

NEW

The Industry Network

MAY 2003

CASINOS

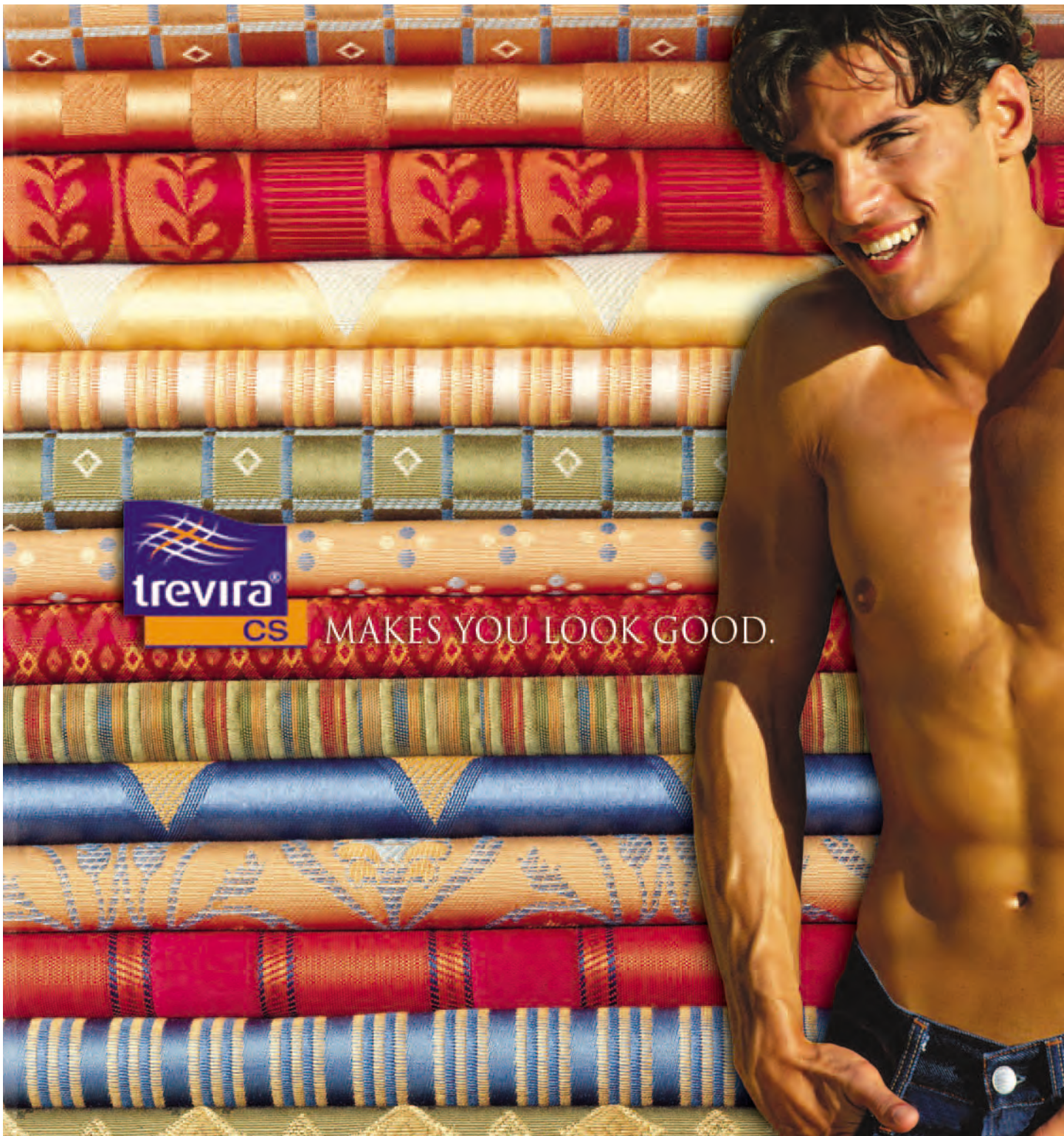
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CODE ISSUES

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a letter from the president

“the beat goes on,
the beat goes on”...



Jillian A. Van Dresser
The Van Dresser Company

YOU REMEMBER THAT SONG BY SONNY AND CHER.

That is exactly what is happening within NEWH! If you had been listening for the past nineteen years, you could hear the gentle constant *NEWH* beat. This *beat* has become a nurturing ingredient to the hospitality industry – the melodic rhythm of scholarships, of continuing education, of networking, and of camaraderie. As we progress and become a bit more mature, so does the beat. The overture has set the stage, and we now begin the body of the composition.

NEWH held its first Leadership Conference in Dallas at the end of January. What an exciting event and what exciting participants – all seventy of them! By unanimous agreement, our chapter’s leaders have asked that we continue this conference on an annual basis. Thanks to three of our Corporate Partners, **Oxygen/Quorum/Crystal**, **Durkan Carpet** and **Ulster Carpet**, we were able to engage professional nonprofit facilitators to educate us on our responsibilities as NEWH Leaders coupled with an incredible speaker on Leadership and personal strengths.

This year introduces a new organizational structure. Our chapter’s NEWH Delegates will meet separately from the Board of Directors to study issues, conduct focus groups and incubate ideas to further NEWH’s efforts in becoming *The Industry Network*. We have updated our Mission Statement to better reflect today’s organization and we have adopted a Vision Statement to focus our leaders. Please review both on page 4.

The 2003 International Board of Directors is an absolutely incredible group of professionals. The goals that have been set are only surpassed by the integrity of this board. Please get to know these directors and share your thoughts with them. Better yet, become actively involved in helping them to achieve their missions.

This year you will see NEWH, Inc. offer packaged programs to our chapters and organize regional trade shows for our vendors and design community. We are reaching out to allied organizations to partner with in an effort to broaden membership as well as opportunities for our members. We have engaged a professional Public Relations firm to enhance our profile and build NEWH’s name recognition. We continue to develop and offer very generous and ambitious CEU and educational programs. Our networking opportunities are the very best in our industry and our leadership from the Chapter level to the Board of Directors is stellar!

This begins year two of a two-year presidential term for me. I can not underscore how incredibly appreciative I am to be able to work with an executive committee and NEWH Trustees, as dedicated and forward thinking as **Karen Maytnier**, **Russ Walvoord**, **Judy Regan**, **Laura Nankin**, and **Nikki Jones** have proven to be. **Elsie Dahlin**, Executive Advisor is our steady “musical reviewer” and keeps us all in the comfort zone and **Michelle Finn**, continues to be the ideal NEWH Ambassador. Please recognize and thank each of these leaders, they deserve your attention!

If you have not already done so, it is not too late to make your reservations to attend the HD’03 Trade show in Las Vegas. The networking, the product booths and the seminars are critical to building your business. NEWH members will be there, come and network with us and support an NEWH Corporate Partner, **HD/VNU Productions** as well as your future!

So, what does the NEWH beat sound like for 2003? I hear a graduating sound...a trill...and the building of a crescendo; one that steadies us and inspires us to take a deep breath and continue the musical journey of a great score in the making.

NEWH

The Industry Network

WHO WE ARE:

We are professionals actively engaged in development, management/operations, design, distribution, education, production and promotion of the hospitality, food service, senior living and related industries.

WHAT WE DO:

1. Sponsor scholarships and actively promote the education of eligible students aspiring to enter the hospitality, food service, senior living and related industries.
2. Encourage cooperation and exchange of information among those engaged in all aspects of the hospitality, food service, senior living and related industries.
3. Disseminate information to the industry through lectures, seminars, trade meetings, news bulletins and awards for excellence.
4. Serve the industry, students and the membership of the NEWH, INC.

STUDENTS:

NEWH, INC. recognizes the talent and ability of students and encourages involvement in all areas of the hospitality, food service, senior living and related fields through scholarships, seminars and educational programs.

INDUSTRY:

NEWH, INC. members are involved in developing activities to stimulate and promote the hospitality, food service, senior living and related fields.

MEMBERSHIP:

NEWH, INC. provides meetings, educational programs, seminars and career opportunities for its members.

benefactor



supporter



friend



calendar of events

march 31-april 1

7th Annual Canadian Hotel Investment Conference
Fairmont Royal York Hotel
Toronto, Ontario, Canada
416.643.3716

april 1-2

Travel Commerce Conference
New York Hilton, New York
914.834.9110
www.atme.org

april 2-3

Hospitality Sales & Marketing Assoc. (HSMIA)
Affordable Meetings Mid-America
Navy Pier
Chicago, IL
914.421.3377

april 6-8

ARDA 2003 Int'l Convention & Expo
Gaylord Palms Resort & Convention Center
Orlando, FL
202.371.6700
www.arda.org

april 9-10

Hotel Asset Managers Assoc (HAMA) Spring Meeting
Fairmont Hotel
San Francisco, CA
219.769.3267

april 10-13

Kitchen/Bath Industry Show & Conference
Orange County Convention Center
Orlando, FL
212.966.0024

april 27-29

American Hotel & Lodging Assoc, (AH & LA) Multi-Unit
Lodging Operations & Owners Forum
Denver Marriott City Center
Denver, CO
202.289.3117

may 1-3

Hospitality Design Expo & Conference 2003
Sands Expo & Convention Center
Las Vegas, NV
866.693.1077

may 8

Meet the Money: Debt & Equity Financing For Hotels
Westin LA Airport Hotel
Los Angeles, CA
310.785.6707

june 1- 3

NYU Int'l Hospitality Industry Investment Conference
NY Marriott Marquis
New York, NY
Hospitality.conf@nyu.edu

june 16-18

NeoCon World's Trade Fair 2003
Chicago, IL
800.677.6278



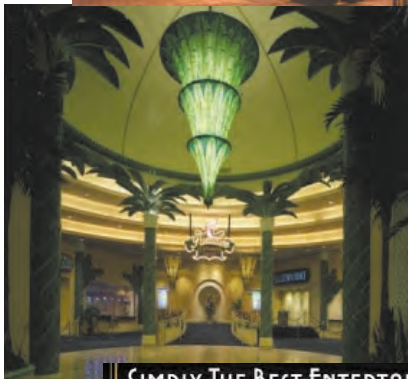
COVER: Mohegan Sun "Casino of the Sky"
Wombi Rock Casino © Rockwell Group and Fred Charles

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april 2003



Photo courtesy of Rockwell Group and Fred Charles



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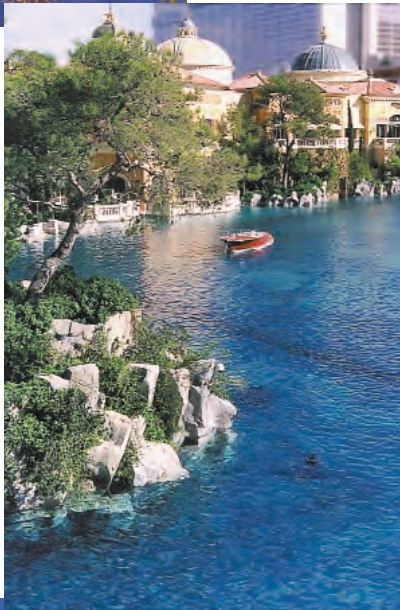
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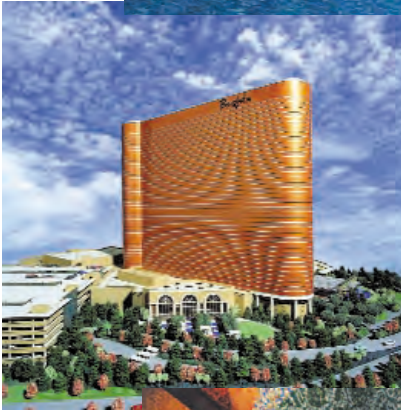
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For more information on NEWH please visit www.newh.org

If you would like to submit an article for upcoming issues please contact Lisa A. Haude at 281.373.3769 or e-mail pdg@houston.rr.com.



from the editor

building a magazine...

IS, IN MANY WAYS, LIKE DESIGNING A HOTEL – or, in this case, renovating one. Just like the five stages of design that an architect or designer strategically follows when creating a new masterpiece, I too have used the same steps in order to create a fresh new look for our magazine.

I have poured through numerous design magazines for ideas, sketched out a preliminary concept, developed a working “blueprint” that can be used as a base plan, and most importantly, thought about what you, our reader, would really like to see.

The purpose of our organization is to provide a networking base for professionals that are actively involved in the design, distribution, education, operations, production and promotion of the hospitality industry. And, we believe that we must provide a strong foundation in educating and providing opportunities for networking amongst fellow members. The way I look at it, our magazine has become one of those foundational building blocks. This magazine allows us an opportunity to educate our readers on a specific hospitality-related topic and provides an opportunity for fellow professionals to network with others worldwide.

Even though we are not quite finished with our “work in progress”, I hope that you like the new image and will look forward to upcoming issues. We welcome your comments and ideas and look forward to hearing from you soon.

In the meantime, enjoy our new look!

Lisa A. Haude
Editor
Paradigm Design Group, LLC

P.S.

We would like your **help** in naming our magazine, please forward your suggestions to me at pdg@houston.rr.com by May 15, 2003.



Photos courtesy of Dillon Works! Inc.



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A Course in 20th Century Design



823 Wagner

"Can you explain this 'A' on your art history midterm?" Ann's professor asked.

"I found a new place to study." Ann explained.

"New place?" her instructor probed.

"This wonderful restaurant," Ann answered. "They had Deco, Nouveau, Loos, Luckhardt."

"On the menu?" her prof gasped.

"Oh no..." Ann laughed, "...at the table."

The 823 Wagner is part of our minimalist Designer Classics 800 Series, inspired by the most influential designs and designers of the twentieth century. From Deco and Nouveau to Loos and Luckhardt. Featuring MTS steel frames and a 5-year structural frame warranty, wood or upholstered seats and choice of stain, powdercoat finish and textiles.

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808 Nouveau



816 Kohn



817 Morris



822 Behrens



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hospitality news...

JONATHON TISCH OF LOEWS HOTELS, a major supporter of NEWH since our inception, will be honored at the Platinum Circle Awards at HD 2003 in Las Vegas on Thursday, May 1, 2003.

Carver & Associates announces the twentieth year of business! The event was celebrated by a SURPRISE party February 23, 2003 bringing together twenty years of industry, friends and business associates.

Cheryl Rowley Interior Design has been awarded the prestigious design package of the beautiful Ojai Valley Inn. **Form and Function**, Connie Nordenbrock will be purchasing.

Carol Padham, formerly of Simon Martin Vegue Winkelstein Moris Architects, will open her own practice this spring.

Sandy Ohn, formerly of Cheryl Rowley Interior Design joins the staff of Brayton & Hughes Design Studio.

Lynn Arriola has joined the staff of Your Space.

Presidio Hotel Group, Fairfield, CA plans to expand their operations in the San Francisco Bay Area, Sacramento and Hawaii over the next year.

Paradigm Design Group LLC, founded in January 2000, recently relocated and expanded their corporate offices in Houston, TX.

Specializing in business-class and luxury hotels, the firm is committed to providing reliable and cost-effective hotel interior solutions. With eight projects on the boards at press-time, Paradigm Design Group sees continued growth and expansion in order to meet today's demanding market.

You can reach them at 15522 Pine Valley Trail Cypress, TX 77433 ph: 281.373.3769 e-mail: pdg@houston.rr.com

The Parker Company LLC was recently formed by Douglas, Philip and Mitchell Parker. Continuing a 35-year tradition in the hospitality procurement field, the new company has not missed a beat since its start-up in

January. With a wide variety of new projects in house, including the renovation of the 574 room Renaissance Aruba Beach Resort & Casino, the Seminole Hard Rock Hotel & Casino projects in Hollywood and Tampa, Florida, the 295 room "M" Resort Residences, Sunny Isles, Florida and the 1100 room Hilton Americas at the Houston Convention Center, along with major contracts in Europe and the United Emirates, the company is expected to purchase over \$220 million of merchandise in 2003. You can reach them at www.parkerinternational.com

The MACCI Design Studio relocated to Miami, Florida from Manhattan where the firm had been located for 15 years. Formerly, the MacDonald Design Group, the firm was originally founded in Miami in 1984.

The move in Spring 2002 was precipitated by the design work MACCI was doing for the famous Shore Club on Miami Beach. In addition, the firm is renovating the Mutiny Hotel in Coconut Grove, Florida and the 550 room Deauville Hotel, a classic MIMO (Miami Moderne) beach property.

The firm designs exclusively for the hospitality industry and has been acclaimed for forward-thinking creative and responsible design solutions. In 2001, MACCI launched its Experience Planning and Design strategy in line with the new Experience Economy. This concept was born out of Entertainment Architecture studies at Harvard in concert with Ms. MacDonald's background in the hospitality industry.

You can reach them at 1111 Brickell Bay Drive Miami, FL 33131 ph: 305.374.4355.

Eaton Fine Art recently relocated from San Francisco, CA to Austin, TX.

You can reach them at 555 N. Lamar Blvd. Suite D-1B Austin, TX 78751 ph: 512.323.2885

Orlando Diaz will be relocating his design studio to 201 Post St., San Francisco, CA on April 1.

