455 W. Rogers Blvd.
Skiatook, OK 74070
Phone: 918-396-2626
www.milliondollarelm.com
Slots 190
GM: Edward Grey

*Osage Nation***OSAGE CASINO—TULSA**

951 W. 36th St. North
Tulsa, OK 74127
Phone: 918-669-7600
Toll Free: 877-246-8777
www.milliondollarelm.com
Casino size: 47,000 sq. ft.
Slots 1,000
Table Games 11
GM: Stephen Burris

*Miami Tribe of Oklahoma***PRAIRIE MOON CASINO**

202 South 8 Tribes Trail
Miami, OK 74354
Phone: 918-542-8670
www.miaminationcasinos.com
Slots 123
GM: Ben Barnes

*Miami Tribe of Oklahoma***PRAIRIE SUN CASINO**

3411 P Street Northwest
Miami, OK 74354
Phone: 918-541-2150
www.miaminationcasinos.com
Casino size: 11,000 sq. ft.
Slots 252
GM: Ben Barnes

*Quapaw Tribe***QUAPAW CASINO**

58100 E. 64th Rd.
Miami, OK 74354
Phone: 918-540-9100
www.quapawcasino.com
Casino size: 27,000 sq. ft.
Slots 525
Table Games 7
GM: Kirk Myrick

*Muscogee Creek Nation***RIVER SPIRIT CASINO**

1616 E. 81st St.
Tulsa, OK 74137-1215
Phone: 918-299-8518
Toll Free: 800-299-2738
www.creeknationcasino.com
Casino size: 300,000 sq. ft.
Slots 2,630
Table Games 23
GM: Jerry Floyd

*Seminole Nation of Oklahoma***RIVERMIST CASINO**

Intersection Highway 56 and 99
Konawa, OK 74849
Mailing: PO Box 1498
Wewoka, OK 74884
Phone: 580-925-3994
www.seminolenation.com
Casino Size: 5,500 sq. ft.
Slots 150
GM: Russell Martin

*Chickasaw Nation***RIVERWIND CASINO**

1544 West State Highway 9
Norman, OK 73071
Mailing: PO Box 1548
Ada, OK 74821
Phone: 580-436-2603
www.chickasaw.net
Casino Size: 219,000 sq. ft.
Slots 2,725
Table Games 40
GM: Jack Parkinson

*Sac and Fox Nation of Oklahoma***SAC AND FOX CASINO—SHAWNEE**

42008 Westech Rd.
Shawnee, OK 74804
Mailing: PO Box 1446
Shawnee, OK 74804
Phone: 405-275-4700
www.sandfcasino.com
Casino size: 35,000 sq. ft.
Slots 680

*Sac and Fox Nation of Oklahoma***SAC AND FOX CASINO—STROUD**

Highway 99
Stroud, OK 74079
Mailing: PO Box 1446
Shawnee, OK 74804
Phone: 918-968-2540
www.sandfcasino.com
Casino size: 825 sq. ft.
Slots 161

*Chickasaw Nation***SALT CREEK CASINO**

1600 Highway 81
Pocasset, OK 73079
Phone: 405-459-4000
www.saltcreekcasino.com
Casino size: 33,800 sq. ft.
Slots 560
Table Games 6
GM: Justin Yahola

*Apache Tribe of Oklahoma***SILVER BUFFALO CASINO**

620 E. Colorado Dr.
Anadarko, OK 73005-5219
Phone: 405-247-5471
www.silverbuffalocasino.com
Casino size: 7,942 sq. ft.
Slots 350 GM: Jim Rider

*Miami Nation of Oklahoma***THE STABLES CASINO**

530 H St. SE
Miami, OK 74354-8224
Phone: 918-542-7884
Toll Free: 877-774-7884
www.the-stables.com
Casino size: 25,000 sq. ft.
Slots 570
Table Games 4
GM: J. Mark Whitely

*Pawnee Nation of Oklahoma***STONE WOLF CASINO & GRILL**

54251 South 349th Road
Pawnee, OK 74058
Phone: 918-454-7777
www.stonewolfcasino.com
Casino size: 10,000 sq. ft.
Gaming Machines 216
GM: Joe Hawkins

*Wichita & Affiliated Tribes***SUGAR CREEK CASINO**

Interstate 40 Exit 101
5304 North Broadway Ave.
Hinton, OK 73047
Phone 405-542-2946
www.sugarcreekcasino.net
Slots 700
Table Games 4
GM: Glen Coleman

*Chickasaw Nation***TEXOMA GAMING CENTER**

1795 Highway 70 East
Kingston, OK 73439
Mailing: PO Box 141
Kingston, OK 73439
Phone: 580-564-6000
www.chickasaw.net
Casino size: 5,440
Slots 365
GM: Angie Perry

*Absentee Shawnee Tribe of Oklahoma***THUNDERBIRD CASINO**

15700 E. State Hwy. 9
Norman, OK 73026-9028
Phone: 405-360-9270
Toll Free: 800-259-5825
www.astribe.com/businesses.html
Casino size: 40,000 sq. ft.
Slots 700
Table Games 10
GM: Dylan Byrd

*Tonkawa Tribe of Oklahoma***TONKAWA CASINO**

10700 Allen Dr.
Tonkawa, OK 74653
Mailing: PO Box 220
Tonkawa, OK 74653-0070
Phone: 580-628-2624
Toll Free: 877-648-2624
www.tonkawacasino.com
Casino size: 10,200 sq. ft.
Slots 390
Table Games 3
GM: Patrick Waldroup

*Pawnee Nation of Oklahoma***TRADING POST CASINO**

291 Agency Road
Pawnee, OK 74058
Phone: 918-762-4466
Casino size: 3,500 sq. ft.
Slots 80
GM: Arthur Attocknie

*Chickasaw Nation***TREASURE VALLEY CASINO**

I-35, Exit 55 (Highway 7)
Davis, OK 73030
Phone: 580-369-2895
www.chickasaw.net
Casino size: 9,440 sq. ft.
Inn at Treasure Valley (59 rooms)
Slots 400
Table Games 4
GM: Christina DeMoss

*Ponca Tribe of Oklahoma***TWO RIVERS CASINO**

20 White Eagle Drive
Ponca City, OK 74601
Phone: 580-762-5444
Casino Size: 20,000 sq.ft.
Slots 275
Bingo 300 seats
GM: Gary Watkins

*Chickasaw Nation***WINSTAR WORLD CASINO**

777 Casino Ave.,
Interstate 35
Thackerville, OK 73459
Phone: 580-276-4229
Toll Free: 800-622-6317
www.winstarworldcasino.com
Casino size: 249,000 sq. ft.
WinStar World Hotel (395 rooms)
Slots 7,500
Table Games 98
Poker Tables 45
Bingo 800 seats
GM: Wayne McCormick

*Wyandotte Tribe of Oklahoma***WYANDOTTE NATION CASINO**

100 Jackpot Place
Wyandotte, OK 74370
Phone: 918-678-4946
Toll Free: 866-447-4946
www.wyandottecasinos.com
Casino size: 30,000 sq. ft.
Slots 500
Table Games 5
GM: Gary Johnson

OREGON

Class II & III

*Confederated Tribes of Siletz Indians***CHINOOK WINDS CASINO RESORT**

1777 NW 44th St.
Lincoln City, OR 97367
Phone: 541-996-5825
Toll Free: 888-244-6665
www.chinookwinds-casino.com
Casino size: 30,000 sq. ft.
Chinook Winds Resort (227 rooms)
Slots 1,116
Table Games 23
Bingo 400 seats
GM: Mike Fisher

*Confederated Tribes of the Warm Springs***INDIAN HEAD CASINO**

3236 US Highway 26
Warm Springs, OR 97761
Phone: 541-460-7777
www.indianheadgaming.com
Casino size: 40,000 sq. ft.
Gaming Machines 500
GM: Ken Billingsley

*Klamath Tribe***KLA-MO-YA CASINO**

34333 Hwy. 97 North
Chiloquin, OR 97624-8747
Phone: 541-783-7529
Toll Free: 888-552-6692
www.klamoyacasino.com
Casino size: 18,000 sq. ft.
Slots 350
Table Games 3
Chairman: Judith McClane

