

Downstream Authority of the Quapaw Tribe of Oklahoma Regular Meeting
December 14, 2011

Meeting Called to Order:

ROLL CALL:	John Berrey, Chairman	Present
	Larry Ramsey, Secretary	Present
	Ranny McWatters, Treasurer	Present
	Marilyn Rogers, Member	Present
	Tamara Smiley, Member	Absent

DECLARATION OF QUORUM: announced by Larry Ramsey
Thomas Mathews/Tim Brown/ Ernie Caruthers/ Tim Kent/John Thompson/ Steve Drewes
Kristina Ennis/ Scott Cellela/ Chris Roper/ Terri Birch

Construction Interviews

Crossland
Curtis/Alicia/Ric Foster/Raymond Braswell/ Brad Kaestner/Greg Eckler

General discussion of proposal (attached)

- Introduced management team
- Review cost of project
- Discuss preconstruction services

Manhattan Construction
John Snyder/Brock/Zac/Chad/ David

General discussion of proposal (attached)

Contractor review discussion

- John Berrey will abstain from vote
- Thomas made recommendation to chose Manhattan

Motion by DDA Member Marilyn Rogers to use Manhattan construction to build the hotel expansion.
Seconded by DDA Treasurer Ranny McWatters. Vote: JB: abstain; LR: Yes; RM: yes; MR: yes; TS: absent
(3 yes, 0 no, 1 abstaining, 1 absent) Motion Carries.

Adjourn 12:50pm

CROSSLAND

CONSTRUCTION COMPANY, INC.

November 28, 2011

833 S. East Avenue • P.O. Box 45

Columbus, KS 66725

Mr. Chris Roper
Downstream Casino Resort
69300 East Nee Road
Quapaw, OK 74363

tel 620.429.1414

fax 620.429.1412

Re: Downstream Casino Resort
Hotel Expansion Project

Dear Chris,

Thank you very much for your time and consideration regarding the upcoming construction of the Downstream Casino Resort Hotel Expansion Project in Quapaw, Oklahoma. As you are aware we have great interest in providing our services to you on this project as your Construction Manager at Risk.

We have a very strong foundation in the four state region and would like to share the benefits of our established Self Perform Dirt, Concrete & Steel Crews, along with our subcontractor relationships, and our 34 years of experience! This will translate into real savings and scheduling benefits that will undoubtedly assist in making your project a complete success.

Crossland is known for its **Team-Driven, Customer-Focused, On Time – Within Budget Project approach.** We work as a team with Owner, Designers, Engineers, & Subcontractors to deliver a quality project.

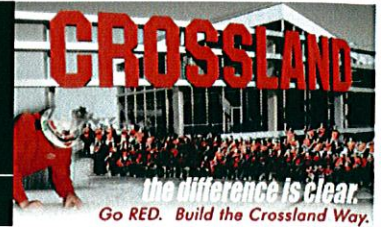
Attached please find the response to your Request for Proposal which will illustrate our strengths and capabilities as your Construction Manager at Risk with a Guaranteed Maximum Price.

Once again, we appreciate this opportunity to provide Construction Manager Services to your new Hotel Expansion. We look forward to the step in your selection of Crossland Construction Company, Inc. Should you need additional information or clarifications of any kind please do not hesitate to contact me at your earliest convenience.

Sincerely,

Curt Crossland
Executive Vice President

Company Information



Legal Name of Firm: Crossland Construction Company, Inc.

Ownership: Ivan Crossland, Jr., Bennie Crossland, Curt Crossland, Mike Crossland, Chris Crossland and Patrick Crossland

Corporate Information: 833 S.E. Avenue
Columbus, Kansas 66725
Phone: 620-429-1414
Fax: 620-429-1412

Privately Held Corporation incorporated in the State of Kansas
In November, 1979.

Downstream Casino Resort Contact: Curt Crossland, Exec. Vice President
ccrossland@crosslandconstruction.com
Cell 620-674-1268

Website: www.crosslandconstruction.com

Regional Offices:	927 S. West Street	460 Nichols Road
	Wichita, Kansas 67213	Kansas City, Missouri 64112
	316-944-0147	319-944-0147

14149 East Admiral	1800 S. 52 nd Street
Tulsa, Oklahoma 74116	Rogers, Arkansas 72758
918-712-1441	918-712-1441

861 N. Coleman
Prosper, Texas 75078
972-347-5659

Downstream Casino Resort Contact: Curt Crossland, Executive Vice President
ccrossland@crosslandconstruction.com
Cell 620-674-1268

Parent/Sister companies: Crossland Heavy Contractors, Inc.
Contractor's Equipment
Crossland Holding, LLC
Crossland Properties, LLC
Other related companies disclosed in Financial Statements

Crossland takes pride in the fact our entire staff of estimators, accounting support, HR support, project managers and office staff are less than 30 minutes away from your jobsite. Our company has a strong tradition of personal service, excellent workmanship, fairness, attention to detail and timely completion of our projects. Our company currently employs over 800 people. More information about our company can be found on our website.



9393 W. 110th Street, Suite 600
Overland Park, KS 66210
P: 913.982.3650 F: 913.982.3495

Memo

To: Marta Brown – Crossland Construction Company, Inc.
From: Jeanne Kell – IMA of Kansas, Inc.
Date: 11/17/11
Re: RFP – Downtown Casino Resort
Hotel Expansion Project

Hi Marta,

At your request, we are providing the NCCI Experience Modification History for your Workers Compensation policies as follows:

4/30/11 - .63
4/30/10 - .61
4/30/09 - .60
4/30/08 - .52

If we can assist you further, please don't hesitate to call upon us.

Thank you!

Safety Plan

CROSSLAND
GO SAFE.

Safety is Number One Priority on the Jobsite

- Crossland strives for a constant effort to education and motivate our employees
- Crossland has an EMR of 0.63 which is considerable lower than the industry average of 1.0.
- Employee background checks required.

Safety through Organization and Planning (S.T.O.P.)

- This safety program was designed to improve safety through training and education.
- New employees are issued green hard hats, allowing superintendents to identify them and make sure that they are performing tasks in a safe manner.
- Each project has a safety plan and weekly safety meetings.
- Our in-house safety training program is used to certify employees and Safety Technicians. Our Crossland Safety Technicians are on-site workers who assist our Project Manager and Superintendent. They monitor both our crews and the workforces of all subcontractors for compliance with OSHA and for any job-specific safety concerns as well as for our own company safety policies and procedures.



The Safety Technician assigned to your project will be responsible for all day-to-day aspects of safety, such as:

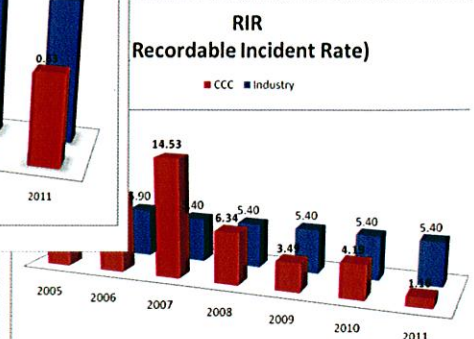
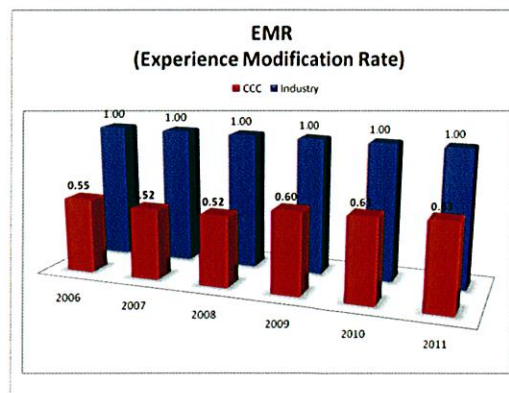
- Record keeping
- Equipment certifications and inspections
- Incident reporting
- Enforcement of Safety Rules
- Implementing and enforcement of Emergency Action and/or Disaster Recovery plans
- Every jobsite receives scheduled and unannounced inspections from our corporate safety officer.

SafetyNet

In an industry that demands a rigorous employee safety program with a zero tolerance for accidents and incidents, Crossland utilizes a technology called (DB02), Design Build Own Operate Inc. and is currently using their leading product called **SafetyNet**. SafetyNet is a safety inspection and analysis program that helps construction companies, and other companies at high risk for injury or loss to predict and prevent worker injuries while improving quality and productivity.

Owner Benefits

- By keeping the accident rate at our workplaces low, our productivity stays high – in return your project will stay on schedule.





Mayer Hoffman McCann P.C.

An Independent CPA Firm

990 SW Fairlawn Road
Topeka, Kansas 66606-2384
785-272-3176 ph
785-272-2903 fx
www.mhm-pc.com

INDEPENDENT AUDITORS' REPORT ON ADDITIONAL INFORMATION

To the Board of Directors
Crossland Construction Company, Inc.
Columbus, Kansas

Our report on our audits of the basic financial statements of Crossland Construction Company, Inc. for the years ended July 31, 2011 and 2010, dated October 3, 2011, is presented in a separate report and is hereby referenced. Those audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The Schedule 1 - summarized balance sheets and Schedule 2 - summarized statements of operations are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audits of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Mayer Hoffman McCann P.C.

Mayer Hoffman McCann P.C.
Topeka, Kansas
October 3, 2011

CROSSLAND

CONSTRUCTION COMPANY, INC.

SCHEDULE 1 - SUMMARIZED BALANCE SHEETS

	July 31,	
	2011	2010
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 28,848,214	\$ 14,850,950
Certificates of deposit	5,390,541	6,957,908
Investment in marketable securities and bonds	6,341,853	6,372,275
Contract receivables	81,531,927	63,783,014
Costs and estimated earnings in excess of billings on contracts in progress	765,268	505,755
Note receivable	689,140	152,357
Other current assets	619,052	516,970
Total current assets	124,185,995	93,139,229
Property and equipment, at cost:		
Property and equipment	31,050,470	29,724,227
Less accumulated depreciation	(20,064,369)	(16,995,128)
Net property and equipment	10,986,101	12,729,099
Rental property, at cost:		
Land and building	127,817	46,133
Less accumulated depreciation	(21,320)	(19,071)
Net rental property	106,497	27,062
Other assets	2,593,758	4,045,247
Total assets	\$ 137,872,351	\$ 109,940,637
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities:		
Current portion of long-term debt	\$ 384,114	\$ 325,683
Accounts and contracts payable	73,841,785	47,950,400
Accrued expenses	3,343,077	3,081,655
Amounts billed in excess of costs and estimated earnings on contracts in progress	28,390,777	26,304,093
Other current liabilities	404,137	216,915
Total current liabilities	106,363,890	77,878,746
Noncurrent liabilities	4,768,129	5,957,915
Total liabilities	111,132,019	83,836,661
Stockholders' equity:		
Common stock, \$10 par value:		
Authorized - 1,000,000 shares		
Issued and outstanding - 120,563 shares	1,205,633	1,205,633
Additional paid in capital	1,295,733	1,295,733
Retained earnings	24,567,215	23,649,800
Accumulated other comprehensive income	(328,249)	(47,190)
Total stockholders' equity	26,740,332	26,103,976
Total liabilities and stockholders' equity	\$ 137,872,351	\$ 109,940,637

CROSSLAND

CONSTRUCTION COMPANY, INC.

SCHEDULE 2 - SUMMARIZED STATEMENTS OF OPERATIONS

	Years ended July 31,	
	2011	2010
Earnings from construction:		
Revenue earned	\$ 363,734,953	\$ 321,830,054
Costs of construction	<u>(343,658,559)</u>	<u>(304,388,698)</u>
Gross earnings	20,076,394	17,441,356
General and administrative expenses	<u>(16,578,673)</u>	<u>(15,959,710)</u>
Earnings from operations before discretionary expenses	3,497,721	1,481,646
Discretionary expenses	<u>(1,746,832)</u>	<u>(1,333,447)</u>
Earnings from operations	1,750,889	148,199
Other income (expenses)	<u>395,104</u>	<u>346,083</u>
Earnings before income taxes	2,145,993	494,282
Income taxes	<u>(115,620)</u>	<u>(52,746)</u>
Net earnings	<u><u>\$ 2,030,373</u></u>	<u><u>\$ 441,536</u></u>



November 10, 2011

Downstream Casino Resort
Attn: Chris Roper
69300 East Nee Road
Quapaw, Oklahoma 74363

Project: Downstream Casino Resort Hotel Expansion Project

Re: Crossland Construction Company, Inc.