NEWH UK holds monthly events, including visits to hotels, speaker meetings and networking lunches and evenings. Their annual fund-raising Gala is planned for June 2003. If you are interested in attending any of the

events, please e-mail mindadowling@aol.com

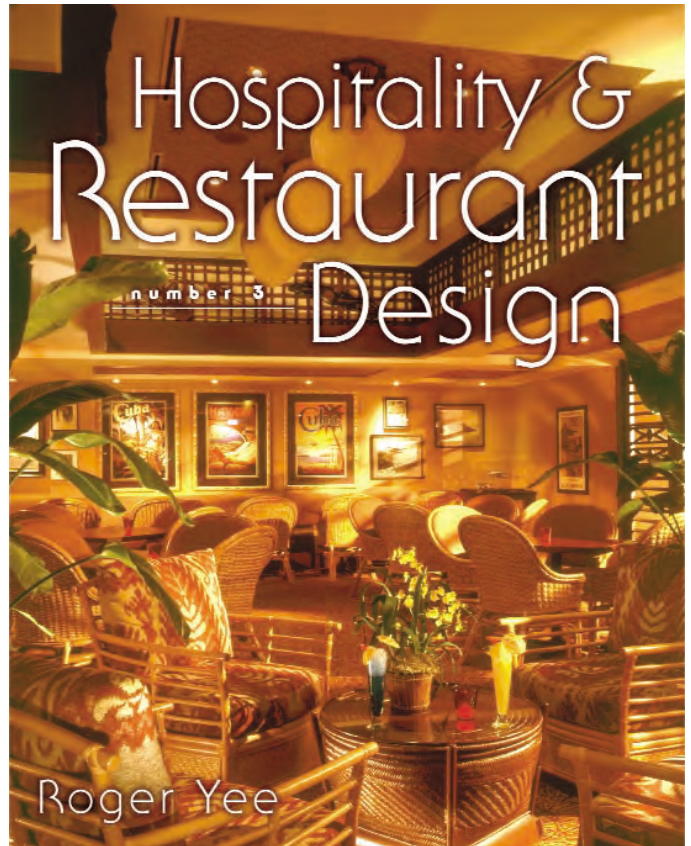
In Memory:

NEWH Member, Peggy Hart lost her father, **Robert F. De Young** on December 4, 2002 to a heart attack. Robert (Bob) represented American of Martinsville furniture to the retail and government markets for 37 years.

The De Young family would like to thank everyone for their cards and comforting words during this time of sadness.

Kemmons Wilson, founder of the Holiday Inn chain of hotels died on February 12. Wilson is known as the "father of modern-day" hotels. He revolutionized the industry by bringing affordable and comfortable lodging to millions of travelers after starting a single hotel outside Memphis more than 50 years ago. Today, there are more than 1500 Holiday Inn hotels worldwide.

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NEWH, INC. IS CONTINUALLY SEEKING OPPORTUNITIES to showcase the talent of our membership. We have been invited by Larry Fuersich, Visual Reference Publications, to write the preface for their upcoming Hospitality and Restaurant Design publication. The editorial will be written by Roger Yee. How perfectly appropriate for our membership and our organization!

Visual Reference Publications is currently inviting architectural and interior design firms to participate in their forthcoming book Hospitality & Restaurant Design No. 3. Each design firm will be given an eight-page section to showcase their current work.

You may preview past publications on line at www.retail-reporting.com where you will find most of the top design firms in the United States participating in Hospitality & Restaurant Design #2. The 2003 book will expand coverage to include many firms from the United Kingdom. This is a beautiful opportunity to highlight our members and your firms, as well as receive coffee table book quality marketing materials.

We look forward to seeing you published!

spotlight on NEWH...

woman of the year

Shirley LaFollette



OUR HONOREE, SHIRLEY LAFOLLETTE, graduated from the University of Washington, after which she worked for several design firms learning her craft. In 1980 she founded Interior Design International (I.D.I.)

Her dedication created an internationally renowned and respected design firm serving a host of prestigious clients, including Donald Trump. She has created a niche in hospitality through her expertise in ocean-going vessel design, integrating that with work on casinos and commercial properties.

Shirley's contributions to hospitality and community are too numerous to mention...a noted lecturer...a leader and innovator in education and mentoring, and she continuously gives of herself to the betterment of others.

Her laurels abound, among others, she's listed in Who's Who of Outstanding Women; Northwest Designer of the Year and a fellowship award from the Northwest Society of Interior Designers. She is past president of NEWH, Northwest where her contribution to their success is ongoing as is her involvement with the International Color Marketing Group.

Professionally, Shirley places strong emphasis on integrity in every aspect of her career and to the need to stay ahead of the international creative curve, where networking plays a vital role.

Shirley shares her life and interests with her husband Ben Corzadd, has a son and daughter, a stepson and stepdaughter, plus grandchildren. She describes them as "wonderful"!

On becoming our Woman of The Year, Shirley said "I've had many design awards...this is the greatest honor, for it's not just about designing, it's about people, community and family."

We are proud to bestow our highest honor to this outstanding professional lady.

Shirley...we salute you!



NEWH Women of the Year: Helen Marcus (1992), Shirley LaFollette (2002), Lynda Sullivan (1997), Nikki Jones (1995)



NEWH Woman of the Year, Shirley LaFollette with husband Ben Corzadd



Shirley LaFollette receiving award from Jillian Van Dresser, Int'l President; Pam Faris, WOTY Director, and Michelle Finn, 2001 NEWH Woman of the Year and NEWH Ambassadors

The commercial interior designer spends months on a project, a week picking the perfect fabric... **and a second can ruin their reputation.**



Room designed by Edward David Nieto Design Group, Inc.

When safety and your reputation are on the line, there's only one choice – Avora® FR certified inherent flame resistant fabrics. Avora® certified fabrics have been the name to trust in hospitality design for 20 years. Durable and washable, Avora® FR's protection won't wash out and goes far beyond minimum certification requirements

for flame and smoke. Available in hundreds of beautiful fabric collections, Avora® is the name designers specify for assurance, beauty, styling, and protection. Avora® is leading the way into the future with innovative solutions in flame resistance. For helpful information on performance and sourcing, look to www.avora.com.

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Fabrics of Avora® FR Flame-Resistant Fiber must be certified and licensed to carry the trademark.

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tips on specs...

chandeliers

WHAT ILLUMINATES YOUR NEXT PROJECT is limited only by your imagination. Chandeliers, the jewels of the decorative lighting world, are sparking boundless creativity spurred by new shapes, new materials, and new technologies. Product options range from concisely catalogued to completely customized.

Success overhead involves dozens of factors, with scale, aesthetics, and lamping among the most critical. We asked an array of lighting manufacturing experts to guide us through a best-of-breed specification process, and to let us in on chandelier trends.

Take a concise approach

Your specification success begins with precise parameters:

- Determine fixture purpose – as primary lighting or secondary lighting. Experts note the aesthetic flexibility of mood-rendering secondary lighting.
- Calculate clear dimensions, distinguishing between overall fixture height (bottom of fixture to ceiling) and fixture body height. Scale chandeliers to their space, allowing for required clearances.
- Evaluate aesthetic preferences for materials and finishes. Manufacturers will guide you on viability.
- Decide on deadline and budget criteria. Lighting experts may help engineer value based on your requirements.
- Seek recognized compliance testing (such as UL approval) on finished product.

Communicate on customization

Five collaborative steps help ensure you get the custom fixture you imagined:

- Relay your vision effectively to manufacturers, providing good images and/or drawings.
- Allow manufacturers to determine practicality and engineering, given dimensional, weight, mounting, electrical, and aesthetic requirements. (Can it be built, shipped, installed?)
- Discuss detailed budgets.
- Engage in design review, including all finishes, materials, and substitutes. Talk to manufacturers about what works and what doesn't (for example, alabaster is lathed, which limits its potential diameter), and what's expendable (exacting finish matches, for instance, not inspected closely at 20' heights). Ask for material and finish samples, and even a prototype of a fixture produced in multiples.

- Proceed with shop drawings in exacting CAD format. The better the drawing, the better the execution.

Lamping right

Present lamping criteria up front. While manufacturers may guide you in the process, indicate the basics. Specify incandescent or energy-efficient lamping, conforming to energy-related building codes. Light should be evenly diffused, minimizing hot spots and avoiding “overlamping” a fixture. Keep technical and material compatibility in mind. For instance, acrylic diffusers trap heat and are not recommended for incandescent lamping. Ask about limiting wattage with certain fabric shades. Computerized dimming systems offer mood-altering effect and energy savings during off-peak operations.

Ensuring means to clean

For the heaviest, most-difficult-to-clean chandeliers, installing a wench lowering system may be warranted. Ask manufacturers about ease of maintenance and access (including trick doors and panel openings) that allow for cleaning of very large chandeliers.

For installation, specify finely tuned details. Do you want lamp shade perfectly straight (ask for a “unifitter”) or slightly crooked for effect? Are beads and crystals properly in place?

Against the elements

Porte cochere chandelier applications get their own set of guidelines. In potentially wet locations, all glass panels must be sealed. Bug guards should be standard. And wind-constraint and seismic-approved mounting systems may be required. Fixture testing and compliance testing (UL, for instance) is critical.

The “in” list

What's in and what's out in this product category? Anything goes. More contemporary and transitional motifs are popular now, say experts, brought alive by color. Sculptural, multi-hued and textured glass and resin effects top the list of what's hot. In metalwork, once-impossible die-cutting requests are the new realities of sophisticated laser techniques.

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HD 2003 Expo & Conference
May 1 - 3, 2003
Sands Expo & Convention Center - Las Vegas
<http://www.hdexpo.com>

DO YOU NEED COURSES TO MAINTAIN YOUR LICENSE OR CERTIFICATION!
 NEWH is sponsoring Continuing Education Unit (CEU) seminars at the Hospitality Design 2003 Exposition.
 Enhance your visit to Las Vegas and HD 2003 by participating in these valuable programs.

Register today. Space is limited.

Wednesday, April 30, 2003
 10:30 am – 1:30 pm

Timeshare Interiors Gone Upscale

Five Star Timeshare developments – room for growth. Ritz Carlton, Four Seasons, and Regent are all developing timeshare properties. If you have the time...they have the place.

Speakers: **Vanessa Edden**, Designer, RTKL
Pamela Temples McMullen, Vice President
 Wimberly Allison Tong Goo & Pamela Temples Interiors Studio
Merilee Elliott, President, Merilee Elliott Interiors

NCIDQ credits - .3
 AIA Learning Units - 3

Wednesday, April 30, 2003
 2:00 pm – 5:00 pm

All About Stone

An overview of stone including geologic analysis, history and uses of granite, limestone, travertine, slate, marble and geologic stone. Also covered in this seminar will be the technological evolution affecting present day characteristics, a showcase of installation possibilities and general cleaning and maintenance information.

Speakers: **Joy Simmons**, Hospitality Division Manager, Graniti Fiandre
Bill Perkins, Regional Division Manager, Graniti Fiandre

NCIDQ credits - .3
 AIA Learning Units - 3

Thursday May 1, 2003
 10:30 am – 1:30 pm

**Designing for the Real World
 Advances in Textile Technology**

In order to understand the technological advances that are happening today in upholstery we need to review how we got here. This seminar will provide you with the fabric knowledge to work with your clients and provide them with valuable information regarding textiles for the home and contract. You will learn fiber history, upholstery fabric basics, fabric treatments and performance tests.

Speakers: **Randy Rubin**, Co-Principal, Crypton
Craig Rubin, Co-Principal, Crypton
Mary Ann McConnell, Marketing Dir.

NCIDQ credits - .3
 AIA Learning Units - 3

Friday May 2, 2003
 10:30 am – 1:30 pm

Senior Living is Just Around the Corner

The demographics spell out the truth. As our own parents face the future, how do we design for caring, cost effective life cycle experience? Is time on our side?

Speakers: **Jim Culpepper**, Principal, Culpepper, McCauliffe & Meaders Inc.
Gregory Scott, Partner, Reese, Lower, Patrick & Scott
Anne Webb-Johnson, President, Wellesley Design Consultants

NCIDQ credits - .3
 AIA Learning Units - 3

THIS FORM MUST BE FAXED TO 301-694-5124

Name _____
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NON MEMBER COST					
<input type="checkbox"/>	Wed, April 30	Timeshare Interiors Gone Upscale	10:30 am – 1:30 pm	1 CEU Session =	\$150 ⁰⁰
<input type="checkbox"/>	Thurs, May 1	All About Stone	2:00 pm – 5:00 pm	2 CEU Sessions =	\$240 ⁰⁰
<input type="checkbox"/>	Thurs, May 1	Advances in Textile Technology	10:30 am – 1:30 pm	3 CEU Sessions =	\$320 ⁰⁰
<input type="checkbox"/>	Fri, May 2	Senior Living-Just Around the Corner	10:30 am – 1:30 pm	4 CEU Sessions =	\$410 ⁰⁰

TOTAL AMOUNT \$ _____

Method of Payment (Must be paid in full)

Visa MasterCard American Express

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fax registrations to 301-694-5124

on the road again...

HD Expo 2003

new “style and substance” theme

THE 11TH ANNUAL HOSPITALITY DESIGN EXPO and Conference (HD Expo 2003), May 1-3, 2003 at the Sands Exposition and Convention Center, will again be the premier forum for new ideas, networking and innovative designs and products in the hospitality design marketplace. This year's event, featuring a new “Style and Substance” theme, is expected to attract more than 9,000 attendees, an estimated 10 percent increase over last year. Thanks to its steady growth, HD Expo has again been ranked among the Top 200 trade shows of the Nation, as selected by *Trade Show Week*. HD Expo 2003 attendees, including owners, operators, designers and consultants, will be greeted by more than 900 exhibitors in an impressive 225,000 square feet of exhibit space. The event will represent a diversity of industries, notably hotels, restaurants, entertainment venues, casinos and clubs, cruise ships, senior living facilities and others. Exhibits will range from furniture and fixtures, to lighting and upholstery, to wallcoverings and window treatments. In addition to exhibits, HD 2003 will feature educational sessions that focus on increasing revenue through improved design, aesthetics, architecture, lighting and upscale styling. Networking opportunities will include social activities, an awards gala and an information exchange.

“This year's show will enable industry professionals to discover the hottest products and services; learn about the latest trends and network with the most influential players in hospitality design,” said Patrick Flynn, Group Vice President, VNU Expositions, Inc., the show's producer. “With the industry evolving and competition increasing, HD 2003 is a ‘must-see’ event for those involved in designing, building or operating a hospitality business.” Other highlights of Hospitality Design Expo 2003 include:

- A new International Pavilion showcasing the latest hospitality products from around the world, including Italy, Spain, China and more.
- Bath and Spa Pavilion – an ever-popular exhibit with the latest upscale, distinctive bath and spa design and facility products, including new stone and marble displays.

“This year's show will enable industry professionals to discover the hottest products and services; learn about the latest trends and network with the most influential players in hospitality design”

-Patrick Flynn, VNU Expositions, Inc

- ‘New Exhibitor’ Showcase – a pavilion that brings together hospitality design concepts/products from first-time show exhibitors.
- Educational sessions – a comprehensive lineup of more than 25 sessions and CEU's led by industry experts on topics such as project ideas, technologies, trends and case studies.
- Networking events – exclusive, “behind-the-scenes” Las Vegas hotel site tours; the signature Party by the Pool event; and the Platinum Circle Awards Gala.
- NEWH Silent Auction – guests bid on fabulous items for their home, from table lamps to bedroom sets. Visit www.hdexpo.com, in late March, for a listing of available items. Sponsored by the NEWH, Inc.

For more information about HD Expo 2003 – including exhibiting, education programs, silent auction, site visits, registration, etc., please visit www.hdexpo.com. Show hours will be 9:30 am - 5:00 pm on Thursday and Friday, May 1 and 2; and 9:30 am - 3:00 pm on Saturday, May 3. The Platinum Circle Awards Gala will be 6:30 pm - 9:30 pm on Thursday, May 1 and Party By The Pool will be 6:00 pm - 8:00 pm on Friday, May 2. To register, visit www.hdexpo.com or for questions call 866.693.1007 or 301.694.5243. Expo Only registration is free online before March 3, 2003. Otherwise, Expo Only registration is \$25 before April 18, 2002 and \$50 after. Conference and CEU costs can be found on our website. For exhibitor information, visit www.hdexpo.com or call 703.488.2731. HD 2003 is produced by VNU Expositions Inc. and is presented by Hospitality Design Magazine.

at a glance...

conference sessions

Thursday, May 1, 2003

concurrent sessions

9 a.m.-10 a.m. *How to Meet Hotel Brand Standards – and Owners' Economic Expectations*

With panelists including designers, architects, and owners, discover how to achieve the common goal of meeting hotel brand standards, while balancing schedules and budgets. Across two case studies – one successful, one less so – review and adapt best-of-breed approaches toward satisfactorily delivering on brand image and the bottom line.

Moderator: Jenny Ray McCloskey, Director of Design, HVScompass Interior Design

Panelists: Larry Carver, President, Carver & Associates
Phil Keipper, Vice President franchise design and construction, Hilton Hotels Corporation; Stephen Perkins, AIA, Principal, Forrest Perkins

9 a.m.-10 a.m. *Successfully Adding a Spa to an Existing Resort*

Resort hotels simply must have a spa facility to book new and repeat clientele. Yet adding a spa is far from simple. Should you own or lease? What product options meet programming needs? Where are key adjacencies? Identify hundreds of questions and learn their answers as you explore the case study of Sheraton's Spa at Wild Horse Pass Resort in Sacaton, Arizona, with its project team.

Moderator: Michael Erlanger, Architect and Principal, Aparia Design

Presenters: David Bury, Architect and Principal, David Bury & Company; Lynn Curry, Director of Accounts, Natural Resources Spa Consulting, Inc.; Elaine Fenard, Vice President spa development, Starwood Hotels & Resorts Worldwide

Lorraine Francis, AIA, Architect and Principal, Aparia Design

9 a.m.-10 a.m. *A Global Look at Senior Living Design Challenges*

The unique discipline of assisted living/senior living design presents myriad challenges. Explore with senior living owner/developers and design experts the hospitality-influenced trends and their proper applications within the constraints of spaces that must be suitable to seniors, staff, and maintenance alike.

Moderator: Bill McBain, Partner, Benjamin West

Presenters: Phil Anderson, COO, CNL Retirement Properties, Inc.; Kenneth E. Hurd, Principal, Kenneth E. Hurd & Associates; J. David Hogle, Principal, Perkins Eastman Architects P.C.; Paul Klaassen, CEO and Founder, Sunrise Assisted Living, Inc.

1:30 p.m.-2:30 p.m. *Perfecting Hospitality Lighting*

Lighting can make a space, be it restaurant, hotel, casino or club. With case studies including the Venetian Resort and Casino in Las Vegas and Walt Disney's Wilderness Lodge in Orlando, delve into the complex world of state-of-the-art hospitality lighting and learn how it can create the look you want.

