

COMMONWEALTH OF PENNSYLVANIA

GAMING CONTROL BOARD

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IN RE: HOLDINGS ACQUISITION CO., L.P., D/B/A RIVERS
CASINO PITTSBURGH

* * * * *

BEFORE: MEMBERS OF THE BOARD:

DENISE SMYLER, CHAIR

Shawn Dillon

George Dunbar

Edward Gainey

Christopher W. Huffman

Sara Manzano-Diaz

Maria Quiñones-Sánchez

HEARING: Wednesday, June 17, 2026
10:02 a.m.

Reporter: Sophia Gish

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LOCATION: Pennsylvania Gaming Control Board
Strawberry Square
2nd Floor
Harrisburg, PA 17101

A P P E A R A N C E S

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Assistant Enforcement Counsel

Counsel for Office of Enforcement Counsel

JOHN DONNELLY, ESQUIRE

Counsel for Holdings Acquisition Co., L.P.,

d/b/a Rivers Casino Pittsburgh

ALSO PRESENT:

Andre Barnabei, Assistant General Manager

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P R O C E E D I N G S

CHAIR: This morning we will hear from Holdings Acquisition Co., L.P., doing business as Rivers Casino Pittsburgh, regarding their Petition for Approval of Reconfigured Gaming Offerings and Approval of a Revised Gaming Floor Plan.

I would ask the Rivers representatives to please step forward.

ATTORNEY DONNELLY: Good morning. John Donnelly, D-O-N-N-E-L-L-Y. And with me is Andrei Barnabei, who's the Assistant General Manager. Spell your name.

MR. BARNABEI: Andre Barnabei, A-N-D-R-E, B-A-R-N-A-B-E-I.

CHAIR: And Mr. Barnabei, are you a lawyer?

MR. BARNABEI: I am not.

CHAIR: Okay. Could you please remain standing and have - be sworn in by the Court Reporter?

ANDRE BARNABEI,
CALLED AS A WITNESS IN THE FOLLOWING PROCEEDING, AND
HAVING FIRST BEEN DULY SWORN, TESTIFIED AND SAID AS

1 FOLLOWS:

2 ---

3 CHAIR: And Mr. Donnelly, thank you
4 for remembering to have everybody spell their names
5 for the Court Reporter.

6 ATTORNEY DONNELLY: All right. Today
7 we're presenting and have a project that we've been
8 working on for a long time, over a year, which is
9 expansion of the casino floor, significant
10 improvements to the high-limit areas, significant
11 improvements to the spiral bar in the middle of the
12 floor, which I'm sure you've all seen. A reduction
13 of slot machines, but in addition of new and better
14 and higher performing slot machines. And
15 approximately a budget of around 13 to \$14 million.

16 Originally it was 14 and then value
17 engineered down to around somewhere in the
18 neighborhood of \$13 million.

19 I'm happy - very happy that it comes
20 the day after the Supreme Court ruling. And I want
21 to, without being too - well, be very sincere, the
22 friend of the court brief that this Board submitted
23 with the help of Steve and your Executive Director,
24 Kevin, and others was terrific.

25 I thought - I thought it was the best

1 brief that went up to the Supreme Court. And I say
2 that sincerely. So, I think it was very, very
3 helpful and it's great for the Commonwealth. So
4 congratulations to Steve and his team and everything
5 on that.

6 CHAIR: Well, thank you, Mr. Donnelly.

7 ATTORNEY DONNELLY: And with that,
8 I'll turn it over to Andre. We have a PowerPoint
9 presentation we have previously submitted to the OEC
10 and so on.

11 So, Andre, it's all yours.

12 MR. BARNABEI: All right, we're good.
13 All right. Well, good morning, everybody. And I
14 would like to thank you for your time this morning.
15 I'm very excited to be here today to present these
16 proposed changes to Rivers Casino Pittsburgh.