*Coquille Indian Tribe***THE MILL CASINO HOTEL**

3201 N. Tremont Ave.
North Bend, OR 97459
Phone: 541-756-8800
Toll Free: 800-953-4800
www.themillcasino.com
Casino size: 40,000 sq. ft.
The Mill Casino Hotel (98 rooms)
Slots 720
Table Games 10
GM: Terri Porcaro



Burns Paiute Tribe
OLD CAMP CASINO
 2205 W. Monroe St.
 Burns, OR 97720-1950
 Phone: 541-573-1500
 www.oldcampcasino.com
 Casino size: 17,000 sq. ft.
 Slots 110
 Interim GM: Pamela Sherbarn

Cow Creek Band of Umpqua Tribe of Indians

SEVEN FEATHERS CASINO RESORT
 146 Chief Miwaleta Ln.
 Canyonville, OR 97417
 Phone: 541-839-1111
 www.sevenfeathers.com
 Casino size: 68,441 sq. ft.
 Seven Feathers Hotel (286 rooms plus 12 suites)
 Slots 1,100
 Table Games 20
 Bingo 320 seats
 GM: Bruce Schoneboom

Confederated Tribes of Grand Ronde
SPIRIT MOUNTAIN CASINO —WILLAMINA
 27100 SW Salmon River Hwy.
 Willamina, OR 97396
 Mailing: PO Box 39
 Grand Ronde, OR 97347
 Phone: 503-879-2350
 www.spiritmountain.com
 Casino size: 193,200 sq. ft.
 Spirit Mountain Lodge (254 rooms)
 Slots 2,000
 Table Games 18
 COO: Stan Dillon

Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians

THREE RIVERS CASINO & HOTEL
 5647 Hwy. 126
 Florence, OR 97439
 Phone: 541-997-7529
 www.threeriverscasino.com
 Casino size: 90,000 sq. ft.
 Three Rivers Hotel (93 rooms)
 Slots 700
 Table Games 11
 Bingo 500 seats
 COO: Mike Rose

Confederated Tribes of the Umatilla Reservation

WILDHORSE RESORT & CASINO
 72777 Hwy. 331
 Pendleton, OR 97801
 Phone: 541-278-2274
 www.wildhorseresort.com
 Casino size: 113,000 sq. ft.
 Wildhorse Hotel (100 rooms)
 RV Park (100)
 Slots 1,200
 Table Games 12
 Bingo 400 seats
 GM: Allen Tovey

SOUTH DAKOTA
 Class II & III

Sisseton Wahpeton Oyate
DAKOTA CONNECTION CASINO & TRAVEL PLAZA
 46102 SD Highway 10
 Sisseton, SD 57262
 Phone: 605-698-4273
 www.dakotaconnection.com
 Casino size: 20,000 sq. ft.
 Slots 50
 Bingo 300 seats

Sisseton Wahpeton Oyate
DAKOTA SIOUX CASINO

16415 Sioux Conifer Rd.
 Watertown, SD 57201-7321
 Phone: 605-882-7321
 Toll Free: 800-658-4717
 www.dakotasioux.com
 Casino size: 8,730 sq. ft.
 Hotel (92 rooms)
 Slots 364
 Table Games 1
 GM: John Rondell

Oglala Sioux Tribe
EAST WIND CASINO
 US Highway 18
 Martin, SD 57551
 Phone: 605-685-1140
 Slots 100
 GM: Kevin Lien

Yankton Sioux Tribe
FORT RANDALL CASINO
 538 E. Hwy. 46
 Pickstown, SD 57367
 Mailing: PO Box 229
 Pickstown, SD 57367
 Phone: 605-487-7871
 Toll Free: 800-362-6333
 www.fortrandall.com
 Casino size: 38,092 sq. ft.
 Fort Randall Hotel (56 rooms)
 Slots 276
 Table Games 10
 Bingo 250 seats
 GM: Ward Zephier

Lower Brule Sioux Tribe
GOLDEN BUFFALO CASINO RESORT
 321 Sitting Bull St.
 Lower Brule, SD 57548
 Mailing: PO Box 204
 Lower Brule, SD 57548
 Phone: 605-473-5577
 www.lbst.org
 Casino size: 9,000 sq. ft.
 Golden Buffalo Hotel (38 rooms)
 Slots 205
 Bingo 100 seats
 GM: Darrell Hermin

PROFILE

JOSEPH EVE, CPAs
Providing Powerful Solutions

For more than 25 years, Joseph Eve, CPAs has been the go-to accounting firm for tribal and commercial casino operators. Established in 1983, Joseph Eve continues to serve tribal governments, casinos and entities. Working with tribal operators from coast to coast, the firm has earned a reputation for providing powerful solutions through a diligent application of accounting technology by extraordinary people.

Today, the firm's team of more than 60 certified public accountants, certified fraud examiners and other experienced professionals provides a wide range of accounting, consulting, audit and advisory services for clients in more than 100 Native American organizations in 26 states.

Each of the 60-plus team members devoted to the industry has a passion for helping clients succeed. The firm's unparalleled services can be understood in three categories: Attestation, Consulting and Technology. Those services include:

Audit

- Construction audits for hotels and new properties
- External and internal audits

- Financial statement audits
- Forensic audits
- IT assessments
- Title 31/AML assessments

Consulting

- Accounting assistance
- Business advisory
- Casino profitability consulting
- Controller/chief financial officer advisory services
 - In-sourced/outsourced accounting services
 - Indian Gaming Cost of Doing Business Report
 - Risk assessments



Technology

- Accounting system implementation
- Finance process optimization
- Financial management software
- Information technology
- PCI compliance

Joseph Eve also facilitates seminars throughout the year on casino-related topics that are vital to successful operations, to meet maximum compliance requirements.

For more information, visit josepheve.com.

Angel of the Winds Casino*Standing Rock Sioux Tribe***GRAND RIVER CASINO & RESORT**

27903 Hwy. 12
Mobridge, SD 57601
Mailing: PO Box 639
Mobridge, SD 57601-0639
Phone: 605-845-7104
Toll Free: 800-475-3321
www.grandrivercasino.com
Casino size: 40,000 sq. ft.
Grand River Resort (40 rooms)
Slots 250
Table Games 5
GM: Ivan White Mountain

*Crow Creek Sioux Tribe***LODE STAR CASINO & HOTEL**

Highway 34 and Highway 47
Fort Thompson, SD
57339-0050
Mailing: PO Box 140
Fort Thompson, SD
57339-0140
Phone: 605-245-6000
www.lodestarcasino.com
Casino size: 27,500 sq. ft.
Lode Star Hotel (51 rooms)
Slots 250
Table Games 7
GM: Carrie Donner

*Oglala Sioux Tribe***PRAIRIE WIND CASINO**

Highway 18
Pine Ridge, SD 57770
Mailing: HC 49, Box 10
Pine Ridge, SD 57770
Phone: 605-867-6300
Toll Free: 800-705-WIND
www.prairiewindcasino.com
Casino size: 30,000 sq. ft.
Slots 280
Table Games 6
GM: Kevin Lien

*Flandreau Santee Sioux Tribe***ROYAL RIVER CASINO & HOTEL**

607 S. Veterans St.
Flandreau, SD 57028
Mailing: PO Box 326
Flandreau, SD 57028
Phone: 605-997-3746
Toll Free: 800-833-8666
www.royalrivercasino.com
Casino size: 17,000 sq. ft.
Royal River Motel (120 rooms)
Slots 352
Table Games 10
GM: Steven Christenson

*Rosebud Sioux Tribe***TURTLE CREEK CROSSING CASINO**

28281 US Highway 18
Mission, SD 57555
Phone: 605-856-2329
Slots 26
GM: Trent Poignee

TEXAS Class II*Kickapoo Traditional Tribe of Texas***KICKAPOO LUCKY EAGLE CASINO**

7777 Lucky Eagle Drive
Eagle Pass, TX 78852
Mailing: PO Box 7100
Eagle Pass, TX 78853
Phone: 830-758-1936
Toll Free: 888-255-8259
www.luckyeagle texas.com
Casino size: 115,000 sq. ft.
Slots 2,786
Table Games 34
GM: Robin Miller

