



The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at ***wvOASIS.gov***. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at ***WVPurchasing.gov*** with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

Header 2

List View

General Information

[Contact](#) | [Default Values](#) | [Discount](#) | [Document Information](#)

Procurement Folder: 371245

Procurement Type: Central Master Agreement

Vendor ID: VS0000013977

Legal Name: Eilers & Krejcik Gaming, LLC

Alias/DBA:

Total Bid: \$160,000.00

Response Date: 09/19/2017

Response Time: 13:06

SO Doc Code: CRFQ

SO Dept: 0705

SO Doc ID: LOT1800000004

Published Date: 9/12/17

Close Date: 9/19/17

Close Time: 13:30

Status: Closed

Solicitation Description: ADDENDUM 1 -IMPACT STUDY OF SPORTS BETTING &

Total of Header Attachments: 2

Total of All Attachments: 2



Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

**State of West Virginia
 Solicitation Response**

Proc Folder : 371245

Solicitation Description : ADDENDUM 1 -IMPACT STUDY OF SPORTS BETTING & INTERNET GAMING

Proc Type : Central Master Agreement

Date issued	Solicitation Closes	Solicitation Response	Version
	2017-09-19 13:30:00	SR 0705 ESR09191700000001112	1

VENDOR
VS0000013977 Eilers & Krejcik Gaming, LLC

Solicitation Number: CRFQ 0705 LOT1800000004

Total Bid : \$160,000.00 **Response Date:** 2017-09-19 **Response Time:** 13:06:14

Comments:

FOR INFORMATION CONTACT THE BUYER
 Michelle L Childers
 (304) 558-2063
 michelle.l.childers@wv.gov

Signature on File	FEIN #	DATE
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All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	IMPACT STUDY OF SPORTS BETTING & INTERNET GAMING IN				\$160,000.00

Comm Code	Manufacturer	Specification	Model #
93131703			

Extended Description : THE WEST VIRGINIA PURCHASING DIVISION IS SOLICITING BIDS ON BEHALF OF THE WV DEPARTMENT OF REVENUE FOR AN EXPERIENCED VENDOR TO PROVIDE RESEARCH AND ANALYTICAL SERVICES NECESSARY TO COMPLETE A COMPREHENSIVE IMPACT STUDY OF SPORTS BETTING & INTERNET GAMING IN WV PER ATTACHED SPECIFICATIONS

Comments: Submitting documents in two parts to get below the 10MB/document limitation.



Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

State of West Virginia
 Request for Quotation
 10 - Consulting

Proc Folder: 371245

Doc Description: ADDENDUM 1 -IMPACT STUDY OF SPORTS BETTING & INTERNET GAMING

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2017-09-12	2017-09-19 13:30:00	CRFQ 0705 LOT1800000004	2

BID RECEIVING LOCATION

BID CLERK
 DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 2019 WASHINGTON ST E
 CHARLESTON WV 25305
 US

VENDOR

Vendor Name, Address and Telephone Number:

*Eilers i Krajeik Gaming, LLC
 1851 East First Street, Suite #946
 Santa Ana, CA 92705
 Phone: 714 619 9330*

FOR INFORMATION CONTACT THE BUYER

Michelle L Childers
 (304) 558-2063
 michelle.l.childers@wv.gov

Signature X

FEIN #

46-1650427

DATE

9/19/2017

All offers subject to all terms and conditions contained in this solicitation

ADDITIONAL INFORMATION:

Addendum

Addendum 1 issued to:

1. Answer the vendor questions.
2. Make changes to Section 1 Purpose and Scope and to replace Section 4.1.6 of the Mandatory Requirements.
3. Correct the Estimated Hours on the Exhibit A Pricing Page.
4. Move the Bid Opening to 9/19/2017.

End of Addendum 1

Request for Quotation

The West Virginia Purchasing Division is soliciting bids on behalf of the West Virginia Lottery to establish an open-end services contract for an experienced vendor to provide research and analytical services necessary to complete a comprehensive market study relating to revenue opportunities and potential economic impact of implementing sports betting and other forms of Internet gaming in West Virginia. Other services will include consulting on strategies, recommended regulatory structures, including setting administrative fees and tax rates, making presentations and providing testimony to legislative committees, and other related services as needed.

INVOICE TO		SHIP TO	
ACCOUNTS PAYABLE		PURCHASING	
LOTTERY		LOTTERY	
PO BOX 2067		900 PENNSYLVANIA AVE	
CHARLESTON	WV25327-2067	CHARLESTON	WV 25302
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	IMPACT STUDY OF SPORTS BETTING & INTERNET GAMING IN				

Comm Code	Manufacturer	Specification	Model #
93131703			

Extended Description :

THE WEST VIRGINIA PURCHASING DIVISION IS SOLICITING BIDS ON BEHALF OF THE WV DEPARTMENT OF REVENUE FOR AN EXPERIENCED VENDOR TO PROVIDE RESEARCH AND ANALYTICAL SERVICES NECESSARY TO COMPLETE A COMPREHENSIVE IMPACT STUDY OF SPORTS BETTING & INTERNET GAMING IN WV PER ATTACHED SPECIFICATIONS



EILERS & KREJCIK GAMING, LLC

September 19, 2017

Ms. Michelle L. Childers
State of West Virginia
Purchasing Division
2017 Washington Street, East
Charleston, WV 25305-0130

**RE: Request for Quotation (CRFQ 0705 LOT1800000004)
Impact Study of Sports Betting & Internet Gaming in WV**

Dear Michelle,

Thank you for the opportunity to submit this quotation on behalf of Eilers & Krejcik Gaming, LLC. We appreciate the opportunity to work with you on this important initiative. As a client of our firm, you can be sure of our total commitment to provide you with the highest quality service in a timely and responsive manner. Eilers & Krejcik Gaming, LLC is a market research and consulting firm based in Santa Ana, CA. The firm is a Vendor Supplier No. VS0000013977 in the wvOASIS Vendor Self Service (VSS) Portal.

Our Understanding of the project

It is our understanding that you would like us to provide you with a quote for consulting services and market studies on the potential economic impact of Sports Betting and Internet Gaming in West Virginia. I certify that our proposal meets or exceeds all of the qualifications identified in Section 3. QUALIFICATIONS, and Section 4. MANDATORY REQUIREMENTS as listed in the specifications section of this CRFQ. I have provided some details about our qualifications below as well as attached the appropriate CV and resumes for the engagement team:

Section 3: QUALIFICATIONS

Section 3.1 – The cumulative experience conducting economic impact studies or other financial or budgetary analysis for government entities or regulatory bodies in the casino gaming industry is over 20 years. See the resume of Kahlil Philander, Ph.D. who will be conducting the main economic impact studies for this engagement.

Section 3.2 – Dr. Philander has prepared economic impact studies for over

Section 3.3 – See Kahlil Philander's CV

Section 3.4 – See Kahlil Philander's CV

Section 3.5 – Between Kahlil Philander and Chris Grove, the firm's experience as subject matter experts exceeds 5 years. Mr. Grove has personally testified in California, Nevada and Washington State, on matters related to either sports betting or internet gaming.

Section 3.6 - The firm has extensive knowledge of the political, demographic, technological, regulatory and competitive industry standards and trends and utilize such knowledge in the methodology utilized to perform services.

Section 3.7 – The firm will provide a statement that certifies each study conducted pursuant to this RFQ is an independent analysis and we have no conflict of interest that would impact our ability to be objective.

Section 3.8 – The personnel working on this engagement for the firm are Kahlil Philander, Ph.D., Mr. Chris Grove, Mr. Adam Krejcik, and Mr. D.J. Leary, all of which will need to be approved by the Agency to make presentations on behalf of Eilers & Krejcik Gaming, LLC.

Section 3.9 – See the attached CV and Resumes of the personnel that will be assigned to this engagement. The firm will provide additional information at the Agency's request.

In addition to the information provided above, the following appendices are included to provide more information about Eilers & Krejcik Gaming. See below:

Appendix A – Firm Overview

Appendix B – Team Resumes/CV

Appendix C – Cost Quotation

Appendix D – Commercial Liability Insurance

Appendix E – Vendor Preference Certificate

Appendix F – Purchasing Affidavit

Appendix G – CRFQ LOT1800000004

Appendix H – Addendum Acknowledgements

It would be my honor to meet with you and formally present our proposal upon your request. If you have any questions, please don't hesitate to contact me.

Best regards,



D.J. Leary, CFA
Director of Business Development
Eilers & Krejcik Gaming, LLC



EILERS & KREJCIK GAMING, LLC

Eilers & Krejcek Gaming, LLC

Eilers & Krejcek Gaming, LLC is a boutique research firm focused on servicing the gaming equipment, technology, and interactive gaming sectors within the global gaming industry. Our products and services include market research, company research, and consulting services designed specifically for casino operators, equipment & technology suppliers, interactive gaming operators & suppliers, gaming regulators, and investors.

Market Research

Our proprietary market research offering includes multiple surveys and internally developed reports that are designed specifically to track key industry and product demand drivers, operating metrics, market share trends, and technology adoption rates. These reports are ideal for operators, suppliers, regulators, and investors looking to stay abreast of the key trends in the gaming equipment, technology, and interactive gaming sectors.

Company Research

Our company research offering includes the active coverage of all major gaming equipment and technology providers, as well as both social gaming and real-money online gaming companies. While most research in the gaming industry is focused on the casino operators, we are solely focused on covering the equipment, technology, and interactive gaming providers within the gaming industry providing a greater level of insight and non-consensus idea generation for our investor clients.