Presenter: Chip Israel, IALD, LC, Principal, Lighting Design Alliance

1:30 p.m.-2:30 p.m. *Whose Job Is It, Anyway?*

Unfinished business. Costly litigation. Unnecessary duplication of efforts. These are the pitfalls of project teams, where roles almost always overlap and communication often isn't what it should be. Panelists representing the disciplines involved on design projects share their roles and expectations, defining exact responsibilities that bring projects in on time and on or under budget.

Moderator: Jonathan C. Nehmer, AIA, ISHC, President, Jonathan Nehmer + Associates, Inc.

Panelists: John Boettger, Vice President, Host Marriott Corporation; Warren Feldman, AIA, Senior Vice President, Jonathan Nehmer + Associates, Inc.; Deborah Lloyd Forrest, Principal, Forrest Perkins; Linda R. Hein, Senior Vice President, Leonard Parker Company; Jeff Price, President, Price Woods

1:30 p.m.-2:30 p.m. *Promoting Original Design: An Intellectual Property Law Primer*

The Foundation for Design Integrity (FDI) is leading the education process about current patent, trademark, and copyright laws, and how they can offer legal protection for original design. From an attorney who specializes in this area, learn the principles of intellectual property law, and how to apply it to the hospitality design process.

Presenter: Susan E. Farley, Esq., Heslin, Rothenberg, Farley and Mesiti, P.C.

3 p.m.-4 p.m. *Restaurant Trends Roundtable*

In conjunction with IIDA and NASS, a panel of restaurant experts tracks dining trends and forecasts, sharing what categories are hot and why. Discuss what's fueling phenomenal growth in certain sectors, and just what makes design such a critical part of the mix.

Panelists: Jill Davies, Managing Director, Horwath Horizon-North America; Eric Engstrom, IIDA, Principal, Engstrom Design Group; Tom Kaplan, Managing Partner, Wolfgang Puck Fine Dining; Robert Nyman, principal, The Nyman Group; Peter Romeo, Editor in Chief, Restaurant Business magazine; Clark Wolf, President and Founder, Clark Wolf Company.

3 p.m.-4 p.m. *Historic Hotel Renovation*

Travelers seeking authentic and unique experiences are fueling the rise of historic renovation. Evaluate what works for hospitality – history, trouble-shooting, code compliance, tax credits, and innovative design solutions – in a range of historic structures. Review design case studies such as the Mark Hopkins Hotel, the Del Coronado, and the Inter-Continental/Scotland, and their unique value.

Presenters: David Wessel, principal, Architectural Resources Group; Campbell Black, RVPO Western USA/general manager, Six Continents Hotels

3 p.m.-4 p.m. *How to Value Engineer Your Next Project- Professionally, Ethically, Successfully*

More and more, value engineering has become standard in the design, bidding and construction of hospitality projects. Take a panoramic look at value engineering from the viewpoints of project team members, understanding the risks each takes on a project and how to create a winning formula for all involved.

Moderator: Carl Ross, principal, Carl Ross Design, Los Angeles

Panelist's: Gary Lloyd, asset manager, Cornerstone Real Estate Advisers; Mark McGuire, owner, McGuire Builders; David Shulman, principal, Project Dynamics

Friday, May 2, 2003

9 a.m. HD03 Town Hall Meeting

State of Our Industry

Presenter: Stephen Rushmore, MAI, CHA, founder and CEO/president, HVS International Inc.

Hotel Executive Forum

Presenters: Karen Rubin, CRE, CHA, MAI, vice president, development, feasibility, and analysis, Starwood Hotels & Resorts Worldwide; Gary Stougaard, senior vice president development, Sunstone Hotels

Leading Economic Indicators-HD/ISHP Purchasing Survey Results

Presenter: Alan Benjamin, president, International Society of Hospitality Purchasers, and managing partner, Benjamin West

concurrent sessions

10:30 a.m.-11:30 a.m. *Beyond the Theme: Achieving the Right Restaurant Identity*

Today's restaurants are rethinking the theme concept beyond cliched approaches. They define their design goals by image, culture, brand, entertainment, or storytelling. With the creators of ESPN Zone and other unique environments, evaluate when to theme and when not to theme, and see how unified concepts play out in sophisticated statements.

Presenters: Bob Brown, CEO, Caddyshack Restaurants

Thomas Sykes, AIA, PP, principal, SOSH Architects
Suhail, principal, suhaildesign.com

10:30 a.m.-11:30 a.m. *Cost-Effective Lodging Upgrades: The Multiple-Project Approach*

Learn a low-risk, cost-effective way to reposition hotels, reflag properties, or implement updates, taking advantage of low interest rates and low occupancy cycles. Developed for retail clients with prototype roll-out needs, the multiple-project approach to improvements refreshes properties regardless of renovation cycle.

Presenter: Bill Gartz, AIA, Callison Architecture, Inc.

10:30 a.m.-noon *Integrating the Conference Center into Hospitality Design and Designing the Next-Generation Conference Room*

In a two-part look at conference center design, learn how to move beyond the typical ballroom and meeting room to deliver state-of-the-art conference center space in hospitality settings. Review location trends-including universities, theme parks, hospitals, and resorts – as well as key design issues, planning checklists, and innovation. In part two, explore the next-generation conference room, with complete technological updates.

Presenters/part one:

Richard H. Fawell, AIA, IAAM, principal, VOA Associates Incorporated

Lyn Herne Eisenhauer, AIA, IAAM, senior vice president, VOA Associates Incorporated

Catrina Couch Kolshorn, vice president, VOA Incorporated

Presenter/part two

Jeff Loether, president, Electro-Media Design, Inc.

1:30 p.m.-2:30 p.m. *Total Hospitality-Embracing a Design Philosophy*

Clodagh, the author of Total Design, walks you through her philosophy of Total Hospitality, and the ways in which it applies to design of today's hotels, restaurants, and spas. Her aim to create a memorable visual experience is geared to encourage repeat business. From travel experiences in more than 70 countries, Clodagh reminds us that the essence of hospitality lies in the "small gifts" you design into your spaces to make each guest feel special.

Presenter: Clodagh, designer and founder, Clodagh Design International

1:30 p.m.-2:30 p.m. *Nightclub Case Studies: Exploring XL and Estate*

In today's voyeuristic world, what creates a great nightclub? Is it intimate lounges, a see-and-be-seen layered space, or some combination of both? From the designers of XL and Estate (formerly Limelight), two of New York's hotspots, learn what makes for tantalizing design, what elements allow guests to experience the unexpected, and what keeps them coming back.

Presenter: David Ashen, principal, David Ashen Studio

1:30 p.m.-2:30 p.m. *Hotel Chameleon: Successfully Designing a Property Before It's Branded*

Espirito Santo Plaza Hotel, part of a vertical mixed-used concept in Miami, was designed as a chameleon property that could open as one of several brands. Review a case study of how architects and interior designers achieved their vision without benefit – or hindrance – of brand identity, image, and standards.

Presenters: Michael Dalton, creative director, The Gettys Group; Scott Lee, principal, SB Architects; Bill Ross, president, Estoril, Inc.; Ron Swidler, vice president, The Gettys Group

3 p.m.-4 p.m. *Entertainment Lessons from the Outside: Exploring MultiMedia Solutions*

From EPCOT to Comdex, the projects of Batwin + Robin rely heavily on exceptional visual entertainment and inventive multi-media experiences. See how computer graphics, film, audio, and scenic production blend in state-of-the-art installations for museums, theatres, and theme parks-with plenty of ideas for hospitality.

Presenters: Linda Batwin, founding principal, Batwin + Robin; Robin Silvestri, founding principal, Batwin + Robin

3 p.m.-4 p.m. *Understanding the Cost-Saving Secret: Design Build*

What do these professionals know that you don't? Why should you consider being involved in a design-build project? How can this forward-thinking project delivery system benefit my project? Winners of the Design Build Institute of America's highest award share their views from three key perspectives: that of owner, contractor, and architect.

Moderator: George Snode, AIA, ASID, associate, Pahl-Pahl-Pahl pc architects/planners

Presenters: Navin Dimond, president, Stonebridge Companies; Dave Zarubin, senior project manager, Webcor Builders; Joe Pahl, AIA, principal, Pahl-Pahl-Pahl pc architects/planners

3 p.m.-4 p.m. *What Do Meeting Planners Really Want?*

Are you correctly planning and designing your projects to match the demands of today's meeting planners? From leading associations, corporations, incentive travel companies, and event producers, a panel of savvy meeting planners tells all – what they like, why they'll book a property, and where the trends are – from intimate restaurant gatherings, to cyber-friendly mega-conferences, to cotage kitchen-table roundtables for top executives.

Panelists: see www.hdexpo.com

Saturday, May 3, 2003

concurrent sessions

9:30 a.m.-10:30 a.m. *A Behind-the-Scenes Look at the Development Process*

Learn the development process from experts who have experienced the highs and the lows of hospitality building cycles. Explore the elements involved in timing major development, from land acquisition to launch, and discover how budgets are created, and where interior design and procurement come into play.

Moderator: Brian Hammann, CHA, partner, Benjamin West LLLP

Panelists: Bill Amstutz, chief operating officer, Comren, Inc.; John Cooper, project director, Stormont Hospitality; Randy Sumner, vice president architecture and construction, Interstate Hotels; Wayne McAteer, president/CEO, Wesley Hospitality

9:30 a.m.-10:30 a.m. *IAQ: Create an Environment That Brings Customers Back*

From air filtration to green methods to recycled buildings, indoor air quality (IAQ) and sustainable design can have immeasurable impact on a project's success. In this results-minded session, hear how eco-savvy strategies correlate to customer comfort and staff productivity.

Presenters: Magdalena E. Corvin, Tectonica Design; J. Michael Burke, president, Burke Environmental Inc.

11 a.m.-noon *Survey of Common Design Errors in Hotels*

What's wrong with hospitality design today? Examine the results of a global study from industry insiders who travel the globe and log their design complaints in WGA Wong Gregersen's biennial update on what's gone awry in design worldwide.

Presenter: Henry Wong, principal, WGA Wong Gregersen Architects Inc.

11 a.m.-noon *Case Study: What Does It Take to Create the World's Most Luxurious Resort?*

Four years, a team of design experts, and an owner's vision. Hear how Sandy Lane, the exclusive Caribbean hideaway in Barbados, was demolished and rebuilt with dramatic results that offer design lessons about virtually every feature: spa, golf clubhouse, landscape, pool venues, restaurants, bathrooms, guestrooms, and suites.

Presenters: Julio Grabiell, managing principal, Spillis Candela DMJM; Emilio Bonilla, design architect, Spillis Candela DMJM

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did you know?

Gambling actually relates back to antiquity?

the Chinese, Japanese, Greeks and Romans all were known to play games of skill and chance as early as 2300 BC

Native Americans developed games and language describing gambling and believed that their Gods determined fate and chance

in the early 17th century, prominent individuals such as Ben Franklin, John Hancock and George Washington sponsored lotteries in order to raise funds for building projects

Harvard, Dartmouth, Yale and Columbia University were financed through early American lotteries

Sources: Mike Roberts, "The National Gambling Debate: Two Defining Issues," Whittier Law Review, vol. 8, no. 3, 1997; Scarne's New Complete Guide to Gambling; Encarta Online Encyclopedia

LODGING THE INDUSTRY AUTHORITY FOR HOTEL REAL ESTATE *Econometrics*

CASINOS SUPPLY TRENDS SUMMARY

4Q
'02

OPENINGS	SUPPLY	DEVELOPMENT PIPELINE ¹			SCHEDULED COMPLETIONS ²		
2002	At 4Q 02	Under Construction	Starts Next 12 Months	Early Planning	2003	2004	2005 & Beyond

BY REGION ³

	2002	SUPPLY	DEVELOPMENT PIPELINE ¹	SCHEDULED COMPLETIONS ²
New England/Mid Atlantic	2 1,652	19 16,694	4 3,156 2 800 1 750	3 2,654 2 802 2 1,250
South Atlantic	2 492	4 1,044	3 900	1 150 2 750
North Central	2 393	65 11,260	5 1,285 1 400	2 258 4 1,427
South Central	2 863	44 20,574	1 265 1 396 3 1,350	1 265 4 1,746
Mountain/Pacific	4 1,835	165 124,744	5 4,614 2 2,057 2 633	4 1,913 5 5,391
Total Casinos	12 5,235	297 174,316	13 8,935 10 4,538 7 3,133	8 4,717 7 2,075 15 9,814

¹ Statistics in this chart represent the projects in the Development Pipeline as of December 31, 2002. Caution should be used when forecasting the number of projects that will actually come to fruition. Based on historical experience, the attrition rate for projects scheduled to Start Next 12 Months can be up to 25% and the attrition rate for projects in Early Planning can be up to 60%. As successful projects move forward, the number of planned rooms frequently decreases. During difficult financing periods, time lines can lengthen, too.

² Scheduled Completions is not a forecast of all new openings in the years ahead. It is only an estimate of the likely flow of completed projects from the existing known Development Pipeline based on Developers' present estimates of their projected timetables. The table does not account for project delays that frequently occur or projects that may be announced in the future, enter the pipeline and subsequently come to fruition.

³ Definition of Regions: New England/Mid Atlantic: CT, MA, ME, NH, NJ, PA, RI, VT; South Atlantic: DC, DE, FL, GA, MD, NC, SC, VA, WV; North Central: IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI; South Central: AL, AR, KY, LA, MS, OK, TN, TX; Mountain/Pacific: AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY.

Individual records are available for any line iteration. For more information, please contact Bruce Ford, VP of Sales, Lodging Econometrics, (603) 431-8740, ext. 18, or e-mail bford@lodging-econometrics.com.



ancient storytelling comes to life...

by: the Rockwell Group

“Casino of the Sky” is connected to the original casino by a retail corridor. Through the design and use of materials, this area serves as a transition between the Casino of the Earth and Casino of the Sky.

The corridor begins with the “Tree of Life, which represents the creation of the Mohegan Nation: the roots represent the elders of the tribe; the branches represent the youth or the future of the tribe. Through this design, the tree shows how the tribe continues and thrives. Its location serves as a segue between the old and the new.

The retail corridor documents the historical travel of the Mohegan Nation as they pass through a desert, over great waters, a mountainous area and finally arriving at their present day location in Connecticut. Desert, water, and mountain environments are presented in custom floor and ceiling finishes. For example in the desert, the flooring is terrazzo-tan and ochre in color and poured in a pattern resembling a dried cracked mud plain. Overhead are beaded tree canopies, back-lit in similar yellow and ochre colors.

As well, in the ocean and mountain areas, the floor patterns and colors, and canopy bead colors appropriately reflect the passage through water and mountainous areas.

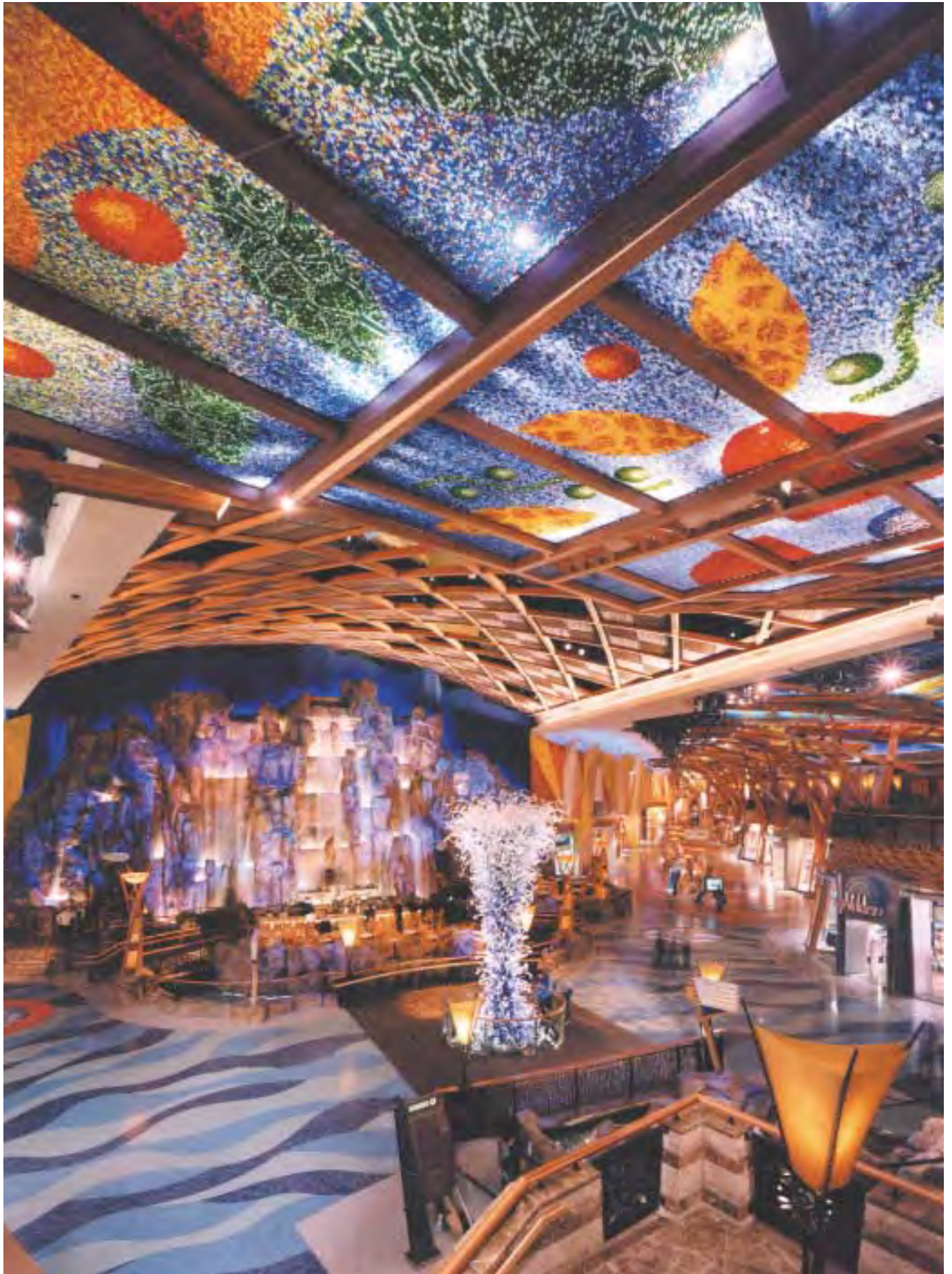
The north wall of the retail corridor offers two levels of retail – the ground floor and the mezzanine. Trees rhythmically punctuate the south wall, which is a multi-faceted canyon wall with many textural finishes. The north wall undulates depicting the life trail of the tribe – birth and life span of the tribe and the person “following your fate.”

