STATE OF NEW JERSEY CASINO CONTROL COMMISSION ORDER NO. 21-05-12-5(a)

IN THE MATTER OF THE REQUEST OF

A CASINO KEY EMPLOYEE LICENSEE

TO BE PLACED ON THE CASINO KEY

EMPLOYEE APPROVED INACTIVE LIST

public meeting of May 12, 2021;

ORDER

This matter having been submitted to the New Jersey Casino Control Commission (Commission) by Cindi R. Lepine, a licensed casino key employee, pursuant to *N.J.S.A.* 5:12-89, for consideration and approval to be placed on an inactive list in accordance with the provisions of *N.J.A.C.* 19:41A-6.1(e)1 in lieu of complying with the resubmission process set forth in *N.J.S.A.* 5:12-94h; and the Commission having considered this request at its

IT IS on this 12th day of May 2021, ORDERED that Cindi R. Lepine, a casino key employee licensee, #008856-11, be placed on the Casino Key Employee Approved Inactive List for a period not to exceed five (5) years; and

IT IS FURTHER ORDERED that a copy of this Order be served upon all interested persons.

NEW JERSEY CASINO CONTROL COMMISSION

STATE OF NEW JERSEY CASINO CONTROL COMMISSION ORDER NO. 21-05-12-5(b)

IN THE MATTER OF THE REQUEST OF

A CASINO KEY EMPLOYEE LICENSEE

TO BE PLACED ON THE CASINO KEY

EMPLOYEE APPROVED INACTIVE LIST

ORDER

This matter having been submitted to the New Jersey Casino Control

Commission (Commission) by Frank A. Pizzino, a licensed casino key

employee, pursuant to N.J.S.A. 5:12-89, for consideration and approval to be

placed on an inactive list in accordance with the provisions of N.J.A.C.

19:41A-6.1(e)1 in lieu of complying with the resubmission process set forth in

N.J.S.A. 5:12-94h; and the Commission having considered this request at its

public meeting of May 12, 2021;

IT IS on this 12th day of May 2021, ORDERED that Frank A. Pizzino, a

casino key employee licensee, #006414-11, be placed on the Casino Key

Employee Approved Inactive List for a period not to exceed five (5) years; and

IT IS FURTHER ORDERED that a copy of this Order be served upon

all interested persons.

NEW JERSEY CASINO CONTROL COMMISSION

STATE OF NEW JERSEY CASINO CONTROL COMMISSION ORDER NO. 21-05-12-5(c)

IN THE MATTER OF THE REQUEST OF

A CASINO KEY EMPLOYEE LICENSEE

TO BE PLACED ON THE CASINO KEY

EMPLOYEE APPROVED INACTIVE LIST

ORDER

Commission (Commission) by Joshua A. Torres, a licensed casino key employee, pursuant to N.J.S.A. 5:12-89, for consideration and approval to be placed on an inactive list in accordance with the provisions of N.J.A.C.

This matter having been submitted to the New Jersey Casino Control

19:41A-6.1(e)1 in lieu of complying with the resubmission process set forth in N.J.S.A. 5:12-94h; and the Commission having considered this request at its

public meeting of May 12, 2021;

IT IS on this 12th day of May 2021, ORDERED that Joshua A. Torres, a casino key employee licensee, #009205-11, be placed on the Casino Key Employee Approved Inactive List for a period not to exceed five (5) years; and

IT IS FURTHER ORDERED that a copy of this Order be served upon all interested persons.

NEW JERSEY CASINO CONTROL COMMISSION

STATE OF NEW JERSEY CASINO CONTROL COMMISSION ORDER NO. 21-05-12-5(d)

IN THE MATTER OF THE REQUEST OF

A CASINO KEY EMPLOYEE LICENSEE

ORDER

TO BE PLACED ON THE CASINO KEY

EMPLOYEE APPROVED INACTIVE LIST

This matter having been submitted to the New Jersey Casino Control Commission (Commission) by Salvatore Perna, a licensed casino key employee, pursuant to *N.J.S.A.* 5:12-89, for consideration and approval to be placed on an inactive list in accordance with the provisions of *N.J.A.C.* 19:41A-6.1(e)1 in lieu of complying with the resubmission process set forth in *N.J.S.A.* 5:12-94h; and the Commission having considered this request at its public meeting of **May 12, 2021**;

IT IS on this 12th day of May 2021, ORDERED that Salvatore Perna, a casino key employee licensee, #008829-11, be placed on the Casino Key Employee Approved Inactive List for a period not to exceed five (5) years; and

IT IS FURTHER ORDERED that a copy of this Order be served upon all interested persons.