17 I've been with the property now for
18 almost 19 years, and it's very exciting to me to
19 continue to see the reinvestment that we've been able
20 to put into the City of Pittsburgh, Pittsburgh's
21 casino, and all of our team members that continue to
22 work in and around the casino. So, it's very
23 important to me and I'm very proud to work there.

24 And I want to just talk a little bit
25 today about our continued reinvestment that we've

1 done over the years here in Pittsburgh. I want to
2 talk more about where our focus continues into our
3 guest experience.

4 As options for entertainment continue
5 to broaden - options for gaming continue to broaden,
6 we must ensure that our brick-and-mortar casino in
7 Pittsburgh maintains that attraction to bring our
8 guests in on a regular basis, and to also attract new
9 guests as they come in around Allegheny County and
10 the City of Pittsburgh.

11 So, our continued efforts are going to
12 focus on a casino beverage bar, a complete refresh, a
13 refresh of our VVIP lounge, a refresh and connection
14 between our high-limit tables and slots, a refresh in
15 addition to a high-limit cashier option, and a
16 relocation of our credit team and Credit Office.

17 And I'd like to take you through just
18 some examples. This is certainly not all, but these
19 are just some big-ticket items. You know, we often
20 joke, I think when we built the place, we had the
21 largest garage on the East Coast. It's massive, it's
22 ten stories. There's a lot of reinvestment that has
23 to take place in that garage to ensure that we are
24 not only compliant, but we are safe and we continue
25 to maintain that.

1 And so there's been a lot of focus on
2 that space in the last couple of years, as we've now
3 reached, I believe, almost 17 years in that space.

4 Our Poker Room recently received a
5 refresh, all new tables, all new Bravo units, new
6 shufflers, new chairs. Again, reinvesting in that
7 poker space and that poker market.

8 Our Wheelhouse Kitchen, which is our
9 seven day a week, two-day restaurant, received a full
10 kitchen renovation. We took it down floor to
11 ceiling. We added some seating capacity in the
12 restaurant prior to that as a way to study whether or
13 not we could actually turn the space a little bit
14 more. And we were able to. And we've now provided
15 our chefs with some new cooking equipment, expanded
16 cooking equipment, refrigeration, et cetera, to
17 really enhance that ability for us to turn guests,
18 get them into a seat and out of a seat on a quick
19 basis.

20 Our Rivers Ballrooms. We've done a
21 refresh of our original ballroom that was added I
22 think a couple of years after we opened the facility.
23 And then we recently - I guess recently - it's been
24 about two years now, we added a third ballroom space
25 as well as some breakout rooms shortly after we

1 opened the hotel, to really complement our second
2 floor and over 50,000 square foot of banquet and
3 entertainment space that we have.

4 The Landing Hotel, of course, where we
5 have over 200 rooms, running at a very high
6 occupancy, really, really pleased with the
7 performance of the hotel and how that's translated
8 over to event space rental and ultimately hopefully
9 there's some gaming revenue drop into the casino
10 floor.

11 Our Black Card Lounge addition, which
12 was our top-tier card holder, it's just a VIP dining
13 option for them to get off the floor quickly and grab
14 themselves something to eat.

15 Starbucks, which was a refresh of
16 Chow, which was our original restaurant in that space
17 when we opened, we've replaced the casino carpet two
18 different times. And I can tell you that is a quite
19 interesting task to do, because everything that's on
20 the carpet has to go out and back. Quite fun.

21 Our gaming chairs have all been
22 replaced for all of our slots, our tables and our
23 high-limit spaces.

24 Martorano's Prime was a restaurant
25 that replaced Andrew's; refresh of that space. FLIPT

1 was a refresh of the West End Cafe. And then of
2 course our Event Center that opened years after the
3 casino, where we host everything from Jay Leno to
4 Pauly D and events and trade shows in between.