Dear Sir:

Our agency manages the surety bond program for Crossland Construction Company, Inc. Our management team has known the principals and staff of Crossland Construction Company, Inc. for over 20 years. We are proud of their outstanding reputations as individuals of high integrity, with a vast knowledge of the construction industry, producing a quality product, in a timely and cost effective manner.

Surety bonds for Crossland Construction Company, Inc. are underwritten by Zurich American Insurance Company. Bonds typically are written by Fidelity and Deposit Company of Maryland, a surety company of Zurich American Insurance Company. Zurich American and Fidelity and Deposit Company of Maryland maintain "A+" ratings by A.M Best Company. Zurich American has a U.S. Treasury listing of \$666,941,000. Fidelity and Deposit Company of Maryland has a U.S. Treasury listing of \$16,970,000.

Zurich has extended a bond line to Crossland, with individual job limits of \$100 million, and an aggregate program of \$500 million. While these limits are what are currently in place, the surety would positively consider larger projects or program on a job-by-job basis.

The surety would be favorable to executing the performance and payment bonds upon acceptable review of the contract terms, bond forms and financing for the project, as well as other pertinent underwriting information. The arrangement for performance and payment bonds is a matter between Crossland Construction Company, Inc. and Zurich American, and neither the surety nor IMA assumes any liability to you or third parties if for any reason bonds are not written.

We are proud to recommend Crossland Construction Company, Inc. to you. If you should have any questions, or require additional information, please contact our office.

Sincerely,

A handwritten signature in blue ink, reading "Monica F. Hein".

Monica F. Hein
Surety Service Team Leader



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/17/2011

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER LIC #CA 1-913-982-3650 IMA of Kansas, Inc. (NE KS) 51 Corporate Woods 9393 W. 110th Street, Suite 600 Overland Park, KS 66210		CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS: PRODUCER CUSTOMER ID #:	
INSURED Crossland Construction Company, Inc. PO Box 45 833 S. East Avenue Columbus, KS 66725		INSURER(S) AFFORDING COVERAGE INSURER A: TRAVELERS PROP CAS CO OF AMER 25674 INSURER B: TRAVELERS PROPERTY CASUALTY COMPANY OF 25674 INSURER C: STEADFAST INSURANCE COMPANY 26387 INSURER D: TRAVELERS INDEMNITY COMPANY OF AMERICA 25666 INSURER E: INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 24137054

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY ☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☒ LOC		VTC2JCO131J8553TIL11	04/30/11	04/30/12	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 2,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
B	AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ ALL OWNED AUTOS ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ☒ NON-OWNED AUTOS		VTJCAP131J8565TIL11	04/30/11	04/30/12	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
C	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DEDUCTIBLE ☒ RETENTION \$ 0		AUC596753003	04/30/11	04/30/12	EACH OCCURRENCE \$ 26,000,000 AGGREGATE \$ 26,000,000 \$ \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N ☒ N	VTC2HUB2144M42711	04/30/11	04/30/12	☒ WC STATU-TORY LIMITS ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

The WC, GL, BAU, XLS Insurers will provide 30 days written notice of cancellation or non-renewal to the Cert. Holder for reasons other than non-payment of prem. if required by written contract or agreement subject to the policy terms & cond. Re: Insurance qualification for Hotel Expansion Project. Additional coverages may be available if requested by Crossland Construction Company, Inc.

CERTIFICATE HOLDER**CANCELLATION**

Downstream Casino Resort

69300 East Nee Road

Quapaw, OK 74363

USA

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

jkell
ACORD 25 (2009/09)
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Current Bonding

As of November 28, 2011, Crossland Construction Company, Inc. has \$255,994,572.00 bonded against a line of \$500,000,000.00.

Courtyard by Marriott Hotel & Convention Center

Allen, Texas



Type:
Hotel and Convention
Center

Size:
Total 204,000sf

Cost:
Total over \$30M

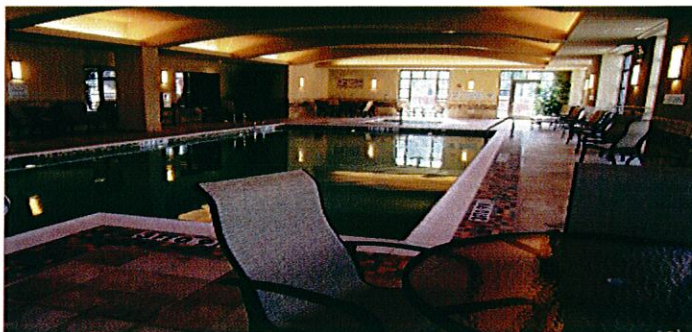
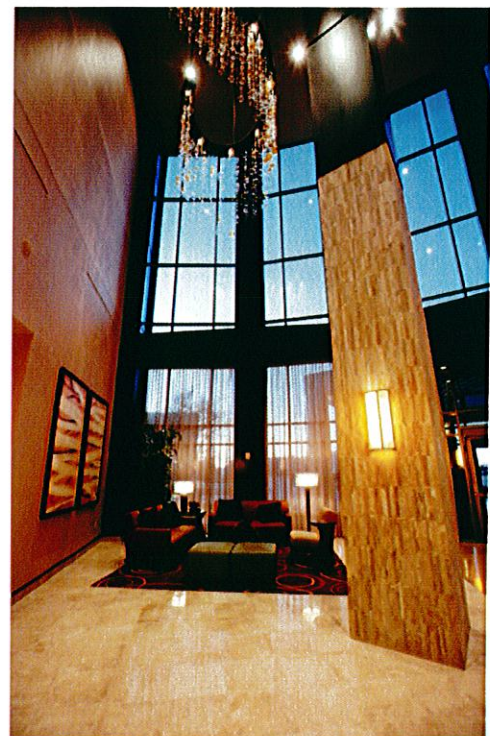
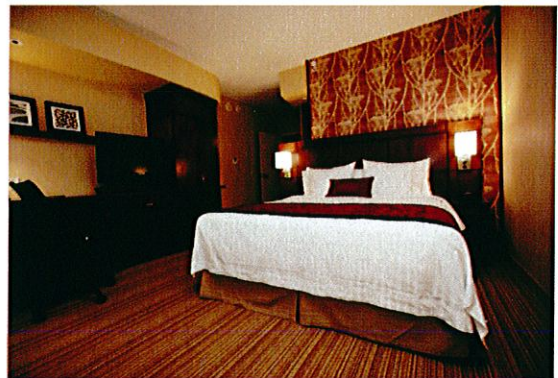
Overview

Marriott Hotel and Convention Center - Crossland was chosen to construction the new Courtyard by Marriott, located in the Village at Allen. The hotel is a 9-story, 228-room/suite hotel and adjoining 15,000-net-square-foot conference center. The hotels unique design elements include an atrium and water features.

Expected to represent the largest meeting event space in Allen, the Courtyard by Marriott Dallas-Allen Hotel and Conference Center will offer flexible space perfect for functions from board meetings to black-tie affairs. The conference center's 9,300 square-foot ballroom will have a 1,300-person maximum capacity. The hotel will feature the full-service restaurant called Courtyard Bistro - Eat. Drink. Connect.TM; The Market.TM with 24-hour access to food, snacks and refreshments; a cozy lounge with a big screen HDTV; business center; indoor swimming pool and whirlpool; and fitness center.

The hotel is the tallest building from Allen to the Oklahoma Border, resulting in spectacular views.

Completion Date: December 2009



Embassy Suites Hotel

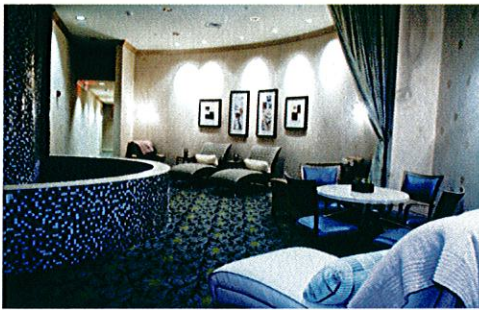
Rogers, Arkansas



Type:
Hotel Addition

Size:
6 story addition,
Total 133,000sf

Cost:
Total over \$19M



"It is our company tendency to work with a limited number of general contractors, so when Mr. Hammons made the decision to award this project to Crossland, I was a little skeptical of working with a non-'JQH' - experienced hotel team. I will say that working through the project with Jackson Bird and Brad Hamilton eased my concern and proved to be a good and successful experience. I look forward to a future opportunity to work with this team again."

Mark Steele, Architect
John Q. Hammons Hotels & Resorts



Overview

Embassy Suites Hotel Addition – Crossland constructed the new addition of the Embassy Suites Hotel and added 152 guest rooms including 10 presidential suites to their grand hotel which is perched atop the exquisitely developed Pinnacle Hills off of I-540 in Rogers, Arkansas.

Crossland worked closely with the owner on many new design and interior concepts and changes. This project took 14 months and was built onto the existing hotel.

The six-story addition also included a business center, fitness facility, a huge water feature in the atrium that was constructed by Crossland Construction and a luxurious spa which is the biggest in the state of Arkansas.

The modernly designed hotel rooms feature amenities such as two flat screen televisions, sitting areas, mini-refrigerators and microwaves.

Completion Date: July 2007

Contact Information:

Owner Contact: John Q. Hammons
Mark Steele
tel 417-873-3516

Architect Contact: Butler Rosenbury & Partners
Mike Giltner
tel 417-865-6100

Aloft Hotel

Rogers, AR



Type:
Hotel

Size:
57,909sf

Cost:
\$ 11M

Overview

Aloft Hotel Rogers, located at the intersection of I-540 and New Hope Road, are just blocks from the heart of Rogers' newest and most dynamic development areas, offering a refreshing alternative to the current lodging options.

The six-story, 130-room hotel gives business and leisure traveler's easy access to nearby business centers and local attractions. Bringing a cozy harmony of modern elements, designed with natural materials and textures like cork and wood, with loft-inspired, 9 foot high guest rooms, state-of-the-art technology, modern amenities, and signature "r & r" beds.

Completion Date: June 2008



Contact Information:

Owner Contact: Chris Witt, CSK Hotels
4320 Industrial Dr.
Ft. Smith, AR
Tel: 479-649-6909

Holiday Inn

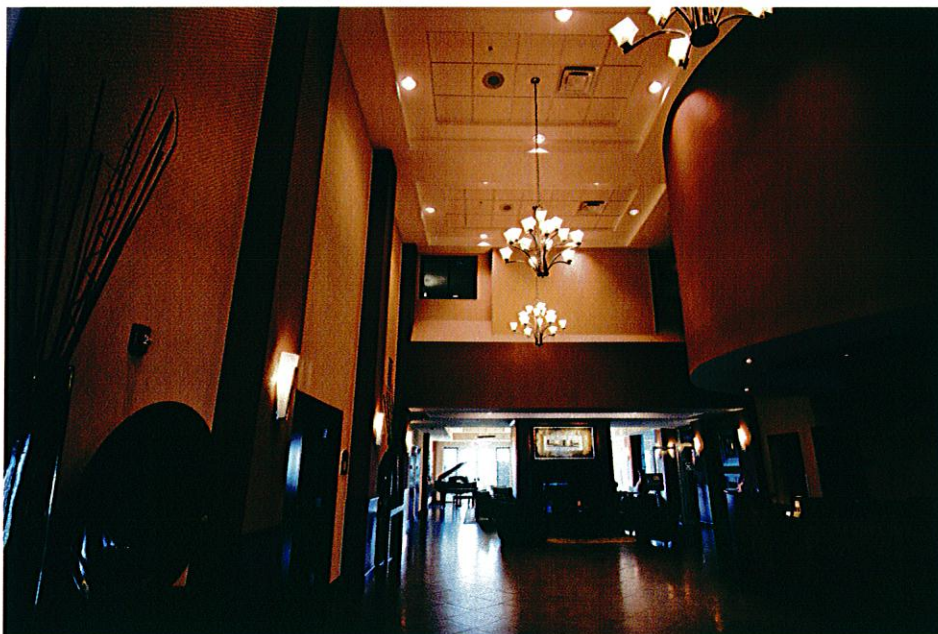
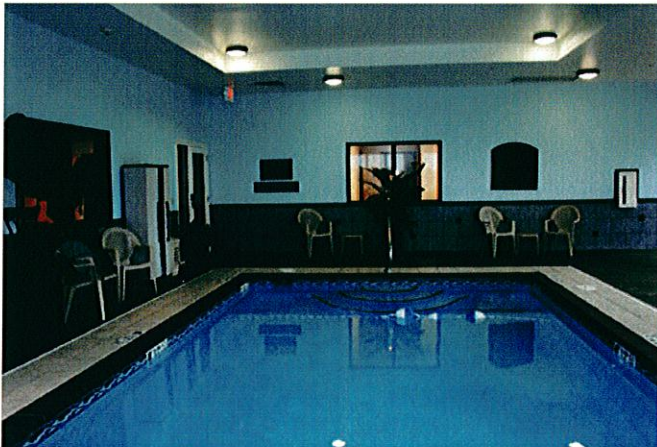
Rogers, AR



Type:
Hotel

Size:
93,555

Cost:
Total over \$7 M



Comfort Inn & Suites

Bentonville, AR



Type:
Hotel

Size:
62,000 sf

Cost:
\$ 6 Million



Overview

Conveniently located off of I-540 in Bentonville, Arkansas, the Comfort Suites offers over 120 suites ideally designed for comfort while traveling.