NEW JERSEY CASINO CONTROL COMMISSION

STATE OF NEW JERSEY CASINO CONTROL COMMISSION ORDER NO. 21-05-12-6(a)

IN THE MATTER OF THE LAPSING OF

A CASINO KEY EMPLOYEE LICENSE

FOR FAILURE TO COMPLY WITH THE

RESUBMISSION PROCESS OR TO REQUEST TO BE PLACED ON THE

ORDER

APPROVED INACTIVE LIST

This matter having been undertaken by the New Jersey Casino Control Commission (Commission) for the lapsing of the casino key employee license of Ryan A. El-Halim for failure to comply with the resubmission process set forth in N.J.S.A. 5:12-94h, failure to request inactive status as set forth in N.J.A.C. 19:41A-6.1(e), and in accordance with N.J.A.C. 19:41A-6.1(f); and the Commission having considered this matter at its public meeting of May 12, 2021;

IT IS on this 12th day of May 2021, ORDERED that Ryan A. El-Halim's casino key employee license, #009684-11, is hereby **LAPSED**; and

IT IS FURTHER ORDERED that a copy of this Order be served upon all interested persons.

NEW JERSEY CASINO CONTROL COMMISSION

STATE OF NEW JERSEY CASINO CONTROL COMMISSION ORDER NO. 21-05-12-6(b)

IN THE MATTER OF THE LAPSING OF

A CASINO KEY EMPLOYEE LICENSE

FOR FAILURE TO COMPLY WITH THE

RESUBMISSION PROCESS OR TO

REQUEST TO BE PLACED ON THE

APPROVED INACTIVE LIST

ORDER

This matter having been undertaken by the New Jersey Casino Control

Commission (Commission) for the lapsing of the casino key employee license

of Colleen M. Kane for failure to comply with the resubmission process set

forth in N.J.S.A. 5:12-94h, failure to request inactive status as set forth in

N.J.A.C. 19:41A-6.1(e), and in accordance with N.J.A.C. 19:41A-6.1(f); and the

Commission having considered this matter at its public meeting of May 12,

2021;

IT IS on this 12th day of May 2021, ORDERED that Colleen M. Kane's

casino key employee license, #008886-11, is hereby LAPSED; and

IT IS FURTHER ORDERED that a copy of this Order be served upon all

interested persons.

NEW JERSEY CASINO CONTROL COMMISSION

STATE OF NEW JERSEY CASINO CONTROL COMMISSION ORDER NO. 21-05-12-6(c)

IN THE MATTER OF THE LAPSING OF A CASINO KEY EMPLOYEE LICENSE

FOR FAILURE TO COMPLY WITH THE RESUBMISSION PROCESS OR TO

REQUEST TO BE PLACED ON THE

APPROVED INACTIVE LIST

ORDER

Commission (Commission) for the lapsing of the casino key employee license of Earl A. McClinton for failure to comply with the resubmission process set

This matter having been undertaken by the New Jersey Casino Control

forth in N.J.S.A. 5:12-94h, failure to request inactive status as set forth in

N.J.A.C. 19:41A-6.1(e), and in accordance with N.J.A.C. 19:41A-6.1(f); and the

Commission having considered this matter at its public meeting of May 12,

2021;

IT IS on this 12th day of May 2021, ORDERED that Earl A. McClinton's casino key employee license, #007969-11, is hereby **LAPSED**; and

IT IS FURTHER ORDERED that a copy of this Order be served upon all interested persons.