Taughannick Falls, a water feature stands at the center of the retail corridor and has several custom finishes including graphic patterned plaster, textured ceramic tile, fused glass, diamond shaped stones and four color marble limestone.

Upon entering the Casino of the Sky from the mountain area of the retail corridor, you immediately see Wombi Rock (or White Rock), a huge outcropping of translucent onyx and alabaster with interior lighting programmed to

FUELED BY THE SUCCESS of its 1996 casino, the Mohegan Sovereign Nation soon envisioned an expansion that would transform their existing facility into a holiday destination. The new project developed into quite a substantial program: a four million square foot addition that includes a second casino, a thousand-room hotel, convention center, ten thousand-seat arena and 300,000 square foot retail and entertainment facility. In planning and designing the public spaces of the expansion, Rockwell Group applied priorities that had served them well in the first casino - clarity and ease of orientation for the visitor, and the creation of a visual language that illustrates and celebrates the tribe's culture. Once again, the design is based on narratives drawn from the tribe's oral history, and in the expansion, goes further to help envision their future.

Project Sunburst, as the expansion is called, represented the largest project ever undertaken by the Rockwell Group. The challenge for Rockwell Group was to create spaces that would relate to the existing casino without overshadowing it. The tribe wanted to maintain a subtle sense of continuity within the entire complex, without duplicating design details. Through discussions and close collaboration with the Tribal Council members, an approach evolved - the second casino was to carry through narrative themes and materials inspired by Mohegan motifs, but to express them in a more abstract architectural vocabulary.





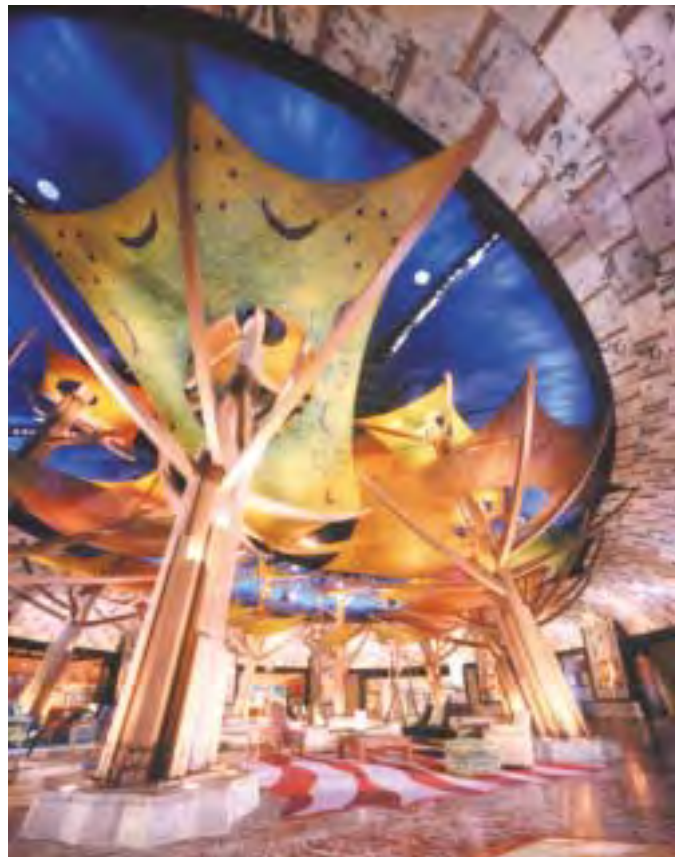
Overhead is a striking canopy of backlit colored glass beads in all the natural colors of leaves of every season. Each of the ten trees has its own canopy and one overarching canopy over the reflection pool. Natural light from the skylight as well as supplemental nighttime lighting make the beads sparkle at all hours.

The “Casino of the Sky” is a project filled with many wonderful handcrafted and custom design elements that can be seen throughout the casino. The Rockwell Group design team worked with many artisans and crafts people to develop many of the specialty finishes or special uses of different materials to illuminate and celebrate the many elements and stories of Mohegan life. Specialty contractors were brought on board throughout the design and construction process. Theming contractors from Las Vegas, theater builders, muralists, and world famous glass artists, including Dale Chihuly collaborated to bring to life the vision of the Mohegan Nation and Rockwell Group. With “Casino of the Sky” we expanded the intimacy of finely crafted detail and created a space, which becomes an immersive experience for the visitor. The end result is a rich and layered design, which gives life to the Mohegan culture.

For more information on the Rockwell Group, please visit www.rockwellgroup.com

change colors and intensity along with the planetarium show. This design element signifies the journey of the spirit. Wombi Rock stands at the center of the casino under the world’s largest planetarium dome. It is a fully functioning planetarium with projections of stars, constellations, cloud effects, and aurora borealis.

The expansion of the casino includes a 1,200-room hotel with a spectacular hotel lobby. At the center of the lobby is an area called The Cedar Forest. The red cedar is a sacred tree to the Mohegan’s. Oval in formation stand ten red cedar trees in the center of this lobby space surrounding a reflecting pool lined with glass mosaic geode tile. The geode tile represents the layers of Mohegan culture past, present, and future. Rings of different types of earth and stone radiate outwards from the pool, creating the overall stone floor pattern in the lobby. Four different colored marbles laid in concentric ovals reinforce the geode or stratified concept. The layers also reflect the current excavation on site. Behind the check-in desk is a huge geological, mosaic mural wall of layered earth and stone glass material bringing to life the concept of stratification.



Photos courtesy of Rockwell Group ©Rockwell Group & Fred Charles.

indian gaming:

developing the latest gaming trend

by: Donald Brennan, Nevada Gold & Casinos, Inc.
editor: Lisa A. Haude, Paradigm Design Group, LLC

OVER THE PAST FIVE YEARS, Indian gaming has experienced tremendous growth throughout the United States. This trend began in 1988 after Congress passed the Indian Gaming Regulatory Act, which allows Native American tribes to engage in gaming on Indian lands without government interference. In addition, the Act specifies that revenues from tribal gaming can be used to support the tribe's economic development and/or can be donated to charities.

As the gaming trend has progressed, developers have often asked how an Indian gaming venture differs from a traditional casino. To answer this question, we recently caught up with Donald Brennan, Vice President of Development with Nevada Gold & Casinos, Inc. and asked him to clarify the following elements:

Feasibility & Development

When determining if the proposed casino is feasible, a potential developer will need to take into account that most tribal reservations are located in remote parts of the country, and many times they lack water, electricity and other infrastructure. However, development costs can be less expensive because construction materials that are delivered to the construction site are tax-free (if proper procedures are followed).

Funding

Since Indian land is classified as a sovereign nation, many lenders remain skeptical in loaning tribes the necessary funds since they cannot obtain the land if the tribe should default on the loan. Therefore, it is essential that the tribe provide Waivers of Sovereign Immunity in order to encourage developers to pursue Native American casinos.

With these Waivers, larger banks like Wells Fargo and Bank of America are more comfortable in financing the larger, destination resorts/Indian casinos. However,

smaller casino developments are still funded by venture capitalists, entrepreneurs, and in some cases with corporation loan guarantees.

Types of Gaming

Approximately 200 of the 562 federally recognized tribes in the United States actually participate in Class II or Class III gaming. Class II gaming typically includes such games as bingo, pull-tabs, lotto, punch boards and certain card games that are allowed under state laws. However, in Class III gaming, the tribe is able to provide casino-style table games like roulette, craps, poker and blackjack. To operate a Class II or Class III gaming establishment, a tribe must be federally recognized as a sovereign nation. If a tribe wishes to operate a Class III establishment, they must have a compact (legal agreement between the state and the tribe) in the state where they are located.

Competition & Profitability

In 2000, it was noted that tribal governments earned approximately \$10.6 billion in gaming revenues. The Foxwoods and Mohegan Sun, two Indian casinos located in Connecticut, earned revenues that year of \$1.9 billion. Considering that the Las Vegas Strip earned \$4.8 billion and Atlantic City earned \$4.3 billion in 2000, one can clearly see that Tribal gaming can be a profitable venture.

Even though these casinos tend to be located in somewhat rural areas, they still must operate a safe and fair operation in order to attract the general public. Indian casinos located closer to urban areas are now being developed as full-destination resorts, including golf courses, hotels, and in some cases retail developments. Design teams continually strive to produce a "bigger and better" theme that can compete with other casino locations. In most cases, the design team will produce a theme that reflects the tribes' culture. This can be achieved through the use of tribal textures, colors, and

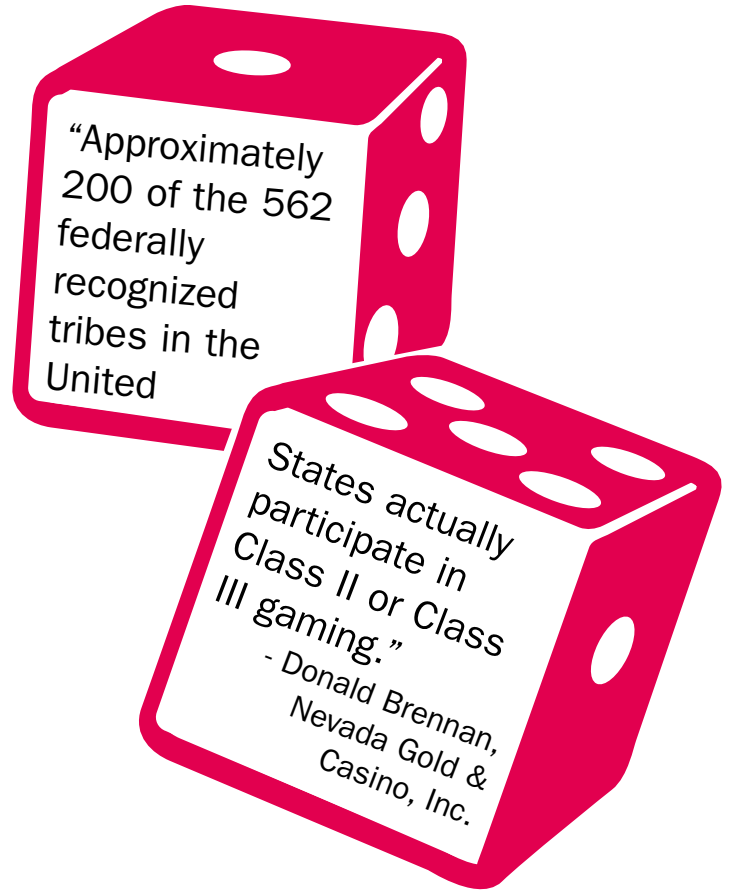


history which are incorporated throughout the facility in its design and layout. In some cases, museum-quality exhibits showing tribal arts and crafts and historical documents are also displayed.

As gaming expands in the United States, patrons are demanding safe and secure environments that provide state-of-the-art gaming devices that are fair and regulated. Often, there is a misperception that Indian gaming is unregulated. However, in reality, there are three levels of oversight. First, each individual tribe has a gaming commission that serves as the primary regulator of the casino and gambling operations. Second, there is a degree of state oversight that is mandated through a state gaming control board. Finally, there is federal regulation under the National Indian Gaming Commission that regulates the tribe as well.

If the tribe is organized and has a stable political environment, and if strong financing is arranged along with a pro-active public relations initiative, then developing an Indian casino can be a fulfilling and profitable experience.

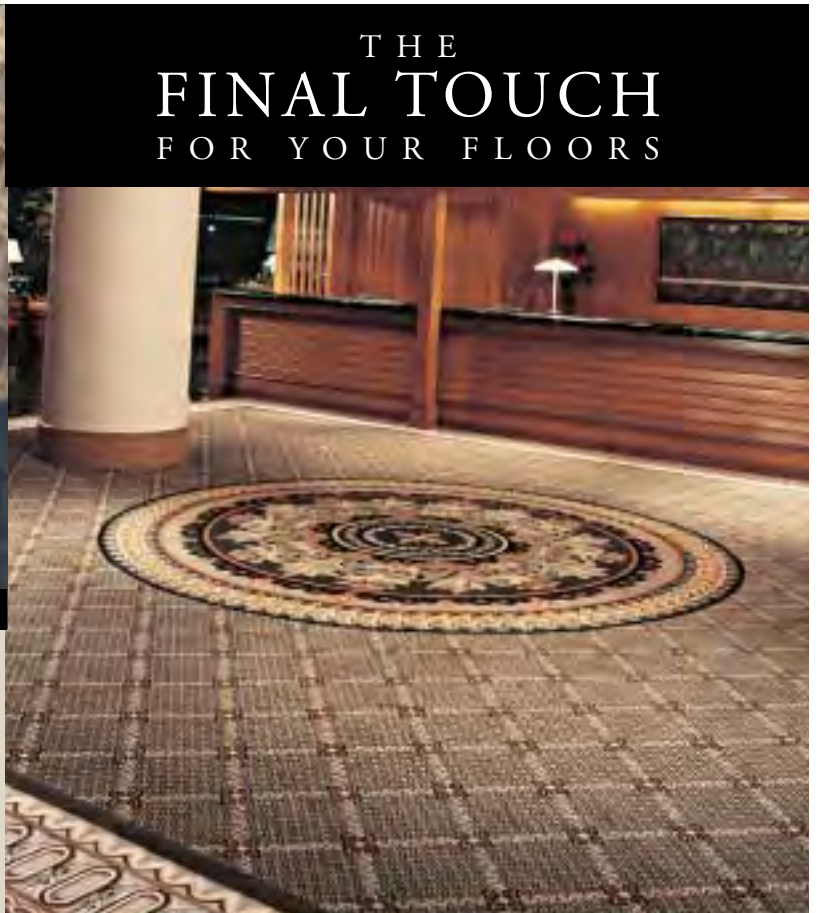
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you can't sue an Indian tribe, can you?

by: I. Nelson Rose,
Whittier Law School Professor

IN A SURPRISE DECISION, the U.S. Supreme Court has ruled that federally recognized Indian tribes are more powerful, in some ways, than foreign nations – and yet, at the same time, more subject to the whims of Congress than any state.

The same body of federal law that allows tribes to operate casinos allows them to be immune from law suits.

Tribes are governments – similar to, but not exactly like, foreign countries and states of the United States. They are sovereigns, meaning they have the power of self-government. A sovereign also has immunity: it cannot be sued without its consent for a governmental “act of state.”

But, when a foreign country goes into business and acts like a private company, it loses its sovereign immunity. In fact, even the federal government of the United States can be sued when a dispute arises out of purely commercial activities.

If sovereignty makes a government as invulnerable as Superman, commercial activity is Kryptonite.

The act of state doctrine should apply to tribes as well as countries. The U.S. Supreme Court ruled it does not.

The case involved the Kiowa Nation, which had agreed to pay a company called Manufacturing Technologies \$285,000 plus interest. The tribe defaulted; Manufacturing Technologies filed suit in state court in Oklahoma and won. The Supreme Court reversed.

People try to sue tribes all the time. What made the Manufacturing Technologies’ case unusual was the company’s allegations that the promissory note was executed off-reservation and the entire transaction was a business deal having nothing to do with the tribe’s governmental activities.

But the Supreme Court decided, 6 - 3, that tribes cannot be sued without their consent, even when the dispute is over commercial activities conducted on non-tribal land. Thus, tribes are more powerful than foreign nations. In fact, when it comes to being free of law suits, tribes are stronger than the United States of America.

It is an amazing decision, which violates basic principals of the law of sovereign immunity. For example, after Castro seized control of Cuba, the Supreme Court held that the now state-owned cigar industry still had to pay its debts.

Why would the U.S. Supreme Court rule that tribes cannot be sued by anybody for any reason unless they agree to be sued?

There is evidence in the opinion itself that the Supreme Court wanted to send a message to Congress that tribal immunity should be cut back. The Court seems to view tribal immunity with derision.

The Court declared that tribal immunity “developed almost by accident,” in a case that is less than 80 years old.

The majority opinion, written by Justice Kennedy, points out some of the contradictions created by tribal immunity. For example, states may tax cigarette sales by tribal stores to nonmembers, but tribes are immune from suits to collect unpaid state taxes.

More importantly, the Court found no reason for tribes to have sovereign immunity, other than that Congress has not taken it away. Justice Kennedy wrote that tribes have immunity simply because courts have assumed they had it, not because it was a well thought out policy.

The Supreme Court concluded it was up to Congress to decide whether tribes should continue to have immunity, but made it clear what it thought Congress should do:

“There are reasons to doubt the wisdom of perpetuating the doctrine... Immunity can harm those who are unaware that they are dealing with a tribe, who do not know of tribal immunity, or who have no choice in the matter, as in the case of tort victims.”

The ability of tribes to ignore breach of contract and tort (injury) claims has been a growing problem for non-Indian employees, gaming patrons and management companies and even for the tribes themselves.

In the most dramatic case, an employee of Mystic Lake Casino, Jill Gavle, alleged race discrimination, sexual

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harassment and various related torts, including pregnancy! The Minnesota Supreme Court threw out her suit against Little Six, Inc., the tribal business corporation which owns the casino.

Tribes that refuse to waive their sovereign immunity find it difficult to attract established, experienced companies. There are not many casino executives willing to invest millions of dollars and years of company time when their business partner can walk away from the deal at any time for any reason, or for no reason at all.

Tribes cannot look to the three dissenting justices for support: They would have held no tribe has immunity today for off-reservation commercial activities, unless there is an Act of Congress or treaty specifically giving the tribe immunity. Thus, when it comes to sovereign immunity, tribes have no friends on the U.S. Supreme Court.

As tribes continue to attract millions of visitors and billions of dollars to their land through legal gaming, don't be surprised if Congress, with the encouragement of the Supreme Court, cuts back on Indian sovereign immunity.