The four-story building features a modern design using EFIS and masonry finishes.

The interior of the hotel offers travelers an indoor pool, weight room, deli-area and cappuccino bar. A business center is located just off the lobby and features workstations with high-speed internet access as well as printer, scanner, copier and fax machine capabilities.

Guests will also enjoy spaciouly designed rooms with amenities such as flat screen televisions, sitting areas, mini-refrigerators and microwaves.

Completion Date: October 2006

Contact Information:

Owner Contact: Chris Witt, CSK Hotels
4320 Industrial Dr.
Ft. Smith, AR
Tel: 479-649-6909

Staybridge Suites

Rogers, AR



Type:
Hotel

Size:
56,000 sf

Delivery Method:
**Construction
Management**

Cost:
\$4M



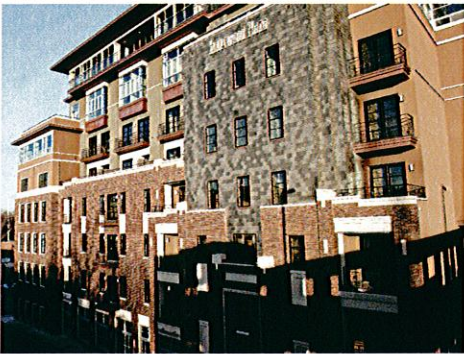
Lofts at Underwood Plaza

Fayetteville, Arkansas



Type:
Condo/Residential
Space, Retail, Office
& Parking Garage

Size:
9 stories, 118,212sf



Overview

Lofts at Underwood Plaza – In the heart of downtown Fayetteville, Arkansas, on Dickson Street, sits Underwood Plaza a 118,212 square-foot, nine-story building, designed by Robert Sharp Architect, Inc. It features retail, restaurant, and condominium space, as well as, a multi-level parking garage, the first on Dickson Street where parking is at a premium.

The building which was designed to blend in with the historic streetscape, will house a combination of retail/condominiums on the lowest two levels. The second level, at Dickson Street, and first level facing Powerhouse Avenue have storefronts with plans for restaurant space. The third through the seven levels are to have varying sizes of condominiums and the eighth and ninth levels will have larger white boxes ready for private tenant finish out.

Crossland began working with the owner during pre-design and assisted in pricing during the design phase.



Completion Date: August 2008

Five West Mountain

Fayetteville, Arkansas



Type:
**Condo/Residential
Space, Retail & Office**

Size:
7 stories, 10,700sf

Features:
**Piers, structural steel,
brick, EFIS, ACM panel,
storefront**

Cost:
Total over \$3.6M

"As we near the end of our project we are very pleased that we chose Crossland to build for us. Crossland personnel have been extremely cooperative and patient in reacting to our concerns along the way. We especially enjoyed interacting with Gene Dresel...always cooperative and helpful. The Crossland workers were quite friendly and seemed to enjoy their work. We enjoyed them! Chris Bradley continues to be helpful in completing the job...Kudos to the subs as well.

I believe we all took pride in this project and feel a sense of accomplishment in the end result."

Owner Ed Bradberry, Five West Mountain

Overview

Five West Mountain – This project is located on the Fayetteville, Arkansas downtown plaza. The 10,700 square-foot seven story building houses office and parking space, and a residential space for the owner Ed Bradberry.

The exterior of the building was designed to be complimentary with the Fayetteville town center and is composed of brick, dryvit and metal panel finishes. The building gradually cascades down three levels with the use of terraces in order to blend with the cityscape.

The ground level and the first floor will house office space available for leasing. The fourth through seventh floor will be a residential area for the owner. Natural lighting and mezzanines overlook the living area, while spiral stair cases and beautiful views overlook the Boston Mountains. The seventh floor hosts a penthouse and a roof top garden with finished space for guests.



Completion Date: January 2009

Contact Information:

Owner Contact: Ed Bradberry
One West Mountain
Fayetteville, AR
Tel: 479-587-9306

Architect Contact: Amirmoez, Foster, Hailey & Johnson
Laleh Amirmoez
PO Box 810
Fayetteville, AR
Tel: 479-442-5565



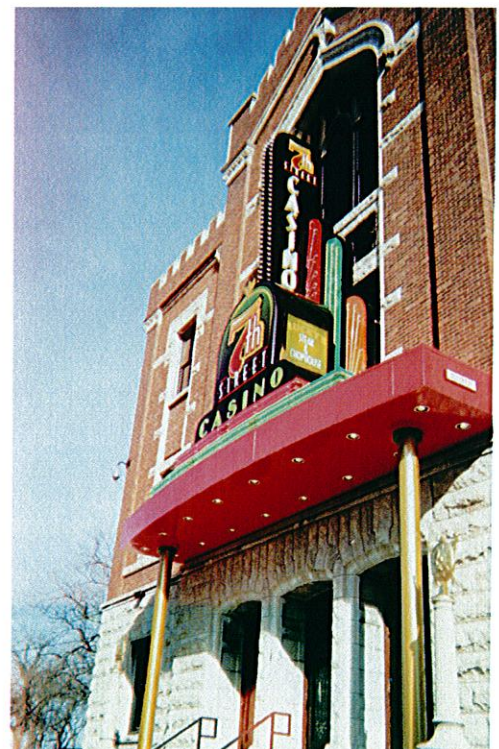
Crossland team, "Your vision, dedication, and work created the most unique casino in the country and I am proud that I was associated with you on this project," stated Jim Hunt, Vice President of Gaming Operations for Wyandotte Casino.

Overview

Crossland completed the renovation of the new 7th Street Casino, a Wyandotte Nation Casino from an old Masonic Lodge built in the 1860s. The casino is located at 803 North 7th Street, at the intersection of 7th Street (State Hwy 69) and Ann Avenue, adjacent to Huron Park, in downtown Kansas City, Kansas.

The project also included an addition of two wings onto the existing building with an elevator and exit stairway. The casino facility features a restaurant and lounge on its lower level. The next two levels are designated for gaming. The fourth level houses administrative offices. The casino is approximately 36,000 square feet including 450 gaming machines.

Directions in Design Inc. from St. Louis, Missouri designed the casino to resemble the 1920's, everything from the millwork to the light fixtures.



Other Experience



Ric Foster, your Project Executive, built the Argosy Hotel Tower in Kansas City, Missouri. This 248 room luxury hotel included eight high end suites, as well as a full service spa and state of the art fitness center.



Ric also built the Courtyard by Marriott in Easton, Ohio. This 126 room facility features a cardio fitness room, heated indoor swimming pool and hot tub, as well as an on site bistro.



Raymond Braswell, Director of Pre-Construction Services for your hotel project, was the Executive in charge of the Station Casino (now the Ameristar) in Kansas City, Missouri. This \$250M mixed use facility included a 184 room hotel.

Pre-Construction Phase Services

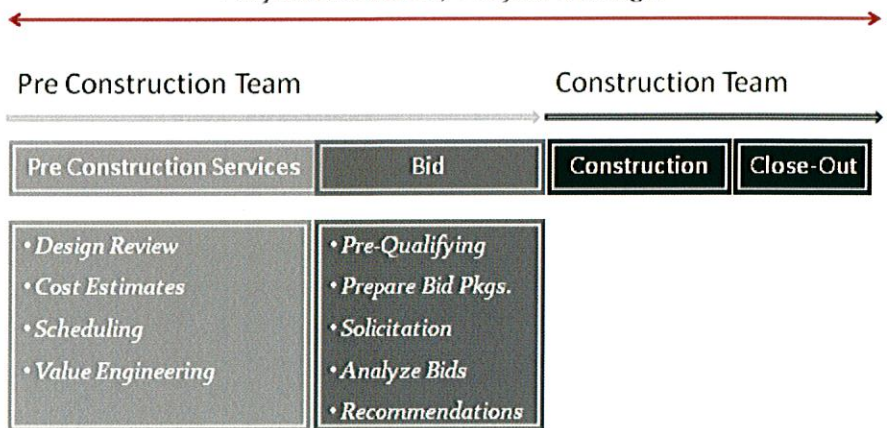
Construction Manager Approach to Pre-Construction Services

Crossland believes that the pre-construction services phase of any project is the most critical phase.

One of the great things about choosing the construction management project delivery method is that it provides an avenue in which the owner can bring the CM function into play early in the project planning and make direct dialogue with the design team possible. The CM, acting on behalf of the owner, can contribute by providing **value engineering, life-cycle cost analysis, conceptual estimating and scheduling, and constructability reviews** during the design process and head off possible incompatibilities between design and construction.

Crossland CM Process

Project Executive / Project Manager

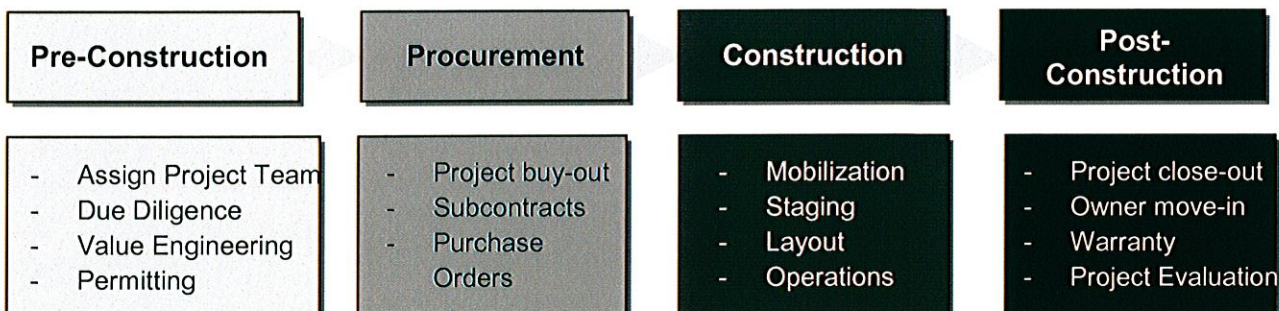


Our Construction Management approach involves the combined coordinated efforts of the Construction Manager, Architect, Subcontractors and Owner. As a **team** we will work together from the inception of the project through its completion with the same objective. The emphasis is always on finding the best value without comprising quality. We will

advise the owner on costs and construction methods, and supervise and manage the actual construction work.

The following pages provide further detail on our approach to preconstruction including:

- Estimating and Budget Adherence
- Value Analysis
- Life-Cycle Analysis
- Scheduling
- Constructability Reviews
- Bid Package Development
- Identification and Ordering of Materials with Long Lead-Time
- Development and Solicitation of Sub-Contractor and Supplier Interest
- Design Review and Support



Pre-Construction Phase Services



Estimating and Budget Adherence

Crossland Construction prides itself on the ability to manage within budget parameters. If there is an unforeseen condition or circumstance that requires additional monies to be added to the contract, we will work as a team with the designers and owner to implement value engineering ideas to offset the increase required.

