



MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING #211

March 2, 2017

10:00 a.m.

MassMutual Center

1277 Main Street – Meeting Room 4 & 5
Springfield, MA



Massachusetts Gaming Commission



**NOTICE OF MEETING and AGENDA
March 2, 2017**

Pursuant to the Massachusetts Open Meeting Law, G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Massachusetts Gaming Commission. The meeting will take place:

**Thursday, March 2, 2017
10:00 a.m.
MassMutual Center
1277 Main Street – Rooms 4 & 5
Springfield, MA**

PUBLIC MEETING - #211

1. Call to order
2. Approval of Minutes
 - a. February 16, 2017 – VOTE
3. Administrative Update – Ed Bedrosian, Executive Director
 - a. General Update
4. Ombudsman's Report – John Ziemba
 - a. Wynn Boston Update/Notice of Project Change Presentation
 - b. MGM Quarterly Report
 - c. Longmeadow Mitigation Fund Reserve Request - VOTE
5. Workforce, Supplier and Diversity Development – Jill Griffin, Director
 - a. Review of 2017 MGM Workforce Development Plans - Marikate Murren, Director, Human Resources – MGM Springfield and Wanda Gispert, Vice President, Talent and Workforce Development – MGM Regional Operations
6. Research and Responsible Gaming – Mark Vander Linden, Director
 - a. Problem Gaming Awareness Month
 - i. MGM GameSense Announcement
 - ii. New GameSense Advertising Campaign – E. Driscoll, Communications Director and T. Fiore, Program Manager

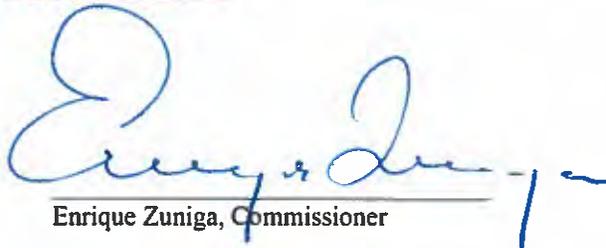


Massachusetts Gaming Commission

7. Legal Division – Catherine Blue, General Counsel
 - a. 205 CMR 152 – Exclusion List Regulations: Approval of Small Business Impact Statement and Promulgation Process – L. Lillios, Chief Enforcement Counsel – VOTE
8. Commissioner’s Updates
9. Other business – reserved for matters the Chair did not reasonably anticipate at the time of posting.

I certify that on this date, this Notice was posted as “Massachusetts Gaming Commission Meeting” at www.massgaming.com and emailed to: regs@sec.state.ma.us, melissa.andrade@state.ma.us.

2/27/17
DATE


Enrique Zuniga, Commissioner

Date Posted to Website: February 28, 2017 at 10:00 a.m.



Massachusetts Gaming Commission



Meeting Minutes

Date/Time: February 16, 2017 – 10:00 a.m.

Place: Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, Massachusetts

Present: Commissioner Gayle Cameron
Commissioner Lloyd Macdonald
Commissioner Bruce Stebbins
Commissioner Enrique Zuniga

Absent: Chairman Stephen P. Crosby

**Time entries are linked to
corresponding section in
Commission meeting video**

Call to Order

See transcript page 2

[10:00 a.m.](#) Commissioner Cameron called to order the 210th Commission meeting. She noted that Chairman Crosby is away.

Approval of Minutes

See transcript pages 2-3

[10:01 a.m.](#) *Commissioner Macdonald moved for the approval of the February 2, 2017, Commission meeting minutes subject to any corrections, typographical errors, or other nonmaterial matters. Motion seconded by Commissioner Zuniga. Commissioner Stebbins stated that he would like to include at time entry 12:46 p.m. that he met with family service workers who offer help to veterans on their problem gambling issues and we provided them with information about the Gaming Commission's efforts. Motion passed unanimously.*

Administrative Update

See transcript pages 3-5

[10:02 a.m.](#) Executive Director Edward Bedrosian, Jr. introduced a new employee – Paul Eldredge, a Financial Investigator in the Investigations and Enforcement Bureau (IEB). He provided a summary of his role and prior professional experience.

Ombudsman's Report

See transcript pages 5-84

- [10:04 a.m.](#) Ombudsman John Ziemba introduced members of the Wynn team - Robert DeSalvio, Jacqui Krum, and Chris Gordon, who will be presenting on the Wynn Boston Harbor quarterly report for the last quarter of 2016.
- [10:04 a.m.](#) Robert DeSalvio, President of Wynn Boston Harbor, reported on the community meeting held in Charlestown to provide an update on the project. He stated that the attendance was light and that was a good sign. He stated that folks that were there indicated that the project was going well.
- Mr. DeSalvio reported that they are going to conduct a follow up meeting with the track workers from Suffolk Downs in April. He also reported that Joseph Delaney has been helpful doing the monthly updates with Chris Gordon. He invited the Commissioners and staff to participate in a site tour.
- [10:08 a.m.](#) Jacqui Krum, Senior Vice President and General Counsel at Wynn Resorts Development, provided an update on permitting. She stated that the permitting for the main project is finished and the next phase of permitting will be centered on the cove and sediment remediation. She stated that she is preparing to file a notice of project change with MEPA (Massachusetts Environmental Policy Act).
- [10:09 a.m.](#) Chris Gordon, President of Wynn Design and Development MA, provided a construction update with a review of photographs on the following activities: garage excavation, steel erection of the CUP (central utility plan), concrete pours, rock anchors, excavation, harbor walk foundation, dredging, and completed activities.
- [10:19 a.m.](#) Mr. DeSalvio reported on highlights of the transportation mitigation communications plan and introduced Greg John, who is the executive director of brand marketing. He stated for the record that the objective of their plan is “to provide a timely and consistent flow of outgoing and incoming communications to inform residents and commuters of transportation work related to Wynn Boston Harbor and lessen the inconvenience and traffic generated by the work.” He reported that two companies will be assisting them with this process – AECOM and Howard Stein Hudson. He stated that the aim is to keep the messages simple using various communication channels. He reported that they will use the slogan “Mystic Mile”, which will encompass the Parkway and Broadway sections. He stated that they will manage the comments received and provide dedicated resources.
- [10:28 a.m.](#) Mr. Gordon provided an update on the project schedule and stated that they have two years left to go. He stated that they are satisfied where they are at and they don't foresee any big problems. He also stated that the tower will be up in a year. Commissioner Zuniga inquired about the critical path in the next few quarters. Mr. Gordon stated that the critical path includes the podium, casino, ballroom, lobby, and food and beverage. Commissioner Stebbins inquired about trade labor. Mr. Gordon reported that there are about 300 hundred workers on site now and they expect 500 in the spring and about 1000 in the summer. Commissioner Macdonald inquired about surprises they found on site. Mr. Gordon said they found asbestos

and they had to find a landfill that would take it. He stated that the asbestos has been removed.

[10:34 a.m.](#) Mr. DeSalvio provided a summary of project resources and diversity which included statistics for MBE, WBE, and VBE contract awards for design, construction, and construction workforce. He also reported on a successful vendor event, with over 150 companies, which outlined the standards to be a Wynn vendor.

Mr. DeSalvio provided an update on community outreach which included events and meetings. Commissioner Zuniga inquired about the filing date for the notice of project change. Ms. Krum stated that the goal is to have it filed by February 28th. Commissioner Stebbins inquired about money left over in land acquisition and Mr. Gordon stated that it may be used for roadway improvements. Commissioner Cameron stated that she liked the transportation communication strategy.

[10:44 a.m.](#) Ombudsman John Ziemba introduced members of the Plainridge Park Casino (“PPC”) team – Lance George, Ruben Warren, Lisa McKenney, and Eli Huard, who will be presenting on the PPC quarterly report.

[10:45 a.m.](#) Lance George, Vice President and General Manager at PPC, stated that there has been no significant change in employment and that they currently have about 500 employees. He provided an overview of the composition of the workforce (diversity, local, veteran, male and female) and stated that diversity continues to climb.

[10:47 a.m.](#) Ruben Warren, Vice President of Finance and CFO at PPC, presented on gaming revenue, taxes, spend by state, local spend, and diversity spend. Commissioner Macdonald inquired about the components of the local spend. Mr. Warren stated that they used a local contractor for a lighting project.

[10:53 a.m.](#) Lisa McKenney, Compliance Manager at PPC, reported on an increase in lottery sales at the casino and stated that it is a growing piece of their business. Commissioner Cameron inquired about the growth of the lottery sales. Mr. Warren stated that there is strategic placement of lottery machines on the casino floor and they work with the lottery to determine what is selling and what is not selling.

Ms. Kenney reported on compliance with regulations which included id checks at the casino. Commissioner Macdonald inquired about the suspicious activity reports. Ms. Kenney stated that she will provide those stats at the next update.

[10:55 a.m.](#) Mr. George reported on charitable giving, sponsorships, partnerships, marketing, and the racing rewards program.

[11:00 a.m.](#) Ombudsman Ziemba provided an overview of the process to review the 2017 community mitigation fund applications. He stated that he would like to get a determination on the grant applications before the new fiscal year. He stated that members of the review team include: John Ziemba, Mary Thurlow, Joseph Delaney, Derek Lennon, Catherine Blue, Jill Griffin and Commission Macdonald. He congratulated Mary Thurlow on her new title – Program Manager for the Ombudsman’s Office. He stated that they will reach out to licensees and regional planning agencies for comments on the applications, and all applications will be

posted on our website for public comments. He also stated that the applications will be forwarded to the Commissioners and the review team will meet with the applicants. Any questions from the review team and the Commissioners will be provided to the applicants. He stated that the team will make recommendations to the Commissioners, the Commissioners will make award decisions, and contracts will be processed.

Ombudsman Ziemba reported that he received a joint application from the City of Revere and the Town of Saugus. He noted that because it is within the \$150,000 limit for one community, he doesn't see that it is a major diversion from our guidelines. He also noted that we did not receive an application from the Hampden County Sheriff for lease assistance.

Investigations and Enforcement Bureau (IEB)

See transcript pages 85-128

[11:16 a.m.](#) Staff Attorney Carrie Torrisi presented on highlights of the draft regulation 205 CMR 147 – table games rules. She stated that the regulations govern the authorization process for table games rules as well as certain standards that will apply to all table games. She also stated that the first set of six game rules to be reviewed includes: craps and mini-craps, blackjack, baccarat, midi baccarat, roulette and big six wheel, and red dog.

General Counsel Catherine Blue stated that this is the first time this regulation is before the Commission and that it will be put out for informal public/industry comment. She stated that after the informal public comment period it will be back before the Commission with a request for formal promulgation. She stated that we have time to review the rules of the games over several meetings but we will start the regulation process now.

[11:26 a.m.](#) Bruce Band, Assistant Director and Gaming Agents Division Chief, presented on the following questions and recommendations in the gaming equipment memorandum: what will be the Commission's design specification for value chips with a recommendation for approval by the IEB, how will the Commission distinguish among value chips and non-value chips with a recommendation to review with the licensee prior to use, and will the Commission regulate gaming plaques and gaming instruments with a recommendation to regulate.

11:29 a.m. The Commission took a brief recess.

11:35 a.m. The meeting resumed.

[11:35 a.m.](#) Director Karen Wells reported on the abbreviated vendor license renewal forms. She stated that there are four different forms for the Commission's approval and they include: the gaming vendor license form, gaming vendor qualifier form for entities, gaming vendor qualifier form for individuals, and qualifier trust form. Director Wells noted that the renewal fee is the same as the application fee and she doesn't think that companies will find this unreasonable.

[11:51 a.m.](#) *Commissioner Stebbins moved that the Commission approve the abbreviated renewal forms for gaming vendor license, gaming vendor qualifier entity, gaming vendor qualifier individual, and qualifier trust. Motion seconded by Commissioner*

Macdonald. Commissioner Macdonald noted for the record that he previously met with staff to review and ask questions about the draft forms. Motion passed unanimously.

[11:53 a.m.](#) Director Wells reported on three individual casino qualifiers. She provided a summary of the suitability investigation on Stephen Martino, Senior Vice President and Chief Compliance Officer for MGM Resorts International. She stated that all required forms were submitted and a background check was conducted with no derogatory information found. She also provided a summary of his professional and educational background. She recommended that the Commission find him suitable.

[11:55 a.m.](#) *Commissioner Stebbins moved that the Commission approve the suitability determination for Stephen Martino, the Senior Vice President and Chief Compliance Officer for MGM Resorts. Motion seconded by Commissioner Macdonald. Motion passed unanimously.*

[11:57 a.m.](#) Director Wells presented on the suitability investigation of Wynn qualifier Elizabeth Patricia Mulroy, an independent member of the board of directors at Wynn Resorts, Limited. She provided a summary of her professional and educational background. She recommended that the Commission find her suitable.