5 So, again, those are just a couple
6 examples.

7 What do I want to talk about today?
8 So, our proposed casino reinvestments. Our Gaming
9 Floor is around 160,000 square feet and we're focused
10 on what is on plan south here, which is actually the
11 south side of the casino along the river. Everything
12 within that red bubbled area is where we're focusing.

13 And so that current space today does
14 house one of our main bars, our high-limit slots, our
15 high-limit tables, our VIP space, as well as some
16 games that are supportive of high-limit play.

17 So, first and foremost, our casino
18 bar, Spiral Bar is actually an original bar to the
19 property. That bar is a very, very, very busy bar.
20 And it has become a social spot within the casino.

21 A lot of that bar is at its end of its
22 useful life. And it's time for us to kind of
23 refocus, refresh and kind of better manage that
24 space. So, to do so, we are proposing a new bar with
25 an increase in square footage and an increase in

1 seating capacity.

2 We're also upgrading and updating all
3 of the AV and AV-related technology around that space
4 to continue to make it a focal point of the casino, a
5 social area within the casino. And as we all know,
6 Pittsburghers love sports, a place to watch sports.
7 We'll have additional micro stations. We'll have an
8 ice machine that's built into the bar. And I know
9 that may sound irrelevant, but right now we
10 physically have to move ice from the back of the
11 house across the casino floor into that space.

12 So, our team is very excited at the
13 opportunity to have an ice machine within that space.
14 All of this will increase our operational efficiency
15 and provide a better guest experience and ultimately
16 begin the start of the new look of the interior of
17 Rivers Casino Pittsburgh.

18 So, I'd like to share a rendering. I
19 apologize, I can't really blow it up any bigger, but
20 the physical footprint of the bar changes. It
21 becomes a rectangular bar. You'll see a lot of
22 modern and sleek design added with a light color
23 palette to try to brighten the casino up.

24 When the casino was built, it was
25 heavy into browns and the darker - the darker color

1 palettes. And we're trying to refresh that to make
2 it more of a modern look through the whole casino.
3 Again, starting with this project here.

4 You'll see that there are some tables
5 on the photo there on the left side. Again, kind of
6 creating that social element, the ability for you to
7 maybe grab a drink with a group of friends and kind
8 of have a place to gather and enjoy your evening.

9 Next, I'd like to highlight our casino
10 VVIP area. This is an area that is for our top-end
11 players. We intend to refresh that space. All new
12 furniture, all new carpet, wall coverings, paintings.
13 We're going to have a concierge booth that is
14 currently inside the room. We're going to move that
15 out into the - into the high-limit VIP area, which I
16 will show you here shortly.

17 We're going to refresh the bar in that
18 space as well, because that's also an original bar in
19 that area. So, new equipment there, and, again,
20 provide that social space, that level of privacy that
21 our higher-end guests are looking for.

22 We're also going to have a larger
23 kitchen space and food-prep area. We serve some
24 daily food offerings in that space today. We'll
25 continue to do that going forward. And also gives us

1 the ability to produce some special events for things
2 like Steeler watch parties or different holiday event
3 parties that we do within the room with some higher
4 level of catering.

5 A look at this space again, kind of
6 going on that Rivers' blue, if you will, lighter,
7 brighter. Just a complete refresh of that space.

8 And this space, again, is on that
9 south end of the property, has a balcony that goes
10 out overlooking the river. It's a very, very nice
11 space for our VIP guests.

12 Our Credit Office and Satellite Cage.
13 As I mentioned, we were looking to relocate the
14 Credit Office. It's currently on the north end of
15 the property. So, we would be moving it to the south
16 end to incorporate it into this reinvestment.

17 Our Satellite Cage addition, we
18 currently have a Satellite Cage that focuses on our
19 high-limit table area. In the new design, it will
20 not only be able to support tables, but it will be
21 able to support tables, high-limit slots, anyone
22 coming off the main casino floor, and a proposed
23 parlor room, which I will address here in a moment.