Consulting Services

Our consulting services division provides a wide range of customized research products and consulting services for both gaming companies and investors including but not limited to customized surveys, project feasibility studies, fairness opinions, new market analysis, asset valuation, and competitive analysis. Our Consulting Services division was created and built on trust and discretion to meet the special needs of customers that our market and company research offerings do not cover. Because we are deeply established in our market niche, with meaningful relationships and unique insight, we have an unparalleled depth of expertise to provide both strategic and tactical advisory to our clients.

Market Research

Our proprietary market research offering includes multiple surveys and internally developed reports that are designed specifically to track key industry and product demand drivers, operating metrics, market share trends, and technology adoption rates. These reports are ideal for operators, suppliers, regulators, and investors looking to stay abreast of the key trends in the gaming equipment, technology, and interactive gaming sectors.

Market research reports include but are not limited to the following:

Gaming Equipment & Technology

- *EILERS-FANTINI* Slot Survey
- EILERS Gaming Supplier Key Performance Indicators (KPIs)
- EILERS Slots & Table Game Demand Report
- EILERS Slots & Tables Install Base Report
- EILERS Lottery Sales Tracker
- Special Topic Reports (Market overviews, legislative updates, & significant industry news)

Digital & Interactive Gaming

- Social Casino Tracker
- U.S. iGaming Tracker
- European iGaming Tracker
- eSports Gaming Reports
- Daily Fantasy Sports Tracker
- Special Topic Reports (Market overviews, legislative updates, & significant industry news)

Other services provided:

- Industry Models
- Analyst Consultation Calls
- Market Field Trips
- Trade Show Tours

Please contact D.J. Leary at 310-743-6239, or e-mail dleary@ekgamingllc.com if you are interested in subscribing to our market research offering.

Company Research

Our company research offering includes the active coverage of all major gaming equipment and technology providers, as well as both social gaming and real-money online gaming companies. While most research in the gaming industry is focused on the casino operators, we are solely focused on covering the equipment, technology, and interactive gaming providers within the gaming industry providing a greater level of insight and non-consensus idea generation for our investor clients.

Our Company Research offering includes the following reports:

- Initiation of Coverage

- Earnings Analysis
- Company updates
- Analysis of significant news

Other services provided:

- Detailed excel models with financial forecasts
- Analyst Consultation Calls
- Market Field Trips
- Trade Show Tours
- Non-Deal Roadshows

*A coverage list of companies is provided to the right broken down by sector. Note, stocks with an asterisk next to the ticker are projected coverage.

Consulting Services

Our consulting services division was created to meet the special needs of customers that our market research and company offerings do not cover. We work with senior management to help them solve the toughest and most complex problems through our significant expertise and understanding of our market niche. Under the Consulting umbrella we provide bespoke consulting, market research and corporate finance services that leverage our experience, our continuous monitoring of the industry, our extensive contact network and the unique insight gained from covering the industry for a combined 30 years.

Our Consulting Services offering includes the following:

- Market Overviews
- Customized Surveys
- Project Feasibility Studies
- Fairness Opinions
- New market analysis
- Valuation analysis
- Competitive analysis

We have worked for a wide range of companies within the Gaming Equipment and Digital & Interactive markets. With 100+ clients since we were founded in 2012, we are proud of our extensive client list (available upon request), and would be happy to provide examples of prior engagements upon request.

Appendix B – Team Resumes / CV

EDUCATION

- Ph.D. **University of Nevada, Las Vegas, 2012**
Hospitality Administration
Dissertation title: The Impact of Casino Tax Policy on Short-Run Gaming Development
Committee: Bo J. Bernhard (Chair), William R. Eadington, Ashok K. Singh, and Bradley S. Wimmer.
- M.A. **University of Toronto, 2007**
Economics
- B.Com (Honours) **University of British Columbia, 2005**
Double Specialization: Finance | Commerce & Economics

ACADEMIC EXPERIENCE

- University of Nevada, Las Vegas, Las Vegas, NV**
- Assistant Professor (tenure-track), College of Hotel Administration 2014-2015
- Director of Research, International Gaming Institute 2013-2015
- Faculty in the William F. Harrah College of Hotel Administration.
 - Responsible for sponsored research programs and development in the International Gaming Institute.
- Visiting Assistant Professor, College of Hotel Administration 2013-2014
- Graduate Assistant & Adjunct Faculty 2009-2012
- Responsible Gambling Council of Canada, Toronto, ON** 2012-2013
- Senior Policy Researcher
- Policy/education research related to problem gambling prevention and awareness.
 - Research included program evaluation/development, experimental design, knowledge translation, data mining, conjoint analysis, and econometric analysis.
- University of Toronto, Toronto, ON** 2006-2007
- Graduate Assistant
- Teaching assistant for faculty in the Department of Economics, including industrial organization and macroeconomics.

INDUSTRY EXPERIENCE

- BCLC, Vancouver, BC**
- Director of Social Responsibility 2015-2017
- Leads a team of ~50 full-time equivalent employees and contractors responsible for executing and evaluating social responsibility strategies at the crown corporation

responsible for conducting and managing casino, lottery, and online gambling in British Columbia.

- Senior leader responsible for stakeholder engagement with academic community, public health officials, and various industry groups.
- Host of annual New Horizons in Responsible Gambling conference for ~300 researchers, regulators, and business operators from seven countries.

Intervistas Consulting (Subsidiary of Royal HaskoningDHV), Vancouver, BC

Senior Analyst, Economics and Policy 2007-2009

Research Analyst, Economics and Policy 2005-2006

- Economic, operational, and policy analysis related to the tourism and transportation fields.
- Projects included price regulation analysis, econometric analysis, economic forecasting, expert witness support, cost/benefit analysis, and strategic planning.

AWARDS & HONORS

Academic Council Member (2017-) – International Center for Gaming Regulation

Advisory Board Member (2016-2017) – National Low-Risk Gambling Guidelines Advisory Committee, Canadian Centre for Substance Abuse.

Advisory Board Member (2015-2017) – Centre for Gambling Research, University of British Columbia.

Research of the Year Award (2015) – National Council on Problem Gambling: “Online Gambling Participation and Problem Gambling Severity: Is there a Causal Relationship?” with Terri-Lynn MacKay.

40 Under 40 (2015) – Global Gaming Business Magazine. Available at:
<http://ggbmagazine.com/issue/vol-14-no-11-november-2015/article/40-under-40-standing-up-for-gaming>

PUBLICATIONS (PEER REVIEWED)

Wood, R., Wohl, M., Tabri, N., **Philander, K.S.** (2017) Defining and measuring responsible gambling behaviour: Developing the Positive Play Scale. *Frontiers in Psychology* (online first).

Philander, K.S., Zhong, Y.Y. (2016). Twitter sentiment analysis: Capturing sentiment from integrated resort tweets. *International Journal of Hospitality Management*, 55, 16-24.

Philander, K.S., Bernhard, B., Wimmer, B., Singh, A.K., Eadington, W.R. (2015). U.S. Casino Revenue Taxes and Short-Run Labor Outcomes. *Journal of Policy Modeling*, 37(1), 35-46.

Philander, K.S., Abarbanel, B. L., & Repetti, T. (2015). Consumer spending in the gaming industry: evidence of complementary demand in casino and online venues. *International Gambling Studies*, 15(2), 256-272.

- Philander, K.S.**, Raab, C., Berezan, O. (2015). Understanding Discount Program Risk in Hospitality: A Monte Carlo Approach. *Journal of Hospitality Marketing & Management*, 25(2), 218-237.
- Philander, K.S.** and Abarbanel, B.L.L. (2014). Determinants of Internet Poker Adoption. *Journal of Gambling Studies*, 30(3), 609-623.
- Philander, K.S.** and MacKay, T.L. (2014). Online Gambling Participation and Problem Gambling Severity: Is there a Causal Relationship?. *International Gambling Studies*, 14(2), 214-227.
*Winner of the 'Research of the Year' award from the National Council on Problem Gambling.
- Philander, K.S.** (2014). Identifying High Risk Online Gamblers: A Data Mining Approach. *International Gambling Studies*, 14(1), 53-63.
- Philander, K.S.** (2014). Specific or Ad Valorem? A Theory of Casino Taxation. *Tourism Economics*, 20(1), 107-122.
- Philander, K.S.**, and Roe, S. J. (2013). The impact of wage rate growth on tourism competitiveness. *Tourism Economics*, 19(4), 823-834.
- Philander, K. S.** (2013). A Normative Analysis of Gambling Tax Policy. *UNLV Gaming Research & Review Journal*, 17(2), 17-26.
- Philander, K.S.** and Walker, D.M. (2012). William R. Eadington and the Economics of Gambling. *UNLV Gaming Research and Review Journal*, 16(2). 9-18.
- Philander, K.S.** and Fiedler I. (2012). Online Poker in North America: Empirical Evidence on its Complementary Effect on the Offline Gambling Market. *Gaming Law Review and Economics*, 16(7/8).
- Philander, K.S.** (2011). The Effect of Online Gaming on Commercial Casino Revenue. *UNLV Gaming Research and Review Journal*, 15(2), 23-34.

BOOKS AND CHAPTERS

- Philander, K.S.** (2014). A normative analysis of gambling tax policy. In A.Cabot & N. Pindell (Eds.), *Regulating Land-Based Casinos*. Las Vegas: UNLV Gaming Press (ISBN 978-1-939546-07-4).
- Fiedler, I. & **Philander, K.S.** (2013). *US Online Poker Report: An Academicon Market Analysis and Forecast*. Hamburg: Germany (ISBN 978-3-00-042514-1).