WASHINGTON Class II & III*Jamestown S'Klallam Tribe***7 CEDARS CASINO**

270756 Hwy. 101
Sequim, WA 98382-7677
Phone: 360-683-7777
Toll Free: 800-458-2597
www.7cedarscasino.com
Casino size: 63,000 sq. ft.
Slots 586
Table Games 13
Bingo 250 seats
CEO: Jerry Allen

*Stillaguamish Tribe***ANGEL OF THE WINDS CASINO**

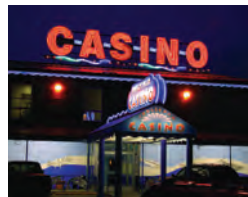
3438 Stoluckquamish Ln.
Arlington, WA 98223
Phone: 360-474-9740
www.angelofthewinds.com
Casino size: 112,000 sq. ft.
Slots 1,101
Table Games 12
GM: Travis O'Neil

*Puyallup Tribe of Indians***BJ's BINGO**

4411 Pacific Hwy. East
Fife, WA 98424
Phone: 253-922-0430
www.bjs-bingo.com
Slots 200
Bingo 600 seats
GM: Jenynne DeNoble

*Spokane Tribe***CHEWELAH CASINO**

2555 Smith Rd.
Highway 395 South
Chewelah, WA 99109
Mailing: PO Box 1106
Chewelah, WA 99109
Phone: 509-935-6167
Toll Free: 800-322-2788
www.chewelahcasino.com
Casino size: 15,000 sq. ft.
Slots 400
Table Games 5
GM: Karen Flett

*Confederated Tribes of the Colville Reservation***COULEE DAM CASINO**

515 Birch Stret
Coulee Dam, WA 99116
Phone: 509-633-0766
www.colvillecasinos.com
Casino size: 5,000 sq. ft.
Gaming Machines 170
GM: Randy Williams

*Suquamish Tribe***CLEARWATER CASINO**

15347 Suquamish Way
Suquamish, WA 98392
Mailing: PO Box 1210
Suquamish, WA 98392
Phone: 360-598-8700
Toll Free: 800-375-6073
www.clearwatercasino.com
Casino size: 33,000 sq. ft.
Slots 1,200
Table Games 35
GM: Nic Armstrong

*Lower Elwha Klallam Tribe***ELWHA RIVER CASINO**

631 Stratton Rd.
Port Angeles, WA 98363
Phone: 360-452-3005
www.elwharivercasino.com
Casino size: 7,000 sq. ft.
Slots 150
GM: Damonn Safranek

*Puyallup Tribe of Indians***EMERALD QUEEN CASINO I-5**

2024 E. 29th St.
Tacoma, WA 98404
Phone: 253-594-7777
Toll Free 888-831-7655
www.emeraldqueen.com
Casino size: 50,000 sq. ft.
Hotel (100 Rooms)
Slots 1,680
Table Games 57
GM: George Robinson

*Puyallup Tribe of Indians***EMERALD QUEEN HOTEL & CASINO**

5700 Pacific Hwy. East
Fife, WA 98424
Phone: 253-922-2000
www.emeraldqueen.com
Emerald Queen Hotel (140 rooms)
Casino size: 33,000 sq. ft.
Slots 1,820
GM: George Robinson

*Squaxin Island Tribe***LITTLE CREEK CASINO**

91 W. State Route 108
Shelton, WA 98584
Phone: 360-427-7711
Toll Free: 800-667-7711
www.little-creek.com
Casino size: 21,000 sq. ft.
Slots 1,073
Table Games 21
Bingo 300 seats
CEO: Michael Starr

*Skokomish Tribe***LUCKY DOG CASINO**

19330 N. Hwy. 101
Shelton, WA 98584-9781
Phone: 360-877-5656
www.theluckydogcasino.com
Casino size: 50,000 sq. ft.
Slots 200
Table Games 9
GM: David Owens

*Confederated Tribes of the Chehalis Reservation***LUCKY EAGLE CASINO**

12888 188th St.
Southwest
Rochester, WA 98579
Phone: 360-273-2000
Toll Free: 800-720-1788
www.luckyeagle.com
Casino size: 30,000 sq. ft.
Slots 975
Table Games 16
Bingo 600 seats
GM: John Setterstrom

*Colville Confederated Tribes***MILL BAY CASINO**

455 Wapato Lake Rd.
Manson, WA 98831-9577
Phone: 509-687-2102
Toll Free: 800-648-2946
www.colvillecasinos.com
Casino size: 35,000 sq. ft.
Slots 613
Table Games 8

*Muckleshoot Indian Tribe***MUCKLESHOOT CASINO**

2402 Auburn Way South
Auburn, WA 98002-6370
Phone: 253-804-4444
Toll Free: 800-804-4944
www.muckleshootcasino.com
Casino size: 328,000 sq. ft.
Slots 3,100
Table Games 120
GM: Conrad Granito

*Muckleshoot Indian Tribe***MUCKLESHOOT INDIAN BINGO**

2117 Auburn Way South
Auburn, WA 98002
Phone: 253-735-2404
www.muckleshootbingo.com
Slots 400
Bingo seats 1,000
GM: Ray Jerry

*Nisqually Tribe***NISQUALLY RED WIND CASINO**

12819 Yelm Hwy. Southeast
Olympia, WA 98513-9111
Phone: 360-412-5000
Toll Free: 866-946-2444
www.redwindcasino.com
Casino size: 95,000 sq. ft.
Slots 975
Table Games 10
GM: Cheebo Frazier

*Nooksack Indian Tribe***NOOKSACK NORTHWOOD CASINO**

9750 Northwood Rd.
Lynden, WA 98264
Phone: 360-734-5101
Toll Free: 877-777-9847
www.northwood-casino.com
Casino size: 30,000 sq. ft.
Slots 400
GM: Ron Magill

Nooksack Tribe

NOOKSACK RIVER CASINO

5048 Mount Baker Hwy.
Deming, WA 98244-0248
Mailing: PO Box 248
Deming, WA 98244-0248
Phone: 360-592-5472
Toll Free: 877-935-9300
www.nooksackcasino.com
Casino size: 20,160 sq. ft.
Slots 260
GM: Gary Kitner



Kalispel Tribe

NORTHERN QUEST RESORT & CASINO

100 N. Hayford Rd.
Airway Heights, WA 99001
Mailing: PO Box 1300
Airway Heights, WA 99001
Phone: 509-242-7000
Toll Free: 888-603-7051
www.northernquest.com
Casino size: 195,000 sq. ft.
Slots 1,700
Table Games 37
Bingo 250 seats
COO: Kent Caputo

Confederated Tribes of the Colville Reservation

OKANOGAN BINGO CASINO

41 Apple Way Rd.
Okanogan, WA 98840
Phone: 509-422-4646
Toll Free: 800-559-4643
www.colvillecasinos.com
Casino size: 25,000 sq. ft.
Slots 500
Bingo 250 seats
GM: Randy Williams

Port Gamble S'Klallam Tribe

THE POINT CASINO

7989 Salish Lane
Northeast
Kingston, WA 98346
Phone: 360-297-0070
Toll Free: 866-547-6468
www.the-point-casino.com
Casino size: 52,400 sq. ft.
Slots 653
Table Games 12
GM: Leo Culloo

Tulalip Tribes

QUIL CEDA CREEK NIGHTCLUB & CASINO

6410 33rd Ave. Northeast
Tulalip, WA 98271
Mailing: 10200 Quil Ceda.
Tulalip, WA 98271
Phone: 360-651-1111
Toll Free: 888-272-1111
www.qcccasino.com
Casino size: 52,000 sq. ft.
Tulalip Resort & Spa (370 rooms) Slots 1,192
Table Games 12
President: Ken Kettler

Quinaltut Tribe

QUINALTUT BEACH RESORT & CASINO

78 State Route 115
Ocean Shores, WA 98569
Mailing: PO Box 2107
Ocean Shores, WA 98569
Phone: 360-289-9466
Toll Free: 888-461-2214
www.quinaltutbeachresort.com
Casino size: 16,000 sq. ft.
Quinaltut Beach Resort (159 rooms)
Slots 501
Table Games 14
COO: Warren Shale