For more information on Nelson Rose, please visit www.GamblingAndTheLaw.com

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“Tribes are governments – similar to, but not exactly like, foreign countries and states of the United States. They are sovereigns, meaning they have the power of self-government.”

-I. Nelson Rose, Whittier Law School

putting the pieces together: the steps it takes to develop a casino

by: Benjamin Mammina, MGM Grand Development, Inc.
editor: Lisa A. Haude, Paradigm Design Group, LLC

CASINOS TODAY ARE not only known as a place to play games, but have become a destination - a place to explore, relax and experience an environment that mimics the real thing. But, one wonders, what does it really take to turn an idea or a dream into a reality? We recently caught up with Mr. Benjamin Mammina, the Senior Vice President of Construction for MGM Grand Development and asked him to explain what it takes to develop a casino from scratch.

Unlike the hotel business, one cannot build a casino in any state or location they choose. Whereas hotels are legal everywhere; casinos are not. Operating a casino is a “privilege” that is granted to casino developers in areas that have legalized gaming. In some states, the number of casino licenses permitted is regulated. In order to obtain a license, extensive background checks are done by governmental authorities to determine the “suitability” of a company/person owning or operating a casino. These companies must give full access to all information pertaining to their character, business experience and personal history.

However, prior to obtaining a license, a developer must first consider the gaming market. How much annual volume can it produce? How much competition exists from the total market volume? And, what is the market share that a developer can expect? Once these questions are answered, the developer can then determine what the project program would need to be in order to generate that income. A basic program is developed which includes the number of slot machines, number of gaming tables, number of rooms, number of restaurants/seating and type of entertainment to offer besides gaming. These programs then produce the size of the required staff, amount of guest/employee parking required, and the size of the back-of-house areas and all other operational support areas.

Once the overall building size has been determined, the developmental costs can be calculated. By combining the initial program and the income producing components of the project, the Return on Investment (ROI) is calculated. If the initial ROI calculations are favorable then Schematic Drawings are created using the developed program.

Funding for casinos can be somewhat complex. State gaming regulators are very concerned about the sources of money used to build new casinos. They want to make certain that no elements of organized crime or persons of unacceptable character get involved in casinos activities. As a result, the scrutiny can be so intensive that many good sources of legal funding are not even interested. Large casino companies use lines of credit with large nationally recognized financial institutions while smaller casino developers use a long list of creative financing techniques. Regardless of who ultimately lends them money, most developers are required to put more than 50% of the total project cost up in cash equity.

Whether a casino is profitable or not can vary greatly. Normally when calculating ROI, a developer will consider a 10 year period as being the time needed to pay off all development costs. In the casino industry, profitability is considered on two levels. The first level is EBITDA (earnings before interest, taxes, depreciation and amortization). EBITDA is a basic measurement of the “working” profitability of the casino. It does not include debt service, income taxes or depreciation. But, it does indicate the amount of revenue compared to operating costs. EBITDA values typically range from 0% to 50%.

The second level of profitability measurement is IRR (Internal Rate of Return) which looks at the entire operation of the business. It is expressed as a ratio of EBITDA to total project investment. IRR is a good measurement for risk. If one could invest their money safely in a certificate of deposit and earn 5%, then how much more return would a person need in order to take the risk of investing in a casino project? Levels of acceptable IRRs can vary also by developers. A well-seasoned casino developer who had extensive experience and some certainty in operating results might want an IRR around 13% to 18%. Less experienced developers might need 25% to 30%.

Aside from initial ROI projections, there are many other important issues that must be addressed as well. The



first is control of the project. It is imperative that projects are programmed initially and that no changes are made to the program without the owner first evaluating the effects to the construction cost and ROI. The program ultimately becomes the “road map” to the design team. Casino owners need to be proactive in their projects and coordinate the myriad of consultants, contractors and designers. Owners need to be decisive and provide direction on a day-to-day basis.

The second thing is trust and relationships. Casino projects are built at unbelievable speed. Basically, this speed is attained by experience in the process of building concurrently with design and governmental approval (phased permits). Footings are being placed in the grounds while architectural plans are being produced. Steel is being erected on the site while the interior designer is working on their drawings. This can only happen in an environment of trust between the owner, architect/designers and contractor. Everyone needs to be supported by the other one without the fear of being blamed or not paid. Records need to be kept, but a person’s word needs to be his bond.

Trust is not easily earned. It is attained by on-going relationships. Personally, I have what is called the “50% rule.” This means that 50% of the people on the project are people who I have worked with on successful, fast-tracked projects in the past. They understand the process and the trust already exists. In addition they pass this “culture” along to the other 50%. I pick every company used on the project very carefully. Attitude and temperament are most important. Successful projects are not based upon relationships between companies; they are based upon relationships between people.

Finally, it is extremely important to remember that the journey is not as important as the arrival. Getting the casino project open is much more important than the process; so everyone involved in the project needs to be totally committed to getting the project done in a selfless, professional, predictable manner.

For more information on MGM Grand Development, Inc, please visit www.mgmgrand.com

“Operating a casino is a ‘privilege’ that is granted to casino developers in areas that have legalized gaming.”
 – Benjamin Mammina,
 MGM Grand Development, Inc.



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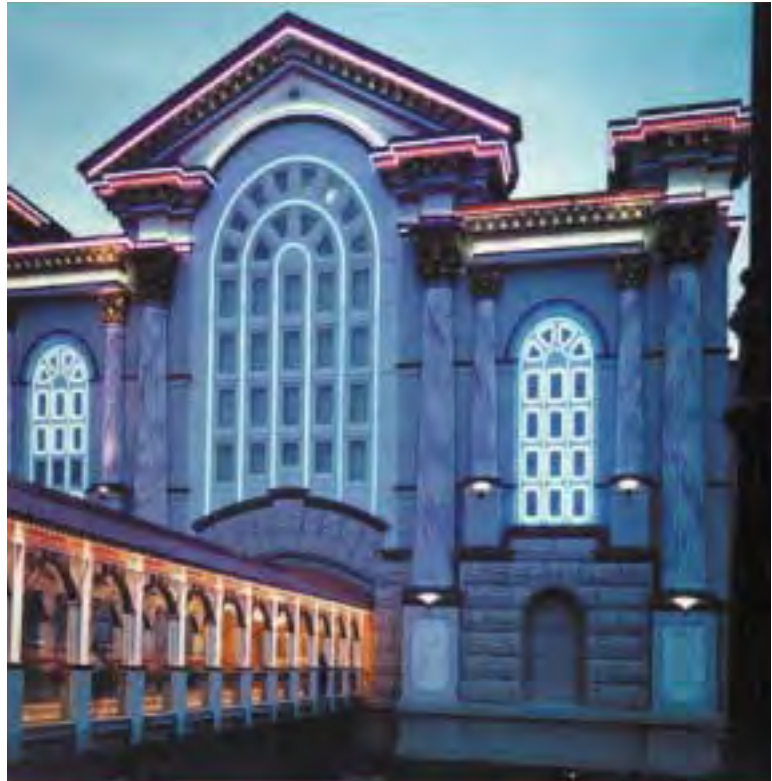
building the fantasy...

by: Tom Baird, C.F. Jordan

editor: Lisa A. Haude, Paradigm Design Group LLC

“Life safety codes are one of the builder’s greatest challenges. Many of the faux materials make extensive use of foam and plastics, which tend to be flammable and produce toxic fumes if burned.”

-Tom Baird, CF Jordan



LIGHTS...CAMERA...ACTION...or so we think as we explore today’s casino. These “mini adult amusement parks” continue to amaze us as designers and architects continue to stretch their imagination when designing these spaces. But, we wondered, how does one build these mammoth structures? We recently sat down with Tom Baird, one construction expert and asked him to clarify what it takes.

Ideally, when should you become involved in the project in order to ensure that the design concept has been designed within budget?

We like to get involved while the program is being developed. We have found that this provides the best framework for communication and understanding between all parties. Specifically the design team understands what the owner wants and is willing to pay for, the contractor and the builder both understand the designer’s vision, the contractor is able to guide the designer as they develop the details of their design so that the design is cost effective and the design team is only required to draw the project one time.



Photos courtesy of Roy Anderson Corp.

As you know, architects and designers are always coming up with very creative casino designs, how does a contractor actually bid on something like this?

We usually take the designers design and develop our own details and “mock ups” for the designers review and approval. When we have confirmation that we have correctly interpreted the design we develop the price. We also spend a good amount of time studying innovative projects and copying their ideas. My experience building for Disney was a great foundation.

How does a contractor actually build it?

Each project is engineered, designed and detailed from scratch so there isn't any standard way to “build a design”.

Where do you find the materials to build and/or simulate the “real thing”? (ie: stone walls, exposed wood beams, etc.)

There are a number of specialty companies that provide material for “faux products”. We have also spent many hours searching for old barns, boats and buggies, etc. to scavenge materials, which are then treated to meet fire codes and then incorporated into projects. There is also a lot of trial and error to distress new products to look old or to look different in an effort to produce the design the designer wants and still meet all applicable codes at an affordable price. We have tried some crazy things such as rubbing mud into new wood, pouring acid on new materials, or beating them with a chain or saw blade or rake in an effort to get “just the right look.”

How are Life Safety Codes affected?

Life safety codes are one of the builder's greatest challenges. We absolutely will not violate a code nor will we usually ask for a variance. The greatest challenge is that a design may meet the intent of the code but there is no “tested assembly” to refer to and there is neither time nor money to get a new assembly approved. Therefore, we look for approved assemblies first and then add the themed product as a façade to the assembly. Many of the faux materials make extensive use of foam and plastics, which tend to be flammable and produce toxic fumes if burned.

What was the most creative and/or outrageous thing you had to do in order to meet a designers and/or owners expectations?

I think the most outrageous thing I have had to do is create a three story, 80 foot long waterfall in a floating casino. Not only were we limited by the weight that the boat could withstand but also a bigger challenge was to design a waterfall that would flow properly no matter which way the boat was listing which would change from one moment to the next. An added complication was the fact that we could not use levels and plumb bobs to assist with construction because the boat was floating during construction and was therefore almost always out of level.

When building a casino, what three issues come to mind?

The three items that come to mind when building a casino are:

- What is the best way to build this item, what material should it be?
- Who is the right subcontractor to build this item or do we have the right skilled craftsman to build it ourselves?
- Because casinos are always very schedule sensitive - where can I get my hands on the required materials the quickest?

For more information on CF Jordan, please visit www.cfjordan.com

Previous page:
Grand Casino Hotel
Tunica exterior and
hotel lobby

This page:
Top: Grand Biloxi
Casino
Right: Grand Casino
Hotel Tunica



Photos courtesy of Tom Baird

the icing on the cake...

the importance of architectural millwork in casino design

by: Nancy Bohnett, International Woodwork Corporation



AS A DESIGNER, ARCHITECT, CONTRACTOR OR OWNER: “making a difference” in the client’s experience, is the key to success and development of client loyalty. The theme or “look” of a casino is fueled through the challenge of creating an environment that captures the customer’s interest, exposes them to the unknown, goes beyond their expectations and allows for a sense of comfort. Most often, the interior theme or look is attributed to the architectural millwork.

The reflection of a gaming experience is developed through the designer’s imagination and creativity. Themes tend to tell a story or relate to a place in history without boring the visitor by the over use of a certain motif or symbol. The architect / interior designer’s role is to take the visitor on an excursion through the vast, yet well directed casino interior. This comfort level is achieved by providing highly detailed and creative millwork and interior furnishings.



Luxor Las Vegas

As these “mini cities”, better known as casinos, continue to grow, owners keep adding additional amenities in hopes of capturing and maintaining the customer. A designer is then challenged with interpreting this theme without being too literal. These creative interpretations would not be possible without the technology of today's new materials.

The introduction of new materials and technology has fueled the ability to create highly intricate elements when creating the interior space. With this technology the interior designer is able to achieve unlimited possibilities. An example of this technology is the use of Fiberglass Reinforced Gypsum (FRG) as seen in the Luxor Theater. By using this product, the designer was able to recreate a realistic portrait of Egyptian art and architecture at an affordable price.

Many great examples of fabricated millwork can be seen throughout Las Vegas. Some examples include the large sculptures at Caesars Forum, the use of decorative jewels on the columns at the Aladdin Resort Casino, and the Art Deco style acoustical ceiling at the MGM Grand. With the introduction of materials such as: FRG, FRP, and GRC, one is allowed unlimited decorative possibilities while maintaining a realistic interpretation of historical elements and details. Large commercial projects are obvious directions for the installation of these materials as well as other materials to excite and deliver the theme. Thus, millwork is vital in determining the outcome of the project.

Learning from the Masters of Illusion, it's all in the presentation and the opportunity to capture one's interest. The current trend shies away from direct themes and focuses on each personal experience and a heightened awareness of a more sophisticated market. It is not only about gambling anymore. Casinos are using new materials in a unique way in order to separate themselves from their competitors. The designer of today is not afraid to change the angle of a wall, texture or pitch the ceiling, use fabrics and floor coverings openly and vary the lighting elements.

As a designer, we live in a great time when different materials have left one questioning what is real, and what is not. In conceptualization and development of the theme, one no longer has reason to hold back because technology is here to rescue the design and budget. Allow your mind to go outside the confines of the immediate, and allow yourself to be tricked with the end result. The common eye and mind needs to be constantly challenged. So go capture the client, and use all the latest technology available to create that illusion or fantasy.

For more information on International Woodwork Corporation, please visit www.intlwoodwork.com

Photos courtesy of MGM Mirage Resorts & Luxor Las Vegas



designing today's casino resort:

how to make entertainment
memorable and distinctive

by: Julie Brinkerhoff-Jacobs, Lifescapes
International Incorporated



IT IS FREQUENTLY STATED that you only get one chance to make a first impression. And, should you be fortunate enough to succeed at it, then you shall certainly capture the imagination and the attention of visitors. But why, in most cases, have gardens become such an integral part of the casino experience? Throughout the ages many cultures have yearned for their own particular "Garden of Eden," their own safe "Shangri-La," and their own hanging gardens of Babylon. These idyllic gardens are meant to be places of repose, relaxation, enjoyment and entertainment.

In the American culture particularly, we are obsessed with gardens. In the US alone American consumers spend upwards of \$2 billion annually on the care and feeding of our gardens. Did you also know that attendance at gardens around the globe has increased dramatically (by 15%) over the past five years? Gardens—we marvel at them, we stroll through them and we are completely dazzled by them! It is no wonder, therefore, since we love gardens so much, that these garden "experiences," which are really "staged experiences" have become integral design components for casino resorts.

Designers should think of the land as a blank canvas and by adding the right pieces, they are able to create a masterpiece.

Consumers expect a memorable experience. They desire to take home with them, a memory of a pleasant and exciting place. According to Joe Pine's book, *The Experience Economy*, he believes that the next competitive battleground for businesses will lie in staging experiences. The transition in the economy is from selling services to selling experiences (i.e. memories).

When The Mirage opened in November 1989, it was the first hotel to be built on the Strip in 16 years. We worked with Steve Wynn on creating a new destination casino/resort that helped lead the way towards the revitalization of The Las Vegas Strip.

On the other hand, appealing casino resorts have certainly not been limited to Las Vegas. Due to the development of casinos on Indian Reservations, many California casinos, have incorporated attractive and appealing garden settings as part of the properties' ambience. The Agua Caliente Casino in the Coachella Valley (Rancho Mirage, near Palm Springs) is a prime example featuring drought tolerant landscaping that reflects the beauty of the California desert and the tribe's oasis, Palm Canyon.

These successful casino resorts cannot be achieved with the vision of a landscape architect that can help mold the surrounding environment that is focused on the overall theme.

In order to create such a successful project, a team of highly skilled and experienced professionals are assembled during the project's concept phase. More often than not, there has already been a determination by ownership on what theme the property will emulate. By bringing the team together early one can maximize design opportunities. It has also been our experience that having a general contractor on as early as possible can mean the difference between an easily built facility and one that can be more challenging. Understanding the costs of construction and design as soon as it is feasible is always helpful to, not only the owners, but also to the design consultants. It should also be stated that the most effective design process is one that is achieved through consensus.



Understanding the physical characteristics of a project (property boundaries, topographical conditions, grading issues, soil conditions, climatic conditions, etc.), the overall design philosophy of the ownership, the design intent of the architect and information about the ultimate customer, the guest, are all critical factors when determining an appropriate

“The Agua Caliente Casino in the Coachella Valley is a prime example featuring drought tolerant landscaping that reflects the beauty of the California desert and the tribe’s oasis, Palm Canyon.”

-Julie Brinkerhoff-Jacobs,
Lifescapes International

design for the property. It is also important to provide the design team with budgets. However, most landscape architects are trained to assist with identifying softscape and hardscape costs once a landscape concept plan is achieved. It is always recommended to have a landscape architect provide a preliminary opinion of probable cost as early as possible so that, should design adjustments need to be made, they are made early and on paper and not in the field.

Remember also to add value to the guest’s experience. Loyalty from guests (or customers) goes beyond rhyme or reason but, if you deliver consistently good service, and a great environment that touches the heart and the senses, then you’ll keep your guests coming back and, they in turn will invite their friends to join in the entertainment!

For more information on Lifescapes International Inc., please visit www.lifescapesintl.com

Previous Page:
Top: Agua Caliente
Bottom: The Mirage

This Page:
The Mirage



Photos courtesy of Lifescapes International, Inc.

casino advertising:

a sure bet!

by: Shannon Costal, Masterpiece Advertising



The strong visuals and easily readable copy on this billboard proved to be a winner for Hollywood Casino. Keeping in line with Lacca's advice, the colors are vibrant and copy is kept to a minimum, so passers-by can get the information quickly.

ALL IT TAKES IS ONE LOOK into today's casinos to see they are a far cry from the golden age of Frank Sinatra and Dean Martin. As out-of-state competition and state-imposed gaming taxes loom over the heads of the major gaming markets, the country's casino giants, and fiercer competition makes gaming market shares smaller and smaller. But as any gambler knows, the odds are always in favor of the house, and as the going gets tough, the casinos get advertising.

And when it comes to casino advertising, no one knows the highs and lows better than Phyllis Lacca, President of Masterpiece Advertising in Atlantic City and Las Vegas.