Crossland Construction will **provide a detailed breakdown of budgeted project cost based on drawings provided at 20%, 60%, 90% and 100% construction documents.** At each phase of the construction documents Crossland will provide insight as to constructability, means and methods, and costing of proposed construction materials.

The Crossland estimating department consists of eleven full time estimators. The estimators will be managed by the Pre-Construction Manager and will provide cost history information and pricing based on design components issued in the construction documents during the Pre-Construction Phase. The Project Manager will manage the Trade Contractor pricing, means and methods, and material researching. The Project Manager will oversee any "value engineering" required.

Crossland has found when the Construction Manager/Trade Contractors work with the architect/engineers, a more in depth analysis can be accomplished.

Note:

Cost control is one of the most crucial components of the construction manager task. The key to good project planning is the ability to anticipate potential problems before they become actual problems. Our team is confident in our ability to familiarize ourselves with project goals and come up with a plan that will ultimately meet the owner's expectations for time, cost, and quality.

Pre-Construction Phase Services



Value Analysis

Value Engineering is perhaps the most important service a construction management team can deliver. In this process, a thorough analysis is conducted of the design, products, and materials and their application, installation, and execution to determine whether the proposed design solutions are really the best solutions relative to their cost.

The purpose of value analysis is to optimize resources to achieve the greatest value for the money being spent.

It is crucial that the construction manager, designers, contractors, building trades, engineers, and end users are engaged to brainstorm the best possible solutions. A project team that can propose creative and cost-effective solutions can add tremendous value to the overall project.

Crossland, as your Construction Manager, will utilize our history of self-performed work and knowledge of site work, structural concrete and building structures to determine if the best construction methods are being utilized. Through our extensive history with the hard bid market, Crossland has developed a detailed database of current and historical market trends and cost analysis.

Crossland believes it is our responsibility to provide complete value analysis through the entire Pre-Construction phase. We will continue to provide ideas and cost saving opportunities at all phases of the project. It is **our goal to make the owner aware of all available savings** opportunities and allow them to make their own decisions.



Real World Scenario

Value Analysis

Cost control is one of the most crucial components of the construction manager task. The key to good project planning is the ability to anticipate potential problems before they become actual problems. Our team is confident in our ability to familiarize ourselves with project goals and come up with a plan that will ultimately meet the owner's expectations for time, cost, and quality.

Pre-Construction Phase Services

Life Cycle Analysis

Through our LEED experience we understand the commissioning process and how decisions made before and during construction will affect the building's effectiveness for life.

Crossland will estimate the overall costs of project alternatives and help select the design that ensures the facility will provide the lowest overall cost of ownership consistent with its quality and function.

It is important to note that the usefulness of a Life-Cycle Analysis lies not in the determination of the total cost of the project, but in the ability to compare the cost of the project alternatives and to determine which alternative provides the best value per dollars spent.

Our Team working in conjunction with the design team will analyze all the alternatives and present our findings to the owner.



Our typical Life-Cycle Analysis consists of two main parts.

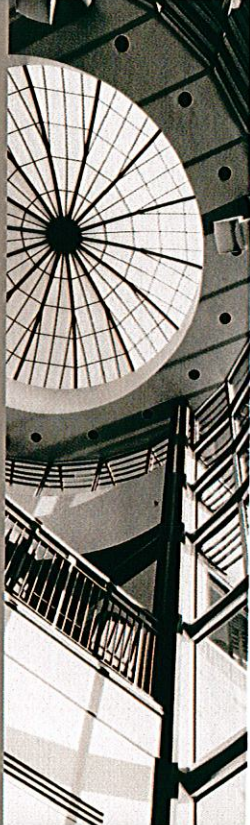
1. Construction Comparison:

Cost comparison is broken down into initial expense and future expense. Defining the exact cost of all categories of work can be somewhat difficult do to the fact that at the time of the Life-Cycle Analysis study nearly all costs are unknown. Our knowledge of costs associated with constructing in this area will be invaluable during the Life-Cycle Analysis period.

2. Study Period:

The study period is the time over which ownership and operations expenses are to be evaluated. We would typically recommend a study period of 20-40 years, though in the case of a public school it may be longer.

Whether chosen to initiate and complete a turnkey Life-Cycle Analysis or be a team member and provide cost and constructability expertise, **Crossland Construction Company can provide the services required.**



Pre-Construction Phase Services

Scheduling

The Project Manager will create the project schedule utilizing either *SureTrak* or *Primavera* software. The Project Manager includes all the necessary steps in order to produce a schedule that is both realistic and easily understood. The schedule will contain definite milestones throughout the project, as a means of tracking the overall timeliness of the project.

The Project Manager is responsible for the creation of the schedule and for contacting subcontractors and suppliers for valuable input.

The Project Superintendent will assist the Project Manager in matters regarding activity time durations and subcontractors and suppliers.

The following are guidelines used in schedule creation and maintenance throughout construction:

- Schedule will be updated every 15 days and sent to all subcontractors/suppliers for exception or acceptance.
- Basic scheduling milestones:
 - Notice to proceed/permits
 - Rebar on site
 - Slab poured out (by areas)
 - HM frames on site
 - Structural Steel delivery date
 - Building dry-in
 - Above ceiling inspection
 - Conditioned air
 - Start flooring
 - Final Inspection
 - Owner's Manuals and Warranties submitted
- Schedule is structured by phases and/or areas
- Superintendent will complete three-week look ahead from the day of mobilization.
- Superintendent to review three-week look ahead with all on site contractors at each weekly progress meeting.
- Scheduled meetings with all subcontractors will be held to review schedule.
- Cost loaded schedule capability

Pre-Construction Phase Services

Constructability Reviews

Constructability Reviews is a design review process in which our constructability includes:

- materials
- application
- installation techniques
- field execution
- and building systems

In this process we will discover possible errors, omissions, and conditions that cannot be constructed within the plans and specifications. This leads to more accurate subcontractor bids and significantly fewer change orders and RFI's during the construction process.

It is important to note that these reviews are not done by a single person but by a representative of most of the major areas of work. By doing this we ensure a thorough review. We would typically recommend that these reviews be a page by page evaluation of the design documents with all parties present. We recommend that each sheet of the design documents be discussed in detail so that all parties are in agreement as to the expected outcome.

Pre-Construction Phase Services

Bid Package Development

Development of a complete and comprehensive bid package is critical to the construction process.

Crossland has experience in projects where we are the sole developer of bid packages, exclusive of the design team and also where we work side-by-side with the design team to develop a comprehensive package. Although we can produce a quality project with either method, we prefer to write the bid packages in conjunction with the design team. Our experience suggests this approach will ensure the most complete package.

Bid packages are prepared by Crossland in accordance with local and state laws and regulations. We also will include discussions with the owner's representatives about local sub contractor participation. Sometimes it is necessary to breakdown bid packages into smaller pieces so that local smaller sub contractors have an opportunity to get involved with the project. **Bid packages are custom written to suit the needs of each individual project** and they are carefully considered to avoid overlaps of trades causing unnecessary expense.

Pre-Construction Phase Services

Identification and Ordering of Materials with Long Lead-Time

Another critical aspect to the project and one of the main advantages to the CM method is early detection of long-lead time items. These are items that require special planning considerations. As the Construction Manager on this project we will work diligently to identify and address potential issues with long lead-time items. This will be a topic of discussion during our constructability reviews and/or design review meetings, with input from all parties involved.

Crossland will offer suggestions based on information we obtain from sub contractors and vendors as to alternatives to avoid long lead-time items or we will address items that cannot be avoided within the project schedule. **Crossland has the experience and knowledge from constructing educational facilities and in particular large school facilities with short timelines to ensure that any *Long Lead-Time* items are addressed and managed properly.**

EARLY Detection of
Long Lead Times

ALTERNATIVES

Input from **ALL**
parties involved



Real World Scenario

Red Flagging Long Lead Time Items

Cost control is one of the most crucial components of the construction manager task. The key to good project planning is the ability to anticipate potential problems before they become actual problems. Our team is confident in our ability to familiarize ourselves with project goals and come up with a plan that will ultimately meet the owner's expectations for time, cost, and quality.

Pre-Construction Phase Services

Development and Solicitation of Sub-Contractor and Supplier Interest

There are four steps to ensure that the solicitation of the subcontracted work and vendor pricing are complete and thorough:

1. Solicit bids
2. Receive bids
3. Analyze the bids.
4. Choose the bids.

Soliciting the bids.

After a complete review of the plans and specs, the estimator will create a list or chart representing all work of the contract,

The bidding process consists of the following procedures:

1. Crossland Construction solicits bids from subcontractors listed in our pre-approved database of qualified firms. *(We only solicit bids from qualified subcontractors who have filled out our Subcontractor Qualification Form and who have been carefully vetted by our team.)* This process minimizes the chances that unqualified subcontractors will participate in the bidding process, although additional subcontractors and vendors often will tender bids. It also means that we are getting bids from contractors and vendors that we know are careful about quality control and safety.
2. We also solicit bids in the areas we are capable of self-performing ourselves. If bids come in that would make it more cost-effective for us to contract with another firm for the items that Crossland is capable of self performing then we will move forward with the lowest bid unless the owner suggests otherwise.
3. Crossland may also advertise the bid to create interest in the project in accordance with state law. Crossland would then evaluate and have unfamiliar subcontractors complete our Subcontractor Qualification Form. Our registration form can be viewed on our company website, www.crosslandconstruction.com, by selecting "Sub Contractor Registration".

Receiving the bids.

The request for quotation includes all the pertinent information relative to the project including project name and location, name of architect, where the plans can be obtained, when the bid is due, and how the bid may be received. Crossland will conduct a bid opening a location of the owners choosing. At the owners discretion the bids can be opened publicly or privately.

Analyzing the bids.

All acceptable bids are reviewed for completeness. The estimator will look to make sure every little detail associated with an item of work is covered in the bid. The following are some cost items checked during the bid analysis: *sales tax, performance bond, shipping costs, and delivery charges.*

Choosing the bids.

After Crossland has analyzed and evaluated all bids we will provide a written letter of recommendation to the owner, if appropriate stating which bids in our opinion should be accepted. At that time the owner can approve the letter or provide a written clarification as to how the bids should be awarded. Otherwise, the Crossland estimator responsible for the project will negotiate or make his decisions keeping in mind status quotas, expertise, and our experience with the bidder, in addition to cost.

Construction Phase Services

Cost Control and Cost Forecasting

There are a number of reasons why controlling costs is a major part of Crossland Construction's success.

- Crossland has more than three decades of construction experience. Experience is key to controlling project costs, and because of our past experience we know how much things should cost, how much time is needed for construction tasks, how much manpower is needed to complete jobs efficiently, how to prepare schedules, how to run quality-control tests so there are no cost overruns, and how to deal with unexpected glitches.
- We have a number of experienced estimators on staff, the estimator assigned to this project will be responsible for continuing to stay on top of the project's cost estimates. Crossland does a large amount of work in the area therefore, our estimators have a good feel for market conditions and for the specific costs of materials, labor, transportation, cleanup, permits, etc.
- Should owner-initiated changes or unforeseen circumstances arise, there are a number of ways to handle such situations without incurring burdensome extra costs. **We will work with the team to deliver the project within the budget.**
- The first thing we do when analyzing the cost of change is to study the work schedule. Our solution to any change, whether due to specification requirements, delays, weather, materials, or owner requests is to decide whether accommodating the change will seriously affect the work schedule; if it will slow things down. Then we decide the best way to handle the change. Whether it involves adding more staff, bringing in another subcontractor, re-negotiating, or estimating a time and materials solution, we will do whatever is best for adhering to the project schedule and budget.