24 High-limit tables, this area, it keeps
25 it close to the bar that we have in VVIP. We have a

1 refreshed carpet in that space, wall coverings, all
2 new TVs, all new chairs. Just a complete refresh of
3 that space.

4 In addition to that, we would like to
5 be considered to add a high-limit parlor room. This
6 parlor room would house two semiprivate Blackjack
7 tables that would have an exclusive cashier window,
8 have all new furniture and enhanced audiovisual.
9 We've gone down to the detail that the players
10 playing in this room could actually Bluetooth into
11 the speakers and play whatever music they choose.

12 It's kind of an option that is
13 becoming more relevant to us as more and more groups
14 from outside of Pittsburgh visit. More and more
15 athletic groups come to the city and look for things
16 to do on nights and weekends. And it'll really
17 provide a nice sense of comfort and flexibility for
18 the different groups that we're seeing today.

19 A rendering of our high-limit current
20 space, again, refreshed, focusing on that Rivers'
21 blue and lighter colors throughout the carpet, the
22 wall coverings. And of course this is also on the
23 south end of the property adjacent to the VVIP area
24 that I showed. Also with views of the river and the
25 city side.

1 From a plan perspective, the south
2 wall that you're looking at there leads you into that
3 high-limit room. And to the left of this plan would
4 be the entrance to the VVIP space. What I have
5 illustrated here is the area that will encompass the
6 high-limit upgrades around the parlor room, the
7 cashier's cage and the Credit Office. So, the Credit
8 Office would be at the top right of the drawing, the
9 mantrap and the high-limit cage to the left of that.
10 And then in between that space and the high-limit
11 tables would be the two Blackjack table semiprivate
12 parlor area.

13 That parlor area would be able to be
14 serviced by that high-limit cage on the south side.
15 And the high-limit cage will also service the VVIP
16 area, the table games area and the slots area out of
17 the window on the left side.

18 Our slots area. We would like to
19 relocate our slots area and adjoin them with the
20 tables VVIP in the parlor room. We would like to
21 increase that area by a total of 30 units, increasing
22 that physical footprint to support those additional
23 30 units.

24 With the Board's prior approval, we
25 continued to study an expansion previously of nine

1 units in our high-limit room. Those nine units
2 continued to perform at or above the expected level
3 as it relates to the rest of the high-limit slots
4 that were previously in that space.

5 Through some studies, through some
6 guest interaction, and just through the general sense
7 of high volume and the high occupancy at times within
8 our high-limit room, we need to expand this space to
9 continue to provide the types of games and the types
10 of setup that our guests are desiring.

11 Our new room proposes a zero middle
12 seat configuration. So, when gaming first started
13 off, I would describe it more of the grocery store
14 aisles; right? You had long banks of slot machines
15 side by side and everybody was very excited about it.

16 Today people are less likely to sit
17 next to each other. They enjoy a little bit more
18 comfort and space and elbow room. And that's exactly
19 what this space is intended to provide.

20 We'll have a jackpot processing area
21 for our slot attendants, so that any guests that hit
22 a jackpot, we have the ability to quickly service
23 them and allow them to continue to play.

24 So, this is a vantage point, actually
25 would be if you were sitting at the future bar, that

1 would be looking in at the new face of the high-limit
2 area. This would also be visible as you come in from
3 the guest elevators.

4 Our guest elevators out of our parking
5 garage is about where 90-ish percentage of people
6 enter our building. So, this will be a
7 highly-visible space. It'll sit to the right of that
8 new bar, and it'll have a very welcoming portal as
9 you'll see as you come into the space.

10 This is the overhead plan of that
11 space. As you'll note, there's a wide entryway that
12 allows you clear vision into the high-limit room.
13 Allows you to pursue plan south towards the cashier's
14 cage, the Credit Office and what would be the revised
15 high-limit tables, the two-room parlor and the VVIP
16 space.