NEW JERSEY CASINO CONTROL COMMISSION

STATE OF NEW JERSEY
CASINO CONTROL COMMISSION
ORDER NO. 21-05-12-6(d)

IN THE MATTER OF THE LAPSING OF A CASINO KEY EMPLOYEE LICENSE

FOR FAILURE TO COMPLY WITH THE RESUBMISSION PROCESS OR TO

REQUEST TO BE PLACED ON THE

APPROVED INACTIVE LIST

ORDER

This matter having been undertaken by the New Jersey Casino Control Commission (Commission) for the lapsing of the casino key employee license of Trevis E. Parker for failure to comply with the resubmission process set

forth in N.J.S.A. 5:12-94h, failure to request inactive status as set forth in

N.J.A.C. 19:41A-6.1(e), and in accordance with N.J.A.C. 19:41A-6.1(f); and the

Commission having considered this matter at its public meeting of May 12,

2021;

IT IS on this 12th day of May 2021, ORDERED that Trevis E. Parker's casino key employee license, #008865-11, is hereby LAPSED; and

IT IS FURTHER ORDERED that a copy of this Order be served upon all interested persons.

NEW JERSEY CASINO CONTROL COMMISSION

STATE OF NEW JERSEY
CASINO CONTROL COMMISSION
DOCKET NO. 21-0004-CK
CREDENTIAL NO. 10295-11
ORDER NO. 21-05-12-07 (TMP)

I/M/O THE INITIAL APPLICATION OF

MICHAEL M. CLEMENT

FOR A CASINO KEY EMPLOYEE LICENSE

ORDER

The Division of Gaming Enforcement ("Division"), having initially objected to the initial application of Michael M. Clement ("Applicant") for casino key employee license #10295-11; and the Division and Applicant having entered into a Stipulation of Settlement ("Stipulation") which was submitted to the New Jersey Casino Control Commission ("Commission"); and the Commission being unaware of Applicant having been involved in any other matters inconsistent with licensure; and the Commission having considered this matter in its entirety at its public meeting on May 12, 2021;

IT IS on this 12th day of May 2021, ORDERED that the Stipulation, which is incorporated herein by reference, is APPROVED and the initial application for casino key employee license #10295-11 is GRANTED; and

IT IS FURTHER ORDERED that Applicant has established his qualifications for licensure as a casino key employee as required by N.J.S.A. 5:12-89(b)(1) and -89(b)(2) of the Casino Control Act ("Act") based on the credible evidence submitted including Applicant's voluntary agreement that he 1) satisfy his outstanding Internal Revenue Service ("IRS") liability and provide proof to the Division of satisfaction by June 15, 2021 and 2) remain compliant with the payment plan for his New Jersey Division of

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ORDER No. 21-05-12-07 (TMP)

Taxation ("NJ Tax") liability until it is satisfied and provide proof to the Division of

such compliance on an annual basis beginning June 15, 2021; and

IT IS FURTHER ORDERED that the granting of Applicant's initial casino key

employee license application is specifically conditioned on Applicant remaining compliant

with the above-referenced terms, specifically by satisfying his outstanding IRS liability

and provide proof to the Division of satisfaction by June 15, 2021 and remaining

compliant with his payment plan NJ Tax liability and providing proof of such compliance

to the Division on an annual basis beginning June 15, 2021, by sending a copy of all

relevant documentation to:

Division of Gaming Enforcement

ATTN: Jordan Hollander, Deputy Attorney General

140 East Front Street

P.O. Box 047

Trenton, NJ 08625

Email: jordan.hollander@njdge.org

Applicant shall provide such proof of compliance until his outstanding IRS liability and

his outstanding NJ Tax liability is paid in full or otherwise satisfied. Failure of Applicant

to abide by any of the conditions set forth herein shall constitute grounds to re-open this

matter.

NEW JERSEY CASINO CONTROL COMMISSION

JAMES T. PLOUSIS, CHAIRMAN

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New Iersey Casino Control Commission Resolution



Nn. 21-05-12-08

RESOLUTION OF THE NEW JERSEY CASINO CONTROL COMMISSION
CONCERNING THE PLENARY QUALIFICATION OF
JOHN BRANDEN NEWMAN TO SERVE AS
SENIOR VICE PRESIDENT CHIEF INFORMATION SECURITY OFFICER FOR
MGM RESORTS INTERNATIONAL

WHEREAS, pursuant to N.J.S.A. 5:12-85.1c and d and N.J.A.C. 13:69C-2.7, certain officers, directors, security holders, principal employees and other persons with the ability to control a casino licensee or a holding company thereof must be individually qualified for approval under the standards, but for residence, governing casino key employees (N.J.S.A. 5:12-89); and