Schedule Adherence

Critical Path Method Scheduling (CPM)

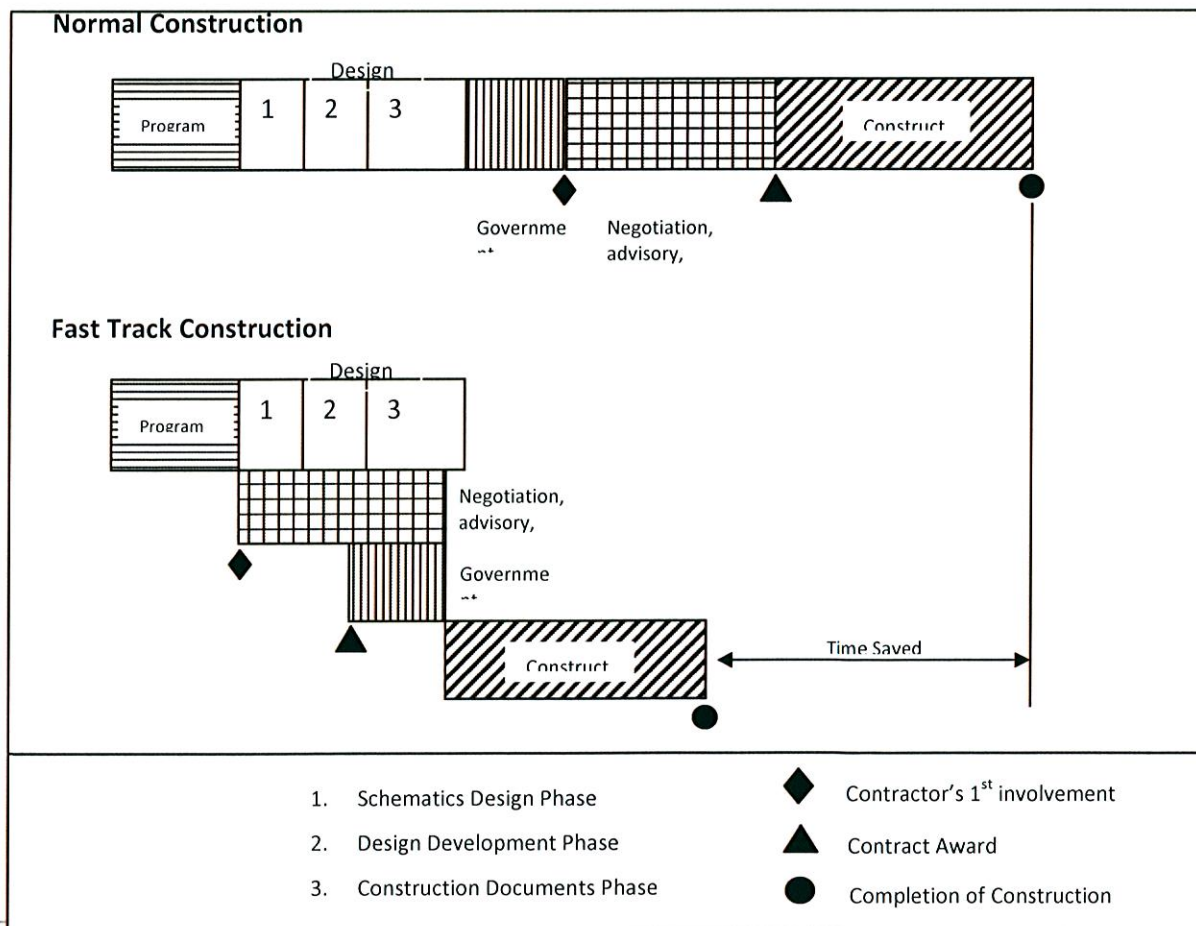
Crossland utilizes the Critical Path Method (CPM) of scheduling. We feel it is an important tool for effective construction management.

Crossland CPM Scheduling includes the following:

1. A list of all activities required to complete the project (typically categorized within a work breakdown structure)
2. The time (duration) that each activity will take to completion
3. The dependencies between the activities

Using these values, CPM calculates the longest path of planned activities to the end of the project, and the earliest and latest that each activity can start and finish without making the project longer. This process determines which activities are "critical" (longest path) and which have "total float" (can be delayed without making the project longer). This process determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date.

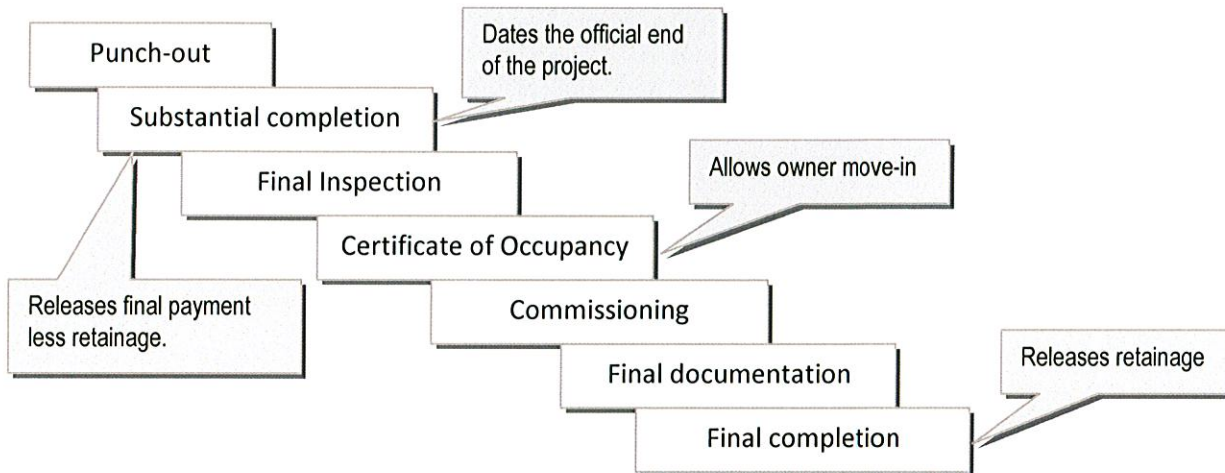
These results allow our managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (performing more activities in parallel), and/or by shortening the durations of critical path activities by adding resources.



Construction Phase Services

Close-Out Process and Warranty Program

The Close-out is the final step in the construction process and is the stage at which all the loose ends get taken care of as the construction team readies the facility for occupancy. The Construction Management team will complete the following list of final standard procedures:



Once the close-out process is complete all the warranties, warranty books and manuals are presented to the architect who then presents them to the owner.

At Close-Out Crossland Provides the following:

- Project Directory
- Lien Waivers
- Warranties
 - General Contractors Statement of Warranty
 - Manufacturer's Warranties
 - One year Materials & Workmanship from each subcontractor
 - Special Requested Warranties
- Certifications and Documentation from project
- Project Record Documents
 - Approved submittals for each scope of work
 - As-Built Drawings
 - As-Built Specifications
- Operator and Maintenance Manuals
 - O&M for Plumbing, HVAC, Electric, & Misc. equipment and systems
- Spare Parts and Maintenance Products

Customers for Life

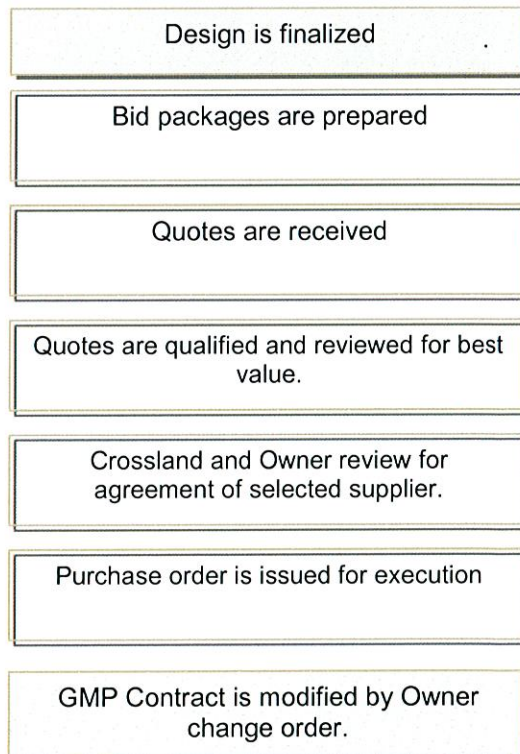
Crossland Construction Company, Inc. takes pride in making sure that our customers are 100% satisfied with the service our company provides. Our goal is to create **Customers for Life!**

Crossland also provides a 24 hour Warranty Hotline.

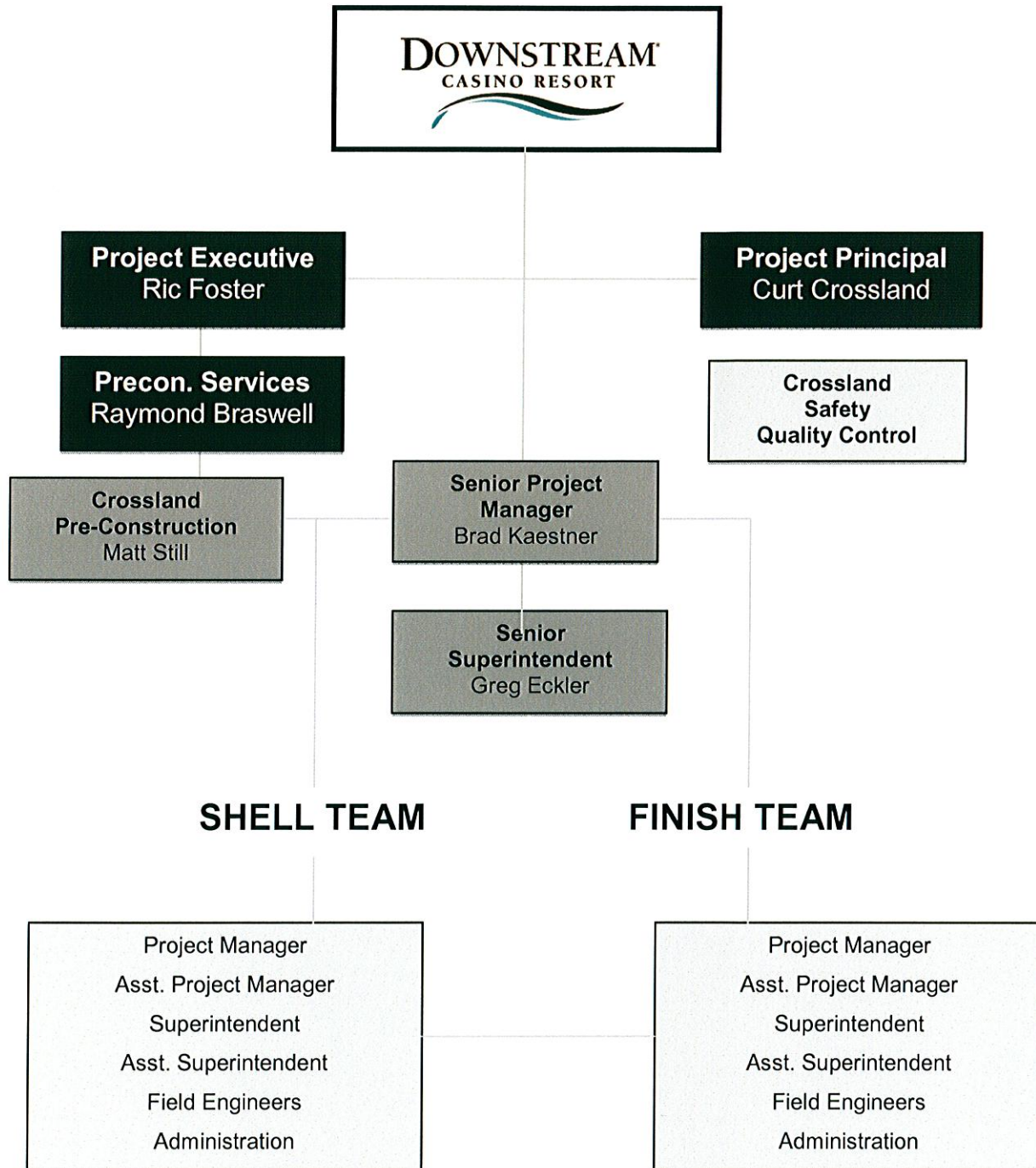


Owner Paid Material Process (OMP)

- Crossland Construction Company has reviewed and understands the requirement to utilize the Owner Paid Material process. Crossland will work with the Owner's representative to see that the best value is achieved.
- Crossland Construction Company has worked with past Client who has utilized the Owner Paid Material Process (OPM). Being familiar with the OPM process Crossland will team with the Owner purchase process and be responsible for all material quantities and care once material are on site. As a team member Crossland will work as a team to find best pricing for material being purchased.
- The Owner Paid Material Process starts in the preconstruction phase with planning building material systems and scheduling. All material will be included in the GMP. Once the GMP has been agreed upon, the next step is to find the best price for the material being purchased. This will be done by issuing bid packages, and obtaining multiple quotes. Once the team is agreement, a purchase order will be issued to the supplier from the Construction Manager for the Owner and Supplier to execute, and a periodic Owner Change Order adjusting the GMP will be issued. It will be the CMR responsibility to manage the material purchased.