WORKING PAPERS

- Redona, M., Wimmer, B., **Philander, K.S.** (Revise and resubmit). Network Externalities and Regulation in the Market for Internet Poker. *Journal of Business Research*.

Philander, K.S. (Under Review). Entry Fees as a Responsible Gambling Tool: An Economic Analysis. *UNLV Gaming Research and Review Journal*.

Tabri, N., Wohl, M., Wood, R., **Philander, K.S.** (Under Review) Characterizing Financially Focused Gamblers: Associations with Etiological and Maintenance Factors of Disordered Gambling. *Journal of Gambling Issues*.

GRANTS

Customized Responsible Gambling Messaging as a Tool to Encourage Help-Seeking (2015-2017)

Co-investigator, with Dr. Sally Gainsbury (CI), Dr. Brett Abarbanel (CI), Dr. Jeffrey Butler (CI).
Funding agency: Manitoba Gambling Research Program (\$98,544 CAD). Competitive.

Mass Market Gaming Strategies in Macau: An Operational, Economic, and Policy Analysis (2015)

Co-Principal investigator, with Dr. Bo Bernhard (Co-PI), Anthony Lucas (Co-PI), University of Nevada, Las Vegas.

Funding agency: Wynn Resorts (\$22,500 USD). Privately funded grant.

Professional Sports, Las Vegas, and Sports Wagering: A Critical Examination (2015)

Co-Principal investigator, with Dr. Bo Bernhard (Co-PI), Anthony Cabot (Co-PI), Mark Lipparelli (Co-PI), University of Nevada, Las Vegas.

Funding agency: University of Nevada, Las Vegas (\$100,000 USD). Privately funded grant.

Analysis of Gaming Data with Machine Learning Technologies (2014-2017)

Co-Principal investigator, with Dr. AK Singh (PI) and Dr. Kazem Taghva (Co-PI), University of Nevada, Las Vegas.

Funding agency: University of Nevada, Las Vegas (\$54,918 USD). Intra-university competitive.

Integrating the Integrated Casino Resort: An Examination of Community-Facing Best Practices (2014-2017)

Co-Principal investigator, with Dr. Bo Bernhard (Co-PI), Glenn Nowak (Co-PI), and Ken McCown, University of Nevada, Las Vegas.

Funding agency: University of Nevada, Las Vegas (\$54,918 USD). Intra-university competitive.

Wynn Everett - Socio-Impacts on Surrounding Community (2014)

Principal investigator, with Dr. Bo Bernhard (Co-PI), University of Nevada, Las Vegas.

Funding agency: Wynn Resorts (\$55,930 USD). Privately funded grant.

UNLV IGI Center for Gaming Innovation (2013-2015)

Co-investigator, with Dr. Mark Yoseloff (PI) and Dr. Bo Bernhard, University of Nevada, Las Vegas.

Funding agency: Nevada Governor's Office of Economic Development (\$500,000 USD). Statewide competitive.

Local and Regional Social Impacts: Springfield Integrated Resort (2013)

Principal investigator, with Dr. Bo Bernhard (Co-PI) and Dr. Terri-Lynn MacKay (Co-PI), University of Nevada, Las Vegas.

Funding agency: MGM Resorts (\$24,662 USD). Privately funded grant.

Baseline study: Assessing the Impact of the Introduction of new Casinos in Ontario (2013-2014)

Co-Investigator, with Dr. Jamie Wiebe (PI), Responsible Gambling Council and Ms. Cynthia Lucar (CI), Responsible Gambling Council.

Funding agency: Ontario Problem Gambling Research Centre (\$298,079 CAD). Competitive.

Informing the Public Debate: Toronto Casino Gaming Policy (2012-2013)

Principal investigator, with Dr. Bo Bernhard, University of Nevada, Las Vegas.

Funding agency: Canadian Gaming Association (\$49,350 USD). Privately funded grant.

Identifying High Risk Online Gamblers: A Data Mining Approach (2012-2013)

Principal investigator

Funding agency: Conrad N. Hilton Summer Grant (\$5,000 USD). Intra-university competitive.

Review of Monetary Limit Tools for Internet Gamblers (2011-2012).

Co-author, with Ms. Cynthia Lucar (Co-PI), Responsible Gambling Council and Dr. Jamie Wiebe (Co-PI), Responsible Gambling Council.

Funding agency: Ontario Problem Gambling Research Centre (\$25,000 CAD). Competitive.

Evaluating the Impact of Taxation Rates on Casino Development (2011-2012).

Co-Principal investigator, with Dr. Bo Bernhard, University of Nevada, Las Vegas and Dr. William Eadington, University of Nevada, Reno.

Funding agency: Caesars Hospitality Research Center Grant Award Program (\$24,159 USD). Competitive.

EDITORIAL ACTIVITY

Editorial board: International Gambling Studies (2013-present)

Editorial board: The Brief Addiction Science Information Source (BASIS), Division on Addiction, Cambridge Health Alliance, a Harvard Medical School teaching hospital (2016-2017)

Editorial board: UNLV Gaming Research & Review Journal (2016-present)

Referee: Addictive Behaviors (2015)

Referee: International Center for Gaming Regulation Grant Program (2016)

Referee: International Gambling Studies (2013-)

Referee: Journal of Gambling Studies (2013-)

Referee: Policy & Internet (2015)

Referee: Manitoba Gambling Research Program (2013, 2014)

Referee: Sage Open (2015-)

Referee: Social Problems (2016)

Referee: UNLV Gaming Research and Review Journal (2011-)

TEACHING

University of Nevada, Las Vegas; Las Vegas, NV

Primary Instructor: Strategic Management in Hospitality (HMD 454)

Students acquire in-depth knowledge of strategic management concepts and techniques and develop strategies that enable companies to build and maintain a competitive advantage in a rapidly changing business environment.

Fall 2014 evaluation scores: 4.2/5.0; 4.2/5.0

Primary Instructor: Hospitality Financial Management (TCA 420)

Introduces students to the financial management function in the hospitality organization. Focuses on the process of value creation. Other topics include financial markets, valuation criteria and feasibility and appraisal.

No evaluation scores available - Ph.D. student instructor

Primary Instructor (Ph.D. student instructor): Management of Service Delivery Systems (HMD 453)

Evaluation, design, and management of service delivery systems through operations management topics from a service perspective. Included are other related topics such as customer satisfaction and managing organizational change.

No evaluation scores available - Ph.D. student instructor

Executive Education: The Economics of the Modern Integrated Resort: Maximizing Economic Benefits

A series of economic case studies of jurisdictions that have introduced integrated resorts. In particular, this included case studies in both North America and Asia, with a focus on recently-legalized jurisdictions that have explored issues similar to those currently debated in the Cambodian context. Conclusions outlined "best practices" and lessons learned from these illustrations, focusing on how these lessons apply to Cambodia.

Executive Education: Corporate Social Responsibility and Community Relations in the Canadian Gaming Industry

Research on the unique socio-cultural and economic environment associated with the Canadian gaming industry. Issues such as problem gambling are of paramount importance in Canadian and First Nations environments, and Dr. Philander draws upon his experience being asked to testify and opine upon these matters in Canadian settings.

Graduate Student Independent Studies: Daniel Michalski (Online Affiliate Marketing in Gaming)

University of Toronto; Toronto, ON

Teaching Assistant: Industrial Organization (ECO 310)

A study of how firms compete and structure of markets. Emphasize oligopoly markets and use of game theory. In addition to theory, study empirical industrial organization

including estimation of demand. Applications to competition policy with a focus on evaluating antitrust implications of horizontal mergers.

Teaching Assistant: Introductory Economics (ECO 100)

An introduction to economic analysis and its applications: price determination; the role of competition; international trade and finance; the theory of production and employment; the role of money and the banking system; monetary and fiscal policy.

INVITED PRESENTATIONS

- Philander, K.S.,** Briggs, D.. (2017). Leagues and Legalized Sports Betting: What's Next?. *National Council on Problem Gambling 2nd Annual Sports Betting Summit*. Portland, OR, USA.
- Philander, K.S.,** Grinbalt, N., Miller, T., Martino, S., Stuhrenberg, H. (2017). Responsible Gaming Initiatives and Issues Around the World. *International Association of Gaming Advisors Summit*. New York, NY, USA.
- Philander, K.S.** Sanna, R. (2017). The Latest in Responsible Gambling Research and the Debate Surrounding Research Funding: Part 1, Research Roundtable. *International Association of Gaming Advisors Summit*. New York, NY, USA.
- Philander, K.S.** (2016). Economics Impacts of Regulation. *Gaming Law Conference: Regulating Land-Based Casinos*. Las Vegas, NV, USA.
- Philander, K.S.** (2016). Keynote: What Really Matters for Players: Incentives, Designs & Sources. *30th National Conference on Problem Gambling*. Tarrytown, NY, USA.
- Feeney, D., Whyte, K., Bernhard, B., **Philander, K.S.**, Potenza, M., Hynes, J. (2016). Closing Plenary Panel: Future of the Field. *30th National Conference on Problem Gambling*. Tarrytown, NY, USA.
- Mlambo, B., Fong, D., Gainsbury, S., Waugh, D., **Philander, K.S.**, Chueca Santa Maria, J.M. (2016). Lunch Keynote Panel: The Integrated Resort Today: Research, Government, and Policy Observations from Six Continents. *16th International Conference on Gambling & Risk Taking*. Las Vegas, NV, USA.
- Wilsenach, A., Bernhard, B., LaPlante, D., **Philander, K.S.** (2016). Gaming Regulation: How Research and Academe Can Help. *16th International Conference on Gambling & Risk Taking*. Las Vegas, NV, USA.
- Philander, K.S.** (2016). Measures of Gambling Harm: Transparency and Accountability for Industry. *Alberta Gambling Research Institute Conference*. Banff, AB, Canada.
- Philander, K.S.** (2015). Internet Gambling and Responsible Gambling. *NASPL/WLA Responsible Gambling Seminar*. Dallas, TX, USA.