Shoalwater Bay Tribe

SHOALWATER BAY CASINO

4112 Hwy.105
Tokeland, WA 98590
Mailing: PO Box 560
Tokeland, WA 98590
Phone: 360-267-2048
Toll Free: 888-834-7312
www.shoalwaterbaycasino.com
Casino size: 12,000 sq. ft.
Hotel (15 rooms)
Slots 318
Table Games 4
GM: David McGee

Lummi Nation

SILVER REEF CASINO

4876 Haxton Way
Ferndale, WA 98248
Phone: 360-383-0777
Toll Free: 866-383-0777
www.silverreefcasino.com
Casino size: 50,000 sq. ft.
Hotel (105 rooms)
Slots 1,200
Table Games 20
GM: Harlan G. Oppenheim

Upper Skagit Indian Tribe

SKAGIT VALLEY CASINO RESORT

5984 N. Darrk Lane
Bow, WA 98232
Phone: 360-724-7777
Toll Free: 877-275-2448
www.theskagit.com
Casino size: 64,000 sq. ft.
The Skagit Valley Resort (132 rooms)
Slots 909
Table Games 12
GM: Rick Swanson

Snoqualmie Tribe

SNOQUALMIE CASINO

37500 Southeast North Bend Way
Snoqualmie, WA 98065
Phone: 425-888-1234
www.snocasino.com
Casino size: 187,602 sq. ft.
Gaming Machines 1,700
Table Games 50
CEO: Jon Jenkins

Swinomish Indian Tribal Community

SWINOMISH NORTHERN LIGHTS CASINO

12885 Casino Dr.
Anacortes, WA 98221
Phone: 360-293-2691
Toll Free: 888-288-8883
www.swinomishcasino.com
Casino size: 73,000 sq. ft.
Slots 800
Table Games 11
Bingo 600 seats
GM: Jay Ellenberger

Tulalip Tribe

TULALIP BINGO

2911 Quil Ceda Blvd.
Tulalip, WA 98271-7413
Mailing: 10200 Quil Ceda Blvd., Tulalip, WA 98271
Phone: 360-651-1111
Toll Free: 888-272-1111
www.tulalipcasino.com
Casino size: 22,000 sq. ft.
Slots 188
Bingo Seats 850

Tulalip Tribe

TULALIP RESORT CASINO

10200 Quil Ceda Boulevard
Tulalip, WA 98172-7413
Phone: 360-716-6000
www.tulalipresort.com
Casino size: 222,000 sq. ft.
Gaming Machines 2,346
Table Games 37
Bingo Seats 870
COO: Ken Kettler

PROFILE

NOVOMATIC AMERICAS
New Products, Impressive Performance

Established in 2012, Novomatic Americas LLC brings the proven-performing gaming experiences of its parent company, industry giant Novomatic Group, to the North American and Caribbean markets. By leveraging the design, market research and experience of Austrian-based Novomatic Group, Novomatic Americas focuses on developing products that are tailor-made for North American jurisdictions.

Novomatic Americas specializes in the design, development, manufacturing, distribution and sales of electronic gaming machines and advanced technology products. As this relatively young subsidiary expands its content library, it is simultaneously focusing on expanding its team, more than doubling its employee base this year.

Novomatic Americas always has placed a great importance on its relationship with tribal gaming, appreciating the opportunity to work with, and learn from, the professionals within it. NIGA 2016 will be the subsidiary's third appearance at the trade show, and this year it plans to exceed expectations.



Leading the NIGA product lineup will be the Dominator Curve—a dramatic evolution of the proven-performing Dominator cabinet. Launching with five exclusive themes, the Dominator Curve features all of the ergonomic and design elements of its predecessor plus the advantage of a curved 40-inch, high-definition, vertical touch screen. The Dominator Curve display at NIGA will feature a wide range of stand-alone base themes with unique art packages and varying stand-alone progressive options.

New software will be another prime focus for the company at NIGA. The Octavian software suite features 10 themes with a unique approach to game design centered around one distinctive character in each game; it's a diverse line of games that perfectly complements the current software offerings.

Jackpot Edition, a three-level stand-alone progressive option designed to enhance Novomatic base themes, also will be present at the booth. This progressive option is compatible with all Novo line base themes and is designed to boost performance.

At NIGA 2016, Novomatic Americas not only plans to show all tribal government gaming attendees a new breadth of products, but also that the company is here and ready to perform.

For more information, visit novomaticamericas.com or contact Rick Meitzler at 224-802-2974.



Spokane Tribe

TWO RIVERS CASINO & RESORT

6828 B Hwy. 25 South
Davenport, WA 99122
Phone: 509-722-4000
Toll Free: 800-722-4031
www.two-rivers-casino.com
Casino size: 10,000 sq. ft.
Hotel (101 rooms)
Slots 150
Table Games 3
GM: Richard Garry

Confederated Tribes and Bands
of the Yakama Nation**YAKAMA NATION
LEGENDS CASINO**

580 Fort Rd.
Toppenish, WA 98948
Phone: 509-865-8800
Toll Free: 877-7COME11
www.yakamalegends.com
Casino size: 70,000 sq. ft.
Slots 1,375
Table Games 20
GM: Kristin Lumley

**WISCONSIN
Class II & III**Bad River Band of Lake
Superior Chippewa**BAD RIVER LODGE
& CASINO**

73370 US Hwy. 2
Odanah, WI 54861
Mailing: PO Box 8
Odanah, WI 54861-0008
Phone: 715-682-7121
Toll Free: 800-777-7449
www.badriver.com
Casino size: 74,000 sq. ft.
Bad River Lodge (50 rooms)
Slots 30
Bingo seats 440
GM: James Reiter

Menominee Indian Tribe of
Wisconsin**CRYSTAL PALACE
BINGO HALL**

Interstate 277 Hwy. 47/55
Duquaine Road
Keshena, WI 54135
Phone: 715-799-3600
Slots 30
Bingo 440 seats
GM: James Reiter

Lac Courte Oreilles Band of
Lake Superior Chippewa**GRINDSTONE
CREEK CASINO**

13394 West Trepania Rd.
Hayward, WI 54843
Phone: 715-634-2430
www.lccasino.com
Slots 88
GM: Kimm Martinsen

Oneida Tribe of Indians of
Wisconsin**HIGHWAY 54 CASINO**

W180 State Hwy. 54
Oneida, WI 54155
Phone: 920-869-2228
www.oneidabingoandcasino.net
Casino size: 7,359 sq. ft.
Slots 115
GM: Louise Cornelius

Ho-Chunk Nation

**HO-CHUNK GAMING
BLACK RIVER FALLS**

W9010 Highway 54 East
Black River Falls, WI 54615
Phone: 715-284-9098
www.ho-chunkgaming.com
Casino size: 38,000
Gaming Machines 1,111
Table Games 10
Bingo 480 seats
GM: Greg Garvin

Ho-Chunk Nation

**HO-CHUNK GAMING
MADISON**

4002 Evan Acres Rd.
Madison, WI 53718
Phone: 608-223-9576
Toll Free: 888-248-1777
www.ho-chunkgaming.com
Casino size: 22,000 sq. ft.
Slots 1,100
GM: Daniel Brown

Ho-Chunk Nation

**HO-CHUNK GAMING
NEKOOSA**

949 County Rd. G
Nekoosa, WI 54457
Phone: 715-886-4560
Toll Free: 800-782-4560
www.rbcwin.com
Casino size: 16,650 sq. ft.
Slots 650
Table Games 12

Ho-Chunk Nation

**HO-CHUNK GAMING
TOMAH**

27867 State Highway 21
Tomah, WI 54660
Phone: 608-372-3721
www.dejope.com
Casino size: 1,890 sq. ft.
Slots 95
GM: Craig Garbin

Ho-Chunk Nation

**HO-CHUNK GAMING
WISCONSIN DELLS**

3214 County Hwy. 12
Baraboo, WI 53913
Phone: 608-356-6210
Toll Free: 800-746-2486
www.ho-chunk.com
Casino size: 94,480 sq. ft.
Hotel (315 rooms)
Slots 2,775
Table Games 45
Bingo 600 seats
GM: Casey Fitzpatrick