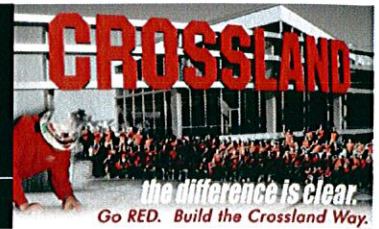


ORGANIZATIONAL CHART – DOWNSTREAM CASINO



Curt Crossland

Executive Vice President



Name of Firm:	Crossland Construction Company, Inc.
Project Assignment:	Corporate Leadership
Years of Experience:	31 Years
Education:	VP Building Certified Kirby Building School OSHA 10 Hour Certification

Description of Duties

Curt has over 31 years experience with the Company, serving as Director of the Design/Build Division. He is responsible for all operations within the division, as well as working with Real Estate and Business Development. He began his career with Crossland in the family garage, pouring concrete and hanging steel. Through hard work and determination he has achieved an extensive level of experience in all areas of the construction process.

Work History

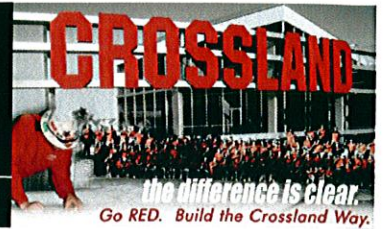
Johnson Controls	\$11.2 M
Blue Valley High School, Overland Park, Kansas	\$63.7 M
Lozier Manufacturing, Joplin, Missouri	\$3.6 M
O'Reilly Warehouse, Monterey, California	\$5.2 M
Wanda Gray Elementary, Springfield, Missouri	\$4.8 M
Parkview School, Springfield, Missouri	\$8.3 M
St. Mary's/Colgan Schools, Pittsburg, Kansas	\$9.4 M
Wyandotte Casino, Kansas City, Missouri	\$8.2 M
Wyandotte Casino, Wyandotte, Oklahoma	\$8.5 M
City Pointe, Webb City, Missouri	\$2.0 M
H.E. Williams, Carthage, Missouri	\$5.8 M
Toyota Superstore, Springfield, Missouri	\$0.7 M
Frank Fletcher Dodge/Chrysler/Toyota, Joplin, Missouri	\$1.0 M
Fed Ex, Topeka, Kansas	\$3.4 M
Fed Ex, Columbia, Missouri	\$2.6 M
WTI, Joplin, Missouri	\$1.3 M
Landmark Hospitals, Joplin, Missouri	\$4.9 M
Twin Hills Country Club, Joplin, Missouri	\$1.3 M
Jasper Products, Joplin, Missouri	\$1.8 M
J.P. Morgan, Joplin, Missouri	\$4.7 M
Pechiney Plastics, Inc., Tulsa, Oklahoma	\$4.5 M
Jasper Foods Blow Mold, Joplin, Missouri	\$1.0 M
Jasper Foods Refrigerated Warehouse, Joplin, Missouri	\$1.1 M
Dr. Michael LaFerla Building, Joplin, Missouri	\$0.8 M
Leggett and Platt, Carthage, Missouri	\$8.0 M
Marketplace Grill, Joplin, Missouri	\$1.6 M
McAuley School, Joplin, Missouri	\$1.8 M
Jasper Products, Joplin, Missouri	\$25M
Toyota, Joplin, Missouri	\$0.7 M
Leggett & Platt Kentucky, Letchfield, Kentucky	\$1.5 M
Arning Industries, Cassville, Missouri	\$3.5 M

Work History (cont.)

Leggett & Platt Corp. Office, Carthage, Missouri	\$2.8 M
Chadwick's Place, Joplin, Missouri	\$1.1 M
American National Can, Joplin, Missouri	\$7.2 M
Pittsburg State University Technology Center, Pittsburg, Kansas	\$24.0 M
Leggett & Platt Wire Mill, Carthage, Missouri	\$2.0 M
La-Z-Boy Manufacturing, Siloam Springs, Arkansas	\$5.1 M
Thomas Jefferson Elementary, Joplin, Missouri	\$1.7 M
Superior Wheel, Pittsburg, Kansas	\$2.7 M
LaBarge Manufacturing, Berryville, Arkansas	\$1.3 M
Missouri Department of Transportation, Joplin, Missouri	\$2.2 M
Neodesha High School, Neodesha, Kansas	\$3.6 M
ACI Manufacturing Plant	\$3.5M
Burlington High School, Burlington, Kansas	\$5.0M
Chapman Cancer Center, Joplin, Missouri	\$1.0 M
Leggett & Platt Corp. Office, Carthage, Missouri	\$3.9 M

Richard Foster

Vice President / Division Manager



Name of Firm:	Crossland Construction Company, Inc.
Project Assignment:	Project Executive
Years of Experience:	35 Years
Education:	Bachelor of Science in Construction Management University of Nebraska Lincoln
Certifications:	LEED AP, US Green Building Council KC Chapter FMI Leadership Institute Certified Development, Design and Const. Professional



As Project Principal, Richard will provide overall corporate level direction for the project and help establish project objectives, policies, procedures, and performance standards. He is ultimately responsible for all operations, projects, bidding contract review, business development, marketing, legal reviews, financial reports and financial forecasting. Ric works closely with the owners' representatives, project managers and superintendents on tracking project costs, schedules, and budgets.

Project History (Partial List)

Hotel and Casino Projects:

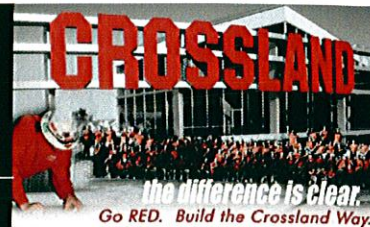
Cascade Resort and Casino, Tacoma, Washington	\$ 200 M
Southwest Casinos, Sugar Creek, Missouri	\$ 265 M
Argosy Hotel Tower, Kansas City, Missouri	\$ M
Hilton Garden Inn & Convention Center	\$ 13.7M
Harrah's Prairie Band Casino, Mayetta, Missouri.....	\$ 12M
Courtyard by Marriott, Easton, Ohio	\$ 12M

Other Projects:

Marion Laboratories Corp. Headquarters, Kansas City, MO.....	\$42.4 M
AMC 30 Theatres, Olathe, Kansas	\$14.1 M
Zona Rosa, Kansas City, Missouri	\$ 83 M
Stateline Station Unit #1	\$ 18 M
Pavilions at Hartman Heritage, Independence, Missouri	\$13.1 M
Power Centers, Branson, St. Louis and Topeka (average per job)	\$ 10 M
State Farm Office Building, Vallejo, California	\$ 6.6 M
United Methodist Church, Leawood, Kansas	\$28.2 M
Benchmark Express Regional Dist. Center, Olathe, Kansas	\$ 8.5 M
Target, Shawnee, Kansas	\$10.5 M
Home Depot, Kansas City, Missouri.....	\$ 5.3 M
Choteau Crossing, Kansas City, Missouri	\$ 12 M

Raymond Braswell, AIA, DBIA, CMAA

Corporate Architect



Name of Firm:	Crossland Construction Company, Inc.
Project Assignment:	Director of Pre Construction
Education:	University of Arkansas and University of Wisconsin Bachelor of Environmental Design Bachelor of Architecture
Professional Activities:	Construction Management Association of America American Institute of Architects Associated Builders and Contractors Design/Build Institute of America Roofing Industry Educational Institute

Description of Duties

Raymond will work with the estimating team and in close collaboration with the client, architect, and project manager to produce cost estimates throughout the pre construction phase that provides accurate information for timely decision-making. He will also be responsible for the team coordination involving value analysis, constructability reviews, sustainable construction recommendations and sub contractor input and pricing.

Previous Work History

Principal – Raymond Braswell - Real Estate Development Consulting Services Managing Director – The Global Housing Initiative

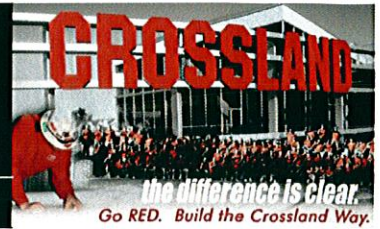
For the past 10 years Mr. Braswell has assisted real estate developers, general construction companies and architectural firms on both specific projects as well as business related marketing strategies. Mr. Braswell continues to play an active role in real estate development as a partner on numerous projects. His primary value to his clients and real estate development partners is to source debt and equity, obtain economic development incentives, and to make decisions on architecture and construction.

President — HOK Design+Build, Inc.

Throughout his career in design and construction, Raymond Braswell has championed better ways for architects and contractors to work together. As a licensed architect with over twenty years of experience in construction management, Mr. Braswell led Hellmuth, Obata and Kassabaum, the world's largest architectural firm, into design/build. As President of HOK Design+Build, Mr. Braswell directed the firm's design/build effort in all phases: programming, pre-development services, cost consulting, program management services, pre-construction services, construction management services, construction management at risk services, design/build, design/joint venture/build and construction material purchasing.

Raymond Braswell, AIA, DBIA, CMAA

Corporate Architect



President — Walton Construction Company

Before joining HOK in 1999, Mr. Braswell was President of Walton Construction Company. Under his guidance, Walton grew to become the second largest general contractor in the Kansas City market, posting annual revenues of more than \$800 million. Mr. Braswell led this national construction company for ten years. They reached the Engineering News Records Top 50 U.S. contractors list in both General Construction and Design/Build.

Director of International Construction Management - Butler International

Mr. Braswell launched Butler into the capability of providing construction services internationally. His primary focus was mainland China, Mexico and Western Europe.

President General Construction - Midwest Mechanical Contractors, Inc.

Mr. Braswell led this national and international construction company for ten years. The company developed advanced pre-construction services and focused on building repetitively for national corporations. Mr. Braswell developed solutions for the international housing dilemma and prefabricated, shipped and erected his custom designed homes for clients in Osaka, Japan and Hifa, Israel. Mr. Braswell also served his U.S. clients by developing an international alliance with construction firms in 14 countries to allow him the ability to joint venture and build for his clients internationally. After building over \$100 million in projects for Disney in Orlando, he was then able to joint venture with one of his European partners and build for Disney in France at Euro-Disney.

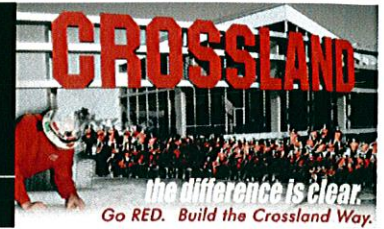
KEY PROJECT EXPERIENCE

Hospitality

- **Marriott Hotels**
Executive in charge of pre-construction and construction of 32 Marriott Hotels nationally.
Consultant to Marriott for construction of their first hotel in Europe (Chestnut, England).
- **Omni Hotel — Kansas City, Missouri**
Part of the development team which converted this 500 room abandoned hotel into the four-star Omni.
- **Disney Hotels — France**
Consultant to Disney Development Company for 4,000 hotel rooms around Euro-Disney.
- **Promus Hotels**
In charge of construction of 20 hotels for the Promus Companies.

Brad Kaestner

Senior Project Manager



Name of Firm:	Crossland Construction Company, Inc.
Project Assignment:	Senior Project Manager
Years of Experience:	17 Years
Education:	Bachelor of Science Major: Construction Management Missouri State University
Certifications:	LEED Accredited Professional DBIA Certificate of Mastery (member) HealthCare Construction Certification ASHE Associate Member OSHA 30 hour



Description of Duties

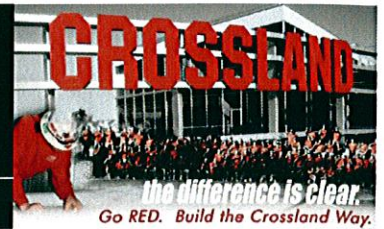
As Senior Project Manager, Brad will manage the project team and is responsible for the overall planning and implementation of the job. He will directly oversee the project schedule, budget, and construction administration. He will also work closely with you, as the owner and the architect to communicate your expectations to the project team.

