



# Jamie Hartman

Executive Vice President/  
General Manager  
Saratoga Gaming and Raceway

SM: Why did you come to Saratoga Springs?

JH: Before accepting my position with Saratoga Gaming and Raceway, I obviously visited the area and spent a great deal of time researching the highlights of living in this region. While I recognized that the opportunity to take this position was a great step in my career, I also wanted to live in a nice area to raise my family with my wife, Tracy. We really liked everything that the Capital Region had to offer, so the decision to move was a relatively easy one.

SM: You were named Executive Vice President in 2006. How did your role change, and what things have you done in your new position to secure the success of Saratoga Gaming and Raceway?

JH: Prior to my promotion, I was responsible for the oversight of all of Saratoga Gaming and Raceway's non-racing related operations. Essentially, I was originally hired to be the company's "Gaming Guy" and to put together a team to support the initial video lottery expansion in 2004. There were clearly synergistic opportunities that existed if we could just bring the gaming and racing operations together under one direction. Dan Gerrity, our President, recognized the importance of having one strategic direction for the entire organization and promoted me into my current role as Executive VP and General Manager. I am now responsible for the entire operation and have spent the last couple of years working with the executive team to implement the operational and managerial philosophies that have fostered the outstanding guest experiences that our patrons truly deserve.

SM: How is the current down trend in the economy affecting your numbers at Saratoga Gaming and Raceway?

**Success Magazine: You have been with Saratoga Gaming and Raceway since its inception. What was your prior job experience and how did it prepare you for success here?**

*Jamie Hartman: I have been working in the gaming business for about fifteen years now. I started in this industry working as an internal auditor for Bally's Park Place in Atlantic City, NJ. At that time, I had the good fortune of working with an unbelievably talented Director of Internal Audit, who bestowed his wealth of knowledge of the casino business upon me, and provided me with assignments that rapidly grew my understanding of casino operations.*

*A few years later, I joined Delaware Park Racetrack and Casino and held a variety of positions during my eight year tenure with them. I was the Vice President of Audit, Vice President of Technology and ultimately rose to the position of Senior Vice President of Operations. Again, I was lucky enough to work with a highly talented group of individuals, all of whom I learned a great deal from. The breadth of experience, both operationally and managerial, that I acquired at Delaware Park and in Atlantic City prepared me well for my current role.*

JH: There used to be a school of thought that the gaming industry, in general, was recession proof. That is no longer the case. Most casino and racino properties across the United States have experienced a decline in gaming revenues during 2008 due to the state of the economy. The rising grocery costs and gas prices certainly have had a negative effect on the discretionary spending of most people. However, most of the New York racinos have been actually realizing growth in gaming revenues over last year's figures. What we are finding is that people are frequenting regional gaming destinations less often, such as Atlantic City and Las Vegas, due primarily to the price of gas and instead visiting their local gaming property to stretch their entertainment budgets further. It does appear however, that the growth rates in New York gaming revenues are beginning to decline. For Saratoga Gaming and Raceway, our 2008 gaming revenues are up 6% over last year.

SM: Do you have any special promotions on the horizon to help generate business?

JH: In August alone, we will have a full line-up of high energy entertainment at our nightclub, Vapor, every Thursday to Saturday. We will be hosting the highly talented Neville Brothers on August 7th and country great Joe Diffie on August 21st. On August 28th, the cast of "Beatlemania" will invade the nightclub and perform some of the greatest hits of The Beatles. Every Friday night will feature the best live bands that the area has to offer, and Saturday nights we will debut a cutting edge video DJ experience. We will also be giving away up to \$125,000 in promotions, including our \$40,000 grand prize giveaway on August 26th and our \$50,000 Ka-chingko game on Tuesdays and Thursdays in August. For the racing fans, we will have a handicapping tournament every Friday night in August, with a total prize pool of \$8,000.

SM: What are your plans for the future of Saratoga Gaming and Raceway? What would you like to see happen over the next five years?

JH: From a broad perspective, I would like to see the company expand into other gaming properties or racino operations through acquisition or managerial opportunities. With respect to Saratoga Gaming and Raceway, we have no firm expansion plans for the immediate future. However, the state recently enacted legislation that would provide incentives for the New York racinos to add new customer amenities at the respective properties. As a result, we are currently conducting feasibility studies to identify potential viable construction projects. Our studies will include possibly adding one or more of the following amenities: a hotel, an entertainment center, expanded food and beverage offerings, movie theaters, and a parking garage.

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