- Philander, K.S.** (2015). Measuring Impact. *British Columbia Association for Charitable Gambling Symposium 2015*. Vancouver, BC, USA.
- Philander, K.S.** (2015). Targeting Special Populations for Responsible Gaming: Approaches and Outcomes. *16th Annual NCRG Conference on Gambling and Addiction*. Las Vegas, NV, USA.
- Williams, J., Brear, P., Potts, L., **Philander, K.S.** (2015). Panel: What's the point of consumption? *IAGA International Gaming Summit*. Vancouver, BC, Canada.
- Bernhard, B., Pindell, N., **Philander, K.S.** (2015). Panel: UNLV and the International Gaming Institute. *IAGA International Gaming Summit*. Vancouver, BC, Canada.
- Philander, K.S.** (2015). Responsible Gambling Research. *NASPL Professional Development Seminar*. Seattle, WA, USA.
- Becker, M. & **Philander, K.S.** (2015). The Importance of Responsible Gambling in Achieving a (Social) License to Operate. *NCRG @ IAGA*. Vancouver, BC, Canada.
- Bernhard, B. & **Philander, K.S.** (2015). From Untegrated to Integrated to Outegrated: Gaming's Social Impacts in a Changing Business Model. *New Horizons Conference in Responsible Gambling*. Vancouver, BC, Canada. Oral presentation.
- Philander, K.S.** (2014). A Policy Perspective on Responsible Gambling. *Edgewater Casino Responsible Gambling Speaker Series*. Vancouver, BC, Canada.
- Philander, K.S.** and MacKay, T.L.. (2013). Responsible iGaming: Signals and Noises. *C5's 3rd Annual Forum on US Online Gaming Law*. Las Vegas, NV, USA.
- Philander, K.S.** and MacKay, T.L.. (2013). iGaming Effects on Problem Gambling: When Correlation Does Not Imply Causation. *Canadian Gaming Summit*. Montreal, QC, Canada.
- Bernhard, B., Abarbanel B.L.L., and **Philander, K.S.** (2011). Global Problem Gambling Scan. *The 25th National Conference on Problem Gambling*, Boston, MA, USA.
- Philander, K.S.** (2009). The Recession: How Deep? How Long? *HAC 13th Annual Convention and Trade Show*, Vancouver, BC, Canada.

REFEREED CONFERENCE PRESENTATIONS

- Gainsbury, S., Abarbanel, B., Butler, J., **Philander, K.S.**, Mkrtyan, N. (2017). Customized Responsible Gambling Messaging as a Tool to Encourage Help-Seeking. *18th Annual National Centre for Responsible Gambling Conference on Gambling and Addiction*. Las Vegas, NV.

- Philander, K.S.,** Briggs, D., Asher, J., (2017). . *Canadian Gaming Summit*. Vancouver, BC, Canada.
- Dolinski, S., Harris, P., **Philander, K.S.** (2017). Gambling with GameSense. *Canadian Gaming Summit*. Vancouver, BC, Canada.
- Bouchard, R., **Philander, K.S.** (2016) Supporting Gaming Workers: Programs and Outcomes. *30th National Conference on Problem Gambling*. Tarrytown, NY, USA. Oral presentation.
- Philander, K.S. &** Gainbury, S. (2015). Customized Responsible Gambling Messaging: Design and Outcomes. *New Horizons Conference in Responsible Gambling*. Vancouver, BC, Canada. Oral presentation.
- Philander, K.S.,** Abarbanel, B.L.L., & Repetti, T. (2014). Online and Offline Gambling: Substitutionary, Complementary, or Unrelated Goods?. *10th European Conference on Gambling Studies and Policy Issues*. Helsinki, Finland. Oral presentation.
- Philander, K.S.,** Repetti, T., & Abarbanel, B.L.L. (2014). The Relationship Between Online and Offline Gambling: Is the New Medium Cannibalizing the Old?. *2014 Annual ICHRIE Conference*. San Diego, CA, USA. Oral presentation.
- Philander, K.S.,** Zhong, Y.Y. (2014). Social Media Sentiment Analysis as a Customer Satisfaction Measurement Tool. *2014 Annual ICHRIE Conference*. San Diego, CA, USA. Oral presentation.
- Philander, K.S.** and MacKay, T.L.. (2013). A Consistent Estimate of Online Gambling Participation Effects on Problem Gambling. *International Conference on Gambling and Risk-Taking*. Las Vegas, NV, USA. Oral presentation.
- Philander, K.S.** and Roe, S.J. (2011). The Impact of Wage Rate Growth on Tourism Competitiveness in Transitional Countries. *29th EuroCHRIE Annual Conference*. Dubrovnik, Croatia. Oral presentation.
- MacKay, T.L., Hodgins, D., and **Philander, K.S.** (2011). Computer Game Involvement and Problem Gambling. *12th Annual NCRG Conference on Gambling and Addiction*. Las Vegas, NV, USA. Poster presentation.
- Philander, K.S.** and Abarbanel, B.L.L. (2011). Determinants of Internet Gambling Policy Adoption. *2011 Annual ICHRIE Summer Conference*. Denver, CO, USA. Oral presentation.
- Philander, K.S.** (2011). The Effect of Online Gambling on Commercial Casino Revenue. *2nd Annual Caesars Hospitality Research Summit*. Las Vegas, NV, USA. Oral presentation.

Philander, K.S. and Abarbanel, B.L.L. (2011). Determinants of Internet Gambling Policy. *Alberta Gaming Research Institute's 10th Annual Conference*. Banff, AB, Canada. Oral presentation.

Philander, K.S. and Abarbanel, B.L.L. (2011). Identifying Online Professional Poker Players: A Revealed and Stated Analysis Approach. *16th Annual Graduate Student Research Conference in Hospitality and Tourism*. Houston, TX, USA. Poster presentation.

Repetti, T.A., Roe, S.J., and **Philander, K.S.** (2010). Impact of Complimentary Food and Beverage on Gratuity Percentages. *2011 Annual ICHRIE Summer Conference*. San Juan, PR. Poster presentation.

PUBLICATIONS (NON-PEER REVIEWED) and TRADE JOURNAL ARTICLES

Bernhard, B. J., **Philander, K. S.**, & Abarbanel, B. (2014). A Study of Addiction and Public Health Impacts of a Proposed Casino-Resort in Woodbury, New York. New York. http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2470793

Philander, K.S. and MacKay, T.L. (2014). Scientific Prematurity as a Basis for Bad Policy. *The Worldwide Addiction Gambling Education Report*, 19(9). Division on Addiction (DOA) at the Cambridge Health Alliance, an affiliate of Harvard Medical School: Cambridge, MA.

Fiedler, I. and **Philander, K.S.** (2013). Full House?. *EGR North America*.

Philander, K.S. and Bernhard, B. (2013). Informing the Public Debate: Economic Impacts of Casinos. *UNLV International Gaming Institute*.

Lucar, C., Wiebe, J., and **Philander, K.S.** (2013). Review of Monetary Limit Tools for Internet Gamblers - Prepared for the Ontario Problem Gambling Research Centre. *Responsible Gambling Council Centre for Best Practices*.

Bernhard, B. and **Philander, K.S.** (2012). Informing the Public Debate: Problem Gambling. *UNLV International Gaming Institute*.

Philander, K.S. and Bernhard, B. (2012). Informing the Public Debate: Academic Research on Casino Social Costs. *UNLV International Gaming Institute*.

Philander, K.S. and Bernhard, B. (2012). Informing the Public Debate: Academic Research on Crime and Casinos. *UNLV International Gaming Institute*.

Philander, K.S. and Bernhard, B. (2012). Informing the Public Debate: Cannibalization. *UNLV International Gaming Institute*.

Bernhard, B. Abarbanel, B.L.L., Lucas, A.F., Sahl, D., and **Philander K.S.** (2012). GlobalScan: Review of Addiction by Design. *UNLV International Gaming Institute*.

Abarbanel, B.L.L., Bernhard, B., and **Philander K.S.** (2012). MassScan: Casino Development in Massachusetts - A GlobalScan Special Report. *UNLV International Gaming Institute*.

Philander, K.S. (2012). How online poker affects casino gaming. *eGR North America*.

Bernhard, B. Abarbanel, B.L.L., and **Philander K.S.** (2011). 60 Minutes on Slots - A GlobalScan Day-After Critique (2011). *UNLV International Gaming Institute*.

Bernhard, B. Abarbanel, B.L.L., and **Philander K.S.** (2011). Florida's Gaming Debates - A GlobalScan Report (2011). *UNLV International Gaming Institute*.

OTHER PROFESSIONAL DEVELOPMENT

Certificate **Green Building Certification Institute**, 2014-2016
LEED Green Associate

Certificate **Statistics Canada**, 2008
Statistics Canada Workshop Series: Using the Input-Output Model to Estimate Economic Impacts

SELECT PRIVATE CONSULTING

Policy Studies

Albania Gaming Analysis: A Review of Tax Structures (2014). *Bull Venture Gaming*. Client: Government of Albania.