Ho-Chunk Nation

**HO-CHUNK GAMING
WITTENBERG**

N7214 US Hwy. 45
Wittenberg, WI 54499
Phone: 715-253-4400
www.ho-chunkgaming.com
Casino size: 14,000 sq. ft.
Slots 500
GM: Casey Fitzpatrick

Lac du Flambeau Band of Lake
Superior Chippewa**LAKE OF THE
TORCHES BINGO**

424 Little Pines Road
Lac du Flambeau, WI 54538
Phone: 800-447-4688
Bingo 510 seats
CEO: William Guelcher

Lac du Flambeau Band of Lake
Superior Chippewa**LAKE OF THE TORCHES
RESORT CASINO**

510 Old Abe Rd.
Lac du Flambeau, WI 54538
Phone: 715-588-7070
Toll Free: 800-258-6724
www.lakeofthetorches.com
Casino size: 56,000 sq. ft.
Lake of the Torches Hotel
(101 rooms)
Slots 820
Table Games 11
CEO: Bill Guelcher

PROFILE**PURCHASING MANAGEMENT
INTERNATIONAL***Accuracy, Integrity and Buying Power*

Purchasing Management International is the leading FF&E and OS&E purchasing company in the gaming industry. With extensive experience in large luxury gaming projects, working with the leading designers, architects and owners, PMI offers owners the accuracy, integrity and buying power necessary to successfully work on the most demanding gaming projects.

The company has purchased and installed more than \$2 billion in hotel, resort and casino furnishings, operating equipment and systems worldwide. PMI's services include FF&E and OS&E purchasing for renovation and new construction, operating supplies, purchasing and advisory services for capital budgeting, inventories and due diligence for acquisitions and valuations.

In Las Vegas, PMI recently completed the renovations of the 800-room Bellagio Spa Tower, the 400-room Bellagio Suites

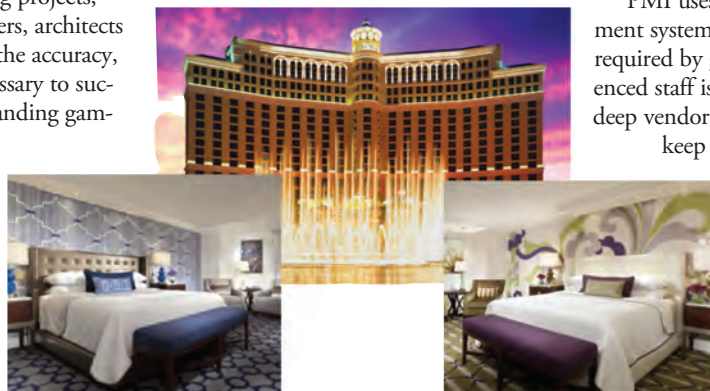
Tower and the 1,100-room Tropicana. In the past, PMI has completed major works at Caesars Palace, Trump International, MGM Grand, Harrah's, Treasure Island, Mirage, Hard Rock and Station Casinos' Red Rock Resort. Outside of Las Vegas, PMI has worked on casinos from the East to West Coast including Revel, Borgata, Harrah's Cherokee, Wind Creek Casino, Wild Horse Pass Casino and Sandia Casino. PMI expertly advises Indian gaming clients, tribal associations and native nations as part of their economic development activities.

PMI uses a unique purchasing management system to deliver the speed and accuracy required by gaming projects. PMI's experienced staff is the best in the industry, and has deep vendor knowledge plus the creativity to keep projects moving forward under

the pressure of a gaming project's requirement. PMI's system of checks and balances includes a separate expediting department to control the custom approval process, project deliveries and final delivery costs. Time and again, PMI saves clients money and time.

PMI's mission is to provide a select number of clients worldwide with its proven purchasing, renovation and technical expertise at the best quality and pricing obtainable in the industry.

For more information, visit www.pmiconnect.com.



Lac Courte Oreilles Band of Lake Superior Chippewa

LAC COURTE OREILLES CASINO & LODGE

13767 W. County Rd. B Hayward, WI 54843
Phone: 715-634-5643
Toll Free: 800-526-2274
www.lcocasino.com
Casino size: 35,000 sq. ft.
Lac Courte Oreilles Lodge (75 rooms)
Slots 650
Table Games 10
Bingo 600 seats
GM: Lee Harden

Red Cliff Band of Lake Superior Chippewa

LEGENDARY WATERS RESORT & CASINO

88705 Pine Tree Lane Hwy 13 Bayfield, WI 54814
Mailing: PO Box 1167 Bayfield, WI 54814-1167
Phone: 715-779-3712
Toll Free: 800-226-8478
www.wisconsin gaming.com/-islevista
Casino size: 15,000 sq. ft.
Slots 250
Table Games 5
Bingo 500 seats
GM: Robert Pokorney

Menominee Indian Tribe of Wisconsin

MENOMINEE CASINO RESORT

N277 Hwy. 47/55 Keshena, WI 54135
Mailing: PO Box 760 Keshena, WI 54135-0760
Phone: 715-799-3600
Toll Free: 800-343-7778
www.menomineecasino-resort.com
Casino size: 33,000 sq. ft.
Menominee Hotel (150 rooms)
Slots 830
Table Games 8
Bingo 220 seats
GM: James O'Kimosh

Sakaogon Chippewa Community

MOLE LAKE CASINO

3084 State Hwy. 55 Crandon, WI 54520
Mailing: PO Box 277 Crandon, WI 54520-0277
Phone: 715-478-5290
www.molelake.com
Casino size: 35,000 sq. ft.
Mole Lake Lodge (75 rooms)
Slots 410
Bingo 300 seats
Table Games 5

Stockbridge-Munsee Community

NORTH STAR MOHICAN CASINO

12180 County Rd. A West Bowler, WI 54416
Phone: 715-793-4090
Toll Free: 800-775-CASINO
www.mohicannorthstar.com
Casino size: 70,100 sq. ft.
Slots 1,115
Table Games 18
Bingo 360 seats
GM: Brian VanEnkervoort



Oneida Tribe of Indians of Wisconsin

ONEIDA CASINO

2020/2100 Airport Dr. Green Bay, WI 54313
Mailing: PO Box 365 Oneida, WI 54155-0365
Phone: 920-494-4500
Toll Free: 800-238-4263
www.oneidabingoandcasino.net
Casino size: 35,000 sq. ft.
Radisson Hotel (408 rooms)
Slots 850
Table Games 26
Bingo 834 seats
GM: Louise Cornelius

Oneida Tribe of Indians of Wisconsin

ONEIDA CASINO TRAVEL CENTER

5939 Old 29 Drive Green Bay, WI 54313
Phone: 920-865-7919
www.oneidacasino.net
Casino size: 23,060
Slots 115
GM: Louise Cornelium

Oneida Tribe of Indians of Wisconsin

ONEIDA MASON STREET CASINO

2522 W. Mason St. Green Bay, WI 54313
Mailing: PO Box 365 Oneida, WI 54155
Phone: 920-494-4500
www.oneidabingoandcasino.net
Casino size: 41,798 sq. ft.
Slots 665
Table Games 8
GM: Louise Cornelius

Oneida Tribe of Indians of Wisconsin

ONEIDA IMAC GAMING CENTER

2100 Airport Drive Green Bay, WI 54313
Phone: 920-494-4500
www.oneidacasino.net
Casino size: 76,578 sq. ft.
Gaming Machines 505
Bingo 858 seats
GM: Louise Cornelius

Oneida Tribe of Indians of Wisconsin

ONEIDA ONE-STOP PACKERLAND

3120 South Packerland Dr. Green Bay, WI 54313
Phone: 920-496-5601
www.oneidacasino.net
Casino size: 14,905 sq. ft.
Slots 81
GM: Louise Cornelium

Forest County Potawatomi Nation

POTAWATOMI HOTEL CASINO

1721 W Canal St. Milwaukee, WI 53233
Phone: 414-645-6888
Toll Free: 800-729-7244
www.paysbig.com
Casino size: 780,000 sq. ft.
Slots 3,117
Table Games 109
Bingo 1,354 seats
GM: Mike Goodrich

Forest County Potawatomi Community

POTAWATOMI CARTER CASINO & HOTEL

618 State Hwy. 32 Carter, WI 54566
Mailing: PO Box 430 Wabeno, WI 54566-0430
Phone: 715-473-2021
www.cartercasino.com
Casino size: 68,000 sq. ft.
Indian Springs Lodge (99 rooms)
Slots 506
Table Games 9
Bingo 250 seats
GM: Frank Shepard

PROFILE

SCIENTIFIC GAMES
Delivering Across All Channels

At NIGA, casino operators can see for themselves exactly how the strategic benefits of Scientific Games' combination of gaming brands and products deliver across all land-based and interactive channels.