[11:59 a.m.](#) *Commissioner Stebbins moved that the Commission approve the suitability of Elizabeth Mulroy, an independent member of the board of directors of Wynn Resorts. Motion seconded by Commissioner Macdonald. Motion passed unanimously.*

[11:59 a.m.](#) Director Wells presented on the suitability investigation of Wynn qualifier Clark Thorp Randt, Jr., an independent member of the board of directors at Wynn Resorts, Limited. She provided a summary of his professional and educational background. She noted that he was an Ambassador to China. She recommended that the Commission find him suitable.

[12:02 p.m.](#) *Commissioner Stebbins moved that the Commission approve the suitability report for Clark Randt, a member of the board of directors of Wynn Resorts. Motion seconded by Commissioner Macdonald. Motion passed unanimously.*

Commissioner's Update

See transcript pages 128-133

[12:02 p.m.](#) Commissioner Stebbins reported that Best Corp., a training facility to help people enter the trades related to resorts and hospitalities, is having a graduation tomorrow. He also stated that he attended the AOC (Access and Opportunity Committee) meeting earlier this week and he appreciates the participation of our licensees. He noted that an all-women abatement crew was so successful on the MGM project that they are brining on more employees and buying more equipment. He also reported he and Chairman Crosby will be meeting with Senator Lesser, the new economic development chairman, on the Gaming Economic Development Fund recommendation report. Commissioner Cameron reported that she attended the AOC meeting and was impressed with the community members and licensees commitment to the issues and best practices.

Commissioner Zuniga stated that in addition to Wynn's report that they are exceeding and meeting their goals, there is a capacity being built for businesses to do further business outside the casino industry. He stated that perhaps our economic research team could quantify this ripple effect.

Commissioner Cameron noted that the licensees are working hard to meet their goals and they are also recruiting at the high school level, especially for young women. Commissioner Stebbins stated that the licensees and contractors are doing a great job about getting young men and women to think about careers and opportunities in the construction field as well as a reminder about training for operational jobs in the casino.

Other Business Not Reasonably Anticipated

See transcript pages 133-134

12:08 p.m. Director Bedrosian stated that he forgot to mention in his administrative update that Chairman Cromwell was re-elected as Chair of the Mashpee tribe. He stated that the status of the tribal casino is still uncertain and staff will continue to monitor it.

12:09 p.m. *Having no further business, a motion to adjourn was made by Commissioner Macdonald. Motion seconded by Commissioner Zuniga. Motion passed unanimously.*

List of Documents and Other Items Used

1. Massachusetts Gaming Commission, Notice of Meeting and Agenda dated February 16, 2017
2. Massachusetts Gaming Commission, Draft Meeting Minutes dated February 2, 2017
3. Wynn Boston Harbor Quarterly Report, dated February 2017
4. Plainridge Park Casino Quarterly Report, Q4 2016
5. Massachusetts Gaming Commission, Memorandum dated February 10, 2017 regarding 2017 Community Mitigation Fund Guidelines
6. Draft 205 CMR 147.00: Uniform Standards of Rules of the Games
7. Draft Table Games, Rules of the Games (Craps and mini craps, blackjack, baccarat, baccarat midi baccarat, roulette and big six wheel, and red dog).
8. Massachusetts Gaming Commission, Gaming Equipment Regulations Memorandum Discussion, questions with recommendations
9. Massachusetts Gaming Commission, Gaming Vendor License Abbreviated Renewal Form
10. Massachusetts Gaming Commission, Gaming Vendor Qualifier (Entity) Abbreviated Renewal Form
11. Massachusetts Gaming Commission, Gaming Vendor Qualifier (Individual) Abbreviated Renewal Form
12. Massachusetts Gaming Commission, Qualifier (Trust) Abbreviated Renewal Form

/s/ Catherine Blue
Catherine Blue, Assistant Secretary

No Documents

Wynn BOSTON HARBOR
®

Wynn Boston Harbor

NOTICE OF PROJECT CHANGE

MARCH 2, 2017

MEPA History

Expanded Environmental Notification Form –
**Filed May 31, 2013, Certificate issued on
July 26, 2013**

Draft Environmental Impact Report –
**Filed December 16, 2013, Certificate issued
on February 21, 2014**

Final Environmental Impact Report –
**Filed June 30, 2014, Certificate issued on
August 15, 2014**

Supplemental Environmental Impact Report –
**Filed February 17, 2015, Certificate issued
on April 3, 2015**

Second Supplemental Environmental Impact Report –
**Filed July 15, 2015, Certificate issued on
August 28, 2015**

Notice of Project Change –
Filed February 28, 2017

Notice of Project Change

Environmental Monitor Publication Date –
March 8, 2017

Comments Due –
March 28, 2017

Decision to be Issued –
April 7, 2017

Copies available as follows:

Parlin Memorial Library, Everett
Shute Memorial Library, Everett
Malden Public Library, Malden
Boston Public Library, Charlestown Branch,
Charlestown
Medford Public Library, Medford
Chelsea Public Library, Chelsea
Somerville Public Library, Somerville

www.wynnbostonharbor.com

Upon request.

Changes to the Project as Previously Reviewed

Sediment Remediation

Discussed conceptually in prior MEPA filings

Water-side sediments had not yet been characterized

Massachusetts Contingency Plan (“MCP”) process has progressed – Phase II filed December 30, 2016

Program Refinements

No new State, Federal permits required

Minor modifications to Living Shoreline, Docking System and Garage

DCR Harborwalk Connector

Discussed conceptually in prior MEPA filings

Identification of certain wetland resources that will be moderately impacted

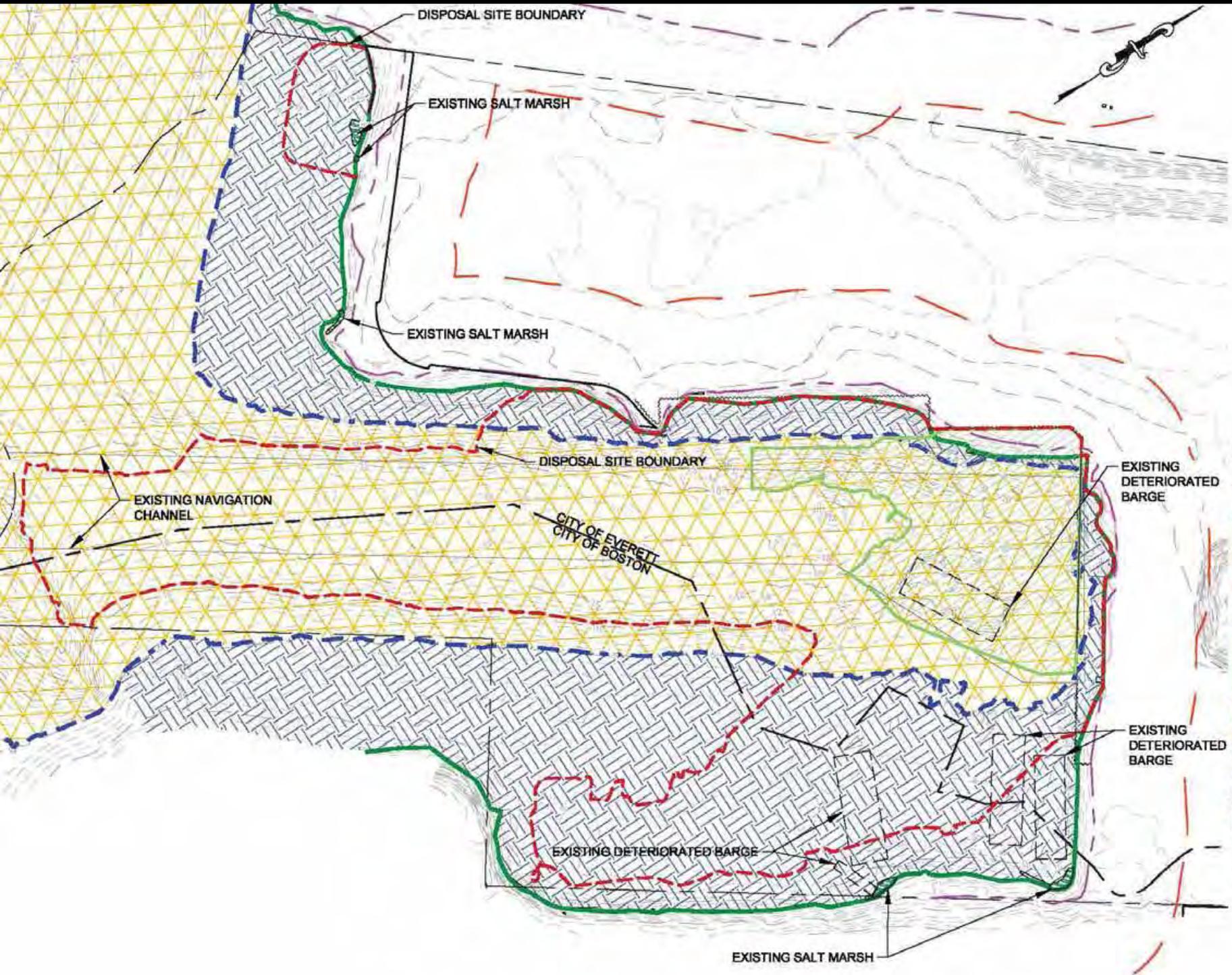
Permits were previously identified in prior MEPA filings

Status of Project Mitigation Measures

Status update re MGC Section 61 Findings

Wynn Boston Harbor

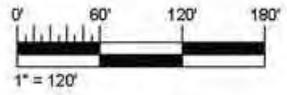
SEDIMENT REMEDIATION



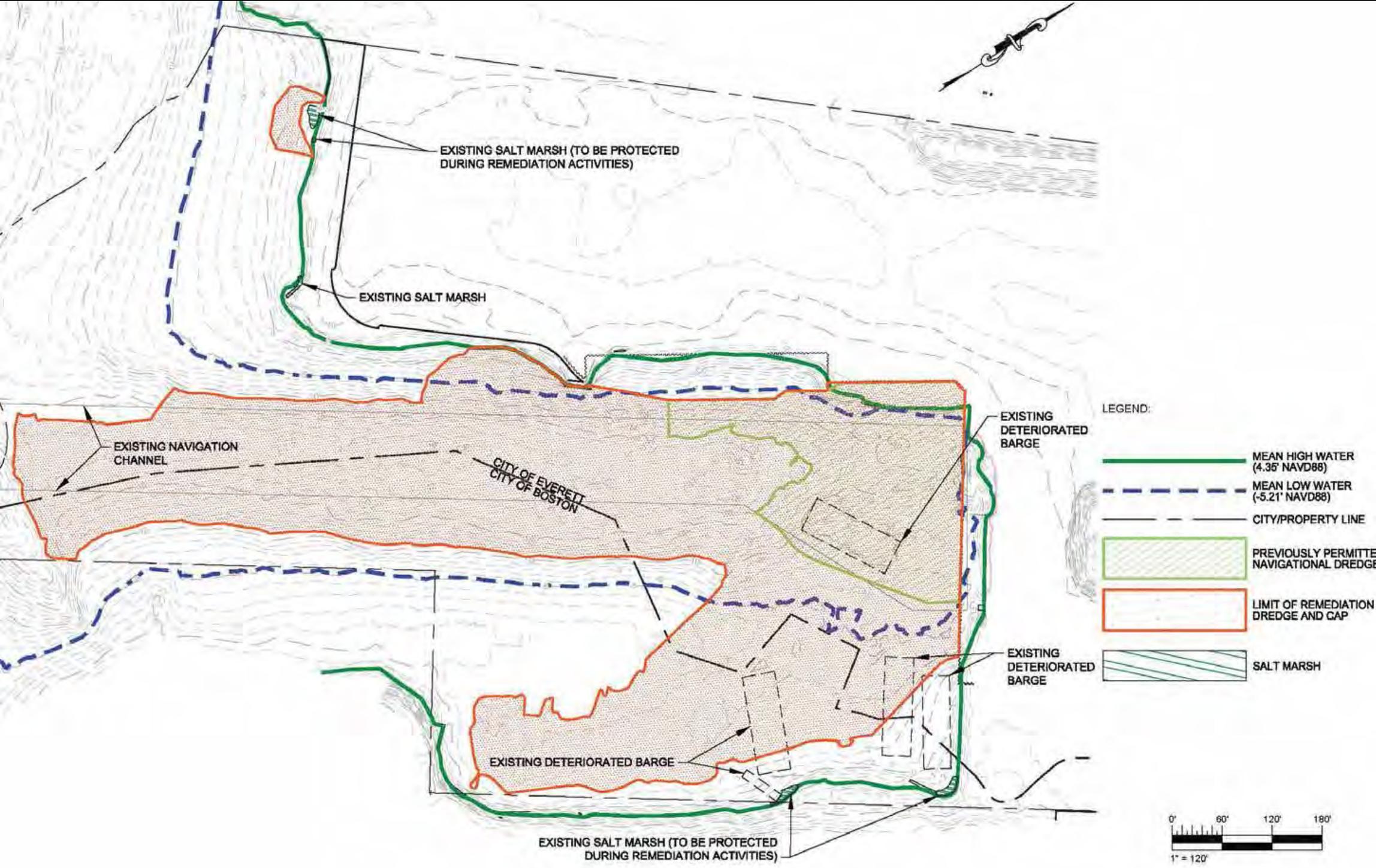
LEGEND:

-  TOP OF COASTAL BANK
-  100-FOOT BUFFER ZONE FROM COASTAL BANK
-  MEAN HIGH WATER (4.35' NAVD88)
-  MEAN LOW WATER (-5.21' NAVD88)
-  DISPOSAL SITE BOUNDARY
-  CITY/PROPERTY LINE
-  PREVIOUSLY PERMITTED NAVIGATIONAL DREDGE
-  LAND UNDER OCEAN*
-  COASTAL BEACH/TIDAL FLATS*
-  SALT MARSH

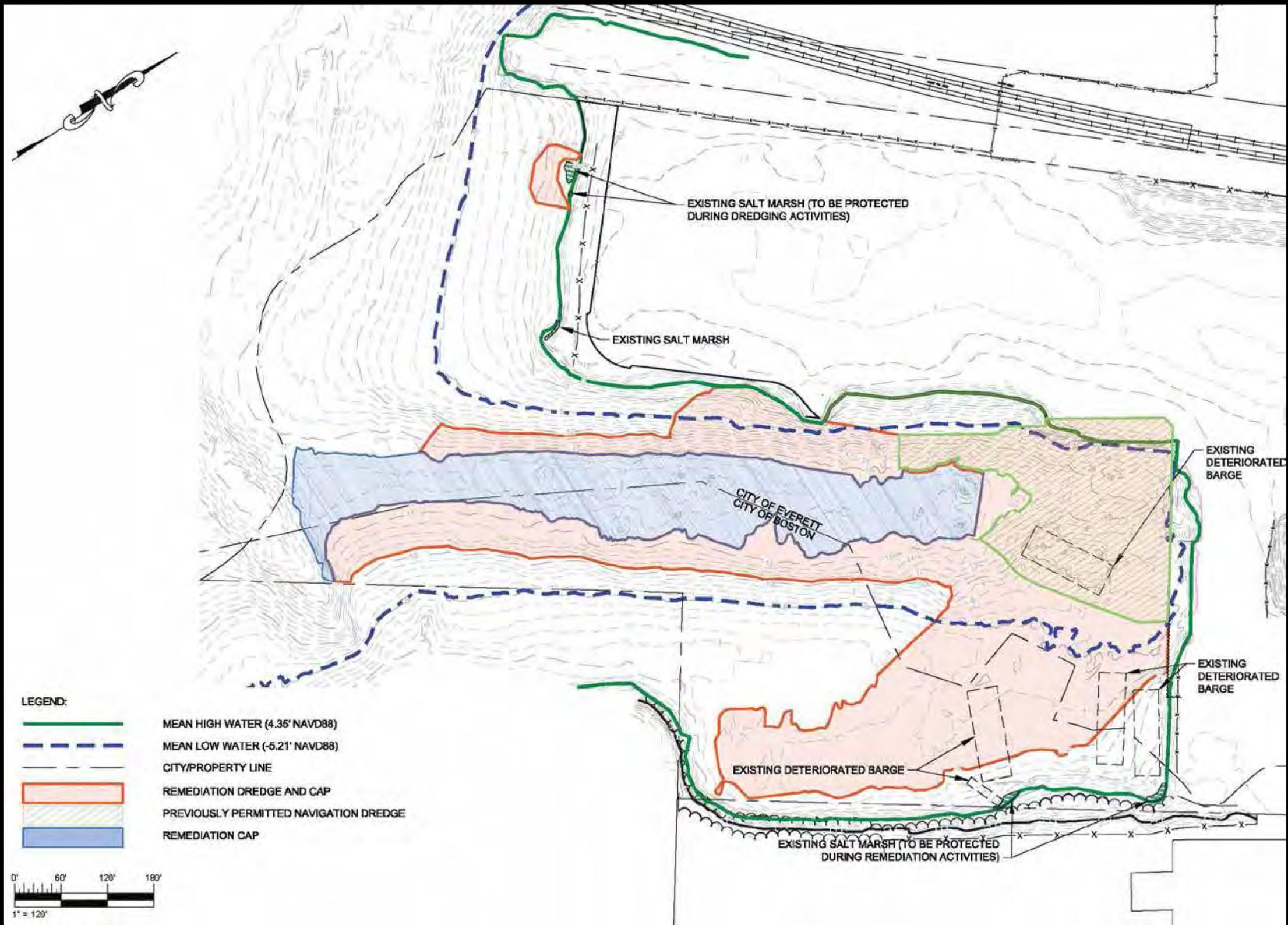
*LAND UNDER OCEAN AND COASTAL BEACH/TIDAL FLATS ARE BOTH LAND CONTAINING SHELLFISH



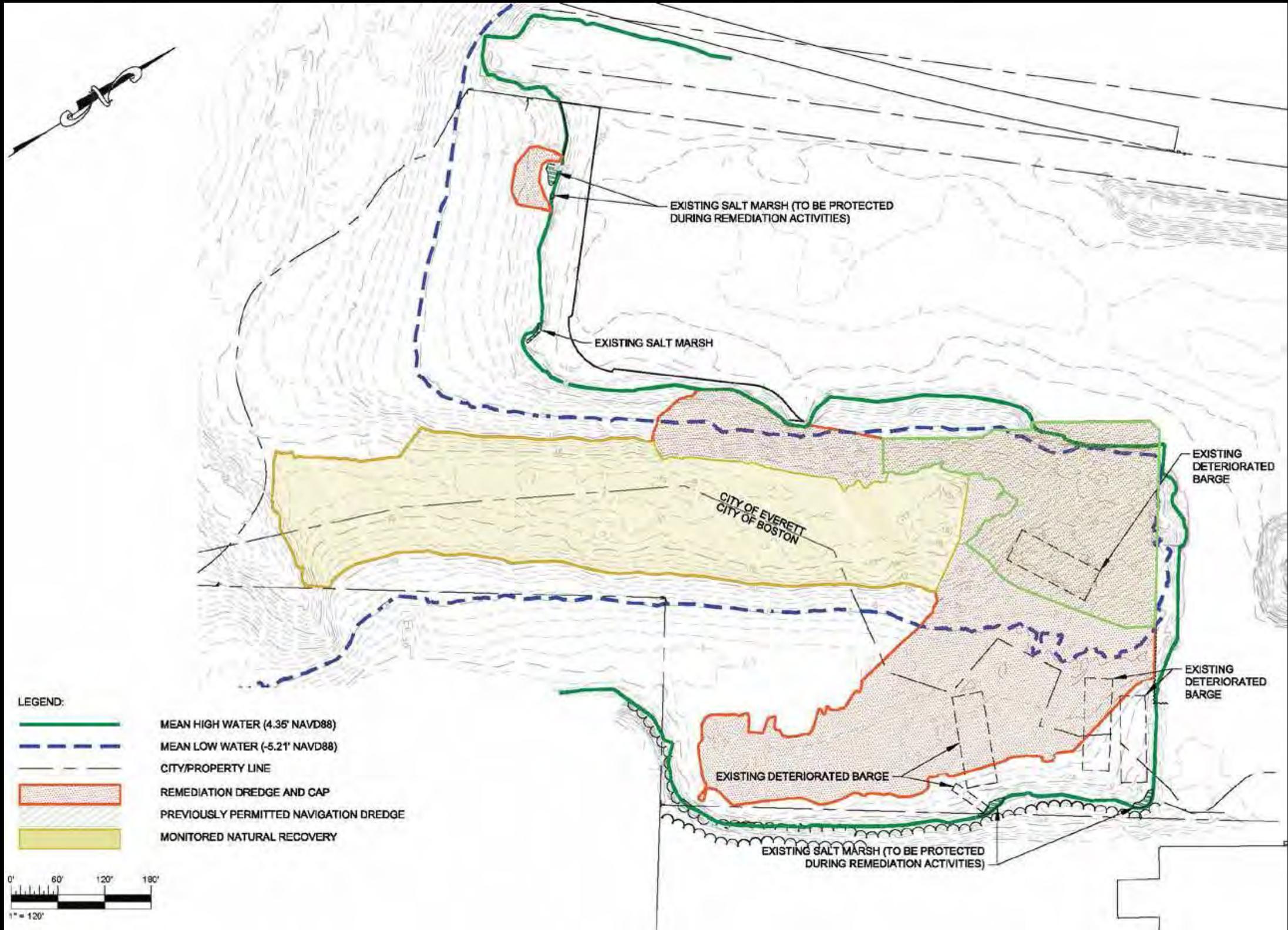
Alternative 1: Full Dredge and Cap



Alternative 2: Partial Dredge and Cap



Alternative 3: Partial Dredge, Cap and MNR



Wynn Boston Harbor

PROGRAM REFINEMENTS

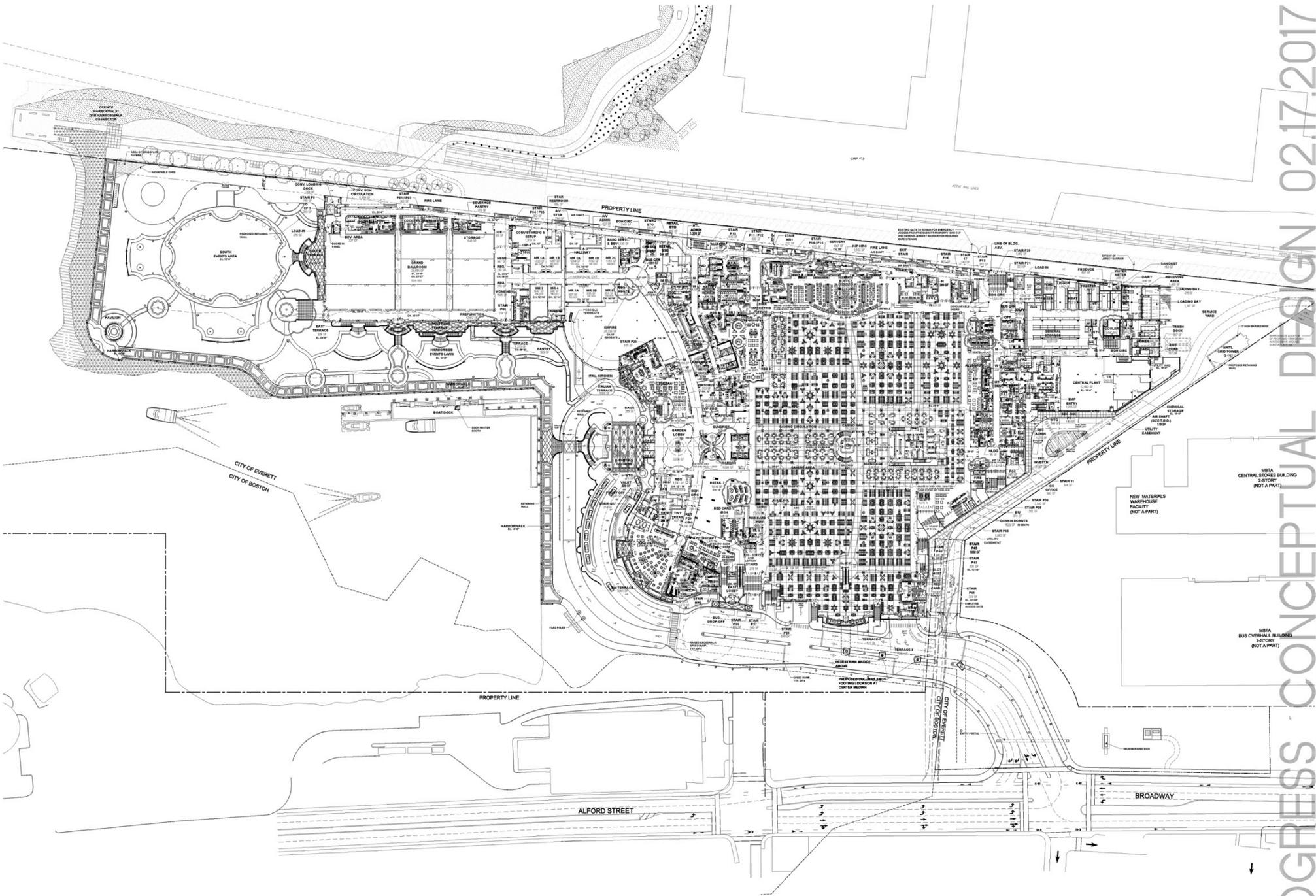
Notice of Project Change compared to SSFEIR