WHEREAS, John Branden Newman serves as Senior Vice President and Chief Information Security Officer for MGM Resorts International (MGM), a qualified holding company of casino licensee Marina District Development Company, LLC d/b/a Borgata Hotel Casino & Spa, and is therefore required to be qualified; and

WHEREAS, on September 16, 2020, the New Jersey Casino Control Commission (Commission), with the recommendation of the Division of Gaming Enforcement (Division) granted temporary qualification and authorized Mr. Newman to assume the duties and exercise the powers of Senior Vice President and Chief Information Security Officer for MGM (Resolution No. 20-09-16-07); and

Resolution No. 21-05-12-08 Page 2

WHEREAS, the Division filed a letter report dated April 22, 2021, recommending that the Commission find Mr. Newman plenarily qualified; and

WHEREAS, the Commission considered the matter at its public meeting on May 12, 2021;

NOW, THEREFORE, BE IT RESOLVED by the Commission that John Branden Newman (#4728-03) is hereby found qualified to serve as Senior Vice President and Chief Information Security Officer for MGM in accordance with and subject to the conditions contained in N.J.S.A. 5:12-85.1c and -d, -89b(1) and (2) and N.J.A.C. 13:69C-2.7.

Submitted by: _

Teresa M. Pimpinelli Senior Counsel

CERTIFICATION

I HEREBY CERTIFY that this Resolution correctly reflects the decision of the New Jersey Casino Control Commission.

Dianna W. Fauntleroy, Esq.

Executive Secretary



New Jersey Casino Control Commission Resolution Ro. 21-05-12-09

RESOLUTION OF THE NEW JERSEY CASINO CONTROL COMMISSION CONCERNING THE INITIAL CASINO KEY EMPLOYEE LICENSURE AND PLENARY QUALIFICATION OF JACQUELINE S. GRACE TO SERVE AS SENIOR VICE PRESIDENT AND GENERAL MANAGER OF TROPICANA ATLANTIC CITY CORP.

WHEREAS, on September 16, 2020, the New Jersey Casino Control Commission ("Commission") granted temporary qualification to Jacqueline S. Grace to assume the duties and exercise the powers of Senior Vice President and General Manager of Tropicana Atlantic City Corp. ("Trop AC") for a nine-month period in accordance with the conditions contained in N.J.S.A. 5:12-85.1 and N.J.A.C. 13:69C-2.6, and issued a temporary casino key employee license to Ms. Grace pursuant to N.J.S.A. 5:12-89b(4) and -89e (Commission Resolution No. 20-09-16-05); and

WHEREAS, the Division of Gaming Enforcement ("Division") filed a letter report dated May 3, 2021 recommending that the Commission issue an initial casino key employee license to Jacqueline S. Grace and find her plenarily qualified to perform the duties and exercise the powers of Senior Vice President and General Manager for Trop AC; and

WHEREAS, the Commission considered the entire record of the proceedings at its public meeting of May 12, 2021.



Resolution Ro. 21-05-12-09 Page 2

NOW, THEREFORE, BE IT RESOLVED by the Commission that Jacqueline S. Grace be issued an initial casino key employee license (#10323-11) pursuant to N.J.S.A. 5:12-89b and that Jacqueline S. Grace is hereby plenarily qualified to serve as Senior Vice President and General Manager for Trop AC in accordance with N.J.S.A. 5:12-85.1, N.J.S.A. 5:12-89b and N.J.A.C. 13:69C-2.6.

Submitted by:

Dianna W. Fauntleroy General Counsel

CERTIFICATION

I HEREBY CERTIFY that this Resolution correctly reflects the decision of the New Jersey Casino Control Commission.

> Teresa Pimpinelli, Senior Counsel for the Executive Secretary

Meeting of May 12, 2021 Vote taken on page 26



New Jersey Casino Control Commission Resolution No. 21-05-12-10

RESOLUTION OF THE NEW JERSEY CASINO CONTROL COMMISSION CONCERNING THE INITIAL CASINO KEY EMPLOYEE LICENSURE AND PLENARY QUALIFICATION OF NIBIN PHILIP TO SERVE AS CHIEF INFORMATION SECURITY OFFICER OF GOLDEN NUGGET HOLDINGS, LLC AND GOLDEN NUGGET ONLINE GAMING, LLC