17 It's hard to see on the plan, but
18 there's actually a left exit at the bottom left-hand
19 side there that will take you straight down the
20 corridor to the restrooms, an important amenity to
21 have close to this type of gaming guest.

22 You'll note that the bank
23 configurations, again, no middle seats, providing
24 some - some area of space and comfort.

25 Oftentimes guests in this space will

1 have a companion with them and it will allow them the
2 opportunity to game together in this space.

3 Another rendering of what that
4 high-limit space will look like.

5 Again, that portal kind of taking you
6 down the center, very inviting, light, well-lit area
7 with games off to the left and the right. The
8 cashier window kind of hard to see there on the back
9 left. And then the vision through that opening into
10 the high-limit table area. Over to the right-hand
11 side of that rear is where you will enter the VVIP
12 space.

13 So, all of that space will be adjoined
14 together, whereas today it is separate spaces.

15 Which brings us here today for us to
16 request the proposal to reconfigure our floor.

17 So, what do we need to make that
18 happen? In order for us to provide these updates to
19 our valued guests and to provide these enhancements
20 to our facility, we need to modify our Gaming Floor.
21 That plan would decrease the total number of slot
22 units by 132 units.

23 Those units have an average age of 12
24 years old. And as we all know, the older units are
25 very hard for us to maintain, if we're able to get

1 parts. We are not able to get updated software. So,
2 if the game is today what it is, it will be that game
3 tomorrow. We don't have the ability to change that
4 and provide the newer themes that our guests would
5 like to play.

6 This would also increase our table
7 count by two. Those two units are specifically to
8 provide that semiprivate parlor room space that is in
9 addition to the facility.

10 As referenced previously, the proposed
11 changes are designed to enhance the gaming experience
12 for our players by introducing that new high-limit
13 room, refreshing and expanding the high-limit table
14 games area and updating our VIP lounge.

15 Our objective, as always, is to
16 maximize the gaming revenue for both Rivers Casino
17 and the Commonwealth of Pennsylvania, and also to
18 provide the best possible player experience. As we
19 know, that continues to be a very competitive
20 landscape and we hope that this continues to give us
21 a competitive edge to stay on the forefront of
22 brick-and-mortar casinos within the Commonwealth and
23 surrounding states.

24 With that, thank you.

25 ATTORNEY DONNELLY: Andre, one

1 question.

2 The floors and - the casino floor's
3 increased by 570 square feet.

4 Is that correct?

5 MR. BARNABEI: Yeah. So, with some of
6 the reconfiguration a couple of walls came down. We
7 had to increase a hallway - the size of the hallway
8 to be able to take the egress and to the restroom.
9 So, there was some previous nongaming space that is
10 being captured now on the Gaming Floor, but the
11 Gaming Floor was submitted in our Petition outlining
12 those changes, as well as us maintaining the 50/50
13 split between smoking and nonsmoking, give or take a
14 percentage. I think there might be a little bit more
15 nonsmoking than gaming (sic) -.

16 ATTORNEY DONNELLY: And if approved,
17 when does construction start?

18 MR. BARNABEI: I - I could get my
19 hammer out now. We are - we are ready to go. We
20 have permits in with the City that have come through.
21 We would be very excited to start this project as
22 early as next week.

23 ATTORNEY DONNELLY: That's all we
24 have, Madam Chairman.

25 CHAIR: Thank you. OEC, do you have

1 any questions?

2 ATTORNEY KOLESAR: I do. Sarah
3 Kolesar, K-O-L-E-S-A-R, Enforcement Counsel with the
4 Office of Enforcement Counsel (OEC) you propose
5 removing 132 slot units, while adding 30 new
6 high-limit slots and two table games.

7 MR. BARNABEI: Uh-huh.

8 ATTORNEY KOLESAR: How did you
9 determine that net reduction in total slot units will
10 not reduce overall slot revenue?