Customized Responsible Gambling Messaging (2014). Client: British Columbia Lottery Corporation.

Addiction and Public Health Costs: Caesars Entertainment Proposed New York State Casino (2014). Client: Caesars Entertainment.

Edgewater Casino Responsible Gambling Program Review and Analysis (2014). Client: Edgewater Casino.

Responsible Gaming Jurisdictional and Organizational Analysis (2013). Client: Marina Bay Sands.

My-Play System Evaluation: Summary Report (2013). *Responsible Gambling Council*. Client: Nova Scotia Gaming Control Commission.

Providing Statistical Information to EGM Players: Return to Player and Odds of Winning (2012). *Responsible Gambling Council*. Client: Interprovincial Lottery Corporation.

Development of Internet gambling and video lottery terminal responsible gambling standards (2012). *Responsible Gambling Council*. Client: Various.

Review of monetary limit tools for Internet Gamblers (2012). *Responsible Gambling Council*. Client: Ontario Problem Gambling Research Centre.

Forecasting Studies

- U.S. Online Poker Report: An Academicon Market Analysis and Forecast – All 50 states plus Washington, D.C. (2013). *Academicon*. Client: Various.
- Payment Processing in Online Gambling (2012). *Academicon*. Client: Vantiv.
- Las Vegas McCarran Airport traffic and movements forecasts (2009). *Intervistas Consulting*. Client: McCarran International Airport.
- Whistler/Blackcomb econometric room night forecast model (2008). *Intervistas Consulting*. Client: Tourism Whistler.
- Chicago Midway Airport traffic and movements forecasts - Long-term, short-term, constrained, stochastic (2008). *Intervistas Consulting*. Client: YVRAS.
- Turks and Caicos (Providenciales) 20 year airport forecast (2008). *Intervistas Consulting*. Client: Private financier.
- Regional economic growth forecast and purchase power forecast for Port Mann Bridge construction (2007). *Intervistas Consulting*. Client: iTrans Consulting.
- South Delta population forecast model (2006) *Intervistas Consulting*. Client: Private developer.

Pricing Studies

- Air travel route pricing analysis (2009). *Intervistas Consulting*. Client: Copa Airlines.
- Ramsey price modeling to determine optimal price for coal transport. Analysis of monopoly vs Ramsey pricing theory (2008). *Intervistas Consulting*. Client: CP Rail.
- Estimating damages in an international price collusion case (2008). *Intervistas Consulting*. Client: New Zealand Competition Commission
- Review of BC Ferries price cap systems and precedents (2008). *Intervistas Consulting*. Client: BC Ferries.
- Rail costing and pricing (2008). *Intervistas Consulting*. Client: Queensland Rail.
- Value of travel time research report (2007). *Intervistas Consulting*. Client: Transport Canada.
- Air travel elasticity modeling and estimates (2007). *Intervistas Consulting*. Client: International Air Transport Association.
- Vancouver International Airport vs. Perimeter Transport Case – Expert witness testimony support (2007). *Intervistas Consulting*. Client: Fasken Martineau DuMoulin LLP.
- Ramsey pricing analysis to determine optimal price of coal transport from B.C. to Thunder Bay (2007). *Intervistas Consulting*. Client: CP Rail.
- Elasticity of demand at Toronto Pearson International Airport (2007). *Intervistas Consulting*. Client: Greater Toronto Airport Authority.

MEDIA

Interviews

New Scientist, Washington Post, Toronto Star, Los Angeles Times, CBC, Financial Post Magazine, GlobalTV, the Press of Atlantic City, Ottawa Business Journal, Wisconsin NPR, CardPlayer Magazine, eGR North America, Substance.com, Ernst & Young LLP, CardPlayer, Bloomberg News, Huffington Post.

Work Featured

NASDAQ, Fox Business, Yahoo Finance, CardPlayer. Bluff Magazine, Harvard Division on Addictions' The Brief Addiction Science Information Source (BASIS), Online Poker Report, SeekingAlpha, GBGC, NJ.com, PokerNews, Dallas Morning News.

Chris Grove

**Gambling industry
strategist**

Christopher Grove



Skills

Experienced researcher and analyst who has provided expert testimony regarding an array of gambling industry-related topics to national media, gaming regulators, and lawmakers.

Experience

Eilers & Krejcik Gaming / Senior Consultant

JUNE 2015 - PRESENT, LAS VEGAS, NV

EKG is a boutique research firm servicing the global gaming industry. Lead analyst for regulated U.S. online gambling markets. Lead analyst for esports wagering products and markets. Supporting analyst for daily fantasy sports and sports betting products and markets.

I15 Media / Co-Founder

SEPTEMBER 2004 - JANUARY 2017, LAS VEGAS, NV

I15 Media is a lead generation company servicing regulated online gambling operators. Company was sold to publicly-listed Catena Media in January 2017. Remain engaged as a consultant to Catena during the transition.

Western Kentucky University / Head Speech & Debate Coach

AUGUST 2001 - JUNE 2005, BOWLING GREEN, KY

Head coach for national championship competitive speech and debate program. Additional responsibilities included teaching the curriculum-mandated Introduction to Public Speaking course.

Education

Illinois State University / Master's degree, Communications

SEPTEMBER 1998 - JUNE 2001, Bloomington-Normal, Illinois

Illinois State University / BS, Communications

SEPTEMBER 1993 - JUNE 1997, Bloomington-Normal, Illinois

ADAM KREJCIK

EXPERIENCE

- 2013-Present **EILERS & KREJCIK GAMING, LLC** Santa Ana, CA
Principal, Managing Director of Digital & Interactive Gaming
- Principal at boutique research & consulting firm focused on servicing the gaming equipment, technology, and interactive gaming sectors within the global gaming industry.
 - Established industry leading market & equity research service for the gaming equipment and interactive sectors
 - Key clients include every major gaming equipment and technology company as well as several key institutional investors focused on the gaming industry.
- 2008-2012 **ROTH CAPITAL PARTNERS, LLC** Newport Beach, CA
Senior Equity Analyst, Research
- Head Internet Gaming Analyst providing active research coverage on 10-12 publicly traded Internet gaming stocks including Chinese online and internet service companies between \$50.0M and \$20.0B in market capitalization
 - Publish comprehensive company and industry reports that include thorough analysis of business models, catalysts, risks, valuation, and competitive dynamics.
 - Interview company management teams, meet with institutional investors, present verbal and written investment ideas, and host presentations and panel discussions addressing industry trends.
- 2006-2008 *Associate Equity Analyst, Research*
- Aided analyst in equity valuation, developing investment theses, and creating presentations to successfully market ideas.
 - Wrote company-specific and industry-related research reports, built and maintained financial models for companies under coverage, and conducted channel checks throughout the gaming supply chain.
 - Held conference calls with company management teams and attended industry related conferences.
- 2005-2006 **BANC OF AMERICA SECURITIES, LLC** San Francisco, CA
Sr. Research Associate
- Wrote company-specific and industry-related research reports, built and maintained financial models for companies under coverage, and conducted channel checks.
 - Aided analyst in equity valuation, developing investment theses, and creating presentations to successfully market ideas.
 - Held conference calls with company management teams and attended industry related conferences.
- 2004-2005 *Research Analyst*
- Assisted Senior Equity Analyst providing active research coverage on 10-15 Business Services stocks between \$1.0B-\$25B in market capitalization

EDUCATION

- 1999-2003 **UNIVERSITY OF CALIFORNIA SANTA BARBARA** Santa Barbara, CA
Bachelor of Arts, Economics

AWARDS

- Recognized in 2010 and 2011 by FT/StarMine as No. 3 and No. 2 Earnings Estimator in Asia Software & IT Services Industry. Recognized in 2012 by StarMine as No. 1 Earnings Estimator in Software & Services for Hong Kong & China.
- Recognized in 2015 as one of the top "40 under 40" by Global Gaming Business Magazine and in 2016 as one of the "25 People to Watch" by Global Gaming Business.