WHEREAS, on September 16, 2020, the New Jersey Casino Control Commission ("Commission") granted temporary qualification to Nibin Philip to assume the duties and exercise the powers of Chief Information Security Officer ("CISO") for Golden Nugget Holdings, LLC ("GN Holdings"), a qualified holding company of casino licensee, Golden Nugget Atlantic City, LLC ("GNAC") for a nine-month period in accordance with the conditions contained in N.J.S.A. 5:12-85.1c and N.J.A.C. 13:69C-2.7(c) and (d), and issued a temporary casino key employee license to Mr. Philip with a finding that residency is not required pursuant to N.J.S.A. 5:12-89b(4) and -89e and N.J.A.C. 19:41A-5.3 (Commission Resolution No. 20-09-16-11); and

WHEREAS, on November 25, 2020, the Commission determined that Nibin Philip's temporary casino key employee license and temporary qualification continued as CISO for Golden Nugget Online Gaming, LLC ("GNOG"), an Internet gaming affiliate (Commission Resolution No. 20-11-25-01); and

WHEREAS, the Division of Gaming Enforcement filed a Letter Report dated May 4, 2021 recommending that the Commission issue an initial casino



Resolution No. 21-05-12-10 Page 2

key employee license to Nibin Philip and find him plenarily qualified to perform the duties and exercise the powers of CISO for GN Holdings and GNOG; and

WHEREAS, the Commission considered the entire record of the proceedings at its public meeting of May 12, 2021.

NOW, THEREFORE, BE IT RESOLVED by the Commission that Nibin Philip be issued an initial casino key employee license (#10333-11) without the need to establish residency pursuant to *N.J.S.A.* 5:12-89b and -89e and *N.J.A.C.* 19:41A-5.3 and that Nibin Philip is hereby plenarily qualified to serve as CISO for GN Holdings and GNOG in accordance with *N.J.S.A.* 5:12-85.1, 89b and *N.J.A.C.* 13:69C-2.7(c) and (d).

Submitted by:

Dianna W. Fauntleroy

General Counsel

<u>CERTIFICATION</u>

I HEREBY CERTIFY that this Resolution correctly reflects the decision of the New Jersey Casino Control Commission.

Teresa Pimpinelli, Senior Counsel

for the Executive Secretary

Meeting of May 12, 2021 Vote taken on pages 28-29



Rew Jersey Casino Control Commission Resolution Ro. 21-05-12-11

RESOLUTION OF THE NEW JERSEY CASINO CONTROL COMMISSION CONCERNING THE INITIAL CASINO KEY EMPLOYEE LICENSURE AND PLENARY QUALIFICATION OF CHRISTOPHER A. GUMIELA TO SERVE AS VICE PRESIDENT MARKETING AND ADVERTISING – REGIONAL PORTFOLIO MARKETING FOR MGM RESORTS INTERNATIONAL AND MARINA DISTRICT DEVELOPMENT COMPANY, LLC

WHEREAS, on September 16, 2020, the New Jersey Casino Control Commission ("Commission") granted temporary qualification to Christopher A. Gumiela to assume the duties and exercise the powers of Vice President Marketing and Advertising – Regional Portfolio Marketing for casino licensee Marina District Development Company, LLC ("MDDC") d/b/a Borgata Hotel Casino & Spa ("Borgata") and its qualified holding company, MGM Resorts International ("MGM") for a nine-month period in accordance with the conditions contained in N.J.S.A. 5:12-85.1c and N.J.A.C. 13:69C-2.7(c) and (d), and issued a temporary casino key employee license to Mr. Gumiela with a finding that residency is not required pursuant to N.J.S.A. 5:12-89b(4) and -89e and N.J.A.C. 19:41A-5.3 (Commission Resolution No. 20-09-16-06); and

WHEREAS, the Division of Gaming Enforcement filed a Letter Report dated May 4, 2021 recommending that the Commission issue an initial casino key employee license to Christopher A. Gumiela and find him plenarily qualified



Resolution **No.** 21-05-12-11 Page 2

to perform the duties and exercise the powers of Vice President Marketing & Advertising – Regional Portfolio Marketing for MGM and MDDC; and

WHEREAS, the Commission considered the entire record of the proceedings at its public meeting of May 12, 2021.