Feature (square feet unless otherwise noted)	SSFEIR Program	NPC Program	Change (Quantity)	Change (Square Feet)
Hotel Rooms	629	671	42	
Hotel Tower	621,774	663,200		41,426
Gaming	190,461	206,474		16,013
Total Gaming Positions	4,580	4,421	-159	
Retail (includes hotel and gaming areas)	52,632	9,177		-43,455
Food/Beverage	54,680	105,288		50,608
Event/Meeting	37,068	60,166		23,098
Spa/Gym	15,405	26,368		10,963
Back-of-House (includes MEP)	411,058	630,447		219,389
Front-of-House Support (includes restrooms, lobbies, etc.)	58,548	83,889		25,341
Total Parking Spaces	3,736	3,714	-22	
Lobby Lounge	841	0		-841
Indoor Pool Deck	10,485	0		-10,485
Indoor Garden	4,525	4,121		-404
Parking Spaces on-site	2,936	2,914	-22	
Parking Spaces off-site	800	800	0	
Parking Garage	1,476,461	1,323,023		-153,438
Total On-Site GFA	2,933,938	3,112,153		178,215

Notice of Project Change compared to MGC Approved Design

Feature (square feet unless otherwise noted)	10/26/2016 MGC	NPC (1/10/17)	Change	Change	% Change
Hotel Rooms	671	671	0		0%
Hotel Tower	663,200	663,200		0	0%
Gaming	207,966	206,474		-1,492	-0.7%
Total Gaming Positions	4,250	4,421	171		4.0%
Retail (includes hotel and gaming areas)	56,602	9,177		-47,425	-83.8%
Food/Beverage	78,784	97,248		18,464	23.4%
Convention/Meeting	32,774	60,166		27,392	83.6%
Spa/Gym	26,369	26,368		-1	0%
Back-of-House (includes MEP)	622,318	630,447		8,129	1.3%
Front-of-House Support (includes restrooms, lobbies, etc.)	76,024	83,889		7,865	10.3%
Total Parking Spaces	3,731	3,714	-17		-0.5%
Parking Spaces on-site	2,931	2,914	-17		-0.6%
Parking Spaces off-site	800	800	0		0%
Parking Garage	1,320,787	1,323,023		2,236	0%
Lobby Lounge	3,263	0		-3,263	-100%
Indoor Pool Deck	0	0		0	0%
Indoor Garden	4,121	4,121		0	0%
Nightclub/Entertainment	8,183	8,040		-143	-1.7%
Total On-Site GFA	3,100,391	3,112,153		11,762	0%
Total On-Site GFA w/o Garage	1,779,604	1,789,130		9,526	0.5%
Total On-Site GFA w/o BOH	2,478,073	2,481,706		3,633	0.1%
Total On-Site GFA w/o BOH and Parking	1,157,286	1,158,683		1,397	0.1%





FIRST LEVEL FLOOR PLAN

SCALE: 1" = 60'-0"



IN PROGRESS - CONCEPTUAL DESIGN 02.17.2017

WYAN EVERETT
FIRST LEVEL FLOOR PLAN
GRADE LEVEL PARTIAL
FLOOR PLAN

DRAWING NUMBER:
LM
MP.1
DATE:
JAN. 30, 2015

Wynn
EVERETT
EVERETT, MA

NEW MATERIALS WAREHOUSE FACILITY (NOT A PART)
METRA BUS OVERPASS BUILDING 2-STORY (NOT A PART)
METRA CENTRAL STORES BUILDING 3-STORY (NOT A PART)

CITY OF EVERETT
CITY OF BOSTON

Wynn Boston Harbor

QUESTIONS

Wynn BOSTON HARBOR
®

Massachusetts Gaming Commission Quarterly Report Presentation: 4th Quarter 2016

March 2, 2017



Mike Mathis

President & COO - MGM Springfield



Brian Packer

Vice President - Construction/Development



Construction Update



AERIAL PROGRESS



Aerial View - September 20, 2016



Aerial View - December 14, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.

OVERALL SITE PROGRESS



Overall Site Activity from 95 State - October 6, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.

OVERALL SITE PROGRESS



Overall Site Activity from 95 State - November 23, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.

OVERALL SITE PROGRESS



Overall Site Activity from 95 State - December 28, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.

OVERALL SITE PROGRESS



Overall Site Activity from Armory - November 17, 2016

Notes:

- (1) Reference Quarter 4 2016 Status Report Section 5a and 5b.

OVERALL SITE PROGRESS

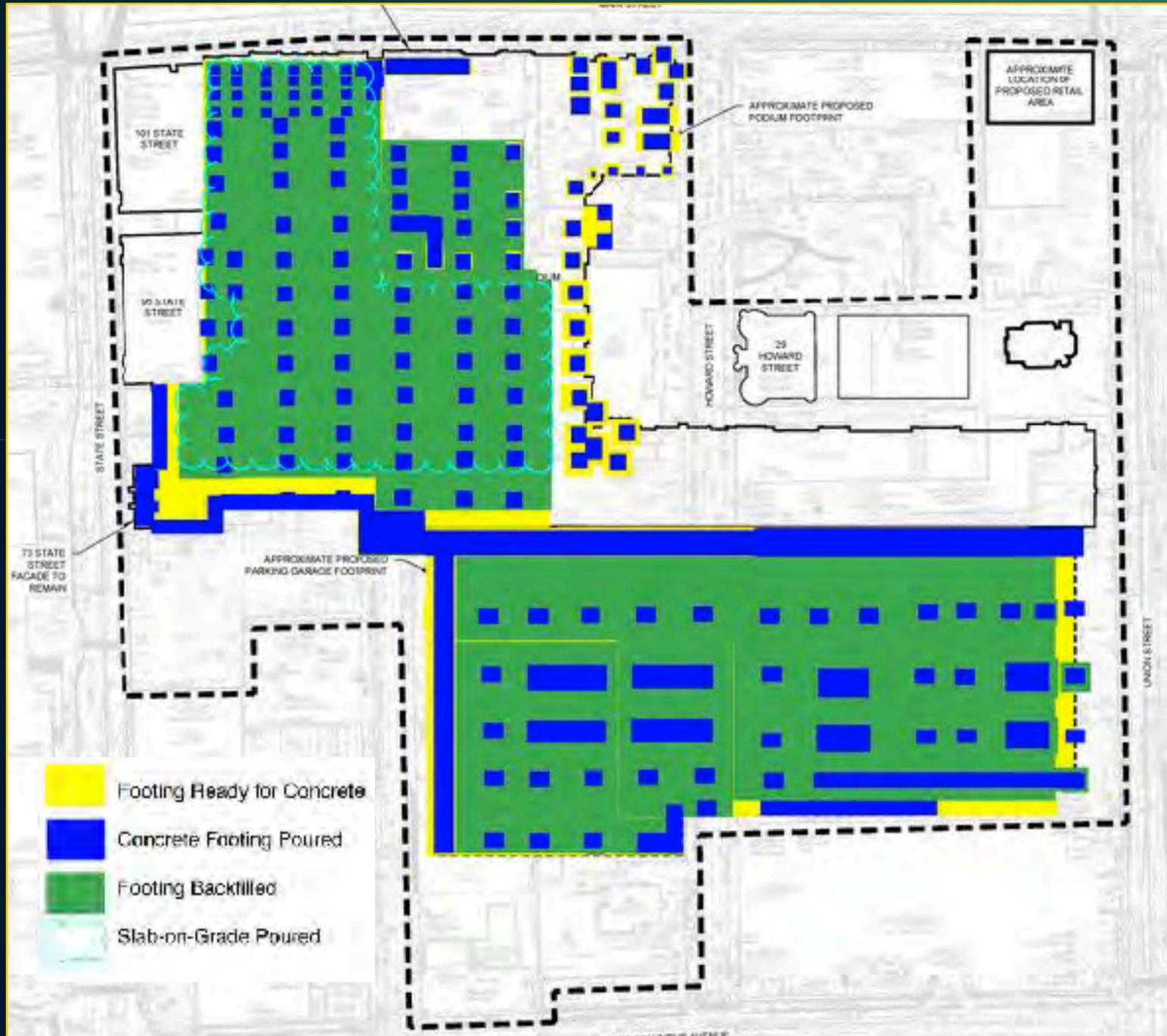


Overall Site Activity from Armory - December 28, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.

FOUNDATION PROGRESS



Foundation Diagram - September 22, 2016



Foundation Diagram - January 3, 2017

Notes:

- (1) Reference Quarter 4 2016 Status Report Section 5a and 5b.

PODIUM CONSTRUCTION PROGRESS



First Steel - October 3, 2016

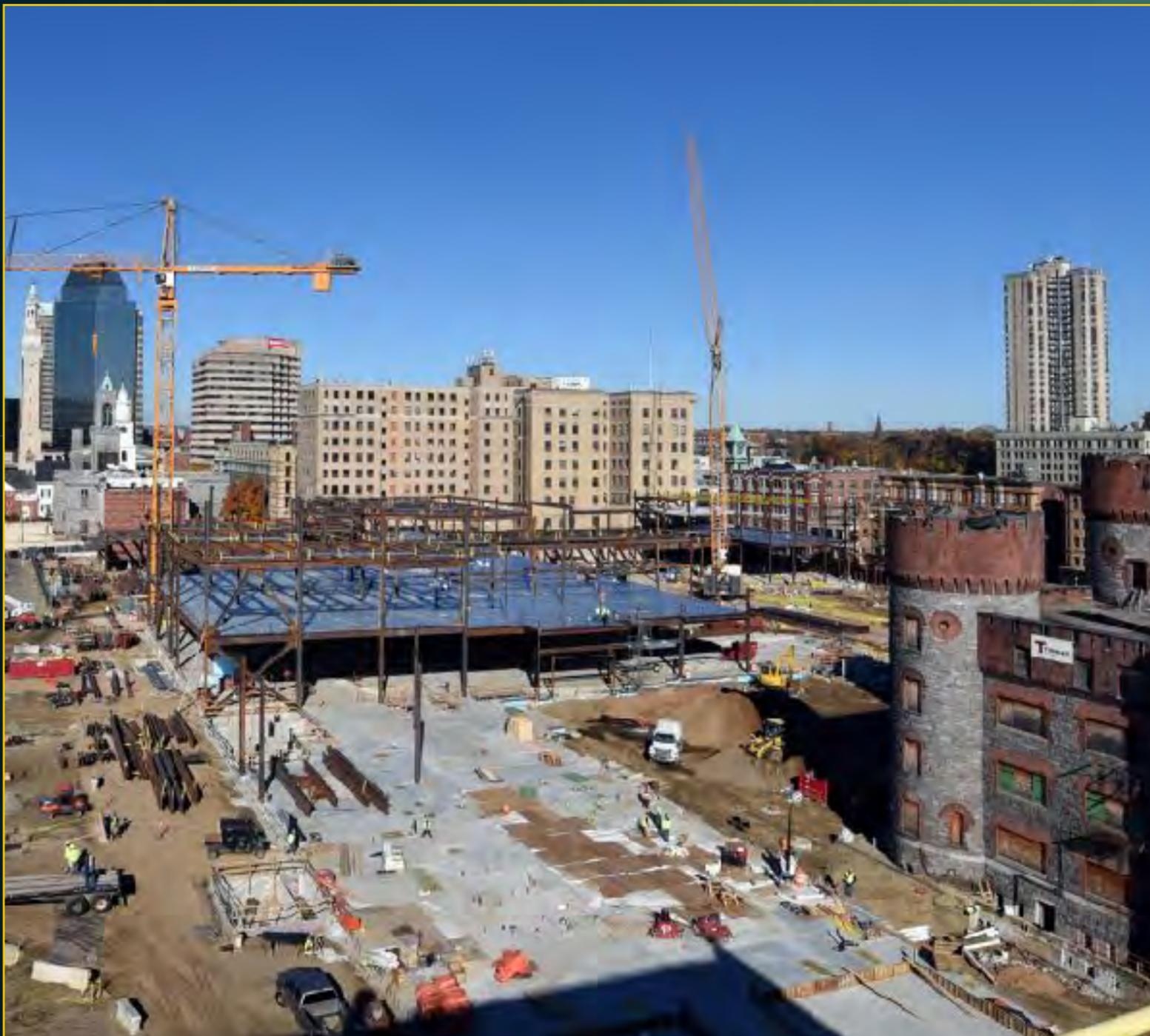


Podium Steel - November 7, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.

PODIUM CONSTRUCTION PROGRESS



Podium Steel Erection - November 8, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.



Podium Steel - December 7, 2016

PODIUM CONSTRUCTION PROGRESS



Podium Steel Erection - December 13, 2016



Podium Steel - December 21, 2016



Podium Steel - December 28, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.

HOTEL CONSTRUCTION PROGRESS



Hotel Construction - October 18, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.



Hotel Construction - October 25, 2016

HOTEL CONSTRUCTION PROGRESS



Hotel Construction - December 12, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.