While advertising has changed, so has Lacca's business. "We have to change with the times," said Lacca. "While casino advertising is still deeply rooted in direct mail, the internet has really revolutionized the industry. People have access to your product 24 hours a day." Lacca stresses the importance of carrying a "look" all the way through. "From your website to your direct mail and from your in-house signage to your billboards, all your materials need to have a synergy

The best thing about casino advertising is that there is no limit to your creativity," said Lacca. "We are always coming up with new, provocative ways to appeal to the customer. And we always get to use cutting edge materials." Casinos use slot toppers, slot danglers, slot cups, lenticular signs, backlit transparencies, LED boards and so much more to advertise in house, and Lacca enjoys creating them all. "There are endless possibilities to what we can do and we enjoy every minute of it!"



This ad was used in newspapers to advertise Hollywood's new casino, \$1 million promotion and upcoming performers. While the advertisement covers many different areas, it does not confuse the reader or feel cluttered; it has a central focus, minimal copy and strong visuals. This ad, along with the other examples, was a part of the "Simply the Best" campaign. The typestyle and layouts all create a synergy that translates from newspaper and billboards to in-house signage.

Marketing a casino is extremely different from marketing any other venue. Getting and keeping customers is contingent upon two things: getting the customer in your doors – usually through promotions – and giving the customer a personal experience once they've arrived. Casino customers are extremely loyal, but keeping them happy takes skill, strategy and planning.

And keeping them happy takes an expert.

Lacca stresses the importance of excitement and stimulation in casino advertising. "People want to feel like they are surrounded by fun and excitement." She suggests that in-house signage should be bright and colorful with strong images.

"Most people go to a casino to escape reality and we try to give that to them." Lacca suggests that along with strong visuals and bright colors, the copy should be enticing. "Copy should be short and sweet, but descriptive and fun! People won't take the time to read a long paragraph, especially while on the way to their favorite slot machine, so keep it simple!"

While it is important to make your advertising stand out, it is equally important that the advertising fit in. Whether you do your advertising in-house or you have an agency, it's important that your signage complements the look of the casino. You don't want ads that look too slick for a 'hometown' kind of casino and conversely ads that look too hokey for a slick, extravagant casino. You should have consistent elements in each piece that lets the customer know definitively that it's from your casino.

With all the competition out there, it's easy to get lost in the shuffle. "Gambling is an entertainment form and a lot of people forget that. The casino industry is an impulse business, that's why promotions are so vital." Casinos are constantly coming up with new promotions to keep things fresh-and to keep the customers coming through the doors.

"For one of our clients, we not only came up with the promotion, but we bought the prize (a 2000 limited-edition Ford Thunderbird). We find ourselves jumping through hoops for our

clients, but it's so rewarding when we surpass expectations and ultimately improve their bottom line."

The most important thing to remember is that what works for one market may not work for another. "We do not live in a vacuum. It is important to study your market and know your customer. I have seen too many people fail because they make rash decisions without complete knowledge of their customer. What works in Las Vegas may not work in Atlantic City and what works for your competition may not work for you. You have to remember to think like your customer! Successful casinos are those who have built equity and brand loyalty with their customer."

For more information on Masterpiece Advertising please visit www.masterpieceadvertising.com

"We have to change with the times...the internet has really revolutionized the industry ."

-Phyllis Lacca,
Masterpiece Advertising



Photos courtesy of Masterpiece Advertising

This direct mail postcard was mailed to Hollywood's customers to invite them to see Pam Tyllis in concert. The front of the postcard is a brightly colored picture of the performer with a visual of a guitar in the back. The reverse side gives the reader all the pertinent information, as well as an offer.

understanding code issues related to riverboat casinos

by: Ron Johnson, Hnedak Bobo Group

CONSTRUCTING AND OPERATING GAMING facilities on top of floating barges poses unique concerns. First and foremost is the question of how owners and operators of these facilities can integrate safety standards that relate to vessels with those that relate to buildings. A secondary issue is how this can be accomplished without imposing unreasonable restrictions on the owners and operators of such establishments.

The purpose of building codes is to provide minimum regulatory standards for building elements such as structural strength, use and occupancy, exiting, sanitation, light and ventilation, fire safety, building systems installation and maintenance and handicapped accessibility. This applies to any type of building, but is of particular concern to buildings installed on and connected to a floating platform.

When riverboat casinos were first being constructed, the local building departments initially did not take responsibility for their design because it was uncertain whose jurisdiction they fell under since they had no foundation. Instead, Coast Guard regulations were used because it was a floating barge. However, the Coast Guard approved only the floating barge and not the building itself. It was quickly recognized that boat regulations could not be applied to a floating barge with a large assembly building built on top of it.

Today, when designing a casino, or any building, on a floating barge, anything below the first deck must meet the codes and standards of the Coast Guard. Anything above the first deck is to be designed according to one of four building codes: Uniform Building Code (UBC), Basic Building Code (BOCA), Standard Building Code (SBCCI), or the International Building Code (IBC).

Special requirements for assembly occupancy (use of a building for gathering together people for purposes such as civic, social, religious, recreation, food and drink consumption, or awaiting transportation) also apply to riverboat casinos. For example, main entrance doorways must be sufficient to accommodate 50 percent of occupant load, and emergency lighting must be provided. Of particular concern to riverboat casinos are the ramping systems, which are needed to get people from the floating casino to land. The placement, sizing and exiting capacity of a ramping system must be able to accommodate the casino occupants.

Within the hospitality industry, one of the most memorable tragedies occurred during the 1980 MGM Grand Hotel and Casino fire, which killed 84 people and injured 700 people in Las Vegas. Although the fire was caused by a short circuit in a wire in the wall of a restaurant serving station, hundreds of code violations contributed to the loss of life. The fire alarm system was rigged to sound only after security could confirm a report of fire, holes were cut through fire rated walls, open hallway soffits were found, and the lack of fire dampers were discovered to name just a few of the violations.

Five months after the MGM Grand tragedy, the Nevada legislature passed a bill mandating sprinkler systems in all hotels, motels, office buildings and apartments higher than 55 feet. The same legislature also required sprinklers in showrooms and other public gathering places of more than 5,000 square feet.

Why are building codes violated? “There are many factors that can play into this; lack of knowledge or improper design, human error, cutting corners to save money, and the fast-track pace of designing and constructing a building,” stated Ron Johnson, CPCA, a Principal at the Memphis-based architectural design firm of Hnedak Bobo Group and a Certified Professional Code Administrator, Certified Building Plan Examiner and a Certified Building Inspector with 36 years of experience. “The importance of codes and life safety can’t be overlooked in creating good design. The two go hand-in-hand,” said Ron Johnson.

Ron Johnson served on a committee led by the American Bureau of Shipping (ABS), one of the world’s leading ship classification societies whose primary purpose is determining the structural and mechanical fitness of ships and other marine structures. In his role on the ABS committee, Ron was instrumental in establishing guidelines for buildings built on floating barges and used as casinos. As a direct result of the guidelines importance to the industry, the Missouri Gaming Commission required that any of their floating facilities comply with ABS Consulting’s Guide for *Permanently Moored Floating Casinos Ancillary Support Platforms, Superstructures, and Floating Platform Enclosures*.

“When you are looking specifically at the building codes for riverboat casinos, there are several things to consider. Although some facilities are built in metropolitan

areas with sophisticated fire departments and emergency response teams, many are built in areas that may only have volunteer fire departments that are unable and/or untrained to deal with the potential emergencies that these facilities might encounter. Gaming commissions and owners have a tremendous responsibility to make certain proper rules and regulations have been implemented to ensure the life safety of the hundreds of visitors that come to the riverboat casinos each day," said Mr. Johnson.

According to ABS Consulting's *Guide for Permanently Moored Floating Casinos Ancillary Support Platforms, Superstructures, and Floating Platform Enclosures*, when designing floating casinos, plans and specifications must be signed and sealed by a registered architect and/or registered professional engineer who is licensed in the appropriate state. They are submitted to and approved by the designated approval agency prior to construction of each phase. An affidavit stating the plans and design conform to the requirements of the code as to egress, type of construction, handicap accessibility and general requirements and that the structural design and drawings conform to the technical codes as to strength, stress, strain loads, and stability is submitted. The structural plans are also signed and sealed by the structural engineer of record for the project.

The architect and engineer of record must make appropriate project inspections and observations. At a project's completion and prior to occupancy, they must provide an affidavit certifying that the project was erected in compliance with the plans and specifications and the governing codes for structural integrity, egress, type of construction, fire resistance integrity, handicap accessibility and mechanical, gas, electrical and plumbing systems. If non-complying construction is found during these inspections, the contractor should be notified immediately in writing. If the contractor fails to promptly remedy non-complying construction, the applicant and the designated approval agency are then notified in writing. If they find non-complying construction, the contractor and architect of record are informed that if the non-complying construction is not corrected, the final approval of the building will not be granted. "Two important pieces of advice to riverboat casino owners are 1) to make sure the casino receives a Certificate of Occupancy from your local jurisdiction and 2) to be certain the building plans have been signed and sealed by

"The importance of codes and life safety can't be overlooked in creating good design. The two go hand-in-hand."

-Ronald Johnson, Hnedak Bobo Group

a registered architect in the state where the riverboat casino resides," explained Ron Johnson.

Inspections of life safety and emergency systems such as fire alarm, sprinkler system, smoke evacuation, emergency power, etc. are always performed prior to building approval. Adequate notice of these scheduled tests and inspections should be given to the approval agency for their opportunity to observe. The approval agency is given a copy of the final test reports and inspections. Annually, surveys of the building and its occupied spaces should be conducted in conjunction with local building regulatory agencies to verify that the occupancy, arrangements, life safety and emergency systems have not changed from those permitted by the original approval.

"Once requirements are put into codes and they are adopted, the key is enforcement. This is a major challenge for state gaming commissions. They must ensure the appropriate codes are being enforced in the facilities they are licensing," said Ron Johnson. "The next time you visit a riverboat casino, ask yourself 'how safe do I feel? If there's an emergency, can I safely exit the casino?' The state gaming commissions are obligated to enforce code and safety regulations, but only you can determine your personal comfort level."

For more information on Hnedak Bobo Group, please visit www.hbginc.com



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purchasing on a dime...

by: William Langmade, Purchasing Management International

Casino to P.A. (Purchasing Agent): "I need 7,000 yards of custom carpet in 4 weeks get it here.

P.A. to Casino: Not a problem, sir.

P.A. to Vendor: Need 7,000 yards of carpet in 4 weeks.

Vendor to P.A.: Are you nuts?

P.A. to Vendor: No . . . how much and can you do it?

Vendor: (Cash register goes off in his head) "Kaching!"

Vendor to P.A.: Not a problem, sir.

SO GOES THE TYPICAL WAY casinos operate when they are opening or renovating. The major difference between FF&E purchasing for a casino and a non-gaming hotel is speed. Every day a portion of a casino is down or a room is out of service equates to significant lost gaming revenue. Casino hotels under construction will run two or three construction crew shifts. If they can open 10, 20 or 30 days ahead of schedule, it can mean millions of dollars to the bottom line.

For the designer and FF&E purchaser, it can be frustrating because the construction cycle is usually way ahead of the design development and purchasing process. We call it Build / Design, not Design / Build. Typically a purchasing agent must be ready to receive specifications later than normal and complete the buyout in half the normal time, all while staying within the budget. The purchasing agent must have a large enough staff and efficient reporting systems to keep up. The purchasing agent must also use a tracking system that can keep up with the accelerated schedule.

And by the way, there are no excuses when dealing with the casino executives who stand to make millions if the project is ahead of schedule or lose it if the project opens late.

Another unique aspect of casino purchasing is licensing. There are many government casino control jurisdictions that require a non-gaming or gaming license from the purchasing agent. This means they will require your life history and records dating back to where and when you were born, fingerprints and records on all your key employees. Most all casinos themselves do background checks on purchasing agents. Purchasing agents must also know each jurisdiction's rules regarding vendor licensing. Generally, once a vendor hits a certain dollar volume, they too must go through the licensing process or the purchasing agent will be prohibited from paying

that vendor or doing business with them. Be ready for mountains of paperwork to complete these licensing procedures as well as significant licensing fees.

The purchasing agent must also pay particular attention to quality and durability without sacrificing the design intent. Since most casino hotels are running full all the time, the wear on the furnishings is at least double or triple that in a normal hotel. Any product that is not bullet proof will fail within the first year, and the purchasing agent will be getting an irate call from the facilities people to fix it. Again, any down time will cost the hotel casino significant gaming revenue.

Lastly, one of the most unique aspects of gaming purchasing is competition. The biggest competition for purchasing FF&E for a casino is usually with the in-house purchasing staff of the casino. The introduction of an outsource purchasing agent is fairly new in the gaming community, within the last 10+ years. A purchasing agent must prove to the project manager they have the purchasing, expediting and payables systems to keep up as well as the personnel solely dedicated to the FF&E buyout. Meanwhile, the in-house staff usually has other responsibilities like purchasing commodities and other capital replacement that can slow them down. It is very hard to break into gaming purchasing on a steady basis, but since the gaming business is expanding far beyond Las Vegas and Atlantic City marketplaces, it is opening new markets for purchasing agents.

So, before you jump in, make sure you have the systems, technical knowledge, adequate personnel, licensing and, above all, a cast iron stomach to be successful in this unique arena.

For more information, please visit www.pmiconnect.com

under wraps...



Photo courtesy of Boyd Gaming Corporation

a sneak peek at the Borgata Hotel & Casino

by: Boyd Gaming Corp.

*opening
Summer 2003*

ESCAPE TO AN EXTRAORDINARY WORLD OF LUXURY, culinary excellence and sizzling energy when Borgata opens in Summer 2003. All the elements for a memorable experience, from the brilliant ensemble of chefs and restaurateurs, to the breathtaking architecture and design, have been brought together to create a fresh, fun and fabulous destination. Borgata Style exudes from every detail, and every friendly face that greets you, whether you are treating yourself to a scoop of the freshest gelato, indulging in a soothing massage, or sipping a refreshing cocktail.

The first new casino hotel to be built in Atlantic City in 13 years, Borgata presents a world of dining that is rich in style, imagination and flair. Borgata's unique brand of hospitality is reflected in the remarkable talents of such renowned chefs as Luke Palladino and Susanna Foo, and in the vibrant nightclubs, bars and eateries that make Borgata a dining destination.

In addition to 11 restaurants, the \$1 billion joint venture between Boyd Gaming and MGM MIRAGE will offer 2,002 spacious guest rooms and suites, a 135,000-square-

foot casino with 145 gaming tables and 3,650 slot machines, a full-service European spa, 11 specialty boutiques, a 1,000-seat theater, 70,000 square feet of event space, and parking for 6,300 cars.

BARS AT BORGATA

Gypsy Bar
B Bar
Box Bar
Pool Bars

RESTAURANTS AT BORGATA

Executive Chef: Ron Ross
Executive Pastry Chef: Thaddeus DuBois

Borgata Buffet
Metropolitan
Risi Bisi
Noodles of the World
The Oyster Bar

For more information on Boyd Gaming Corporation, please visit www.boydgaming.com

under wraps...



Photo courtesy of Dillon Works! Inc.

a sneak peek at Tulalip Casino

by: Shirley LaFollette,
Interior Design International

A 35' tall salmon and water sculpture is being fabricated to extend from the top of the center bar to the middle of the casino dome ceiling. There will be twelve 6' long hand-sculpted and hand-painted salmon interspersed throughout the structurally engineered water sculpture, as if they're swimming upstream to spawn. Each piece of water is custom molded, and will be bonded to a special optical material that will change color as the guests move around it.

THE TULALIP NATION OF WASHINGTON STATE is due to open their new \$230,000,000 million dollar casino in June of this year. The interiors are being designed by Interior Design International, Inc. of Seattle, and Ruhl-Parr Architects. Project director is Shirley LaFollette, NEWH 2002 Woman of the Year. Other NEWH staff designers include Stephanie Ellis, Elaine Chan, and the Pacific Northwest Chapter President, Donna Rogers.

The theme of the casino is Earth, Wind, Fire, and Water and it will feature many waterfalls and water features as well as whale and salmon sculptures. The casino's 100' center dome boasts a hand-painted mural of swirling seas and salmon, the sea opens up to reveal the stars of the fiber optic night sky. Beneath the dome is a 60' circular bar, rising out of the conical back bar is an amazing 35' tall dichroic sculpture depicting the ocean, and 12 large 6' long salmon swimming to the mural above.

I.D.I., Inc. has chosen Dillon Works!, Inc., a Northwest custom design and fabrication company specializing in dimensional and architectural elements for the hospitality industry to create their special features. Dillon Works!, Inc. is not only developing the large center sculpture but the 36' diameter circular bar canopy, 21 column surrounds with 12' illuminated bowl-shaped capitals. They are also producing 70 art pods for organically shaped designs that will hang from the 20' casino ceilings. I.D.I. has worked with Dillon Works!, Inc., whose director was formally with Disney, on a number of casino projects, including Carnival Cruise Lines, Casino Rouge, and the Trump Casinos.

Other artists being used on the project are James Crispinel, a muralist, Felix Moslien, a glass and Lucite carver, and glass artist, Dale Chihbuly.

For more information on Interior Design International, Inc., please visit www.idiinc.com

small business advice...

by: Jessie Robertson

strategic planning

Part 1 (of a two part series)

WE ALL KNOW THAT CHANGE brings opportunities, but it can also bring confusion. The idea that strategic planning is all too complicated, has given way to the hunt-and-peck method of 'finding' a strategy. Thus, this essentially becomes just a succession of incremental experiments that rarely work because strategic planning is about making choices and trade-offs that fit.

Developing a strategy can be complex. The good news is that even great companies almost never get their strategic focus right the first time. You do not have to have all the answers right away. Most companies develop two or three versions, and then they clarify their strategy over time.

Great strategies are a cause. The chief strategist of any organization has to be the leader - the CEO who's willing to make tough choices and define trade-offs. In great companies, strategy becomes a cause because good strategic planning is about being different.