Work History

Kansas City International Airport (multiple projects), Kansas City, Missouri	\$218 M
SBNA Airport, Springfield, Missouri	\$63 M
AVRAD National Guard Helicopter Hanger, Springfield, Missouri.....	\$34 M
KH Jensen Warehouse and Distribution Center, Olatha, Kansas	\$16 M
Marriott Residence Inn, Washington D.C.	\$10.4 M
Houston Intercontinental Airport Control Tower, Houston, Texas	\$9 M
Sierra Suites, San Ramon, California	\$8.8 M
Holiday Inn Express, Boone, North Carolina	\$6.7 M
Hilton Garden Inn, Rock Hill, South Carolina.....	\$6.2 M
Wingate Inn, Wilmington, North Carolina.....	\$4.6 M
Homewood Suites, Clearwater, Florida	\$4.6 M
Homewood Suites, Clearlake, Texas.....	\$4.2 M
Hampton Inn and Suites, South Bend, Indiana.....	\$4.1 M
Varsity Club of America, Mishawaka, Indiana	\$3.8 M
Homestead Village, Atlanta, Georgia.....	\$3.4 M
Extended Stay of America, Atlanta, Georgia	\$3.2 M
Extended Stay of America, Ashville, North Carolina.....	\$2.5 M
Fairfield Inn, Bloomington, Indiana	\$2.2 M
Hampton Inn, Madison, Georgia	\$1.9 M
Comfort Inn, Madison, Georgia.....	\$1.8 M

Greg Eckler

Senior Project Superintendent



Name of Firm:	Crossland Construction Company, Inc.
Project Assignment:	Senior Project Superintendent
Years of Experience:	15 Years
Education:	Bachelor of Science in Engineering Technology Major: Construction Management Pittsburg State University
Certifications:	OSHA 30 Hour ACI Certified Technician Storm Water Certification

Description of Duties

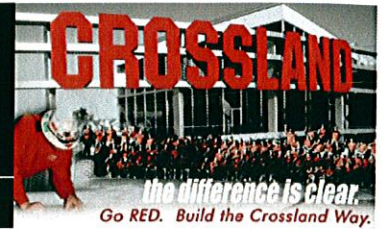
Greg started his career with Crossland Construction in our Internship Program. Working after school and throughout many summers, he was a part of our College Program, graduating with a degree in Construction Management. Greg worked his way up to Superintendent by hard work, attention to detail, and a desire to bring in a project on time and under budget. His proven history of customer satisfaction makes him an integral part of the Crossland Team.

Work History

Baker Hughes, Shreveport, Louisiana	\$ 29 M
ODOT Sound Wall, Tulsa, Oklahoma.....	\$ 3.5M
Coffeyville Schools, Coffeyville, Kansas	\$ 18 M
East Middle School, Joplin, Missouri.....	\$ 17 M
Warren Caterpillar, Tulsa, Oklahoma.....	\$16.5M
Wal-Mart Distribution Center, Clarksville, Arkansas	\$ 6.5M
Pittsburg YMCA, Pittsburg, Kansas	\$ 6.4M
Comfort Suites, Rogers, Arkansas.....	\$ 4M
Neodesha Schools, Neodesha, Kansas.....	\$ 3.6 M
Sam's Club, Wichita, Kansas	\$ 3.1M
AERT Warehouse, Springdale, Arkansas.....	\$ 2M
USD 493 Park School Addition	\$ 1M
Jaycee Ballpark Renovation and Addition, Pittsburg	\$.6 M

Matt Still

Project Estimator



Name of Firm:	Crossland Construction Company, Inc.
Project Assignment:	Project Estimator
Years of Experience:	10 Years
Education:	Bachelor of Science in Engineering Technology Major: Construction Management Pittsburg State University
Certifications:	OSHA 30 Hour ACI Certified Technician

Description of Duties

As estimator, Matt is responsible for all aspects of cost estimating on hard bid projects including subcontractor contact, valuation of self-perform work and final bid compilation. He works closely with other estimators and project managers to see the job through from cost estimate to final completion.

Partial Work Estimated

North Middle School, Joplin, Missouri	\$19 M
Nixa Schools, Nixa, Missouri.....	\$8.1 M
O'Reilly Office, Springfield, Missouri	\$7.1 M
Reasor's Grocery Store, Jenks, Oklahoma.....	\$6.8 M
Graber & McCandless, Hutchinson, Kansas	\$4.8 M
Faris & Lincoln, Hutchinson, Kansas	\$4.0 M
Hutchinson Middle School, Hutchinson, Kansas	\$2.9 M
Independent Living Center, Joplin, Missouri	\$2.1 M
Mary Queen of Angels, Kansas	\$1.9 M
Reasor's Remodel, Jenks, Oklahoma	\$0.6 M

Schedule

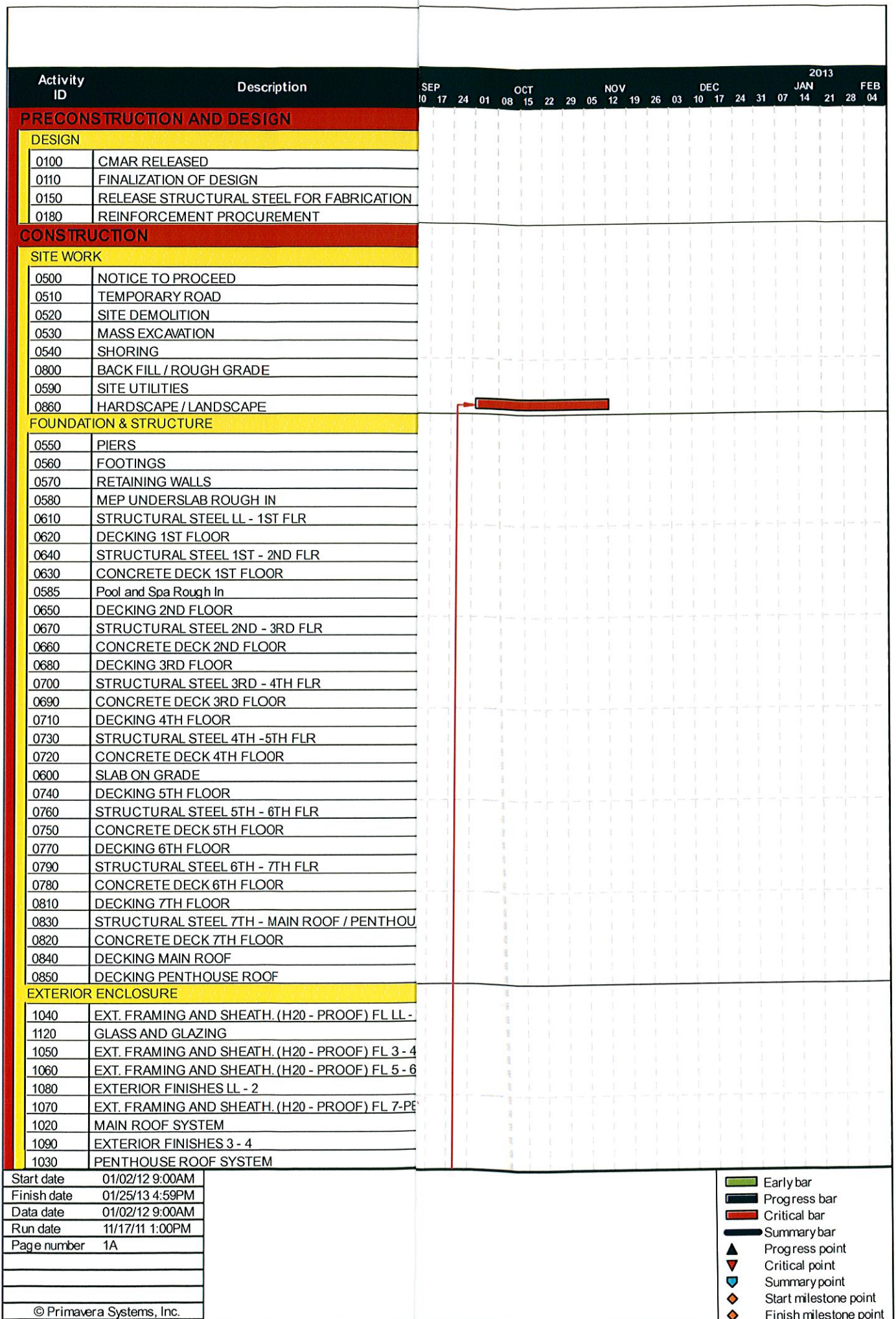
EXECUTIVE SUMMARY:

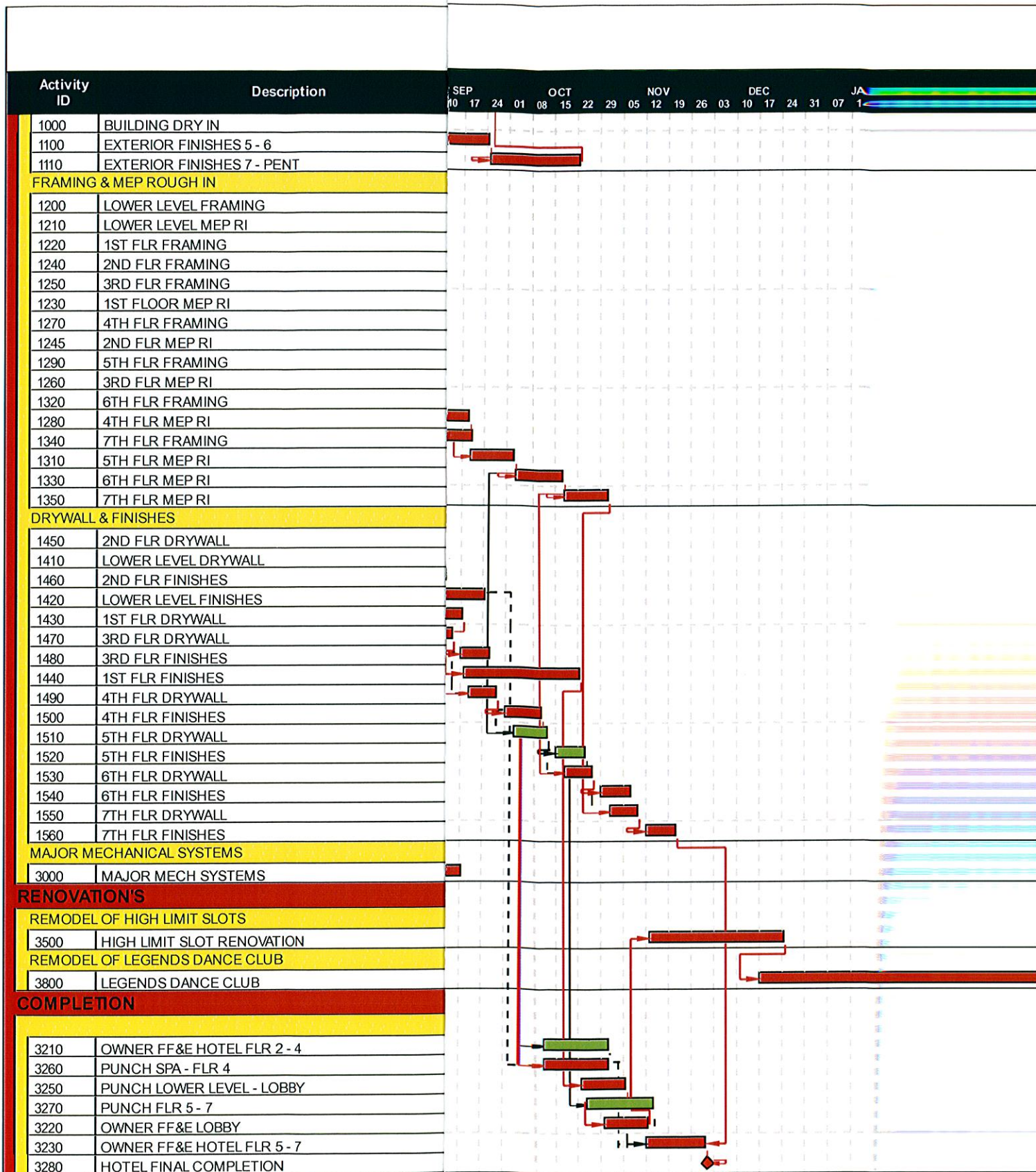
The Schedule Crossland Construction has enclosed is an aggressive approach to the project; however Crossland feels confident that it is very achievable. The critical approach to this project is a collaborative effort between, the Owner, Design Team, and Crossland, in order for the project to meet the time table as specified in the RFP.