The company's brands include Bally, WMS, Shuffle Master and Barcrest, with a massive catalog of hits that deliver exceptional experiences for players, and bottom-line results for casino operators.

The world's top-performing gaming organizations partner with Scientific Games for game content, technology, customized programs and managed services that engage today's players in new and exciting ways, provide solutions for both traditional and interactive channels—and ultimately increase revenues.

What's in Store at NIGA

Scientific Games will debut the first-ever slot machine based on the Golden Globe-winning Fox show *Empire*. Viewers can see their favorite characters like Lucious, Andre, Jamal, Hakeem and Cookie in an exhilarating game the company says is a hit in the making.

TwinStar, the Scientific Games cabinet with WMS and Bally favorites, along with new games, will showcase Lock It Link. This player-favorite in Australia is coming ashore, promising

engaging game play.

Cirque du Soleil's *Kooza* has been seen by more than 160 million spectators in 60 countries. Now it's the inspiration for a slot machine housed in the Pro Wave cabinet, complete with original *Kooza* artwork and video, bonuses based on the characters and specialty acts, social gaming with 360-degree signage, gorgeous graphics and thumping sound.



On the table gaming side, Scientific Games will show two games dealt with the i-Deal Plus Shuffler, featuring improved card-handling and a front-mounted display for game logos, table limits, pay tables and videos. It also offers an on-board printer and a security-card feature that virtually eliminates hole-card flashing and increases game integrity.

In addition, Scientific Games will feature two new games: Flushes Gone Wild with Progressive and Two for the Show with Progressive. The object of the award-winning Flushes Gone Wild is to get a flush with more cards than the dealer. In Two for the Show, the goal is to make a better two-card poker hand than the dealer. Both games feature progressive jackpots.

Two electronic table games also will be displayed. Table Master Fusion Playboy Bonus Blackjack players are dealt hands from a large HD screen by Bunnies. The booth also will offer five seats of Fusion Auto Roulette, featuring large, eye-catching player touch screens, live statistics and a camera display for the live ball drop.

For more information, visit scientificgames.com.

St. Croix Tribal Chippewa
of Wisconsin

ST. CROIX CASINO DANBURY

30222 Hwy. 35 & Hwy. 77
Danbury, WI 54830
Mailing: PO Box 98
Danbury, WI 54830-0098
Phone: 715-656-3444
Toll Free: 800-238-4946
www.holeinthewallcasino.com
Casino size: 22,500 sq. ft.
Hole in The Wall Hotel (41
rooms)
Slots 500
Table Games 12
GM: Dino Ostigoff

St. Croix Tribal Chippewa
of Wisconsin

ST. CROIX CASINO HERTEL EXPRESS

4384 State Rd. 70
Webster, WI 54893-9249
Phone: 715-349-5658
www.hertelexpress.com
Slots 148
GM: Debra Reynolds

St. Croix Tribal Chippewa of
Wisconsin

ST. CROIX CASINO TURTLE LAKE

777 US Hwy. 8 & 63
Turtle Lake, WI 54889
Phone: 715-986-4777
Toll Free: 800-UGOUWIN
www.stcroixcasino.com
Casino size: 95,000 sq. ft.
St. Croix Hotel (179 rooms)
Slots 1,150
Table Games 26
GM: Leroy Buck

WYOMING

Class II

Northern Arapaho Tribe

789 CASINO & BINGO HALL

10369 Highway 789
Riverton, WY 82501
Phone: 307-856-9942
www.windrivercasino.com
Casino size: 45,000 sq. ft.
Gaming Machines 255
GM: Jim Conrad

Northern Arapaho Tribe

LITTLE WIND CASINO

690 Blue Sky Hwy.
Ethete, WY 82520
Mailing: PO Box 1989
Riverton, WY 82501
Phone: 307-438-7000
Casino size: 1,920 sq. ft.
Slots 176
GM: Jim Conrad

Eastern Shoshone Tribe

SHOSHONE ROSE CASINO

5068 Hwy. 287
Lander, WY 82520
Mailing: PO Box 399
Lander, WY 82520
Phone: 307-335-7529
www.shoshonerosecasino.com
Casino size: 16,000 sq. ft.
Slots 700



Northern Arapaho Tribe

WIND RIVER CASINO

10269 Hwy. 789
Riverton, WY 82501
Mailing: PO Box 1989
Riverton, WY 82501
Phone: 307-856-3964
www.windrivercasino.com
Casino size: 46,000 sq. ft.
Slots 785
Table Games 10
CEO: Jim Conrad

Alexis Nakota Sioux Nation

EAGLE RIVER CASINO & TRAVEL PLAZA

Highway 43 and Highway
32 North
Whitecourt, Alberta T7S 1P7
Mailing: PO Box 10
Whitecourt, Alberta T7S 1P7
Phone: 780-779-2727
Toll Free: 888-913-2727
www.eaglerivercasino.ca
Casino size: 25,000 sq. ft.
Slots 250
Table Games 18
Tribal Chief: Cameron Alexis
GM: Eris Moncur

CANADA

ALBERTA

Cold Lake First Nation

CASINO DENE

Route 28 and Hwy. 897
Cold Lake, Alberta T9M 1P4
Mailing: PO Box 1859
Cold Lake, Alberta T9M 1P4
Phone: 780-594-7900
www.casinodene.com
Casino size: 20,000 sq. ft.
Slots 180
Table Games 10
Tribal Chief: Brent Boulrice

Tsui T'ina First Nation

GREY EAGLE CASINO & BINGO

3777 Grey Eagle Dr.
Calgary, Alberta T3E 3X8
Phone: 403-273-3200
www.greyeagle.ca
Casino size: 84,000 sq. ft.
Slots 600
Tables Games 59
Bingo 550 seats
Tribal Chief: Sanford Big
Plume
GM: Martin Brickstock

Enoch Cree Nation

RIVER CREE RESORT & CASINO

Whitemud Drive and
Winterburn Road, Enoch,
Alberta T7X 3Y3
Mailing: PO Box 179
Enoch, Alberta T7X 3Y3
Phone: 780-484-2121
Toll Free: 877-377-7774
www.rivercreeresort.com
Casino size: 62,600 sq. ft.
Edmonton Marriott (249
rooms)
Slots 850
Table Games 51
GM: Jennifer Bell-Fields

Stoney Nakoda First Nation

STONEY NAKODA RESORT & CASINO

Highway 40 and Highway 1
Morley, Alberta T0L 1N0
Mailing: PO Box 1500
Morley, Alberta T0L 1N0
Phone: 403-881-2830
www.stoneynakodaresort.com
Casino size: 70,000 sq. ft.
Stoney Nakoda Resort (111
rooms)
Slots 300
Table Games 18
GM: Jim Gannarilli

PROFILE

TBE ARCHITECTS

All Hospitality All the Time

During the past 45 years, the Native American-owned firm of TBE Architects has become one the best-known casino-hotel architects in America. Empowered with the tagline "All Hospitality All the Time," TBE Architects has a depth of experience like no other Native American-owned architectural firm.

TBE Architects' passion for architecture and design, especially in Indian Country, has led to working with more than 109 tribes and First Nations, designing more than 200 casino projects and 400 hotels.

TBE Architects' commercial portfolio includes work with some of the most recognized companies in the industry. Past clients have included Harrah's, Hilton, Holiday Inns Worldwide, Hyatt, Marriott, Radisson, Donald Trump, Churchill Downs and Delaware North Companies Inc., to name a few.

Hotel & Motel Management magazine ranks TBE Architects a "Top Design" firm in the hospitality industry in the United States. The company has extensive experience designing destination resorts,

gaming floors, atriums, hotel rooms, entertainment venues, convention space, multi-use space, retail, restaurants and parking garages for Native American tribes in the United States, First Nations in Canada and many commercial gaming groups.