Hotel Construction - December 28, 2016



Hotel Construction - December 28, 2016

ENTERTAINMENT BLOCK CONSTRUCTION PROGRESS



Entertainment Foundation - November 23, 2016



Entertainment Block - December 28, 2016



Entertainment Block - December 28, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.

GARAGE CONSTRUCTION PROGRESS



Garage Construction - November 2, 2016



Garage Construction - December 28, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.



Garage Construction - December 28, 2016

CONSTRUCTION PROGRESS



Crane Erection - October 17, 2016



Pedestrian Bridge Demolition - November 19, 2016

Notes:

(1) Reference Quarter 4 2016 Status Report Section 5a and 5b.



CEF Building - December 28, 2016

DESIGN UPDATE

- 50% design submissions made to the City and Springfield Historical Commission as required by the HCA and Historical MOA.
- Garage construction documents through Addendum 5 submitted to the Building Department as an update to the permit set.
- Coordinated Civil Site Plans issued to the City.
- Final PS&E Submittal for Offsite Mitigation, package 1 of 2, made to MassDOT.
- 25/75% submission for Intelligent Transportation System (ITS) enhancements and roadway lighting mitigation, package 2 of 2, made to MassDOT.



Notes:

- (1) Reference Quarter 4 2016 Status Report Section 5a.

SCHEDULE

- Final project schedule was submitted to MGC on November 6, 2015.
- Monthly updates were provided on:
 - November 2, 2016
 - November 30, 2016
 - January 3, 2017

Notes:

(1) Reference Quarter 4 2016 Status Report Section 1a and Appendix A.

Seth Stratton

*Vice President & General Counsel
- MGM Springfield*



Q4 2016 COST ESTIMATE (\$mm)

Ref	Description	Incurred To Date	Remaining	Total Estimate
1	Construction / Design	\$148.6	\$348.1	\$496.7
2	FF&E	\$0.1	\$74.9	\$75.0
3	OSE	\$0	\$43.7	\$43.7
	Subtotal of Eligible Cap. Costs	\$148.7	\$466.7	\$615.4
4	Land	\$49.5	\$1.8	\$51.3
5	Off-site Parcel Improvements	\$11.4	\$0	\$11.4
6	License/ Application Fees	\$85.0	\$0	\$85.0
7	Pre-opening Exp. / Host Comm. Costs	\$43.3	\$79.2	\$122.5
8	Fin. Costs / Capitalized Int.	\$13.9	\$54.5	\$68.5
9	Project Contingency	\$0	\$35.0 - \$41.8	\$35.0 - \$41.8
	Subtotal of Ineligible Costs	\$203.1	\$170.6 – \$177.4	\$373.7 - \$380.5
	Total	\$351.8	\$637.3 - \$644.1	\$989.1 - \$995.9

Notes:

(1) Total estimate before Contingency is \$954.1mm. If spent, Contingency is more likely to be spent on and reclassified as Eligible Capital Costs.

(2) The figures above are approximations to the nearest hundred thousand, which in some instances results in minor discrepancies (\$100k or less) in sums.

Brian Packer

Vice President - Construction/Development



Diversity Update



DESIGN & CONSTRUCTION COMMITMENTS

THROUGH DECEMBER 31, 2016

Group	Project Goals	Commitments	Variance	Company Count	Value
WBE	10.0%	17.0%	7.0%	51	\$43.12M
MBE	5.0%	7.8%	2.8%	32	\$19.92M
VBE	2.0%	5.8%	3.8%	13	\$14.62M

Notes:

- (1) Total Commitments through December 31, 2016 are \$254.1M.
 - (2) Includes companies that are certified with the following agencies:
 - MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
 - WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
 - VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.
 - (3) Reference Quarter 4 Status Report Section 2b and Appendix B.
- WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DESIGN & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	13.9%	16	\$5.15M
MBE	5.0%	11.6%	15	\$4.28M
VBE ⁽³⁾	2.0%	4.5%	2	\$1.67M

Notes:

- (1) Total Commitments through December 31, 2016 are \$37.0M.
- (2) Includes companies that are certified with the following agencies:
- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
 - WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
 - VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.
- (3) Value for VBE (Stevens & Associates) is included in the Construction Commitments because they are being billed through Tishman.
- (4) Reference Quarter 4 Status Report Section 2b and Appendix B.
- WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DESIGN & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
1	A I Engineers, Inc.	Construction Engineering and Inspection	Middletown, CT	MBE
2	AAC Investments, LLC	Interior Design	Los Angeles, CA	WBE
3	AFO Project Consulting, LLC	Construction Consulting	Las Vegas, NV	VBE
4	Akal Engineering, Inc.	MEP Consulting Engineering Services	Boylston, MA	MBE
5	Andelman & Lelek Engineering, Inc.	Energy Modeling	Norwood, MA	WBE
6	Black Hawk Group	Consulting Engineer Services	Philadelphia, PA	MBE
7	C&C Consulting Engineers, LLC	Structural Peer Review	Allston, MA	MBE
8	Calvin Consulting Services, LLC	Construction Consulting	Las Vegas, NV	WBE
9	Communications for Design LLC	Design and Project Management Support Services	Northfield, MN	WBE
10	Convergent Technologies	Acoustics/ Audio Visual/ IT/ Low Voltage	Lockport, NY	WBE
11	Copley Wolff Design Group, Inc.	Full Landscape Architectural Services	Boston, MA	WBE
12	Desert Construction Consulting, Ltd	Estimating and Contractor Bidding Services	Henderson, NV	MBE
13	Desman, Inc.	Parking Garage Bridging Documents (LOA)	Boston, MA	MBE
14	Dietz & Company Architects, Inc.	Full Service Architecture and Interior Design	Springfield, MA	WBE
15	Engineers Design Group, Inc.	Structural Engineering Consulting Services	Malden, MA	MBE
16	Erin Chrusciel Photography, LLC	Photography	East Longmeadow, MA	WBE

Notes:

- (1) Includes companies that are certified with the following agencies:
 - MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
 - WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
 - VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.
- (2) Green highlighted companies have been paid as of November 30, 2016.
- (3) Reference Quarter 4 2016 Status Report Section 2b and Appendix B.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DESIGN & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
17	Fernandez & Associates	Fire Protection Design and Code Consulting Services	Byfield, MA	MBE
18	JoAnn Jones	Administrative Services	Henderson, NV	WBE
19	Keville Enterprises, Inc.	Construction Management and Inspection	Marshfield, MA	WBE
20	Marshall Moya Design, LLC	Architectural Services	Washington, DC	MBE
21	MCLA, Inc.	Lighting	Washington, DC	WBE
22	Nitsch Engineering, Inc.	Engineering Services	Boston, MA	WBE
23	Pari Riahi Architects, Inc.	Executive Architect	Amherst, MA	WBE
24	Pristine Engineers, Inc.	MEP Peer Review Services	Raynham, MA	MBE
25	Renderready, LLC	Rendering and Graphic Design	Henderson, NV	MBE
26	Soden Sustainability Consulting, LLC	LEED	Winchester, MA	WBE
27	Spec's Design Group, LLC	Interior Design	Springfield, MA	WBE
28	Stevens & Associates	Façade Stabilization Design	Brattleboro, VT	VBE
29	Timothy Haahs & Associates, Inc.	Architect and Engineer of Record/ Parking Consultant	Blue Bell, PA	MBE
30	US Inspection & Consulting, LLC	Construction Inspections	Lake Havasu City, AZ	MBE
31	VAV International, Inc.	Mechanical Consulting	Woburn, MA	MBE
32	WA Architects, Inc.	Architectural Services	Cleveland, OH	MBE
33	YA Construction Services, LLC	MEP Peer Review	St. Louis, MO	WBE

Notes:

- (1) Includes companies that are certified with the following agencies:
 - MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
 - WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
 - VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.
- (2) Green highlighted companies have been paid as of November 30, 2016.
- (3) Reference Quarter 4 2016 Status Report Section 2b and Appendix B.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

CONSTRUCTION COMMITMENTS

THROUGH DECEMBER 31, 2016

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	17.5%	35	\$37.97M
MBE	5.0%	7.2%	17	\$15.64M
VBE	2.0%	6.0%	11	\$12.95M

Notes:

- (1) Total Commitments through December 31, 2016 are \$217.1M.
 - (2) Includes companies that are certified with the following agencies:
 - MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
 - WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
 - VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.
 - (3) Reference Quarter 4 2016 Status Report Section 2b and Appendix B.
- WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
1	Aces Enterprises, LLC	Steel Plate Supplier	Dunlap, IL	VBE
2	All American Signs	Signage	Plymouth, MA	VBE
3	Alonzee Consulting	Construction Consulting	Las Vegas, NV	WBE
4	American Environmental, Inc.	Abatement	Holyoke, MA	MBE
5	Architectural Products, Inc.	Glass and Glazing	Burlington, CT	WBE
6	Arrow Security Corporation	Security Guard Services	Springfield, MA	VBE
7	Ayala Excavating and Trucking, LLC	Trucking	Springfield, MA	MBE
8	BECO Electrical Contractors, Inc.	Electrical	Monson, MA	VBE
9	Berkshire Concrete Cutting, LLC	Saw Cutting	Torrington, CT	WBE
10	C&C Contractors, LLC	Trucking Services	Springfield, MA	MBE
11	C&D Electronics, Inc.	Cabling, Wiring, Electronics Supplier	Holyoke, MA	WBE
12	Chabot & Burnett Construction Co., Inc.	Masonry Contractor	Agawam, MA	WBE
13	CK Flooring Solutions, Inc.	Carpet Installer	Chicopee, MA	WBE
14	CMJ, LLC	Property Management/Maintenance	Springfield, MA	MBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

(2) Reference Quarter 4 2016 Status Report Section 2b and Appendix B.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
15	Connecticut Drywall Finishing, Inc.	Drywall	West Springfield, MA	WBE
16	Connecticut Temperature Controls, LLC	Controls	Newington, CT	VBE
17	Coghlin Electrical Contractors, Inc.	Electrical Services	Worcester, MA	WBE
18	C.R. Levesque Trucking Corp.	Hauling & Equipment Transportation	Monson, MA	WBE
19	Davenport Advisors, LLC	Property Management/ Maintenance	Boston, MA	MBE
20	Dependable Masonry Construction Company, Inc.	Masonry and Brickpaving	North Reading, MA	MBE
21	Eastern General Contractors, Inc.	General Contractor - Rigging	Springfield, MA	MBE
22	EDM Construction, Inc.	Carpentry & Structural Steel Erection	Merrimac, MA	WBE
23	E L Waterman, Inc.	Pipe Supplier	Foxboro, MA	WBE
24	Evermore Light & Power, Inc.	Electrical	Somerville, MA	WBE
25	Fabiano Oil Corp.	Fuel & Oil Supplier	Wrentham, MA	WBE
26	Fisher Contracting Corporation	General Contracting Services	Worcester, MA	WBE
27	Federal Concrete, Inc.	Concrete Services	Hopedale, MA	WBE
28	Fletcher Sewer & Drain, Inc.	Inspection - FEIR	Ludlow, MA	WBE
29	Folan Waterproofing and Construction Company, Inc.	Masonry Contractors & Waterproofing	South Easton, MA	WBE
30	Frisoli Electric, Inc.	Electrical	Holbrook, MA	VBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

(2) Reference Quarter 4 2016 Status Report Section 2b and Appendix B.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
31	Gomes Construction Co. Inc.	Utility Connections	Ludlow, MA	WBE
32	Granite City Electric Supply Company, Inc.	Electrical Supplier	Quincy, MA	WBE
33	Green Insulation, Inc.	Insulation	Adams, MA	WBE
34	H B Welding, Inc.	Steel, Welding, Iron Work	Johnston, RI	WBE
35	Homeland Mechanical, LLC	Pipe Supplier	Quincy, MA	VBE
36	Industrial Flame Cutting, Inc.	Steel Plate Supplier	Beacon Falls, CT	VBE
37	JRL Construction, Inc.	General Contractor - Demolition	Springfield, MA	VBE
38	Kittredge Equipment Company, Inc.	Kitchen Equipment	Agawam, MA	WBE
39	L.K. Sheet Metal, Inc.	Sheet Metal	East Hartford, CT	WBE
40	Larry's Trucking Co.	Trucking	Springfield, MA	MBE
41	Lindon Group	Piping Materials	East Providence, RI	WBE
42	Medeiros Hydroseeding & Landscaping Construction, Inc.	Trucking and Soil Materials	Monson, MA	MBE
43	Moor Metals, Inc.	Sales and Distribution of Metals	Holliston, MA	MBE
44	Ms. Pipe, LLC	Procurement of Valves, Pipes and Fittings	South Windsor, CT	WBE
45	New England Foundation Company, Inc.	Helical Piles	Boston, MA	WBE
46	Northeastern Steel Corporation	Steel Distributor	Revere, MA	MBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

