



SSmith & Associates LLC
Diversity Specialists

September 18, 2008

To whom It May Concern:

I was very fortunate to have met Ben Mammina in 1998 when he and the MGM Grand Las Vegas team came to Detroit, Michigan to build its temporary casino. He has been my mentor and a strong advocate for diversifying the businesses used in construction projects.

Ben was committed to ensuring that MGM Grand delivered on its contractual commitment to include minority, women, and Detroit-based businesses. Among the many examples of his commitment was the creation of the position of Resource Development Director to design, implement and manage this first-time Diversity initiative for MGM Grand. I was hired for this position

We collaborated closely and he pushed me to think outside of the box of ideas to maximize participation in all areas of construction—not just bricks and mortar but also architects, design engineers, FFE & OSE purchasing, legal services, insurance and construction. As a result, we awarded 30% of our construction dollars to local minority and Detroit based businesses.

The entire's team agrees that Ben is committed to the personal development of his team. Throughout my employment on the temporary casino, Ben suggested I form my own firm. I was reluctant, but when he began reassembling his team from construction of the permanent MGM Grand hotel and casino Ben invited me to join the team as a business owner. Thus, began the creation of my diversity consulting firm, SSmith & Associates, a minority, woman-owned firm.

Ben provided me with immeasurable support, and I witnessed his unyielding promotion of minority-owned businesses during construction of the Detroit, Michigan permanent casino and hotel project. The project was completed with more than 45% minority, women and Detroit based businesses.

I am thankful that I have had the opportunity to work with a man who "gets it".

Sincerely,

A handwritten signature in cursive script that reads "Susan Smith".

Susan smith
President/CEO
SSmith & Associates of Nevada