11 MR. BARNABEI: Yeah. So, Rivers
12 Casino started out with 3,000 units when we first
13 opened. And over time we've made some reductions to
14 the floor. Those reductions to the floor continued
15 to result in higher gaming revenues.

16 In this case we did some trial and
17 error. We previously went and requested the ability
18 to add nine units to the Gaming Floor space inside of
19 our high-limit room. And we studied the results of
20 that.

21 The results of those nine units taking
22 us from 71 to 80 pretty much maintain the same win
23 per unit for our high-limit room.

24 As we all know, high=limit rooms
25 outearn the main Gaming Floor, and we really kind of

1 started looking at occupancy from there.

2 Generally speaking, any time you're
3 less or more than 80 percent occupied, you need more
4 units. And that space consistently has those 80
5 percent days. Now granted they're on weekends and
6 nights, but it's still there.

7 It's an opportunity for us to add in
8 more of the same themes that our guests are looking
9 for as well as new themes. As we all know, Gaming
10 Control - or the Gaming - Global Gaming Show is
11 coming up in October and that'll be right prior to
12 the expansion of this project. So, we'll be able to
13 look at all the new themes, all the new product
14 that's out there, and really hopefully showcase it
15 here in Rivers Casino Pittsburgh first.

16 ATTORNEY KOLESAR: In your - in your
17 presentation, you listed prior investments, such as
18 parking garage repair, Poker Room, Starbucks,
19 et cetera.

20 For each prior project that involved
21 Gaming Floor changes, did the return on investment
22 meet, exceed or not meet expectations?

23 MR. BARNABEI: Anything that we've
24 done Gaming-Floor-related has either met or exceeded
25 our expectations. In fact, in all of the things that

1 I mentioned there, with the exception of maybe one
2 that is a nongaming amenity, everything's either met
3 or exceeded the expectations.

4 And we're working on the last one.
5 It's a - it's a business unit that we operate, but
6 it's a global brand and we're working through it with
7 them.

8 ATTORNEY KOLESAR: Okay. Will there
9 be any impact on the number of employees at Rivers
10 Pittsburgh as a result of the slot reduction?

11 MR. BARNABEI: We don't anticipate any
12 changes to staff as a result of this.

13 ATTORNEY KOLESAR: And will there be
14 any reduction of work hours of Rivers Pittsburgh
15 employees as a result of the reduction?

16 MR. BARNABEI: There will not be.

17 ATTORNEY KOLESAR: I have no further
18 questions.

19 CHAIR: Thank you. Any questions?
20 Commissioner Manzano-Diaz.

21 MS. MANZANO-DIAZ: Thank you, Madam
22 Chair.

23 Good morning.

24 MR. BARNABEI: Good morning.

25 MS. MANZANO-DIAZ: You are talking

1 about the repairs of the garage. And you said you
2 have a huge garage.

3 MR. BARNABEI: Yes, we do.

4 MS. MANZANO-DIAZ: As part of the
5 repair, you know, we're very concerned about people
6 leaving children unattended. And so as part of that
7 repair, are you putting additional cameras there?
8 Are you putting more additional infrared cameras
9 there to address the issue of unattended minors in
10 cars?

11 MR. BARNABEI: Sure. Well, unattended
12 minors in cars is obviously a very serious subject
13 and we take it very seriously at Rivers. I can tell
14 you what we are doing and what we have done.

15 I'm not familiar with the infrared
16 cameras myself, but I do know that we have placed
17 some 360-degree cameras in the garage, which have the
18 ability to film 360 degrees versus a pointed camera
19 in one sole location. And I know that has helped our
20 surveillance team tremendously, not only within the
21 Gaming Floor, but within the parking garage.

22 So, we continue to make sure that our
23 lighting is correct. We continue to make sure that
24 we have - we have actual physical vehicles that our
25 security team drives throughout the property that are

1 labeled with security, that have flashing lights.
2 And we are very diligent with our signage throughout
3 the entire garage. Before you get into the garage,
4 as you get into the elevators, while you're on the
5 Gaming Floor, you know, telling everybody how serious
6 we take it.