A leader also has to ensure that everyone understands the firm's strategic positioning in order to make sure that every person is working in the same basic direction. There is a striking relationship between really good strategic planning and really strong leaders. Great leaders understand that there is nothing rigid or passive about strategic planning - it's something that a company is continually getting better at - so they can create a sense of passion and progress while focusing on a clear and sustainable direction.

When developing your strategy, it is important to consider who you are targeting and how you want to be positioned. Targeting identifies optimal target markets for early revenue opportunities, and positioning imprints the firm's message in the minds of key stakeholders in order to differentiate.

Given the nationwide economic slowdown, strategic planning should be paramount. Under the circumstances, all strategic and tactical planning should be condition-based rather than ambition-based. By this I mean, a heavy

"...strategic planning - it's something that a company is continually getting better at - so they can create a sense of passion and progress while focusing on a clear and sustainable direction."

-Jessie Robertson

emphasis on obtaining current, reliable market data as an integral part of business development planning.

Market research will help you make decisions that are based on knowledge not suppositions. It will help you segment your market opportunities. It will help you to exploit your product's value cycle. And it will help you to evaluate or reevaluate your revenue opportunities in order to uphold your primary strategic goal: superior profitability.

Depending on where your company is with strategic planning, you may be positioning, repositioning or growing your business to meet market demands. If you have never engaged in strategic planning, then it is most likely you will be creating a new positioning platform. If you have engaged in strategic planning in the past, it is most probable that you will be repositioning or growing your company for a competitive advantage. No matter where you are in the strategic development cycle, strategy matters.

There is no question that strategic planning is a difficult exercise. It involves making tough choices or trade-offs in order to differentiate. Never has there been a more critical time in business to ensure that your company has a strategic focus, and that it can communicate that focus in a tangible and compelling manner. The importance of strategic planning cannot be overstated especially in today's fast moving and ever-changing marketplace.

For more information please contact 310.452.3550

working with team players...

methods of project delivery

by: Mark Linch, Linch Development Services

THE STRUCTURING AND HIRING of a project team is critical to the success of any project. In the building industry today, there are several methods available to owners and developers. Conventional methods of project delivery have given way to more creative methods in an effort to save time, save money, and to provide a more coordinated team approach in order to reduce litigation.

Each project delivery method has benefits as well as its own limitations. The advantages and disadvantages of each method must be evaluated relative to the objectives of each project. This implies that first and foremost, the objectives of a project must be established prior to the evaluation of the available project delivery methods. These project objectives must prioritize quality, schedule, cost, and risk which are then balanced with the owner/developer's in-house capability for managing the project delivery process.

Once the project objectives are established and the owner/developer's capabilities are defined, then the characteristics of the project can lead to the appropriate project delivery decision. This summary outlines the characteristics of each project delivery method.

Traditional Method 1: Design-Bid-Build

This is the most common form of project delivery method and is characterized by the owner having separate contracts with the design team and the construction team. The phasing of the work is sequential. First is the design phase, second is the bidding phase and lastly, the construction phase.

Advantages: Higher quality, competitive pricing

Disadvantages: Slower schedule, more claims for delay, pricing is less predictable.

Traditional Method 2: Negotiated

This method evolved from design/bid/build and has become very common. There are still separate contracts for design and construction. However, the contractor is selected during the design process to assist with controlling the costs of the design and to advise on various value engineering alternatives. (Value engineering involves exploring less expensive construction methods to deliver the same quality result.) Similarly, various aspects of the work might benefit from the "design-assist" variation which means that a subcontractor of the contractor is hired to assist the architect's engineer in the design of a building system. This method is common among owners, architects and contractors who work

together repeatedly. It is also the most common among "fast-tracked" projects. "Fast-track" simply means that construction is started before the design is complete. The benefits of delivering the project early must be weighed against the additional cost of starting construction before the design is complete.

Advantages: Highest quality, faster schedule, better cost control, reduced claims

Disadvantages: Must insure competitive subcontractor bidding.

Alternate Method 1: Developer At Risk aka Turn-Key or Pre-Sale

This method is characterized by the hiring of one entity, a developer, to deliver the project for a designated price. Since Developers At Risk assume financial responsibility for the project, they must have experience in that area. Once on board, the Developer At Risk hires the design and construction teams. A cost commitment is usually made early in the design process. Then, a Negotiated Method is used to carry out the work.

Advantages: Better cost control, faster schedule, and least amount of owner claims.

Disadvantages: Cost pressure and value engineering can erode quality.

Alternate Method 2: Construction Manager Not-At-Risk

This method involves the hiring of a construction manager who then serves as a broker for the hiring of subcontractors under direct contract with the owner. The roles of owner, architect and construction manager are similar to those of owner, architect and contractor. However, in order to reduce the construction cost, the owner takes on the risk ordinarily assumed by the contractor.

Advantages: Less cost.

Disadvantages: Increased claims, most complex to administer.

Alternate Method 3: Design-Build

This method involves the owner hiring one entity, a design-builder, to provide both design and construction services. Financing of the project is the responsibility of the owner. This method requires a clearly defined scope of work such as an existing prototype design. A cost commitment is made early in the design process.

Additionally, design-build may be used for a portion of the work. Typically, design-build is employed for fire protection systems and swimming pool systems due to their

specialized nature.

Advantages: Fastest schedule, best cost control, least amount of owner claims.

Disadvantages: Cost pressure and value engineering can erode quality.

Alternative Method 4 - Bridging

Bridging derives from a combination of design/bid/build and design/build. In Bridging, the owner hires an architect to generate a preliminary design and to define the scope of the project, including performance specifications. The preliminary design is then issued to design-build entities that provide a bid for the completion of the design and the construction of the project.

Advantages: Good quality, reduced claims.

Disadvantages: Complex process which requires more owner management.

These innovations in project delivery and innovations in project management have evolved together. Each method provides owners with an opportunity to ensure that a project delivery method is well-suited for a particular project and well-suited to its owner.

contractor compensation definitions

Cost Plus	The contractor is compensated for the actual costs of time and materials plus a fee that is either a fixed mark-up or a fixed amount. The contractor's estimate is not binding.
Guaranteed Maximum Price (GMP)	The contractor is compensated for the actual costs of time and materials plus a fee that is usually a fixed amount. Costs beyond a pre-determined maximum are borne by the contractor. Costs less than the maximum are typically shared as savings between the owner and contractor.
Lump Sum or Stipulated Sum	The contractor is paid a fixed price for construction regardless of the cost to the contractor
Notes	Under the GMP and Lump Sum methods, changes in the scope of work may require an adjustment to the contract by change order. Since adequate time is usually not available for an architect to perfect its documents, an additional 2-3% should be allocated by the owner for change orders resulting from the documents.

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in my opinion...

dye-injection technology makes customizing carpets fast & economical

by: Tracy Francis, Milliken Carpet Company

AS INTERIOR DESIGN BUDGETS SHRINK, designers are turning more and more attention to the floor for their design impact. Floor coverings occupy the largest interior area, providing the greatest opportunity to shape and build a powerful image. When compared to architectural detailing, carpeting becomes a more economical finish material, providing a greater return in relation to dollars spent per effect.

To harness the design potential of the floor, Milliken developed Millitron® dye injection technology. Of the technologies available today, it has the largest vocabulary for pattern development. Rather than tufting a pattern into the carpet, the Millitron injects pattern into the carpet fiber. This allows the designer to concept carpet design in the same way an artist approaches a blank canvas. Images can be placed anywhere on the carpet canvas without restriction to detail, color, clarity or desired effect. Imagination is the only limitation.

The latest Millitron uses 40,000 dye jets which lie parallel to each other and inject dye transversely across a moving carpet. Each dye jet can be independently controlled by the computer for precise dye injection into specific locations for 100 percent dye penetration. These immense machines, which run the length of a football field, change from one design to another in a split second without stopping. Registration of colors within a design is precise and automatic.

With this patterning capability, interior designers don't have to treat the floor like a surface. Carpet can provide a visual, tactile and emotive medium to involve the hospitality guest in the story the designer is seeking to tell. As the guest moves through the hotel, designers can change the floor composition to continually engage the guest in the experience or to transition him from one experience to another.

This state-of-the-art digital technology allows for the ultimate in design flexibility. It also works well on a variety of carpet systems. Milliken Hospitality Carpet uses Millitron technology on a variety of cut-pile and loop-pile nylon carpet bases, as well as a new 80/20 wool/nylon carpet called Kingsley. Broadloom carpet is dyed on the

Millitron ranges, as well as Milliken's 36" modular carpet called Atria.

To understand the possibilities provided by Millitron dye injection, one only needs to look at how it was developed. In the early 1970s, Milliken & Company chairman Roger Milliken challenged his scientists and engineers to harness the power of the world's emerging generation of super computers. The research physicist who led the team based the Millitron technology on the digital imaging process used by NASA to read and store space photographs. Millitron was launched in 1974 and has been continually refined by Milliken over the last 28 years. Today, Milliken is the largest supplier of patterned carpet in North America and the only carpet company to manufacture carpet in North America, Europe and Japan. Milliken also licenses the Millitron technology around the world.

Millitron is a digital design platform that is software-driven, not hardware-constrained. Computer data from the designer's system is transferred electronically to the Millitron system. No sequencing of light to dark coloring is required, as in screen printing. Nothing but dye touches the carpet. Color placement is precise and placed at 400 color points per square inch for nearly six times greater design detail than an Axminster loom's 70 color points per square inch.

In the hospitality industry, designers are continually challenged to produce more creative environments with smaller budgets and shrinking time frame. Milliken's digital technology becomes an even greater advantage in today's economy, as it allows designers to create unique images, custom-color designs and speed the order

“As interior design budgets shrink, designers are turning more and more attention to the floor for their design impact.”

-Tracy Francis, Milliken Carpet Co.

through the manufacturing process for fast delivery. Some of the benefits of Millitron dye injection are:

Color Capabilities

The Millitron system changes from one set of dyes to another instantaneously. This allows designers the freedom to choose from hundreds of Milliken colors at no added costs. Each color can be selected individually without any of the restrictions of standard color lines. In addition, there is no limit to the number of colors that can be used in a design. Colors also can be manipulated to suggest visual textures. Milliken's new Pointelle colors are striated to project the appearance of texture and to provide variations in the carpet that help hide spills and stains.

Design Flexibility

The Millitron system provides such economy of scale that Milliken is able to produce custom carpets with the same efficiency that other manufacturers make mass-produced carpets. This provides designers with tremendous opportunities to customize patterns. Design information is communicated electronically to the Millitron range directly from the interior designer's digital file. On the range, designs change from one custom design to another without the need to stop the manufacturing operation.

Fast Delivery

Designs are not tufted or woven into the carpet, but applied on a fast-moving Millitron range. This speeds the manufacturing process and delivery. Carpets ordered from Milliken's catalogs are delivered in 7-14 days. Once custom-colored and custom-designed carpets are approved, they also speed through this digital dye range for delivery within 7-14 days of design approval. Milliken's wool carpets use the same dye technology, delivering samples within 72 hours and carpets within four to six weeks. By comparison, an Axminster carpet would require twice that time frame.

The Millitron digital platform provides design, cost and delivery possibilities that enable designers to tackle increasingly difficult challenges in today's hospitality market. Milliken continually refines and exploits Millitron capabilities to bring new and innovative design techniques and service options to the market.

Do you have an opinion you would like to share with our readers? If so, e-mail it to pdg@houston.rr.com. NEWH reserves the right not to print all entries.

Homewood Suites by Hilton
Jacksonville, FL

Interior Design: Paradigm
Design Group, LLC

Photo courtesy of Milliken Carpet Company



industry partner education...

taking the gambling out of specifying gaming furniture

by: Al Koller, Vice President of Sales – Shelby Williams
Steve Cohen, Corporate VP of Sales – The Falcon Companies



Almost any product can be designed for use in casinos and can be made in any combination of materials such as rattan, wood or metal. Therefore, appropriate product selection is the most important aspect – with two key rules to follow. First, stick to your design concept, and work persistently with the manufacturer to convey the image without sacrificing durability. Second, understand your budget and plan appropriately so that you do not have to make last minute compromises that could put durability at risk.

The main category of furniture in a casino property is seating – specifically stools. Slot stools, black jack stools, bar stools, and of course, roulette stools make up the main categories. Stools can be made in wood, steel or aluminum, although trends today lean towards wood products that are specially reinforced for high use application. Slot stools are generally 22” or 24” in seat height and can be specified with a free standing base or a permanent or semi-permanent mount attachment. Most properties prefer to attach the stools semi-permanently to the machines. Fixing the stools allows for cleaner isles and safer conditions in panic situations. The aluminum base typically used to mount the stool prevents excessive wear in front of the machine and makes cleaning easier, as product can be removed. Roulette stools are similar to slot stools, as they are 24 inches in seat height but are always free standing. Stool back designs reflect the property’s image and are usually enhanced by custom shapes and upholstery. Normal budget for a slot stool (not including fabric) is between \$90 and \$275, depending on the quality of the game – nickel slots versus five and ten dollar slots.



Black jack and bar stools require more engineer-

THE LIGHTS, GLITTER AND GLITZ of the casino should not distract you from the fact that casinos operate 24 hours a day and generally withstand the most abusive environments in the world. Normal requirements for commercial hospitality products do not apply. Durability was the only concern for casino furniture in the 1970’s and 1980’s. However, the Mirage resort opened in 1989 adding creativity, style and comfort to the equation. The Mirage chose specially designed rattan gaming furniture by Shelby Williams, and a new age began for the industry.

The highly-themed casino décor has a relatively short life. In the battle for market share, casinos rely heavily on image to attract customers. As new casinos and hotels emerge, existing properties need to update and change to stay in the game. These changes require an extreme level of creativity and theme development to accommodate the unique challenges of the gaming industry. The furniture is one of the most creative and important ways to illustrate the desired theme.



ing than the slot stools. With a seat height of 27 inches, geometry begins to play a larger role in creating a durable product. Wood or metal may be used in this application with trends moving more to wood. Metal and aluminum products are strong but offer little warmth for today's themed gaming experience. Wood seating in casinos must have primary joints built as mortise and tennon versus double dowel construction. Wood must be finished in a catalyzed lac-

quer that will hold up to the hand acids and alcohol present in the facility.

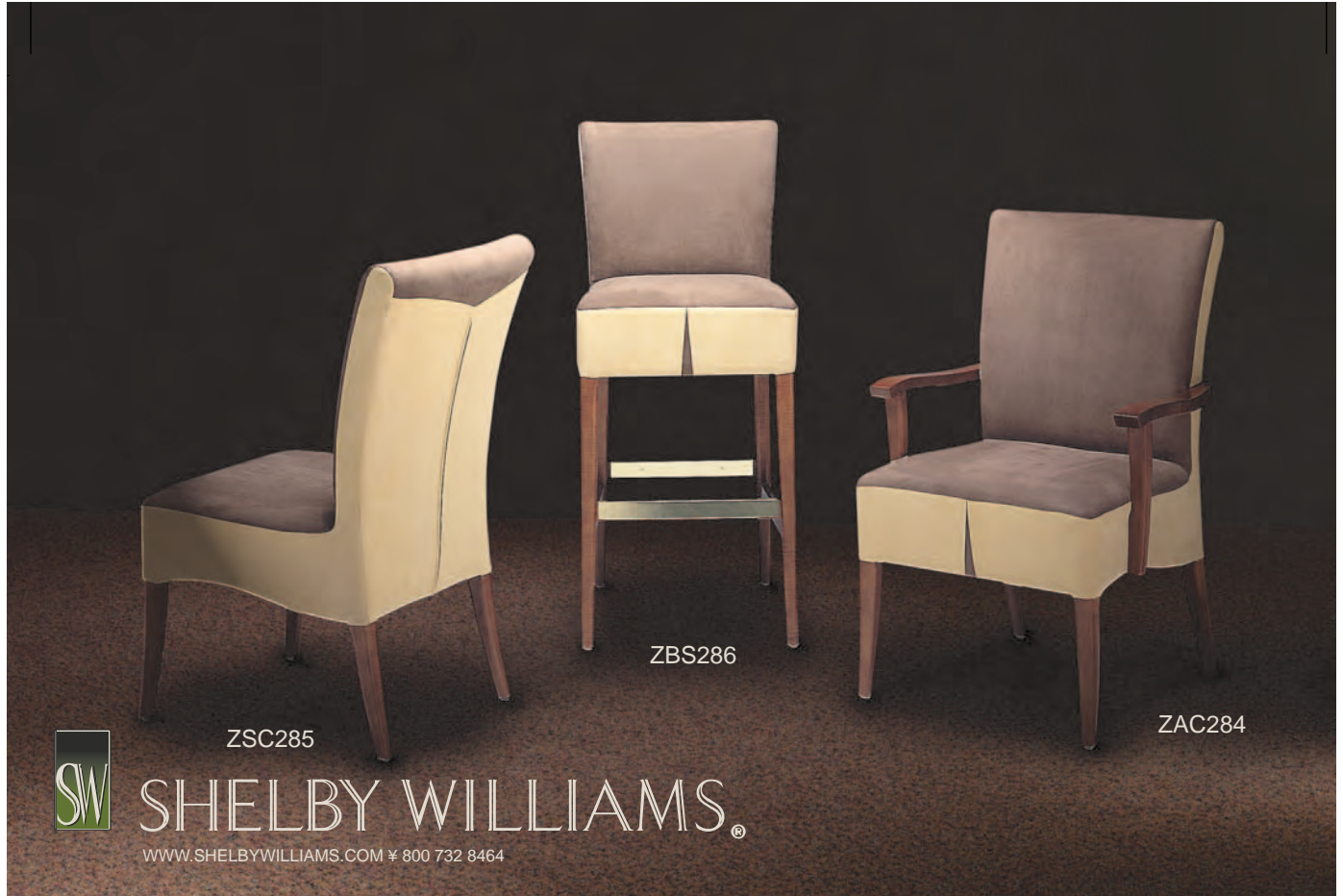
The other major casino seating category is the big, comfortable chair. Keno chairs are heavy-duty with a tablet integrated into the arm. Baccarat chairs are similar to Keno chairs without the tablet arm. Most are lounge

chair quality and are very comfortable with high-end appeal. People using these products are often some of the highest stakes clients in the house and you want them to be comfortable.