ASSOCIATIONS

- Trustee of the International Association of Gaming Advisors (IAGA)
- Advisor for Casual Games Association (CGA)

2727 Alvord Ln • Redondo Beach, CA 90278 • (310) 743-6239 • falconminer@gmail.com

EXPERIENCE

Eilers & Krejcik Gaming, LLC **Santa Ana, CA**

October 2016 – Present

Business Development Consultant

- Identify business relationship prospects across the Global Gaming Industry for niche market research product
- Implemented CRM capabilities to grow revenues over 40% with a recurring revenue product
- Proactively sought out new business opportunities with investors, private equity funds, and litigation strategy clients

New Albion Partners, LLC **New York, NY**

August 2013 – October 2016

Senior Vice President, Institutional Sales & Trading

- Identify and maintain relationships with hedge fund and mutual fund clients seeking derivative solutions to manage risk
- Advised clients on special situation equities as well as volatility-based trading strategies to manage risk across a portfolio
- Expertise in trading, management, and growth of trading firms on multiple exchanges around the world

Brookline Group, LLC Newport Beach, CA

Managing Director, Institutional Sales & Trading

January 2012 – August 2013

- Founding Partner of a new investment banking boutique built from the ground up focused on building trading and transactional relationships with multi-strategy hedge funds and family office clientele
- Developed both event-driven trading ideas focused on alpha-generation and cultivated unique transactional opportunities through buy- and sell-side relationships
- Responsible for over 40 client relationships and a 4-person sales/trading/banking team that generated nearly \$1m in revenue in the first 12 months

Roth Capital Partners, LLC Newport Beach, CA

Assistant Director, Institutional Sales & Trading

June 2004 – Jan 2007, August 2008-January 2012

- Identify and maintain relationships with hedge fund and mutual fund clients seeking a diversified equity exposure to small- and micro-cap companies thru a variety of vehicles including: initial or secondary offerings, private transactions (PIPEs), business acquisition corporations (BACs), and/or daily equity trading
- Advised clients on covered companies within a variety of business sectors including: financial services, business services, software, gaming, restaurants, retail, consumer products, digital media, healthcare, telecommunications and semiconductors
- Responsible for over 100 client relationships with annual gross commissions of approximately \$3.0M

Imperial Capital, LLC Los Angeles, CA

Vice President, Institutional Sales and Trading

January 2007 – August 2007

- Identify and maintain relationships with hedge funds and mutual fund clients seeking small-cap equity, high-yield debt and distressed debt exposure in their portfolios
- Advised clients on covered companies in a variety of business sectors including: engineering and construction, food services, industrial production, and semiconductors **Stonefield Josephson, Inc.**

Santa Monica, CA

Senior Valuation Analyst, Strategic Services Group

July 2003 – June 2004

- Developed and analyzed detailed financial models, discounted cash flow analysis, and comparable company valuations for business valuations, business plan reviews, litigation strategy and strategic development/finance engagements
- Created engagement proposals for new and existing clients, gathered and analyzed industry research, conducted due diligence, and prepared and presented marketing materials for the Strategic Services Group to prospective clients
- Performed discounted cash flow, transaction and comparable composite analysis on numerous privately-held companies in various industries, including retail, automotive, Internet, and gaming
- Conducted detailed economic analysis for litigation strategy engagements, including lost profits, lost wages and lost goodwill **United States Air Force**

El Segundo, CA

Capitain, Financial Manager –Global Positioning System (GPS) Program Office

August 1999 – June 2003

- Managed a group of financial professionals responsible for the procurement of GPS satellites from prime contractors as well as ongoing oversight and execution of authorized and appropriated funds for the United States Air Force and the GPS Program office

- Spearheaded the implementation and integration of an Oracle-based software to automate the financial management process for acquisition managers in the GPS program office.

ADDITIONAL INFORMATION

EDUCATION

CFA Institute

- Chartered Financial Analyst
- Member of the CFA Institute and the CFA Society of Los Angeles

Loyola Marymount University, College of Business Administration, Los Angeles, CA

May 2003

Master of Business Administration: Finance

- Studied the business environment in European Union, Bonn, Germany
- Member of Loyola Marymount University Finance Society and MBA Students Association (MBASA)

United States Air Force Academy, Colorado Springs, CO

May 1997

Bachelor of Science, Major: Human Factors Engineering

- Division I football letterman; 1995 Western Athletic Conference champions, played in 1995 Copper Bowl in Tucson, AZ
- Master of Ceremonies for 1997 Wing Open Boxing Championship, the charity event raised over \$20,000 for a Colorado Springs youth diagnosed with leukemia

Licenses

Holds NASD Series 7 and Series 63 Certifications

Appendix C – Cost Quotation

Exhibit A - Pricing Page

Consulting Services and Market Studies on Potential Economic Impact of Sports Betting and Internet Gaming in West Virginia

Item#	Description	Hours:	Unit Price:	Total:
1	Hourly Rate (Includes all travel, production, and incidental expenses)	800	\$ 200.00	160000
			Total Bid Amount	\$ 160,000.00

Note: Quantities (hours) listed above are estimates and are for evaluation purposes only. Actual need is not guaranteed or implied.

Vendor Name: Eilers & Krejcik Gaming, LLC

Address: 1851 East First Street, Suite #946
Santa Ana, CA 92705

Email: dleary@ekgamingllc.com

Fax#: 714-619-9399

Phone#: 310-421-2767

Signature: 

Date: 9/19/2017

Appendix D – Commercial Liability Insurance



A Guide To Your Professional Liability Policy

The following is a guide to your Professional Liability policy. We have identified several key coverage items along with the limits and deductibles you have selected. To make it easier, we have also added a brief explanation of those items.

We want you to feel confident about your new policy. If any of the information below is incorrect or if you have any questions, please contact one of our advisors at 888-202-3007 (Mon-Fri, 8am-10pm EST) or send us an e-mail at contact@hiscox.com.

Your business details

Name:	Todd Eilers
Business name:	Eilers & Krejcik Gaming, LLC
Address:	1851 East First Street Suite 946
City:	Santa Ana
State:	CA
Zip code:	92705
Occupation:	Market research
Telephone number:	714-619-9330
Email address:	teilers@ekgamingllc.com

Your Professional Liability Policy

Policy number:	UDC-1759114-EO-17
Policy effective dates: This determines the time period during which your coverage applies.	From: July 01, 2017 To: July 01, 2018
Total cost of policy:	\$ 2,235.00

Your limits explained

Each claim limit The total amount we will pay for damages, claim expenses (e.g. defense costs), and supplemental payments for each claim.	\$ 1,000,000
Aggregate limit The total amount we will pay for damages, claim expenses (e.g. defense costs), and supplemental payments during the policy period.	\$ 1,000,000

<p>Supplemental payments The total amount we will pay for expenses your business reasonably incurs as a result of attending an arbitration proceeding or trial in the defense of a covered claim.</p>	<p>Maximum of \$250.00 per day, \$5,000 in total for your policy</p>
<p>Copyright infringement This coverage is specifically added for marketing consultants. This is the most we will pay for damages and claim expenses alleging the infringement of third-party copyrights or trademarks in the provision of your services.</p>	<p>\$200,000</p>
<p>Deductible The amount your business must pay (per claim) before we will make any payment under the policy. This does not apply to supplemental payments.</p>	<p>\$ 5,000</p>
<p>Retroactive Date This establishes how far back we will cover services you have performed (even if that date is before you were insured with Hiscox) for any unknown claims that may be made against you during the policy period.</p>	<p>January 01, 2013</p>

<p>Other policy information</p>	
<p>14 Day full refund Be confident that you have made the right choice. We give you 14 days to review your policy. If you are not satisfied and have not had any claims or losses, you can cancel your policy back to its start date and receive a full refund.</p>	
<p>Notice of claim If you have a claim, please call us at 888-202-3007. You may also e-mail us at reportclaim@hiscox.com</p>	

What does my Professional Liability Policy cover?

For a summary showing examples of what you are and are not covered for, please read the Coverage Summary document.

This guide does not modify the terms and conditions of your policy, which are contained in your policy documents, nor does it imply any claim is covered or not covered. We recommend that you read your policy documents to learn the details of your coverage.



Reinventing Small Business Insurance™

Professional Liability Insurance A Coverage Summary for Marketing/PR Services

We want you to understand the Hiscox Professional Liability coverage. This summary explains the main areas of coverage and those for which your business is and isn't covered.

If you have any questions about your coverage, please contact one of our advisors at 888-202-3007 (Mon-Fri, 8am-10pm EST) or via email at contact@hiscox.com.

This policy does cover

Negligence

We cover any alleged mistakes in your provision of professional services. This includes failing in your 'duty of care,' giving incorrect advice, making an omission (leaving something out), or failing to deliver your services.

Defense costs

If you're sued, even if you haven't made a mistake, we will appoint an attorney to defend you, even if the lawsuit is groundless.

Copyright and trademark infringement

Specifically added for marketing/PR services, we offer \$200,000 of coverage for copyright and trademark infringement that results from your professional services.

Services performed in the past

We cover the services you have performed going back to an agreed – upon date – even if that date is before you were insured with Hiscox – for any unknown claims that may be made against you and reported to us during the policy period. This date, the retroactive date, is printed on the Declarations Page of your policy.

Worldwide insurance coverage

We cover claims arising from work done anywhere in the world as long as the claim is filed in the United States, its territories, or Canada.

Employees, temporary staff, and independent contractors

We cover claims arising from services performed by your employees, temporary staff, or independent contractors if those services were performed on behalf of your business.

Claims and damages

We cover claims for damages, including up to \$250,000 of punitive damages where allowed by law.

Personal injury

We cover claims of libel and slander as part of your professional services.

Supplemental payments

We will pay for expenses you reasonably incur as a result of attending arbitration proceedings or trials in the defense of a covered claim. We will pay up to \$5,000.

This policy does not cover

Bodily injury or property damage

We won't cover damages or claims expenses if you injure someone or damage someone's property. Coverage for these types of risks is included in our General Liability or Business Owners Policy.

Employment matters

We won't cover you for claims alleging improper employment practices, workers' compensation claims, or any employer's liability.

Known claims and circumstances

We won't cover any known circumstance that could result in a claim or any actual claim that you knew about prior to the start of your first Hiscox policy.

False advertising

We won't cover you for false advertising claims.

Personally identifiable information

We won't cover your failure to protect any personally identifiable information that is in your care.

Other services

We won't cover any medical, nursing, insurance broker/agent, legal, actuarial, architectural, or engineering services you perform. We also don't cover any services you perform that are not specified in your policy.

Regulatory claims

We won't cover any claims that are brought by any governmental body or licensing organization, unless it is one of your clients and makes a claim against you in that capacity.

Your costs and excluded damages

We won't cover fines, penalties, and taxes that are levied against you. Hiscox also won't cover the cost of complying with nonmonetary relief, cost overruns, or reduction of your fees.