With a highly experienced staff of professionals, the firm combines the Native American background and design expertise of Chief

Boyd, chief executive officer and principal, with the creative hotel and casino design expertise of Rich Emery, president and design principal, and the management talents of Nick Schoenfeldt, vice president and principal.

Since 1971, TBE Architects has been designing resorts, hotels and casinos for the hospitality and gaming industries. The firm's approach of creating "Ordinary to Extraordinary" is based on developing unique and exciting visions and bringing them to life. TBE Architects

provides full architectural services including master planning, engineering and interior design, and has built a reputation for delivering projects on time and on budget.

The firm is an active associate member of the National Indian Gaming Association.

To learn more, visit tbearchitects.com or contact Linda J. Roe, vice president, client development, at 602-321-6207.



MANITOBA

Cree Nations

ASENESKAK CASINO

Highway 10 Opaskwayak
The Pas, Manitoba R0B 2J0
Mailing: PO Box 10250
Opaskwayak, The Pas
Manitoba R0B 2J0
Phone: 204-627-2250
Toll Free: 877-627-2267
www.bestlittlecasinoc.ca
Casino size: 20,500 sq. ft.
Slots 160
Table Games 7
GM: Jason Agecutay

Swan Lake First Nation

FIRST NATION GAMING CENTER

4818 Portage Ave.
Headingley, Manitoba
R4H 1CH
Phone: 204-832-1849
Slots 30
Tribal Chief: Francine Melches
GM: Donna M'lot

*Roseau River Anishinabe
First Nation*

ROSEAU RIVER FIRST NATION COMMUNITY HALL

Highway 201
Ginew, Manitoba R0A 2R0
Phone: 204-427-2193
Slots 50
GM: Marilyn Nelson



Brokenhead Ojibway Nation

SOUTH BEACH CASINO & RESORT

One Ocean Drive
Scanterbury, Manitoba
R0E 1W0
Phone: 204-766-2100
Toll Free: 877-77-LUCKY
www.southbeachcasino.ca
Casino size: 40,000 sq. ft.
South Beach Resort (93 rooms)
Slots 600
Table Games 16
Tribal Chief: Deborah Chief
GM: Faysal Tur

ONTARIO

*Waushushk Onigum
Foundation*

GOLDEN EAGLE CHARITABLE CASINO AND GAMING CENTER

Golf Course Road
Mailing: PO Box 2860
Kenora, Ontario P9N 3X8
Phone: 807-548-1332
www.casinokenora.com
Bingo 450 seats
Tribal Chief: Ken Snead
GM: Patrick Brett

*Mississaugas of Scugog
Island First Nation*

GREAT BLUE HERON CHARITY CASINO

21777 Island Rd.
Port Perry, Ontario L9L 1B6
Phone: 905-985-4888
Toll Free: 888-294-3766
www.greatblueheroncasi-
no.com
Slots 545
Table Games 72
GM: Arnold Block
Tribal Chief: Tracy Gauthier

Six Nations of the Grand River

SIX NATIONS BINGO HALL

2585 Chiefswood Rd.
Ohsweken, Ontario NOA 1M0
Mailing: PO Box 5000
Ohsweken, Ontario NOA 1M0
Phone: 519-753-3574
www.sixnationsbingo.ca
Casino size: 39,500 sq. ft.
Bingo 1,600 seats
Tribal Chief: William Montour
GM: Lana Smith

SASKATCHEWAN

White Bear Indian Community

BEAR CLAW CASINO

Highway 9, White Bear
First Nation, Carlyle
Saskatchewan S0C 0R0
Phone: 306-577-4577
www.siga.sk.ca/bearclaw
Casino size: 15,000 sq. ft.
Hotel (35 Rooms)
Slots 142
Table Games 4
GM: Edward Littlechief

Whitecap Dakota First Nation

DAKOTA DUNES CASINO

204 Dakota Dunes Way
Whitecap, Saskatchewan
S7K 2L2
Phone: 306-667-6400
www.dakotadunescasino.ca
Casino size: 84,000 sq. ft.
Slots 620
Table Games 29
Tribal Chief: Darcy Bear
GM: Gary Daniels

First Nations of Saskatchewan

GOLD EAGLE CASINO

11902 Railway Ave.
North Battleford,
Saskatchewan S9A 3K7
Phone: 306-446-3833
www.siga.sk.ca/goldeagle
Casino size: 30,000 sq. ft.
Slots 285
Table Games 6
GM: Kelly Atcheynum

*File Hills Qu'Appelle Tribal
Council*

LIVING SKY CASINO

1401 N. Service Rd. East
Swift Current,
Saskatchewan S9H 3X6
Phone: 306-778-5759
www.livingskycasino.ca
Casino size: 50,000 sq. ft.
Slots 150
Table Games 8
GM: Trevor Marion

First Nations of Saskatchewan

NORTHERN LIGHTS CASINO

44 Marquis Rd. West
Prince Albert,
Saskatchewan S6V 7Y5
Phone: 306-764-4777
www.siga.sk.ca/north-
ern_lights
Casino size: 42,000 sq. ft.
Prince Albert Inn (105 rooms)
Slots 525
Table Games 13
GM: Richard Ahenakew

First Nations of Saskatchewan

PAINTED HAND CASINO

510 Broadway St. West
Yorkton, Saskatchewan
S3N 0P3
Phone: 306-786-6777
www.siga.sk.ca/painted_hand
Casino size: 18,000 sq. ft.
Slots 225
Table Games 8
GM: Johnathan Pasap

PROFILE

YWS DESIGN & ARCHITECTURE

Creativity, Collaboration, Certainty

Leisure design is what YWS Design & Architecture does. It's all it does. YWS has deep expertise in hospitality, gaming, retail, dining and entertainment environments—in other words, places for people who love leisure and seek memorable experiences wherever they go. For some, it's a lifestyle. For others, it's a splurge. They all want something special. Unforgettable.

YWS has taken the time to understand what inspires people to choose a resort, what compels them to stay there and what motivates them to spend their time and money as they create cherished memories.

Fifteen years ago, YWS was founded in the birthplace of the integrated resort, Las Vegas. The founding partners and executives are pioneers in the industry, having been responsible for resort giants like Bellagio and Mirage. YWS couldn't be more proud of the contributions it has made to the evolution of its hometown and the industry it calls its own.

With offices in Las Vegas and Singapore, YWS is strategically located in the heart of the world's leisure and entertainment markets.



YWS has shared its passion for leisure design and its firm history, but it knows it's all just talk unless it delivers. YWS shares that vital piece of the equation in the form of its three Cs:

Creativity: YWS' international team of designers ensures that the environments they create are unique, memorable and grounded in consumer insights. They go beyond remarkable aesthetics by emphasizing operational efficiency and commercial effectiveness.

Collaboration: As leisure design experts, YWS knows a lot about creating integrated resorts. YWS can design casino floors with optimal flow... craft a beautifully integrated podium... conceive a layout that creates energy and an enduring vibe. What the firm needs is a client's vision. It's the firm's job to align its expertise with that vision. YWS is committed to building a collaborative relationship with clients to make success happen.

Certainty: This is where art takes a back seat to science. YWS is very serious about the way projects are delivered. It's no secret that projects run on money, time and resources, each of which must be monitored and balanced to deliver a project on schedule, on budget and to the promised design. YWS has made project execution a scientific process. The only looks of surprise should be delighted ones—at the grand opening.

For more information, visit ywsinternational.com.

EVERI

Systems, Solutions, Compliance

Formed in late 2014 when two leading casino industry companies—Global Cash Access Inc. and Multimedia Games Inc.—joined forces, Everi is uniquely positioned to offer the latest in exciting gaming systems, efficient payments solutions and comprehensive compliance products to the casino floor.

Everi is set to showcase some of its best products at NIGA 2016, including Bonus Attack, the first exclusive Core HDX cabinet gaming title to feature Everi Bet, the CXC line of full service kiosks offering integrated cash handling solutions and Everi Compliance, the complete Title 31 solution for casinos.

Front and center on the gaming side is Everi's newest gaming cabinet, Core HDX. This sophisticated and attractive cabinet boasts dual wide-screen 23-inch monitors with 1080p capabilities and integrated touch screens. The sound effects and music are enhanced with a premium three-way sound system that envelops players, making them feel like they are part of the game.