Casino design is challenging but fun. Make it successful as well by partnering with a manufacturer that specializes in the specific type of chair you need and who has a solid track record of durability and capability. The right manufacturer will help you define the space by taking your ideas and building them for the real world as well as the ones created by the casinos.

Projects with unique furniture installations:

- Belagio Hotel (Las Vegas) complete SW gaming
- Silver Legacy (Reno) complete SW gaming
- Venetian Hotel (Las Vegas) complete SW gaming
- Paris Hotel (Las Vegas) complete SW gaming
- Beau Rivage (Biloxi) complete SW gaming
- Golden Nugget (Las Vegas) complete SW gaming
- Coast Hotels (Las Vegas) complete SW gaming
- The Orleans Hotel (Las Vegas) complete SW gaming
- Aladdin Hotel's high end "London Club"
- The Palms Casino (Las Vegas)



industry partner education...

extraordinary things to consider

by: Steve Hillis, Durkan Patterned Carpet



CUSTOM DESIGN ACCOUNTS for over 80% of the interior finish specifications in the hospitality business. Hospitality owners need the customized décor to keep their property interesting, fresh and differentiated from other properties. To accomplish this level of customization, designers, owners, purchasing companies and manufacturers must work together closely and efficiently to select, purchase, manufacture and install custom products in a short period of time. And, the company that can provide this level of quality and custom service on a consistent basis will continue to win the business.

There are many extraordinary things to consider when designing custom jobs such as:

- What are the performance requirements of the environment the products are going into? This can determine the type of product to start with, such as carpet with tight dense construction to withstand heavy traffic and retain appearance for 10 years. Durkan has over 49 print base grades with various constructions, fibers, and textures to choose from.
- What is the budget for the product? This can narrow down the type of product and manufacturer you need to work with. Durkan can provide products from the lowest price point in guest rooms or back of house to the high end customized CYP carpets that rival Axminster.
- What are the maintenance capabilities of the property and are there concerns with spills, odors or other maintenance related issues that may require special moisture barrier backings or special fabrics or fibers to resist stains or clean easier? Durkan has a wide range of fibers that include type 6 and 6.6 nylon (solution dyed and yarn dyed), and many backings to meet a variety of performance needs.
- What is the design/aesthetic intent or theme of the property? This could direct the designer to certain manufacturers with the ability to assist with the pattern and color development by creating the right product for the design intent. Durkan has the most extensive and flexible design support department in the industry with 11 in-house artist/designers in Dalton, Ga., New York, LA and Las Vegas.
- Is the design intent originating from a new design or from a previous design of a textile that may have copyright issues to consider? If it is from an existing design, make sure to work very closely with the manufacturer in order to avoid copyright problems. It is important to research this in the beginning to avoid having delays or issues late in the project due to copyright issues. Durkan has over 4000 patterns to choose from to start the process of custom design along with over 10,000 archive patterns that date back to the 1800's that can be previewed on the Durkan website.
- What is the quantity of the custom product on the project? Check for minimum quantity requirements from the manufacturer and involve your sales representative early in order to allow enough time to properly design, review strike-offs and make any necessary changes. Durkan will do custom design for as little as 150 yards of carpeting on print and 500 yards on CYP and Merit. Some tufted constructions require larger minimums, up to 2000 yards, and your sales representative can assist you with this information.

- Understand the lead times available from the contractor building the property and develop an acceptable product development time line. Most carpet products require 4-6 weeks manufacturing lead time; however, the design and approval of custom products need to be factored in as well.
- What are the widths needed for the custom product? Some manufacturers, such as Durkan, provide multiple widths from 9 ft. wide to 15 ft. wide on the custom print patterned carpet. This can save considerable cost on a project and minimize waste while reducing the installation time for carpeting.
- What is the shape and size of the space you are designing for? This can affect the scale and direction of the pattern and should be considered when developing a custom carpet.
- If the area needs borders, outfills and other customized aspects, work closely with the manufacturer to eliminate waste and minimize installation problems. Durkan has an extensive program for customized jobs that will lay out the patterns and borders, provide detailed drawings and marked rolls of carpet to make it easy for the installer to put all the pieces together. Durkan will even send a technician out to the job site to field measure for “carpet to fit” projects to insure the carpet will be a perfect match for the job when it arrives.



- Verify the financial stability of the manufacturers you are considering on a project. It is important the company you choose has the financial stability to stand behind the warranties and will still be in business when you need to re-order more of the beautiful custom product you designed.



Aladdin Hotel & Casino
Las Vegas, NV

For more information, please visit www.durkan.com

“Custom design accounts for over 80% of the interior finish specifications in the hospitality business.”

-Steve Hillis, Durkan Carpet Co.

Photos courtesy of Durkan Carpet Company

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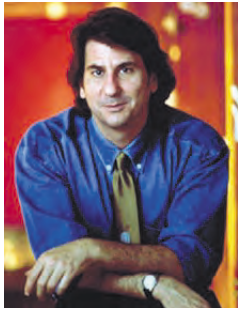
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bios...



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One of Manhattan's prominent firms, this 90-person firm is guided by President, David Rockwell. Known for their broad range of innovative thinking, they have successfully completed a spectacular portfolio of hospitality projects. Some projects include the Cirque du Soleil theater, Turner Stadium for the Pittsburgh Steelers, the Mohegan Sun Casino and the W in New York (New York and Union Square). They can be reached at 212.463.0334 or www.rockwellgroup.com.



Donald Brennan

Nevada Gold & Casinos (AMEX:UWN) of Houston, TX, is a developer of gaming properties and has real estate interests in Colorado, California and Nevada. UWN has experience working with Native American reservation leaders, identifying niche markets, securing permanent financing, and developing entertainment facilities. You can reach Don at 713.621.2245 or don@nevadagold.com.



I. Nelson Rose

Whittier Law School Professor I. Nelson Rose is an internationally known public speaker, writer and scholar and is recognized as one of the world's leading authorities on gambling law. You can reach Nelson at www.GamblingAndTheLaw.com.

Benjamin Mammina

MGM Grand Development, Inc. is an entertainment, hotel and gaming company headquartered in Las Vegas, Nevada. Benjamin H. Mammina joined MGM Grand Development, Inc. in 1997 as Sr. Vice President of Construction to oversee the development of a future \$900 million casino project in Atlantic City. He was part of the development team that secured the license to operate a major casino in Detroit and was personally licensed by the Michigan Gaming Control Board. He was responsible for the design and construction of the \$220 million Interim MGM Grand Casino in Detroit. You can reach Ben at 702.891.3368.

Tom Baird

C. F. Jordan, LP delivers construction services to national and international clients from its offices in El Paso, Dallas, College Station, San Antonio, Austin, Tucson, and Phoenix. C. F. Jordan ranks in the top third of general contractors operating nationally according to Engineering News-Record and has the unique capability of building both commercial and residential/multifamily facilities. The Dallas commercial division builds educational, health-care, institutional, warehouse/distribution, hospitality/leisure and resort facilities. You can reach Tom at tbaird@cfjordan.com.



Nancy K. Bohnett

Nancy Bohnett has owned and operated KB DESIGNS.INC for over twenty five years, specializing in large gaming and hotel projects prior to becoming the Sales and Marketing Director for International Woodwork Corporation. She is a member of the NEWH Rocky Mountain Chapter and serves as the Director of Scholarship & Education on their board. You can reach Nancy at nbohnett@intlwoodwork.com.



Julie Brinkerhoff-Jacobs

President of Lifescapes International, Inc., Julie Brinkerhoff-Jacobs has been active in the construction industry since 1975. Her twenty-five years experience is focused on guiding the growth of the award winning landscape architectural firm by marketing to resort, residential, casino, theme park, office and industrial developers, builders and other industry professionals. She is a frequent guest speaker, lecturer and author on design and marketing related issues for the industry. You can reach Julie at 949.476.888 or juliebj@lifescapesintl.com.



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With 10 years under her belt, Phyllis Lacca formed the award-winning advertising company, Masterpiece Deisgn. Specializing in a myriad of advertising avenues including print, outdoor, collateral, direct mail and signage, Lacca is a leader in the gaming industry of advertising. You can reach Phyllis at 609.344.2400 or www.masterpieceadvertising.com.



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Hnedak Bobo Group (HBG) is an architectural design firm headquartered in Memphis, Tennessee with an office in Las Vegas, Nevada. Established in 1979, HBG's 100-person team includes registered architects and licensed professionals in the disciplines of architecture, interior design and construction management. Since the inception of the riverboat gaming industry, HBG has been providing varied services to major casino owners and operators in such states as Missouri, Mississippi, Louisiana and Illinois. Our specialization includes plan reviews, construction inspections for building code compliance, appeals representation and regulatory reform consultation as well as architectural design services. You can reach Ron at 901.577.0562.



William Langmade

Purchasing Management International is a leading independent hospitality purchasing agent that supplies hotels, country clubs, casinos, restaurants, senior living facilities and time-share projects. Bill has been active in speaking engagements regarding renovations and new construction at the International Hotel & Restaurant Show in New York as well as NEWH and AH&MA functions throughout the country. He has been involved with many major FF&E assignments for over 20 years including Caesars Palace, Las Vegas, MGM Grande Hotel, Las Vegas, and Hard Rock Hotel & Casino, Las Vegas. Bill Langmade has been a member of NEWH since 2001. You can reach Bill at 972.239.5555 or blangmade@pmiconnect.com.

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Shirley LaFollette, Founder and President of Interior Design International has an internationally renowned and respected design firm that specializes in hospitality design. Shirley LaFollette has been a member of NEWH since 1994. You can reach Shirley at 206.284.2220 or www.idiinc.com.

Dillon Works! Inc.

Dillon Works! is a custom design and fabrication company specializing in dimensional and architectural elements for resorts, hotels, cruise ships, casinos and convention and tour centers. You can reach Brian Leonard at 425.493.8309.



Jessie Robertson

Jessie Robertson is a business development strategist and can be reached at jessie.robertson3@gte.net.

Mark Linch

Known nationally for his project leadership and expertise in project management, Mr. Linch has successfully completed a variety of projects. He is unique in his design, management, and technical expertise and is known not only for his problem-solving methodology but also his ability to organize and implement challenging projects, as well as his ability to accomplish budgets and schedules. He has overseen, assessed, or authorized over \$3.5 billion in developments, acquisitions, or loans on over 1,300 projects in the Americas. You can reach Mark at 704.543.6235 or www.linchdsi.com.





Tracy Francis

Tracy Francis is Marketing Manager for Milliken Hospitality Carpet, a business unit of textile giant Milliken & Company and an international supplier of broadloom and modular carpet to a number of hospitality markets. You can reach Tracy at 1.877.369.1502.



Steve Hillis

Headquartered in Dalton, GA, Durkan Patterned Carpet, part of Mohawk Industries, is one of the leading carpet manufacturers in the hospitality industry. Using their own proprietary yarns and equipment, they have changed the way designers and owners look at printed carpets. Steve Hillis has been a member of NEWH since 2001. You can reach Steve at 800.214.4580.

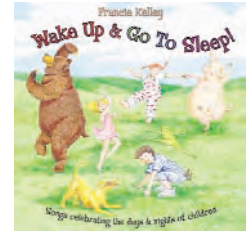
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Steve Cohen - Corporate VP of Sales-The Falcon Companies Falcon Products Inc., is the premier designer, manufacturer, and distributor of tables, and seating for the commercial furniture industry. You can reach Steve at 314.991.9200.

long time NEWH member, francie hogle kelley releases her new cd, *wake up & go to sleep*



"WAKE UP & GO TO SLEEP" is a collection of mostly original songs performed by Francie Hogle Kelley, an LA Chapter member of NEWH for 15 years. Francie is owner of Paragone Gallery, an art consulting firm in West Hollywood that has done numerous hospitality projects. Francie's first love is music and this CD represents a four year collaboration with her husband Pat. It is about a mother's love for her child, presented in a wonderful collection of fun up-tempo songs, and soothing, poignant melodies celebrating the preciousness of childhood.

As a working Mom, many of us are torn between our work and our children. Many of these songs came to life in the wee small hours of the morning and are all inspired by Francie's daughter Katie. (Both Pat and Katie sing on the CD, too.) The project is produced by Pat, a top LA studio guitarist, jazz artist and composer. He assembled many of LA's best players and came up with a production that is a joy for kids and parents alike.

"We're lucky to count this great talent as a member of NEWH and I think she deserves our full support in launching this excellent CD. Everyone in our organization could use a copy; we've all got kids, grandkids, nieces, nephews, godchildren or children of friends. I gave it to my loved little ones at Christmas and they listen to it constantly." says Jonette Slabey.

Here's what people are saying about "Wake Up & Go To Sleep"

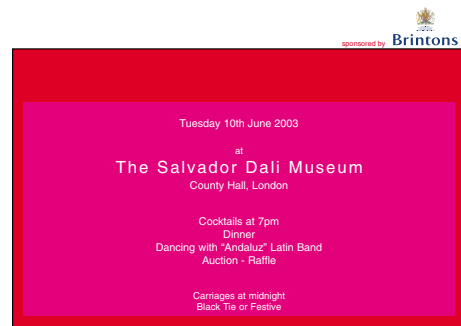
Reviewer: Chuck Pendergast, RiskPress

"This CD is the result of a perfect collaboration between the innocence and purity of childhood, and the skills and practicalities of adult musicianship. A delightful collection of enchanting songs which all bear the stamp of wonder, joy and ceaseless, awe-inspiring happiness. It will have your family singing together while making forays into the kitchen for make-shift instruments. It makes a perfect gift for new parents and devoted teachers."

Reviewer: Carl Ross, Interior Designer

"Francie Kelley's Wake Up & Go To Sleep cd is a truly touching collection of songs which are crafted with heart, love and a wonderful sense of tender family connection. The musical skill and diverse instrumental support by Pat Kelley and the numerous talented musicians blend with Francie's wonderful voice to bring a level of quality rarely found in this genre of performance. From "Babies Won't Keep" which captures the fleeting moments of early childhood, to the energetic "Jammin' in My Jammies", this album is a must have for every family! Thank you all for making such great music."

"Wake Up & Go To Sleep" is available on-line from Artsongmusic.com, or through Cdbaby.com.



Please reserve _____ tickets at £160 each or _____ tables (of 10) at £1,500 each. Please send tickets to:-

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I enclose a cheque for £ _____ payable to NEWH.UK Fundraising Gala, together with this form, and return to:
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Prices are limited so please book your tickets early.

Please note that your tickets are not reserved until your cheque has been received. Each guest must present a ticket upon entry. NEWH members' tickets are discounted by £10 per seat place. (Please list NEWH members' names.)

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NEWH 2003

leadership conference

LEADING OUR NEWH CHAPTERS to Success is our goal and mission for the NEWH 2003 Leadership Conference held January 31-February 2 in Dallas, Texas. Attendance from all NEWH Chapters throughout the U.S. and U.K. as well as Chapters-in-information exceeded all expectations. The emphasis of this year's Leadership Conference was on NEWH Chapters by means of support, enrichment and empowerment. Special thanks to those NEWH Corporate Sponsors whose contributions of support made our Leadership Conference possible; Oxygen/Quorum International/Cristal, Durkan Patterned Carpet and Ulster.

The Welcome to Dallas reception held Friday evening was generously hosted by our Dallas NEWH Chapter. NEWH members and NEWH Corporate Sponsors had the opportunity to *network* in a relaxed atmosphere at the

Leadership Conference venue of The Wyndham Dallas North by the Galleria.

Kim Blouin, Sales Development Manager for the Fort Worth Star Telegram was the keynote speaker Saturday morning. Kim is responsible for training at the Star-Telegram and has been actively involved in the Star-Telegram Strengths project, a culture changing program, based on the Gallup Organization's books, ***First Break All the Rules*** and ***Now, Discover Your Strengths***. Defining broad characteristics, specific skills and talents to ascertain one's personal superhighway is the focus and guide to enhancing one's personal and professional growth. Participants were energized and excited by the fresh ideas presented.

Susan Saunders, Principal of SGS Solutions spent the remainder of Saturday morning discussing the topics of Not-For-Profit Board Member Duties, Board Management, Committee Management, Legal and Ethical issues. Stewardship of the *public trust* and its related responsibilities was the central theme for the management of not-for-profit organizations.



NEWH/Chicago participants Lupe Brueck, Tina LeFebvre, Natalie Sheedy.



Left: International President Jillian Van Dresser (center) with Dallas members Sue Alison, Tanya Patnode, Patty Frederick and Chicago member Lupe Brueck. Above: Jennifer Rodriguez and Melba Williams of NEWH/Houston...Melba was an NEWH scholarship recipient who has come back to the chapter and is now serving as Scholarship & Education Director on the Houston Board of Directors.

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LouAnn Smith, Principal of Volunteer Solutions was the principal speaker Saturday afternoon discussing Building your Skills as a Confident Chapter Leader; Recruitment, Management, Retention and Recognition of your Chapter Volunteers; How to Create and Preserve Enthusiasm and Planning for Future Leadership. Insightful clues and vignettes were given which provoked much thought and conversation by the audience.

A Chinese New Year special celebratory dinner Saturday evening at the hotel was enjoyed by all the NEWH participants. It was a pleasure to have several NEWH Corporate Sponsor and Partner members of Oxygen/Quorum International/Cristal join us for this festive dinner.

Sunday was devoted to group strategic ideas and planning facilitated by both Susan Saunders and LouAnn Smith combining information gleaned from Saturday's sessions and applying this knowledge to NEWH Chapter issues. Nine groups discussed different topics ranged from Matching Volunteer Skills to Service Opportunities to Effective Planning Tools. Innovative ideas were presented and shared by each group for each topic discussed. Most importantly was, What to Take Back to Your Chapter and How to Use this Knowledge. Participants were eager to return to their respective NEWH Chapters to share the ideas and information learned at the NEWH 2003 Leadership Conference. The future success of all NEWH leaders is through communication of knowledge, friendship and mentoring. The powerful group of leaders at this NEWH Leadership Conference is a testimony to shared objectives achieved through networking and NEWH's commitment of support to the hospitality industry.

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