The release of critical components of the project will be extremely important, releasing structural steel for fabrication on or before January 15th 2012, to allow erection to proceed on April 18th 2012. The release of concrete reinforcement materials, by February 1st 2012, will be equally as important. Other critical items will be Mechanical, Plumbing, Fire Sprinkler and Electrical System, Storefront/Window Systems, and Exterior Wall Systems.

Per the attached schedule, the primary goal will be to get the hotel tower erected and dried in by August 22nd, 2012, in order for the interior finishes to proceed, and complete the hotel tower on time. In order to allow adequate time to complete the renovation activities, Crossland would intend on completing and turning over the Hotel lobby, restaurant and back of house areas early. This will allow a temporary transition prior to the hotel opening for business, while the high limit gaming renovation as well as the legends bar areas are completed. A temporary entrance would be built to allow the new connection area between the existing and the new lobby.

The turnover of the various areas, as well as the hotel rooms, will need to be closely coordinated, to allow Punch and Finishes, Furniture and Equipment to be installed timely.





Start date 01/02/12 9:00AM
 Finish date 01/25/13 4:59PM
 Data date 01/02/12 9:00AM
 Run date 11/17/11 1:00PM
 Page number 2A
 © Primavera Systems, Inc.

Early bar
 Progress bar
 Critical bar
 Summary bar
 Progress point
 Critical point
 Summary point
 Start milestone
 Finish milestone

Project:	Downstream Casino Resort Hotel Expansion Project
Date:	November 28, 2011
SF:	174,424
Location:	Quapaw, Oklahoma

CROSSLAND

CONSTRUCTION COMPANY, INC.

PO Box 45 - 833 S. East Avenue - Columbus, KS 66725
www.crosslandconstruction.com | 620-429-1414

GMP 16 DIVISION BREAKDOWN		Cost	Cost/sf
DIVISION	DIVISION DISCRIPTION		
2.0	EARTHWORK	\$793,805	\$4.55
3.0	CONCRETE	\$2,762,650	\$15.84
4.0	MASONRY	\$95,000	\$0.54
5.0	STEEL	\$3,751,000	\$21.51
6.0	ROUGH & FINISH CARPENTRY and MILLWORK	\$2,909,032	\$16.68
7.0	THERMAL and MOISTURE PROTECTION	\$666,000	\$3.82
8.0	WINDOWS, GLASS & GLAZING, DOORS, FRAMES, AND HARDWARE	\$1,380,100	\$7.91
9.0	METAL STUD FRAMING, DRYWALL, CEILLINGS, FINISHES	\$7,604,547	\$43.60
10.0	SPECIALTIES	\$141,650	\$0.81
11.0	EQUIPMENT	\$212,316	\$1.22
13.0	SPECIAL CONSTRUCTION	\$275,000	\$1.58
14.1	ELEVATORS	\$955,920	\$5.48
15.1	FIRE PROTECTION	\$341,588	\$1.96
15.2	MECHANICAL	\$6,921,100	\$39.68
16.1	ELECTRICAL	\$3,508,120	\$20.11
SUBTOTAL		\$32,317,828	\$185.28
GENERAL CONDITIONS		\$1,615,000	\$9.26
INSURANCE		\$140,902	\$0.81
BOND		\$173,164	\$0.99
FEE		\$1,292,680	\$7.41
TOTAL GMP:		\$35,539,574	\$203.75

GENERAL NOTES

1. GMP is based on budget numbers from selected subcontractors, suppliers and historical data.
2. Items which may change the GMP construction cost include, but are not limited to:
 - Modifications to the scope of work
 - Unforeseen sub-surface conditions
3. This GMP represents our best cost based on current market conditions and schedule. We have exercised due professional diligence in the preparation of this GMP.

ALLOWANCES

The following allowances are included based on lack of information:

Description:	Cost:
Site Improvements	\$250,000
High End Finishes Areas - A, B, C, D, E, F, G, H, I, N, & O	\$311,695
High End Finishes Areas - P, Q, R, & S	\$367,380
Millwork – A, B, C, D, E, F, G, H, I, N & O	\$608,400
Millwork – P, Q, R, & S	\$125,500
Cultured Stone Walls First Floor	\$95,000
Metal Wall Panels	\$50,000
Buffalo Grill & Hospitality Fireplaces	\$30,000
Sauna, Steam Rooms & Whirlpool Equipment	\$132,000
Folding Partition @ Legends Sports Bar	\$14,400
Laundry Chute	\$10,000
Elevator Finishes Allowance	\$60,000
Special Lighting Allowance	\$200,000

Allowance amounts include charges for labor, material, equipment, shipping, handling, general conditions, insurance, bonds, subcontracts and profit unless noted otherwise. When total cost is determined, final invoices will be submitted for comparison to the value of the allowance. If the difference between the allowance and actual invoice is greater than the allowance, the difference will be payable to the contractor. If the actual invoice is less than the allowance, the owner will receive a credit for the difference.

ASSUMPTIONS

1. Wasting approx. +/- 20,000cy of spoils on site to the southeast, no haul off.
2. Based 36" RCP for the relocate storm sewer system.
3. Reinforcing Steel must be ordered by no later than March 1, 2012.
4. Drilled Concrete Piers foundation System; 60 each by 4"-6" round by 50'-0" deep.
5. Reinforcing steel for drilled piers to match DP4.5 on sheet S3.0.01
6. Typical exterior footing similar to detail 3/S3.0.2 approx. 540lf.
7. Basement Wall & Footing similar to detail 1/S3.0.2 approx. 530lf.
8. 4x4-W4.0 x W4.0 wire mesh in all elevated slabs.
9. Structural Steel must be ordered by no later than January 16, 2012.
10. Structural Steel Tonnage of 1,004.0 based on Chaves-Grievies Estimate (2) dated November 6, 2011.
11. Columns for the hotel structure to be in three pieces vertically.
12. 300 moment connections and 50 framed roof openings
13. Guest Rooms Toilet Accessories are included in the Owners FF & E.
14. Builders Risk, Owner Contractor Protective, Liability Insurance.

EXCLUSIONS

The following items are specifically excluded from our proposal unless noted otherwise:

1. Rock excavation
2. Building pad stabilization
3. Off-site improvements
4. FF & E
5. Artwork
6. Window treatments
7. Hotel Guest Room Access System
8. Kitchen Equipment
9. Security/Surveillance
10. Signage
11. Soils Report
12. Owner Imposed safety requirements beyond OSHA regulations.
13. Drilled Pier Casings or Probe Holes

DIVISIONAL SCOPE of WORK

Downstream Casino Resort Hotel Expansion Project

69300 E. Nee Road
Quapaw, Oklahoma
November 28, 2011

DIVISION 2.0 – SITE & EARTHWORK

- Interior Selective Demolition
- Termite Control
- Earth Retention System at Existing
- Site Demolition
- Site Grading
- Basement Excavation
- Erosion Control
- Basement Backfill
- Topsoil Replacement
- Storm Sewer – Rerouting
- Site Work Allowance (\$250,000)
 - Sidewalks
 - Paving
 - Retaining Walls
 - Decorative
 - Pavement
 - Etc.

DIVISION 3.0 – CAST-IN-PLACE CONCRETE

- Drilled Piers
- Footings
- Basement Walls
- Slab on Grade
- Elevated Floors Slabs
- Reinforcing Steel
- Elevator Pits

DIVISION 4.0 - MASONRY

- Cast Stone
- Synthetic Stone Veneer Assemblies

DIVISION 5.0 -STRUCTURAL STEEL

- Columns & Beams
- Joist & Deck
- Stairs & Railings
- Edge Angles
- Balcony Steel & Railings
- Roof Frame Openings
- Miscellaneous Steel

DIVISION 6.0 – ROUGH & FINISH CARPENTRY and MILLWORK

- Blocking
- Doors, Frames & Hardware Labor
- Finish Carpentry
- Millwork
- Granite Tops
- Wood Trim
- Cabinets
- Specialty Wall Finishes
- Specialty Wood Wall Finishes
- Wood Lockers

DIVISION 7.0 – THERMAL and MOISTURE PROTECTION

- Sealants & Caulking
- Sheet Waterproofing
- Fireproofing
- EPDM Roofing
- Sheetmetal Flashing & Trim
- Roof Accessories
- Metal Wall Panels

DIVISION 8.0 – WINDOWS, GLASS & GLAZING, DOORS FRAMES AND HARDWARE

- Wood & Metal Doors & Frames
- Door Hardware
- Overhead Coiling Doors
- Aluminum Windows
- Aluminum Storefront
- Glass & Glazing
- Nana Wall
- Glass Shower Doors
- Sun Shades at First Floor Spa Area

DIVISION 9.0 – METAL STUD FRAMING, DRYWALL, CEILINGS, FINISHES

- Cold Formed Metal Framing
- Gypsum Board & Sheathing
- Thermal Insulation
- Weather Barriers
- Acoustical Ceilings
- Tectum at Pool Area
- Direct Applied Exterior Finish System
- Ceramic, Quarry & Porcelain Floor & Wall Tile
- Granite Flooring
- Wood Flooring
- Carpet
- Painting
- Wall Coverings
- Deck Coatings at Balcony and Dining Patio
- FRP Panels

DIVISION 10.0 - SPECIALTIES

- Toilet Partitions
- Toilet Accessories
- Fireplaces
- Fire Extinguishers
- Laundry Chute
- Folding Partition at Legends Sports Bar

DIVISION 11.0 - EQUIPMENT

- Access Flooring
- Whirlpools, Sauna & Steam Equipment

DIVISION 13.0 – SPECIAL CONSTRUCTION

- Swimming Pool & Hot Tub

DIVISION 14.0 – ELEVATORS

- Guest Elevators
- Elevator Finishes Allowance
- Services Elevators

DIVISION 15.0 - MECHANICAL

- Fire Sprinkler System
 - Fire Sprinkler Raiser
 - Standpipe System
- Plumbing
 - Water Systems
 - Sanitary Sewer System
 - Gas Piping
 - Fixtures
 - Grease Interceptor
- HVAC
 - Chillers
 - Cooling Tower
 - Boiler
 - Ventilation System
 - Fan Coil Units
 - Energy Management System
 - Liebert Unit

DIVISION 16.0 - ELECTRICAL

- Power Distribution System
- UPS Systems
- Lighting Systems
- Slot Machine Power & Data
- Fire alarm
- Voice & Data
- Special Lighting Allowance
- Cable TV Wiring
- Rescue Assistance
- Lightning Protection

GENERAL CONDITIONS

- Project Management
- Supervision
- Preconstruction Estimator
- Administrative Assistance
- Safety Engineer
- Check In Guard
- Watchman
- Job Site Office Trailer
- Design Team Office Trailer
- Office Equipment & Supplies
- Lay Down Area
- Progress Photo's
- Blue Prints
- Job Signs
- Temporary
 - Electric
 - Water
 - Toilets
 - Gas
 - Data & Phone
 - Heat
 - Roads
 - Fencing & Partitions
 - Weather Protection
 - Fire Protection
 - Trash Chute

- Dumpsters
- Street Cleaning
- Job Site Cleanup
- Final Cleanup
- Tools
- Equipment
- Layout
- Safety

INSURANCE

- Owner Contractor Protective
- Builders Risk
- Liability
 - Auto
 - General
 - Umbrella
 - Professional
 - Pollution

BOND

- Construction Manager Performance and Payment Bond

FEE

- Main Office Overhead
- Project Fee