Trade secrets and patents

We won't cover you for patent infringement or theft of trade secrets.

Common claims examples

Protection even if you haven't made a mistake — You agree to produce a new marketing strategy document for your client. Even though it's not your fault, your client has a different interpretation about the scope of work. When you deliver the final plan, they aren't happy with the content. If your client sues you, even though you delivered what you thought they wanted, we will appoint an attorney to defend you.

Trademark infringement — While developing an advertisement for a client, you accidentally use a logo trademarked by another business. Through the provision of your services, you have infringed upon the rights of the other business by using their trademarked logo. If that business decides to sue you for trademark infringement, we will appoint an attorney to defend you, even if the lawsuit is groundless.

Negligent acts — You manage a new direct marketing campaign for a client. There is a mistake with the data file and direct mail letters are sent out with errors in the address field. If your client sues you for negligence, we will appoint an attorney to defend you.

Coverage summaries, descriptions, and claims examples are provided for illustrative purposes only and are subject to the applicable policy limits, deductibles, exclusions, terms, and conditions. Not all insurance products and services are available in all states. Hiscox recommends you read the policy documents to learn the full details of coverage.

Underwritten by Hiscox Insurance Company Inc., 104 South Michigan Avenue, Suite 600, Chicago, IL 60603, as administered by Hiscox Inc., a licensed insurance provider in all states and DC.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

05/17/2017

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

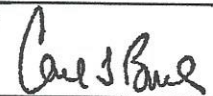
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in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

PRODUCER		CONTACT NAME:	
Hiscox Inc. d/b/a/ Hiscox Insurance Agency in CA		PHONE (A/C, No, Ext): (888) 202-3007	
520 Madison Avenue		FAX (A/C, No):	
32nd Floor		E-MAIL ADDRESS: contact@hiscox.com	
New York, NY 10022		INSURER(S) AFFORDING COVERAGE	
		INSURER A: Hiscox Insurance Company Inc	
		INSURER B:	
		INSURER C:	
		INSURER D:	
		INSURER E:	
		INSURER F:	
		NAIC #	
		10200	

INSURED	CERTIFICATE NUMBER:	REVISION NUMBER:
Eilers & Krejcik Gaming, LLC		
1851 East First Street		
Suite 946		
Santa Ana	CA 92705	

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE \$
	<input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$
							MED EXP (Any one person) \$
							PERSONAL & ADV INJURY \$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						PRODUCTS - COM/POP AGG \$
	OTHER:						\$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS						PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS						\$
	<input type="checkbox"/> NON-OWNED AUTOS						
	UMBRELLA LIAB						EACH OCCURRENCE \$
	<input type="checkbox"/> EXCESS LIAB						AGGREGATE \$
	<input type="checkbox"/> OCCUR						\$
	<input type="checkbox"/> CLAIMS-MADE						
	DED						
	RETENTION \$						
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						OTH-ER
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT \$
							E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			UDC-1759114-EO-17	07/01/2017	07/01/2018	Each Claim: \$ 1,000,000 Aggregate: \$ 1,000,000

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

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

Appendix E – Vendor Preference Certificate

State of West Virginia

VENDOR PREFERENCE CERTIFICATE

Certification and application is hereby made for Preference in accordance with **West Virginia Code**, §5A-3-37. (Does not apply to construction contracts). **West Virginia Code**, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the **West Virginia Code**. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Vendor Preference, if applicable.

1. **Application is made for 2.5% vendor preference for the reason checked:**
 Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; **or**,
 Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification;
 Bidder is a resident vendor partnership, association, or corporation with at least eighty percent of ownership interest of bidder held by another entity that meets the applicable four year residency requirement; **or**,
 Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; **or**,
2. **Application is made for 2.5% vendor preference for the reason checked:**
 Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; **or**,
3. **Application is made for 2.5% vendor preference for the reason checked:**
 Bidder is a nonresident vendor that employs a minimum of one hundred state residents, or a nonresident vendor which has an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia and employs a minimum of one hundred state residents, and for purposes of producing or distributing the commodities or completing the project which is the subject of the bidder's bid and continuously over the entire term of the project, on average at least seventy-five percent of the bidder's employees or the bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years and the vendor's bid; **or**,
4. **Application is made for 5% vendor preference for the reason checked:**
 Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; **or**,
5. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**
 Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; **or**,
6. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**
 Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.
7. **Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with West Virginia Code §5A-3-59 and West Virginia Code of State Rules.**
 Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) rescind the contract or purchase order; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: Eileen Kravich Company, LLC
Date: 9/19/2017

Signed: [Signature]
Title: Director of Business Development

*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.

Appendix F – Purchasing Affidavit

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

MANDATE: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Eikos & Krejci Gaming, LLC
Authorized Signature: [Signature] Date: 9/18/2017

State of CALIFORNIA

County of LOS ANGELES, to-wit:

Taken, subscribed, and sworn to before me this 19th day of SEPTEMBER, 2017.

My Commission expires 05/22, 2021.

AFFIX SEAL HERE

NOTARY PUBLIC *SEE ATTACHMENT FOR NOTARY

REQUEST FOR QUOTATION
CONSULTING SERVICES AND MARKET STUDIES ON POTENTIAL ECONOMIC
IMPACT OF SPORTS BETTING AND INTERNET GAMING IN WEST VIRGINIA

SPECIFICATIONS

1. **PURPOSE AND SCOPE:** The West Virginia Purchasing Division is soliciting bids on behalf of the West Virginia Lottery to establish an open-end services contract for an experienced vendor to provide research and analytical services necessary to complete a comprehensive market study relating to revenue opportunities and potential economic impact of implementing sports betting and other forms of Internet gaming in West Virginia. Other services will include consulting on strategies, recommended regulatory structures, including setting administrative fees and tax rates, making presentations and providing testimony to legislative committees, and other related services as needed.

2. **DEFINITIONS:** The terms listed below shall have the meanings assigned to them below. Additional definitions can be found in section 2 of the General Terms and Conditions.
 - 2.1 **“Contract Services”** means research and analytical services necessary to complete a comprehensive market study relating to revenue opportunities and potential economic impact of implementing sports betting and other forms of Internet gaming in West Virginia. Other services will include consulting on strategies, recommended regulatory structures, including setting administrative fees and tax rates, making presentations and providing testimony to legislative committees, and other related services as more fully described in these specifications.

 - 2.2 **“Pricing Page”** means the pages, contained in wvOASIS or attached hereto as Exhibit A, upon which Vendor should list its proposed price for the Contract Services.

 - 2.3 **“Solicitation”** means the official notice of an opportunity to supply the State with goods or services that is published by the Purchasing Division.

3. **QUALIFICATIONS:** Vendor, or Vendor’s staff if requirements are inherently limited to individuals rather than corporate entities, shall have the following minimum qualifications:
 - 3.1 Vendor must have at least (15) fifteen years of experience conducting economic impact studies or other financial or budgetary analysis for government entities or regulatory bodies in the casino gaming industry. Vendor should include all relevant clients and a description of the services provided and contact information for each.

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- 3.2 Vendor must have prepared economic impact studies on Sports Betting and other forms of Internet gaming for at least three (3) government regulatory bodies in the United States. Vendor should provide the names of the clients in its response as well as a description of the services provided and contact information for references for each.
- 3.3 Vendor shall have at least ten (10) years of experience providing consulting services that include making regulatory recommendations to government regulators who oversee casino gaming. Vendor should include a description of the services provided and relevant client information in its response.
- 3.4 Vendor shall have conducted studies or provided consulting services to at least ten (10) government entities or regulatory bodies that oversee lottery and casino gaming in the United States, and at least three (3) must be government entities or regulatory bodies that oversee lottery and casino gaming in mature markets [jurisdictions in the United States where casino gaming and lottery sales have been in operation for at least five (5) years]. Vendor should include the names of clients in its response as well as a description of the services provided and contact information for references for each.
- 3.5 Vendor shall have experience making presentations and providing testimony as a subject matter expert to legislative committees or in legislative hearings in at least five (5) states, and, of those five (5), at least two (2) must be related to sports betting or Internet gaming. Vendor should include the names of clients in its response as well as a description of the services provided and contact references for each.
- 3.6 Vendor shall have knowledge of political, demographic, technological, regulatory, and competitive industry standards and trends, and utilize such knowledge in the methodology utilized to perform services.
- 3.7 Vendor must provide a statement that certifies each study conducted pursuant to this RFQ is an independent analysis and Vendor has no conflict of interest that would impact its ability to be objective.

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3.8 Vendor's personnel that may be involved in making presentations must be preapproved by the Agency.

3.9 Compliance with experience requirements will be determined prior to contract award by the State through references provided by the Vendor with its bid or upon request, through knowledge or documentation of the Vendor's past projects, or some other method that the State determines to be acceptable. Vendor should provide a current résumé which includes information regarding the number of years of qualification, experience and training, and relevant professional education for each individual that will be assigned to this project. Vendor must provide any documentation requested by the State to assist in confirmation of compliance with this provision. References, documentation, or other information to confirm compliance with this experience requirement are preferred with the bid submission, but may be requested after bid opening and prior to contract award.

4. MANDATORY REQUIREMENTS:

4.1 Mandatory Contract Services Requirements and Deliverables: Contract Services must meet or exceed the mandatory requirements listed below.

4.1.1 Research and independent objective analyses and market study on the potential economic impact of sports betting in West Virginia shall include:

4.1.1.1. Historical assessment and review of existing gaming market and five (5) year projected analysis of the opportunities for growth and identifying challenges.