7 And if it is unfortunate and that
8 should happen, we don't tolerate it. We address it
9 immediately. Those guests are banned and we ensure
10 that the safety of the children is addressed
11 immediately with local law enforcement.

12 MS. MANZANO-DIAZ: So, in terms of the
13 repairs, are you anticipating adding more cameras?
14 Because you have ten levels, so -. And then
15 obviously a huge space. Are you anticipating, as
16 part of the repair, to add new cameras there or are
17 you planning to keep the camera numbers the same?

18 MR. BARNABEI: I think right now the
19 plan would be to keep the numbers the same. We've
20 added cameras throughout the past. I couldn't speak
21 specifically to how many, but most of those repairs
22 are focused around the physical structure of the
23 garage and ensuring the integrity. And working with
24 a third party to make sure that it meets the
25 structural integrity that a garage is required for.

1 MS. MANZANO-DIAZ: Okay. The other
2 question I had was - I'm looking for it. Oh, yeah, I
3 don't know. These are not numbered, so I can't
4 say -. It says high-limit upgrades.

5 MR. BARNABEI: Uh-huh.

6 MS. MANZANO-DIAZ: And in there you
7 have something called the mantrap.

8 Can you tell me what a mantrap is?

9 MR. BARNABEI: Sure can.

10 So, the mantrap is just a term that
11 has been used for a room that has two doors that only
12 one door can open at a time. So, it's more of a
13 safety measure for the cashiers, as well as the money
14 that's within the cashier's room.

15 So, in order for you to physically get
16 into the cage, you have to go into a smaller room
17 that's like a vestibule. You open door one. When
18 door one closes, then door two may be opened. So, it
19 prevents people from tailing them in or getting into
20 their space unnecessarily.

21 MS. MANZANO-DIAZ: I was wondering
22 what a mantrap was. I mean, it could be a lot of
23 different things. So, thank you very much for the
24 clarification. That's all I have.

25 CHAIR: Any other questions?

1 MR. DILLON: Yeah. I'd like to ask -.

2 CHAIR: Commissioner Dillon.

3 MR. DILLON: When do you - how long do
4 you think that this, this project's going to take?

5 MR. BARNABEI: Yeah, we are prepared
6 to do the entire project at one time, under one GC,
7 with a multiphased opening. We think we could
8 achieve opening the new bar concept just prior to
9 Thanksgiving, if all the stars align, and then early
10 Q1 for the remainder of the project.

11 We're going to continue to look for
12 opportunities to possibly open some of the other
13 rooms, possibly our high-limit tables or VVIP area,
14 if we're able to construct a portal where guests
15 could safely go through the space that's still under
16 construction.

17 MR. DILLON: And what kind of
18 disruption do you think that's going to occur with
19 your - with the current casino operations?

20 MR. BARNABEI: It's change; right?
21 Everybody - most people take change, you know, in an
22 ambiguous way. And I think that once a week goes by,
23 our guests are going to really understand what the
24 flow is. We've got communications prepared that
25 we're willing and able to send out to our guests to

1 give them a heads up ahead of time. We have a plan
2 to relocate our current high-limit slots to keep them
3 operational through the duration of this project, as
4 well as signage and communication throughout the
5 property to educate everyone on where the moves are.

6 We also have a satellite bar area that
7 we're ready to set up, and we have two other bars
8 that - that we'll be opening more operational hours
9 for to accommodate for the time that Spiral Bar would
10 be closed.

11 MR. DILLON: Thank you.

12 CHAIR: Any other questions?

13 Commissioner Quiñones-Sánchez.

14 MS. QUIÑONES-SÁNCHEZ: Can you speak
15 to the \$13 million spend around investments,
16 partnerships with local and minority vendors?