NOW, THEREFORE, BE IT RESOLVED by the Commission that Christopher A. Gumiela be issued an initial casino key employee license (#10343-11) without the need to establish residency pursuant to N.J.S.A. 5:12-89b and -89e and N.J.A.C. 19:41A-5.3 and that Christopher A. Gumiela is hereby plenarily qualified to serve as Vice President Marketing & Advertising for MGM and MDDC in accordance with N.J.S.A. 5:12-85.1, 89b and N.J.A.C. 13:69C-2.7(c) and (d).

Submitted by:

Dianna W. Fauntleroy General Counsel

<u>CERTIFICATION</u>

I HEREBY CERTIFY that this Resolution correctly reflects the decision of the New Jersey Casino Control Commission.

Teresa Pimpinelli, Senior Counsel

for the Executive Secretary

Meeting of May 12, 2021 Vote taken on pages 31-32



Rew Jersey Casino Control Commission Resolution Ro. 21-05-12-12

RESOLUTION OF THE NEW JERSEY CASINO CONTROL COMMISSION CONCERNING THE INITIAL CASINO KEY EMPLOYEE LICENSURE AND PLENARY QUALIFICATION OF MICHAEL J. HARWELL TO SERVE AS VICE PRESIDENT AND CHIEF FINANCIAL OFFICER OF GOLDEN NUGGET ONLINE GAMING, LLC, LANDCADIA HOLDINGS II, INC., LHGN HOLDCO, LLC AND GNOG HOLDINGS, LLC

WHEREAS, on September 16, 2020, the New Jersey Casino Control Commission ("Commission") granted temporary qualification to Michael J. Harwell to assume the duties and exercise the powers of Chief Financial Officer of Golden Nugget Online Gaming, Inc., (now known as Golden Nugget Online Gaming, LLC) ("GNOG"), an entity qualifier and financial source of casino licensee Golden Nugget Atlantic City, LLC ("GNAC") for a period up to and including nine months in accordance with the conditions contained in N.J.S.A. 5:12-85.1c and N.J.A.C. 13:69C-2.7(c) and (d) (Commission Resolution No. 20-09-16-12); and

WHEREAS, on March 10, 2021 the Commission granted Mr. Harwell temporary qualification to assume the duties and exercise the powers of Vice President and Chief Financial Officer for GNOG and its qualified intermediary and holding companies, Landcadia Holdings II, Inc. ("Landcadia"), GNOG Holdings, LLC ("GNOG Holdings") and LHGN HoldCo, LLC ("LHGN Holdco") for a period up to and including nine months subject to the conditions contained in N.J.S.A. 5:12-85.1c and N.J.A.C. 13:69C-2.7(c) and (d) and issued Mr. Harwell a



Resolution No. 21-05-12-12 Page 2

temporary casino key employee license with a finding that residency is not required pursuant to *N.J.S.A.* 5:12-89b(4) and -89e and *N.J.A.C.* 19:41A-5.3, which relief was granted *nunc pro tunc* to November 25, 2020 (Commission Resolution No. 21-03-10-09); and

WHEREAS, the Division of Gaming Enforcement ("Division") filed a Letter Report dated May 5, 2021 recommending that the Commission issue an initial casino key employee license to Michael J. Harwell and find him plenarily qualified to perform the duties and exercise the powers of Vice President and Chief Financial Officer for GNOG and its qualified intermediary and holding companies, Landcadia, GNOG Holdings and LHGN Holdco; and

WHEREAS, the Commission considered the entire record of the proceedings at its public meeting of May 12, 2021.

NOW, THEREFORE, BE IT RESOLVED by the Commission that Michael J. Harwell be issued an initial casino key employee license (#10421-11) without the need to establish residency pursuant to N.J.S.A. 5:12-89b and -89e and N.J.A.C. 19:41A-5.3 and that Michael J. Harwell is hereby plenarily qualified to serve as Vice President and Chief Financial Officer of GNOG, Landcadia, GNOG Holdings and LHGN Holdco in accordance with N.J.S.A. 5:12-85.1, -89b and N.J.A.C. 13:69C-2.7.



Resolution No. 21-05-12-12 Page 3

Submitted by:/

Dianna W. Fauntleroy General Counsel

CERTIFICATION

I HEREBY CERTIFY that this Resolution correctly reflects the decision of the New Jersey Casino Control Commission.

Teresa Pimpinelli, Senior Counsel for the Executive Secretary

Meeting of May 12, 2021 Vote taken on pages 34-35