4.1.1.2. Analysis of the economic impact and potential budget effects of sports betting in West Virginia by conducting a thorough market study. This includes evaluating all potential costs associated with regulation as well as a detailed demographic study of players who are illegally wagering on sports and how to capture those players in a regulated market.

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- 4.1.1.3. Detail all factors, including, but not limited to, competition from other states, that could impact the success of sports betting in West Virginia, and how the approach to market entry could be adjusted to account for such challenges.
- 4.1.1.4. Recommend the best legal and regulatory framework for sports betting in West Virginia so that the Lottery may recommend legislation that maximizes revenues and protects the public interest.
- 4.1.1.5. Make presentations and provide testimony as gaming industry subject matter experts to legislative committees and other officials in the Department of Revenue or administration.

4.1.2 Research and independent objective analyses and market study on the potential economic impact of other forms of Internet gaming in West Virginia shall include:

- 4.1.2.1. Historical assessment and review of existing gaming market and five (5) year projected analysis of the opportunities for growth and identifying challenges.
- 4.1.2.2. Analysis of the economic impact and potential budget effects of Internet gaming in West Virginia by conducting a thorough market study including the immense population within driving distance to each of the state's casinos. This includes, but is not limited to, evaluating all potential costs associated with regulation as well as a detailed demographic study of players who are illegally wagering online from West Virginia and how to capture those players in a regulated market.
- 4.1.2.3. Detail all factors, including, but not limited to, competition from other states, that could impact the success of Internet gaming in West Virginia, and how the approach to market entry could be adjusted to account for such challenges.
- 4.1.2.4. Recommend the best legal and regulatory framework for Internet gaming in West Virginia so that the Lottery may recommend legislation that maximizes revenues and protects the public interest.
- 4.1.2.5. Make presentations and provide testimony as gaming industry subject matter experts to legislative committees and other officials in the Department of Revenue or administration.

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- 4.1.3. Methodology: Analyses shall describe any sources of variation including but not limited to inputs to the study's fiscal impact models or calculations used to estimate fiscal impacts.
- 4.1.4. Authors of the studies commissioned by the Lottery shall be available to discuss each study in person with the Lottery Director and the Department of Revenue Cabinet Secretary and to present the study to the legislature if required.
- 4.1.5. Two hard copies of each study shall be provided in printed color to the Lottery in addition to providing a digital copy.
- 4.1.6. Other consulting and support services related to new gaming technologies or implementing the emerging forms of gaming identified in any study conducted pursuant to this RFQ as requested.
- 4.1.7. Vendor shall work with the Lottery to set deadlines that are mutually agreed upon for delivery of each study.

5. CONTRACT AWARD:

5.1 Contract Award: The Contract is intended to provide Agency with a purchase price for the Contract Services. The Contract shall be awarded to the Vendor that provides the Contract Services meeting the required specifications for the lowest overall total cost as shown on the Pricing Pages.

5.2 Pricing Page: Vendor should complete the Pricing Page by providing an hourly rate for providing services detailed in this RFQ. The hourly rate should include all expenses including travel and production expenses. Vendor should complete the Pricing Page in full as failure to complete the Pricing Page in its entirety may result in Vendor's bid being disqualified.

Vendor should type or electronically enter the information into the Pricing Pages through wvOASIS, if available, or as an electronic document. In most cases, the Vendor can request an electronic copy of the Pricing Pages for bid purposes by sending an email request to the following address: Michelle.L.Childers@wv.gov.

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6. **PERFORMANCE:** Vendor and Agency shall agree upon a schedule for performance of Contract Services and Contract Services Deliverables, unless such a schedule is already included herein by Agency. In the event that this Contract is designated as an open-end contract, Vendor shall perform in accordance with the release orders that may be issued against this Contract.

7. **PAYMENT:** Agency shall pay the hourly rate as shown on the Pricing Pages, for all Contract Services performed and accepted under this Contract. Vendor shall accept payment in accordance with the payment procedures of the State of West Virginia.

8. **TRAVEL:** Vendor shall be responsible for all mileage and travel costs, including travel time, associated with performance of this Contract. Any anticipated mileage or travel costs may be included in the flat fee or hourly rate listed on Vendor's bid, but such costs will not be paid by the Agency separately.

9. **FACILITIES ACCESS:** Performance of Contract Services may require access cards and/or keys to gain entrance to Agency's facilities. In the event that access cards and/or keys are required:
 - 9.1. Vendor must identify principal service personnel which will be issued access cards and/or keys to perform service.
 - 9.2. Vendor will be responsible for controlling cards and keys and will pay replacement fee, if the cards or keys become lost or stolen.
 - 9.3. Vendor shall notify Agency immediately of any lost, stolen, or missing card or key.
 - 9.4. Anyone performing under this Contract will be subject to Agency's security protocol and procedures.

Appendix H – Addendum Acknowledgements

ADDENDUM ACKNOWLEDGEMENT FORM

SOLICITATION NO.: CLPA LOT 1800000004

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

- | | |
|----------------------------------------------------|------------------------------------------|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Esters & Krejcek Gaming, LLC
Company
[Signature]
Authorized Signature
9/19/17
Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.
Revised 6/8/2012

West Virginia Ethics Commission



Disclosure of Interested Parties to Contracts

Pursuant to W. Va. Code § 6D-1-2, a state agency may not enter into a contract, or a series of related contracts, that has/have an actual or estimated value of \$100,000 or more until the business entity submits to the contracting state agency a Disclosure of Interested Parties to the applicable contract. In addition, the business entity awarded a contract is obligated to submit a supplemental Disclosure of Interested Parties reflecting any new or differing interested parties to the contract within 30 days following the completion or termination of the applicable contract.

For purposes of complying with these requirements, the following definitions apply:

"Business entity" means any entity recognized by law through which business is conducted, including a sole proprietorship, partnership or corporation.

"Interested party" or *"Interested parties"* means:

- (1) A business entity performing work or service pursuant to, or in furtherance of, the applicable contract, including specifically sub-contractors;
- (2) the person(s) who have an ownership interest equal to or greater than 25% in the business entity performing work or service pursuant to, or in furtherance of, the applicable contract. (This subdivision does not apply to a publicly traded company); and
- (3) the person or business entity, if any, that served as a compensated broker or intermediary to actively facilitate the applicable contract or negotiated the terms of the applicable contract with the state agency. (This subdivision does not apply to persons or business entities performing legal services related to the negotiation or drafting of the applicable contract.)

"State agency" means a board, commission, office, department or other agency in the executive, judicial or legislative branch of state government, including publicly funded institutions of higher education: Provided, that for purposes of W. Va. Code § 6D-1-2, the West Virginia Investment Management Board shall not be deemed a state agency nor subject to the requirements of that provision.

The contracting business entity must complete this form and submit it to the contracting state agency prior to contract award and to complete another form within 30 days of contract completion or termination.

This form was created by the State of West Virginia Ethics Commission, 210 Brooks Street, Suite 300, Charleston, WV 25301-1804. Telephone: (304)558-0664; fax: (304)558-2169; e-mail: ethics@wv.gov; website: www.ethics.wv.gov.

West Virginia Ethics Commission

Disclosure of Interested Parties to Contracts

Contracting business entity: Eilers & Krcjcek Gaming, LLC
Address: 1851 East First Street, Suite # 946, Santa Ana, CA 92705

Contracting business entity's authorized agent: D.J. Leary, CPA
Address: 1851 East First Street, Suite # 946, Santa Ana, CA 92705


Number or title of contract: CRFQ LOT 1800060004

Type or description of contract: Consulting Services and Market Studies

Governmental agency awarding contract: West Virginia Lottery Commission

Names of each Interested Party to the contract known or reasonably anticipated by the contracting business entity (attach additional pages if necessary):

Eilers & Krcjcek Gaming, LLC
West Virginia Lottery Commission

Signature:  Date Signed: 9/19/2017

Check here if this is a Supplemental Disclosure.

Verification

State of CALIFORNIA, County of LOS ANGELES:

I, IAN JAMES VICKERS, NOTARY PUBLIC, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledges that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 19th day of SEPTEMBER, 2017

* SEE ATTACHMENT FOR NOTARY.

Notary Public's Signature

To be completed by State Agency:

Date Received by State Agency: _____

Date submitted to Ethics Commission: _____

Governmental agency submitting Disclosure: _____

CALIFORNIA JURAT WITH AFFIANT STATEMENT

GOVERNMENT CODE § 8202

- See Attached Document (Notary to cross out lines 1-6 below)
- See Statement Below (Lines 1-6 to be completed only by document signer[s], *not* Notary)

~~_____

_____~~



Signature of Document Signer No. 1

Signature of Document Signer No. 2 (if any)

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of LOS ANGELES

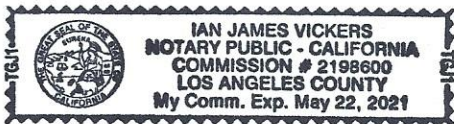
Subscribed and sworn to (or affirmed) before me
on this 19th day of SEPTEMBER, 2017.
by _____ Date Month Year

(1) DONALD C. LEARY II

(and (2) _____),
Name(s) of Signer(s)

proved to me on the basis of satisfactory evidence
to be the person(s) who appeared before me.

Signature Ian James Vickers
Signature of Notary Public



Place Notary Seal Above

OPTIONAL

Though this section is optional, completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: _____ Document Date: _____

Number of Pages: _____ Signer(s) Other Than Named Above: _____