17 MR. BARNABEI: Yeah. I know that our
18 general contractor, Mascaro Contracting in
19 Pittsburgh, has been asked to source and look through
20 their local and minority spend. They, in fact, are
21 local. They are on the North Side in Pittsburgh,
22 headquartered maybe a mile from the casino.

23 And I know that through prior
24 construction projects with them, they do pool a lot
25 of local resources. We are currently going through

1 the bidding process, and we looked for local first.
2 I can tell you I don't think it's been awarded yet,
3 but I will speak to, there was a competitive bid.
4 The local contractor was higher, and we intend to
5 give that to the local sub, just to keep that
6 business in and around the City.

7 MS. QUIÑONES-SÁNCHEZ: Thank you.

8 MR. BARNABEI: You're welcome.

9 CHAIR: Any other questions or
10 comments?

11 Thank you. Actually, my fellow
12 Commissioners asked all of my questions, so that's
13 nice.

14 OEC, do you have a presentation?

15 ATTORNEY KOLESAR: We have no formal
16 presentation, just a brief statement, if I may?

17 CHAIR: Certainly.

18 ATTORNEY KOLESAR: Okay. We request
19 that if you approve the request for reconfigured
20 gaming offerings and revised Gaming Floor Plan, that
21 your approval be conditioned upon fulfillment of the
22 conditions set forth in OEC's Answer.

23 And finally, subject to the conditions
24 set forth in the pleadings, OEC has no objection to
25 the Petition of Holdings Acquisition doing business

1 as Rivers Pittsburgh for approval of reconfigured
2 gaming offerings and a revised Gaming Floor Plan.

3 In addition, OEC has no objection to
4 the Petitioner's motion for confidentiality.

5 Lastly, OEC respectfully requests that
6 OEC's motion for confidentiality be granted.

7 CHAIR: Thank you.

8 Rivers, do you have any questions for
9 Enforcement Counsel?

10 ATTORNEY DONNELLY: None. Thank you.

11 CHAIR: Commissioners, any questions
12 for Enforcement Counsel? Any closing words?

13 Rivers?

14 ATTORNEY DONNELLY: Sorry.

15 MR. BARNABEI: Closing words.

16 ATTORNEY DONNELLY: No. All I want to
17 say is we're ready to go and eager. We appreciate -
18 our task - my task was to get this on the June
19 agenda, so that we could get it done as quickly as
20 possible.

21 So, I'm happy and glad that OEC, Cyrus
22 and Sarah worked very closely with us. FIU, too.
23 The Financial Unit did a lot of work, quick and good.
24 So, I thank everybody for that and we're raring to
25 go.

1 CHAIR: Thank you. That concludes
2 this proceeding. This matter will be put before the
3 Board for a vote later this morning during the Office
4 of Chief Counsel's (OCC's) portion of the agenda.

5 ATTORNEY KOLESAR: Chair, I'm sorry,
6 may I add one thing?

7 CHAIR: Certainly.

8 ATTORNEY KOLESAR: OEC has no
9 objection to the Rivers putting their PowerPoint into
10 the record, if they choose to.

11 ATTORNEY DONNELLY: No, no objection
12 from us.

13 CHAIR: I'm sorry?

14 ATTORNEY DONNELLY: I move to - I move
15 the PowerPoint into the record.

16 CHAIR: And there's no objection. So,
17 so moved.

18 Anything else, OEC?

19 ATTORNEY KOLESAR: Nothing further.
20 Thank you.

21 * * * * *

22 HEARING CONCLUDED AT 10:35 A.M.

23 * * * * *

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CERTIFICATE

I hereby certify that the foregoing proceedings,
a hearing held before Chairman Smyler was reported by
me on June 17, 2026 and that I, Sophia Gish, read
this transcript, and that I attest that this
transcript is a true and accurate record of the
proceeding.

Dated the 8th day of July, 2026


Sophia Gish,

Court Reporter