The five-reel, 40-line Bonus Attack game is the first exclusive Core HDX gaming title that includes Everi Bet, the unique bet configuration system that gives casino operators the power to optimize the casino floor for maximum returns.

Additionally, at NIGA, Everi will debut High Voltage Blackout, the latest addition to the company's successful High Voltage game series, on the Core HDX cabinet.

Everi's popular Platinum MPX cabinet will return to NIGA this year with a new theme guaranteed to make a lasting impression—the Money Man Easy Street. The 40-inch monitor, custom 6.2-channel surround-sound system and integrated sound chair with Earthquake Shakers help bring the theme to life.

Carnival in Rio HD, the first gaming title developed out of Everi's new Chicago studio, "will delight players," the company said. The high-denomination version of this popular gaming title will draw in players who want a gaming experience that "brings the ultimate party atmosphere to the casino floor."

On the payments side, Everi's full-service CXC 4.0 SR and CXC 4.0 R kiosks will be showcased, both featuring high-resolution monitors, integrated touch screens and multiple TITO and bill interfaces. These kiosks come equipped with Everi's patented 3-in-1 Rollover technology that allows patrons to easily turn an unsuccessful ATM transaction into a credit card advance or POS debit card transaction.

Everi also will show JackpotXchange at NIGA. This time-saving kiosk automates jackpot payments and reduces player and casino personnel wait times. JackpotXchange offers two payment options—cash or slot ticket—and allows players to print multiple tickets.

Everi Compliance offers a number of integrated solutions that allow casino operators to easily meet Title 31 regulatory requirements. This system has become the gold standard for anti-money laundering compliance across the gaming industry.

Everi's core cash access solution, CashClub, gives operators a single, easy-to-use interface for processing credit/debit card transactions and check cashing. CashClub allows for electronic signature capture and dynamic currency conversion, and interfaces with several other Everi solutions such as the CashClub Wallet and Everi Compliance, to improve compliance

with Title 31 requirements and expand player access to funds. Operators also can use their existing cage equipment with CashClub, eliminating the need for a separate, stand-alone terminal.

Also to be showcased at NIGA is Central Credit, the world's leading gaming patron credit bureau that provides casino operators with a single point of access to millions of patrons' gaming credit history and transaction data. Using a private data network, casinos looking to extend credit to players can improve their decisions by utilizing Central Credit to obtain Social Security number verification, credit reports and real-time market activity updates.

Combining decades of casino industry knowledge and experience with the ability to offer a complete suite of products that power the casino floor, Everi is focused on building momentum as the casino industry's single-source provider of robust payments solutions, vital compliance offerings and engaging gaming machines.

Currently, Everi is responsible for more than 87 million casino transactions that total over \$22 billion and has slot machines in approximately 600 casinos across North America. Everi is a longtime partner of tribal casino properties across the country and is eager to unveil its latest games, payments solutions and compliance products at Booth 847 at NIGA 2016.

For more information, visit everi.com.



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A HERO'S JOURNEY

Understanding why people gamble can help refine marketing campaigns BY JOHN ACRES



Casinos are marketed as places to win jackpots, but most gamblers go home poorer most of the time. Yet, some return again and again, because gambling is about more than winning money.

I recently spent an evening at Barona Casino playing slots, talking to floor workers and making friends with fellow players. I found a bank of 1990s-era Penny Junction games and mentioned to an attendant that my friend Bob Luciano—whose company designed Penny Junction—would be pleased to know his games are still popular. A woman gambling nearby interrupted, “You know the inventor? Tell him I love these machines!” This being the age of technology, I took out my phone and asked her to tell that to Bob on video. She readily agreed and spoke these words:

“Hello, Bob. Thank you very much for the pleasure that you brought to me by inventing these machines. I love ‘em, I’ve lost thousands of dollars and I don’t care, they’ve done better for me than a psychiatrist would. So thank you very much, sweetheart. Merry Christmas.”

She lost money yet continues to play. She’s happy. She’s even thankful. That’s because gambling isn’t about greed or fiscal profit; it’s about faith, dedication, respect and achievement.

Think of a movie such as *Rocky*, *Hunger Games* or *Star Wars*. Each portrays an ordinary person who reluctantly undertakes an extraordinary challenge, discovers hidden personal powers and—with faith, dedication and effort—achieves victory. The world is made a better place. The ordinary person becomes a hero: respected, admired and loved.

This Hero’s Journey is found in myths of every culture throughout recorded time. It is the story of human purpose and achievement—that we are inherently and individually powerful, that our world is threatened, and only with faith and acceptance of risk is a life of meaning achieved.

Each of us hopes to be a hero. Each of us yearns to make a difference. Each of us strives for a life that matters. And nothing

makes us feel more heroic than recognition, respect—and love—for the challenges we overcome.

Everyday life is tedious, difficult and discouraging. We grow weary, fearful and disillusioned. That’s why recreation is so important. Recreation isn’t a pastime without purpose. It is the re-creation of an aspect of life, played out within the bounds of simpler rules and abbreviated time. Recreation renews hope, restores energy and reminds us all of purpose and achievement.

Gambling is a powerful recreation because it isn’t spectator sport. Gamblers face personal risk and must persevere until their winning moment arrives. Heroes cannot exist without enemies to vanquish and, in gambling, losses are simply the price of emotional victory.

Recreational gambling—done well—is every bit as important to society as movies, art and literature. Trouble is, we don’t do it well.

I sometimes think spreadsheets are the worst thing ever to happen to gambling management. Spreadsheets allow smart analysts to convincingly project a false future. Smart analysts tell us, “If we increase the hold percentage here and cut back on staffing there, margins will rise by umpteen percent.” The Hero’s Journey doesn’t fit in that spreadsheet, and we end up making gamblers feel like chumps. Margins do rise but fewer players are satisfied. Volume falls. Profits tumble. More cost cutting ensues and the business—and player experience—spirals downward.

Virtually every technology casinos installed in the ‘80s and ‘90s—loyalty points, player cards, TITO—were intended to improve efficiency, not the player experience. We’ve reduced customers to numbers. We’ve degraded personalization to the point of separating players into categories defined only by levels of spend. And we pretend this somehow represents loyalty.

Worst of all, we build games and rewards that encourage gamblers to wager beyond their means. Communities turn against us. Players can’t tell friends that they like to gamble for fear of castigation. Heroism isn’t

associated with shame.

Is it any wonder that gambling growth is gone?

I visited Barona because they’re growing. Guests are treated as friends.

Accomplishments are celebrated. Personal interactions between players and staff are encouraged. Labor costs rise but profits grow even faster. The woman who admired Bob Luciano’s machines was empowered by that Barona experience and gained the respect, admiration and love a psychiatrist could never provide.

We can learn from Barona and go beyond. Just as old technology led to the decline of casinos, new technology will drive its resurgence, with artificial intelligence leading the way.

All casinos have massive stores of player behavior data. We’ll feed that data into our AI to learn what each player is doing and use mobile communications to instantly instruct our employees to beneficially intercede. We’ll greet people when they arrive, provide a favorite drink without being asked, celebrate wins and give consolation when losses occur.

We’ll determine when a player is overspending and respectfully mediate. We’ll even learn to predict what players are going to do next and prepare to assist and encourage. This new technology allows us to send every player home a hero—renewed, reinvigorated and ready for the challenges of their everyday world. All while we profit by providing the service.

That future won’t come without leadership, without risk, energy or effort. But then, that’s your Hero’s Journey.

John Acres has over 40 years experience in the casino industry and invented the player tracking and bonusing systems used today by virtually every casino. Acres serves as CEO of Acres 4.0, a company dedicated to improving the player experience through the technologies of artificial intelligence and mobile communications. To view the player’s testimonial video, go to www.acres4.com/think_tank.



THE INNOVATION GROUP

With an extensive background in tribal services and diversification strategies, The Innovation Group provides valuable insight at every stage of the project life cycle in the gaming, entertainment, hospitality and leisure industries.

We are proud to be a long-standing supporter of the National Indian Gaming Association and the founder of the Emerging Leaders of Gaming™.

Your vision is step one. Contact us today and we'll set the rest in motion.



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