(2) Reference Quarter 4 2016 Status Report Section 2b and Appendix B.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
47	Performance Testing & Balancing LLC	Testing & Balancing	South Hampton, MA	VBE
48	Rebars & Mesh, Inc.	Concrete	Haverhill, MA	WBE
49	Regis Steel Corporation	Steel Erection/ Reinforcing	Fall River, MA	MBE
50	S&F Concrete Contractors, Inc.	Concrete	Hudson, MA	MBE
51	Security Construction Services, Inc.	Fencing	Hudson, MA	WBE
52	SOS Corporation	Construction Cleaning, Selective Interior Demolition	Milford, MA	WBE
53	Steere Engineering, Inc.	Engineering Services	Warwick, RI	WBE
54	Strategic Environmental Services, Inc.	Environmental Consultants	Sutton, MA	WBE
55	Supplies Exchange Systems	Materials Supplier	Dorchester, MA	MBE
56	Tavares, LLC	Fireproofing	Providence, RI	MBE
57	T & M Equipment Corporation	Excavating Contractor	Springfield, MA	VBE
58	Titan Roofing Company	Roofing	Springfield, MA	MBE
59	Triton Leasing and Rental, Inc.	Demolition & Abatement	Feeding Hills, MA	WBE
60	Ultimate Abatement Company, Inc.	Abatement	Plainfield, MA	WBE
61	Welch Associates Land Surveyors, Inc.	Land Surveying	West Bridgewater, MA	WBE
62	Willow Tree Outdoor, LLC	Landscape	Springfield, MA	WBE
63	Younger Brothers Construction, LLC	Materials Supplier	Watertown, MA	MBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

(2) Reference Quarter 4 2016 Status Report Section 2b and Appendix B.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

WORKFORCE DIVERSITY STATISTICS - TOTAL

AS OF DECEMBER 31, 2016

Group	Project Goals	Project To Date %
Women	6.90%	10.07%
Minority	15.30%	24.70%
Veteran	8.00%	9.76%

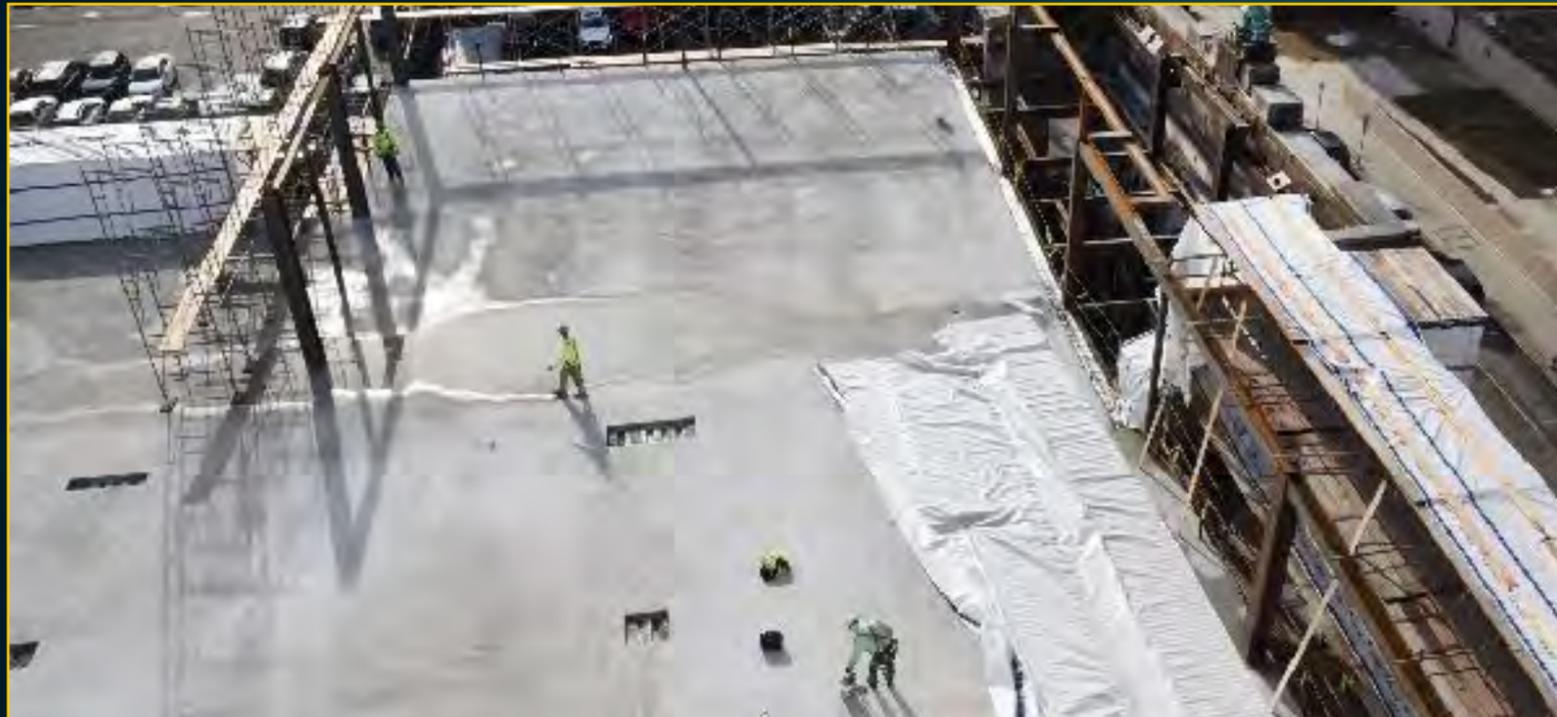
Notes:

- (1) Statistics include all workforce reports that were received by MGM as of December 31, 2016.
- (2) The Diversity plan approved by the MGC allows reporting to include hours allocated to multiple diversity categories. 6.31% of total workforce hours are included in two of the diversity categories and 0.27% of total workforce hours are included in three diversity categories.
- (3) Reference Quarter 4 2016 Status Report Section 2c and Appendix B and C.
- (4) While this is not a reporting requirement of the approved diversity plan, the total hours worked through 4th Quarter 2016 is as follows:
 - Approximately 36% are from Springfield/ Surrounding Communities
 - Approximately 58% are from Western Massachusetts
 - Approximately 83% are from Massachusetts

CURRENT QUARTER SITE PROGRESS



73 State - January 26, 2017



73 State - February 8, 2017



73 State - February 8, 2017

CURRENT QUARTER SITE PROGRESS



Hotel Construction - February 2, 2017



Hotel Construction - February 6, 2017



Hotel Construction - February 6, 2017

CURRENT QUARTER SITE PROGRESS



Hotel Construction - February 6, 2017



Garage Construction - February 6, 2017



Garage Construction - February 8, 2017



Entertainment Construction - February 15, 2017

Mike Mathis

President & COO - MGM Springfield





MGM SPRINGFIELD

QUARTERLY STATUS REPORT #8

Monitoring of Project Construction and
Licensee Requirements
205 CMR 135

For the Period:
October–December 2016



QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016

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QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016

135.02.2 The commission shall, in accordance with M.G.L. c. 23K, §§ 10 and 11 approve for each gaming licensee, a project schedule for the gaming licensee's capital investment in its gaming establishment and related infrastructure which includes:

(a) all major stages of design and construction; including all permitting and approvals, design deliverables, site preparation, foundation, structure, plumbing, electrical, mechanical, exterior finish and fenestration, long lead items, insulation, interior finish and furnishings and landscaping, building commissioning and commissioning of gaming equipment and information technology systems.

(b) For a Category 1 gaming establishment, a timeline for commencement of the final stage of construction pursuant to M.G.L. c. 23K, § 10(a); and

(c) a timeline for the stage of construction at which the gaming licensee shall be approved to open for business or operate a slot machine pursuant to M.G.L. c. 23K, §§10(c) and 11(a).

135.02.4 If unforeseen and/or changed circumstances necessitate a change to a project schedule approved pursuant to 205 CMR 135.02(2) which will impact the completion date or requires a major change in the method or progress of construction, the gaming licensee may submit to the commission for its approval a revised project schedule, with a detailed statement of the unforeseen changed circumstances which justify the revised project schedule. If the commission approves such revised project schedule, it shall substitute and supersede the previously approved project schedule.

1 PROJECT SCHEDULE

1a CURRENT SCHEDULE

On August 6, 2015, the Massachusetts Gaming Commission approved a revised opening date of thirty (30) days following a construction completion date of either August 6, 2018 or the date on which the I-91 Viaduct Project achieves Full and Beneficial Use (as defined in MassDOT project documents), whichever occurs later. MGM submitted a final project schedule for consideration on November 6, 2015. In accordance with our commitment to providing monthly schedule updates, schedule updates were provided to MGC's representative on October 2, November 2, November 30 of 2016 and January 3 of 2017 (date date 1/1/17). The January update is included in this document as Appendix A.

1b PROJECT SCHEDULE CHANGES

There are no changes to report that would alter MGM's opening date.

QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016

135.02.3 Within the time frame provided in the award of the gaming license, the licensee shall provide to the commission for commission approval an affirmative action program of equal opportunity whereby the licensee establishes specific goals for the utilization of minorities, women and veterans on construction jobs and for contracting with minority, women or veteran owned businesses during either design or construction; provided, however that such goals shall be equal to or greater than the goals contained in Executive Office of Administration and Finance Administrative Bulletin Number 14.

135.02.5c To ensure adherence to the project schedule approved pursuant to 205 CMR 135.02(2) or (4), the gaming licensee shall submit to the commission in a media, format and level of detail acceptable to the commission, quarterly a status report including:

(e) a detailed statistical report pursuant to M.G.L. c. 23K, §21(a)(23) on the number, gender and race, and veteran status of individuals by job classifications hired to perform labor as part of the construction of the gaming establishment and related infrastructure, and a comparison of this report with the goals established by the gaming licensee and commission pursuant to M.G.L. c. 23K, §21(a)(22).). In the event the licensee’s hiring of the aforementioned entities does not comply with the goals established the licensee shall submit within 20 days of a request by the commission a response as to why the goals have not been achieved, identify any good faith efforts that have been undertaken to achieve those goals and provide a plan to bring the dollar amount contracted and spent into compliance with the goals.

(f) a report describing the number of contracts, total dollar amounts contracted with and actually paid to minority business enterprises, women business enterprises and veteran business enterprises for design and construction of the gaming establishment and related infrastructure, and the total number and value of all subcontracts awarded to a minority, women and veteran owned business, and a comparison of these reports with the goals established by the gaming licensee and commission pursuant to M.G.L. c. 23K, §21(a)(21). In the event the licensee’s hiring of the aforementioned entities does not comply with the goals established the licensee shall submit within 20 days of a request by the commission a response as to why the goals have not been achieved, identify any good faith efforts that have been undertaken to achieve those goals and provide a plan to bring the dollar amount contracted and spent into compliance with the goals.

2 CONSTRUCTION PHASE DIVERSITY PROGRAM FOR EQUAL OPPORTUNITY

2a DIVERSITY SUMMARY

The following is a snapshot of Construction and Design Diversity Commitments through December 31:

GROUP	PROJECT GOALS	COMMITMENTS	VARIANCE	COMPANY COUNT	VALUE
WBE	10.00%	17.0%	7.0%	51	\$43.12M
MBE	5.00%	7.8%	2.8%	32	\$19.92M
VBE	2.00%	5.8%	3.8%	13	\$14.62M

Notes:

1. Total Commitments through December 31, 2016 are \$254.1M
2. Includes companies that are certified with the following agencies:
 - MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
 - WBE - Massachusetts Supplier Diversity Office or Women’s Business Enterprise National Council.
 - VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.



QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016

Updates on outreach activities and additional diversity reporting are presented monthly to the Access and Opportunity Committee of the Massachusetts Gaming Commission. The most recent AOC presentation for January 10, 2017 is included as [Appendix B](#).

2b COMMITMENTS

Design and Consulting Commitments

The following is a snapshot of Design and Consulting Diversity Commitments through December 31:

GROUP	PROJECT GOALS	COMMITMENTS	CONSULTANT COUNT	VALUE
Women	10.00%	13.9%	16	\$5.15M
Minority	5.00%	11.6%	15	\$4.28M
Veteran	2.00%	4.5%	2	\$1.67M

Notes:

- Total Commitments through December 31, 2016 are \$37.0M
- Includes companies that are certified with the following agencies:
 - MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
 - WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
 - VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.
- Value for VBE (Stevens & Associates) is included in the Construction Commitments because they are being billed through Tishman.

A listing of design and consulting companies included in the totals above is included in [Appendix B](#).

Construction Commitments

The following is a snapshot of Construction Diversity Commitments through December 31:

GROUP	PROJECT GOALS	COMMITMENTS	CONSULTANT COUNT	VALUE
Women	10.0%	17.5%	35	\$37.97M
Minority	5.0%	7.2%	17	\$15.64M
Veteran ⁽³⁾	2.0%	6.0%	11	\$12.95M

Notes:

- Total Commitments through December 31, 2016 are \$217.1M
- Includes companies that are certified with the following agencies:
 - MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
 - WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
 - VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

A listing of construction companies included in the totals above is included in [Appendix B](#).



QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016

2c WORKFORCE STATISTICS

Subcontractors have been submitting workforce tracking forms after each pay period. The most recent available results have been tallied and are included as [Appendix C](#).

Summary workforce statistics for the total Project as of December 31 are as follows:

GROUP	PROJECT GOALS	PROJECT TO DATE %
Women	6.9%	10.07%
Minority	15.3%	24.70%
Veteran	8.0%	9.76%

Notes:

1. Statistics include all workforce reports that were received by MGM as of December 31, 2016.
2. The Diversity plan approved by the MGC allows reporting to include hours allocated to multiple diversity categories. 6.31% of total workforce hours are included in two of the diversity categories. .27% of total hours are currently reported within three diversity categories.
3. While this is not a reporting requirement of the approved diversity plan, the total hours worked to date break down as follows:
 - Approximately 36% are from Springfield/Surrounding Communities
 - Approximately 58% are from Western Massachusetts
 - Approximately 83% are from Massachusetts

Additional workforce statistics and reporting is included in [Appendix B](#).



QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016

135.02.5a To ensure adherence to the project schedule approved pursuant to 205 CMR 135.02(2) or (4), the gaming licensee shall submit to the commission in a media, format and level of detail acceptable to the commission, quarterly a status report including:

(a) the total estimated cost of construction of the project and related infrastructure improvements, including a sworn certification regarding costs incurred pursuant to 205 CMR 122.03: Costs Included in the Calculation of Capital Investment, and separately identifying detailed costs for design, land acquisition, site preparation and construction and off-site improvements

(b) a sworn certification regarding the capitalization of the gaming licensee, sufficient for the commission to determine, pursuant to M.G.L. c. 23K §10(e) or 11(c), that the gaming licensee has adequate funds to complete the gaming establishment and related infrastructure improvements.

3 COST OF CONSTRUCTION / CAPITALIZATION OF GAMING LICENSEE

Pursuant to 205 CMR 135.02.5(a) and (b), please see [Appendix D](#) for a certification regarding (a) the total estimated cost of construction of the project and related infrastructure improvements, and (b) the capitalization of MGM Springfield.



QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016

135.02.5c To ensure adherence to the project schedule approved pursuant to 205 CMR 135.02(2) or (4), the gaming licensee shall submit to the commission in a media, format and level of detail acceptable to the commission, quarterly a status report including:

(c) a copy of all design and construction contracts executed within the prior quarter by the gaming licensee to design and construct the gaming establishment and related infrastructure improvements

4 DESIGN & CONSTRUCTION CONTRACTS

The following contracts were executed in the fourth quarter of 2016:

COMPANY	CONTRACT	MGC STATUS
1. Johnson Controls, Inc.	Tishman Letter of Agreement for Air Handling Units	Subcontractor to Tishman
2. Collins Electric Co., Inc.	Tishman Letter of Agreement for Electrical Work at Central Utility Plant	Subcontractor to Tishman
3. Harry Grodsky & Co.	Tishman Letter of Agreement for Mechanical Work at Central Utility Plant	Subcontractor to Tishman
4. Titan Roofing	Tishman Letter of Agreement for Roofing at Podium	Subcontractor to Tishman
5. TJ Conway	Tishman Letter of Agreement for Above Ground Storm Primary and Secondary Systems at Hotel Podium	Subcontractor to Tishman
6. Chabot and Burnett Construction Co.	Tishman Letter of Agreement for Masonry at Central Electric Facility	Subcontractor to Tishman
7. H. Carr and Sons	Tishman Letter of Agreement for Cementitious Fireproofing for Hotel Podium	Subcontractor to Tishman
8. Safway	Tishman Letter of Agreement for Scaffolding at Hotel Podium	Subcontractor to Tishman

Copies of executed agreements are available to the Massachusetts Gaming Commission’s Representative for review.



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135.02.5d To ensure adherence to the project schedule approved pursuant to 205 CMR 135.02(2) or (4), the gaming licensee shall submit to the commission in a media, format and level of detail acceptable to the commission, quarterly a status report including:

(d) a status report reflecting the progress of construction and certifying compliance with the approved project schedule for major stages of construction. In the event that the progress of construction does not comply with the project schedule approved pursuant to 205 CMR 135.02, the licensee shall submit a detailed plan to bring the progress of construction into compliance with the approved project schedule or submit a request for a revised project schedule pursuant to 205 CMR 135.02(4)

5 STATUS OF WORK COMPLETED / PROGRESS PHOTOGRAPHS

5a STATUS OF WORK COMPLETED

The following onsite activities took place in the 4th quarter of 2016:

- Parking Garage: Precast erecting is proceeding, with sequence 13 currently being erected. The slab on grade at the loading dock was poured. Caulking of Double Tee joints on the upper levels is proceeding. Lighting fabrication and temporary power installation took place. Masons worked on block walls in Loading Dock Area. Rough electrical for lighting and plumbing is proceeding on all levels and sprinkler mains are being installed.
- Hotel/Podium: Installation of rock anchors and spread footings took place. Underslab MEP is underway, and slab placements are proceeding. Structural Steel erection and slab on metal deck placements are underway. Grouting of hollow core planks and temporary power and lighting installation is underway.
- 95 and 101 State Street: Demolition of the pedestrian bridges between 95 and 101 State took place. Select interior demolition and abatement at 95 State Street took place, along with window infills, boiler piping, winterization, hot water and steam work. Power for temporary heating units was installed. Reinforcing steel at the south wall of 101 State Street took place.
- Armory: Interior gutting took place.
- Dave's Furniture: Preparation for pavement and set up of craft labor check point took place.
- Entertainment block: Foundation work, underslab MEP, and slab placements took place, and structural steel erection is underway.
- Plaza: Storm drain installation took place. Staging is taking place for third crane and entertainment steel.
- Surrounding Streets/Offsite Utilities
 - State Street: Gas service installation took place.
 - Main Street: Gas service installation took place, as well as excavation for water tie ins. Reflectorized drums have been placed in the south bound lane to shift traffic from 6am-6pm to allow for the unloading of certain materials onto the construction site. The barrels are moved out of the road at the end of each day to allow parking during non-working hours. Two way traffic is maintained at all times and police details are present.
 - Union Street: Gas service installation took place. Water service disconnection to previously demolished buildings on site took place.
 - East Columbus Avenue: Gas service installation took place.
 - Bliss Street: No work took place.

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- Howard Street: Gas service installation, water main installation, sewer main installation, storm drain installation and street patching took place.
- Support Area: Foundation and installation of conduits and area drains for Central Electric Facility (CEF) took place. Core and shell construction of the CEF is underway.
- Model Room: Construction continues on the hotel room mock-up.

Design Progress

- 50% submissions were made to the City of Springfield and Springfield Historical Commission as required by the Host Community Agreement and Historical Memorandum of Agreement. The following 13 packages were submitted:
 1. Podium Progress Drawings
 2. Hotel Progress Drawings
 3. 101 State Street Progress Drawings
 4. 95 State Street Progress Drawings
 5. Offsite Roadway Progress Drawings
 6. Parking Garage Progress Drawings
 7. Garage and Podium Exterior Signage Concepts
 8. Landscaping/Hardscape and Exterior Street/Plaza Lighting Progress Drawings
 9. Exterior Building Material Mock-up Locations and Progress Photographs
 10. Initial Concept Studies for Potential Tenants – Daycare/Armory/Church/Retail Corner (Main/Union)
 11. Updated Square Footage Calculations – see sample SF diagram on the next page
 12. MGM Follow-up Comments on the July 21, 2016 CCS Review of the 50% Core and Shell
 13. Civil Progress Drawings
- Proposals were solicited and reviewed for the Architecture/Engineering team for the Daycare Center. A letter of agreement is expected to be signed in the first quarter of 2017.
- Garage construction drawings through Addendum 5 were submitted to the City of Springfield Building department as an update to the Permit set.
- Coordinated Civil Site Plans were issued to the City of Springfield on October 31, 2016.
- The final PS&E Submittal for Offsite Mitigation, package 1 of 2, was made by TEC to the Mass DOT on October 20, 2016.
- The 25/75% submission for the Intelligent Transportation System (ITS) enhancements and roadway lighting mitigation as part of Package 2 was submitted by TEC to MassDOT on 12/2/16.

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5b PROGRESS PHOTOGRAPHS

A set of construction site progress photographs as of December 31, 2016 is included in this document as Appendix E. The overall aerial and panoramic views below show progress over the course of the 4th Quarter, including substantial foundation progress as well as garage precast and podium structural steel erection.



September 20, 2016



December 14, 2016

QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016



September 26, 2016



October 14, 2016



December 28, 2016



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135.02.6 The licensee shall have a continuing obligation, pursuant to 205 CMR 120.01(2) to timely provide to the commission an updated permits chart and all documents and information listed in 205 CMR 120.01: Permitting Requirements, as well as any updates to the MEPA process such that the commission is continuously apprised of all material developments with respect to all permits and approvals required for the gaming establishment. Pursuant to 205 CMR 120.01(1)(h) the licensee shall provide to the commission copies of any appeal within 20 days of filing, whether to a municipal or state entity or for judicial review, filed with respect to any permit of approval listed in 205 CMR 120.01(1) along with a copy of the docket sheet and each decision on any appeal.

6 PERMITS

The following is the status of required permits and approvals, including local permits issued in the Fourth Quarter of 2016:

AGENCY OR GOVERNING LEGAL AUTHORITY	PERMIT, REVIEW, OR APPLICATION	DATE APPLICATION SUBMITTED OR ESTIMATED ANTICIPATED APPLICATION DATE
FEDERAL		
1. US Environmental Protection Agency (EPA)	USEPA Construction General Permit	Permit received 2/23/15: USEPA MAR120000
	NPDES General Permit	Permit for Main St. and East Columbus Ave. received 3/9/15: MAR12B410
	NPDES Remediation General Permit (RGP)	Based on foundation design, no permit is expected to be required.
2. Federal Aviation Administration	Determination of No Hazard to Air Navigation	Approval letters received April 13, 2016: 2016-ANE-471-OE for Hotel/Casino 2016-ANE-471-OE for Parking Garage
		Approval letters received July 14, 2016 for Tower Crane and Liebherr 1250 Crawler Crane
	Form 7460-2: Notice of Actual Construction or Alteration	To be e-filed for Hotel/Casino and Parking Garage within 5 days after the construction reaches its greatest height.
STATE		
1. Massachusetts Gaming Commission	Gaming License	Received 11/7/14
	Findings issued pursuant to M.G.L. ch. 30 sec. 61	Section 61 Findings issued by MGC on Dec. 17, 2015.
	Site Plan Approval	Final Design/Site Plan approved by unanimous vote at meeting on May 12, 2016.

QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016

2. Executive Office of Energy and Environmental Affairs	Massachusetts Environmental Policy Act (MEPA) Review	Certificate on Final Environmental Impact Report Received 12/31/14 (EEA 15033); Certificate on Notice of Project Change (NPC) finding no Supplement Environmental Impact Report required issued 11/25/15.
3. Massachusetts Department of Environmental Protection (MA DEP)	Underground Injection Control (UIC) BRP WS-06	To be filed at project completion
	Construction Dewatering Permit	Based on foundation design, no permit is required as groundwater can be managed internal to the site boundary. A permit will be pursued if any deeper excavation is required.
4. Massachusetts Historical Commission (MHC)	Review of project relative to potential effects of State Register historic/ archeological resources	Final Memorandum of Agreement Approved by MGC on December 17, 2015 and Signed by MHC on December 18, 2015.
5. Massachusetts Department of Transportation (MassDOT)	Findings pursuant to M.G.L. c. 30, sec. 61	Section 61 Findings issued by MassDOT on March 28, 2016.
	Category III Application for Permit to Access State Highway – Package 1 of 2	MGM submitted a 25% design package and Design Exception Report for MassDOT review on 2/8/16– assumed to be a Category III Application for Permit to Access State Highway. Comments on the 25% level package received 4/11/16. Comments were addressed in a 75/100% design package submitted for MassDOT's review on 5/23/16. PS&E design package submitted 9/7/16 for MassDOT's review. Minor comments received and incorporated in final submission of 10/20/16. Highway Access Permit #2-2016-0079 granted on 11/9/16 for construction of multimodal roadway and traffic control improvements for all work affecting the State's infrastructure.
	Category III Application for Permit to Access State Highway – Package 2 of 2	Following several coordination meetings, the 25/75% submission for the Intelligent Transportation System (ITS) enhancements and roadway lighting mitigation as part of Package 2 was submitted to MassDOT on 12/2/16. Comments expected from MassDOT's District 2 office in early 2017. This package is expected to be expedited through final design since the improvements are wholly within the State's jurisdiction area and the scope of improvements has been narrowly defined.
6. Massachusetts Dept. of Housing & Community Development	Chapter 121A Designation as an Urban Redevelopment Project	Approval letter received 12/31/14

QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016

7. Massachusetts Department of Public Safety	Elevator Decommission Permit (recent filings)	None this reporting period.
	Elevator Construction Permits	Application(s) to be filed pending final drawings
	Storage Permit	Not required per 527 CMR 9.00. No fuel tanks in excess of 10,000 gallons are expected to be included in the project.
8. Commonwealth of Massachusetts-Dept. of Fire Services-Office of State Fire Marshall	Storage Tank Removal Permit	None this reporting period.
9. Massachusetts Division of Fisheries and Wildlife	Natural Heritage and Endangered Species Prog.	Filing exemption for Memorial Bridge improvements received on 6/21/16.
LOCAL PERMITS AND APPROVALS UPDATE FOR OCTOBER-DECEMBER, 2016		
1. City of Springfield Department of Public Works – Engineering Division	Construction Management Plan and Temporary Traffic Control Plan	Approval letter dated 12/1/16 for amendment to sheet set for Phase III, submitted 10/25/16.
2. City of Springfield – Code Enforcement/Building Division	Building Permit Demolition	None this reporting period.
	Building Permit Alteration	Removal of two pedestrian bridges at 8th and 10th floors, 95 State Street, 11/16/16: 16BDOT-00236AL
	Building Permit – Sheet Metal	Combustion Air/HVAC 2 nd Floor at 95 State Street, 11/16/16: 16BDOT-00000051SM
	Permit To Do Electrical Wiring	Run temp feeds to pumps P3+P4 / Supply+setup transformer / circuits / connect space heaters / temp wiring / 11-story building at 95 State Street: 11/17/16: 16BDOT-02687EL
		Temporary wiring for heat: 12/2/16, 16BDOT-02802EL
Permit To Do Gas Piping	Provide temp power/lighting at 12 MGM Way, 12/28/16: 16BDOT-03009EL	
3. City of Springfield Historical Commission	MHC Review Concurring Party; Demolition Delay	1 st Floor Temporary Heater at 34 MGM Way, 12/23/16: 16BDOT-01546GA
		SHC approved changes to design for purposes of historic resources and revised MOU on 10/23/15.

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4. Springfield City Council	Overlay District Special Permit	Overlay District Special Permit approved by City Council on December 22, 2015.
	Site Plan Review	MGM Site Plan submission deemed completed on November 23, 2015. The City Council voted to approve the plan on 2/22/16.
	Amendments to HCA	Amendment No. 1 approved by Council vote on 6/22/15. Amendment No. 2 approved by Council vote on 2/22/16.
	Public Way Discontinuance Approval	The City Council voted to approve street discontinuances of both Bliss and Howard Streets on 1/26/16.
5. City of Springfield Department of Health and Human Services	Food Service Establishment Permit	TBD as venues are finalized
6. City of Springfield – Forestry Division	Municipal Tree Work Permit	None this reporting period.
7. Springfield Water and Sewer Commission		None this reporting period
8. City of Springfield – Fire Prevention Bureau	Sprinkler Shut Down	None this reporting period.
	Installation of Above Ground Storage Tank Permit(s)	To be filed at installation of emergency generators and fire pump.
	Fuel Oil, Gasoline and Diesel Fuel Storage Permit	To be filed prior to occupancy of the Parking Garage.
9. City of Springfield – Conservation Commission	Wetlands Protection Act Filing Exemption	None this reporting period.

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135.02.7 In furtherance of specific goals for the utilization of minorities, women and veterans on construction jobs, the licensee shall send and provide a copy to the commission, to each labor union or representative of workers with which the licensee has a collective bargaining agreement or other contract of understanding, a notice advising the labor union or workers representative of the licensee's commitments pursuant to M.G.L. c. 23K §(15) and §§21(a)(21) and (22).

7 ORGANIZED LABOR LETTER

The Project Labor Agreement (PLA) was executed on February 26, 2015. Article XVIII on Page 25 of the Agreement states the construction manager and labor unions' commitment to comply with Owner's Diversity and Affirmative Marketing Program as adopted on January 22, 2015.

A copy of the executed PLA is available to the Massachusetts Gaming Commission's Representative for review.

135.02.8 Prior to the gaming establishment opening for business, in furtherance of specific goals for the utilization of minority business enterprises, women business enterprises and veteran business enterprises as vendors in the provision of goods and services to the gaming establishment, the licensee shall provide to the commission an affirmative marketing plan in which the licensee identifies specific goals, expressed as an overall program goal applicable to the total dollar value of contracts entered into, for the utilization of minority business enterprises, women business enterprises and veteran business enterprises to participate as vendors in the provision of goods and services procured by the gaming establishment and any businesses operated as part of the gaming establishment; provided, however, that the specific goals for the utilization of such minority business enterprises, women business enterprises and veteran business enterprises shall be based on the availability of such minority business enterprises, women business enterprises and veteran business enterprises engaged in the type of work to be contracted by the gaming licensee.

8 OPERATIONAL PHASE DIVERSITY PROGRAM FOR EQUAL OPPORTUNITY

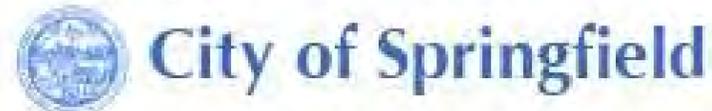
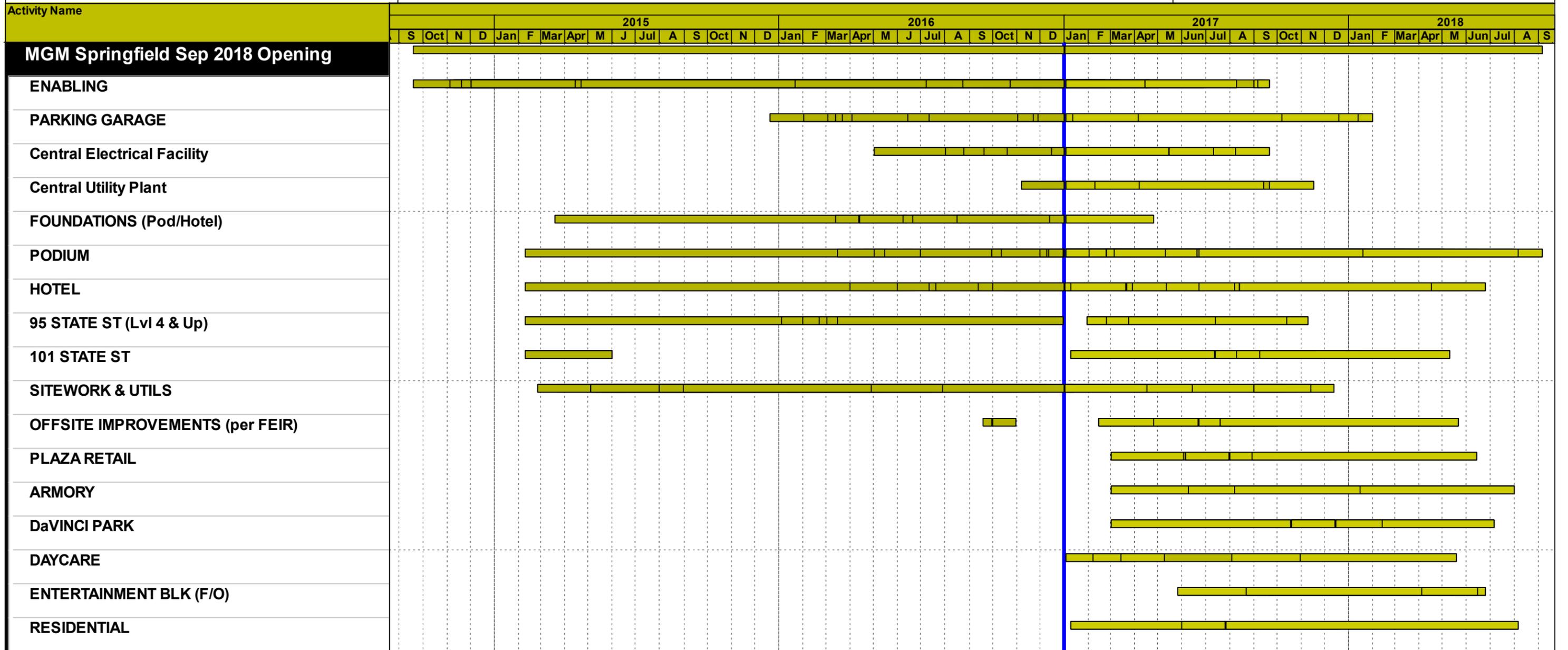
MGM's Diversity and Affirmative Marketing Program was approved on January 22, 2015. MGM will comply with this program to meet goals for Diversity participation in the operational phase of the project.

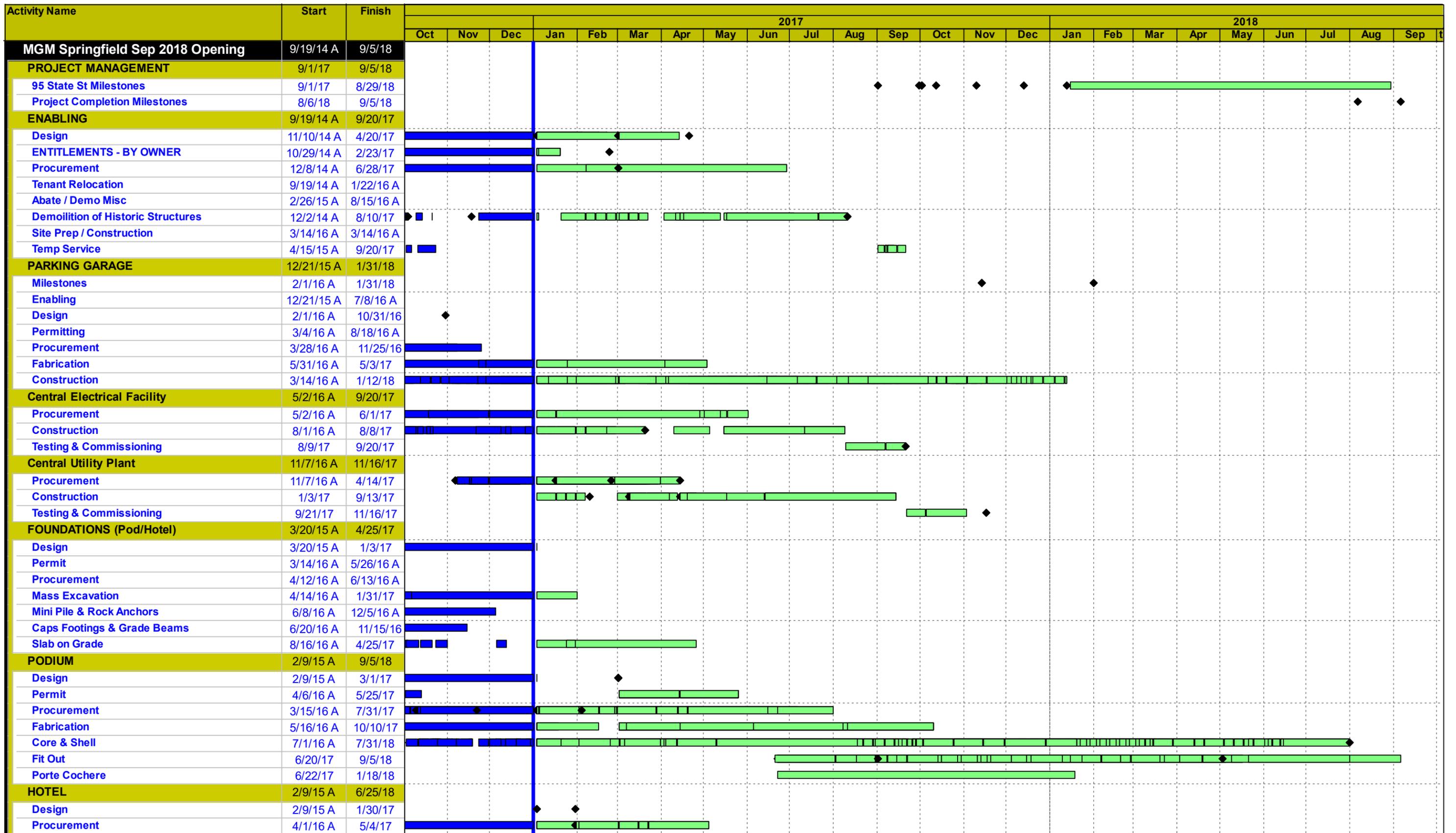
APPENDIX A

LEVEL 1 AND LEVEL 2 PROJECT SCHEDULES

JANUARY 3, 2017 (DATA DATE JANUARY 1, 2017)

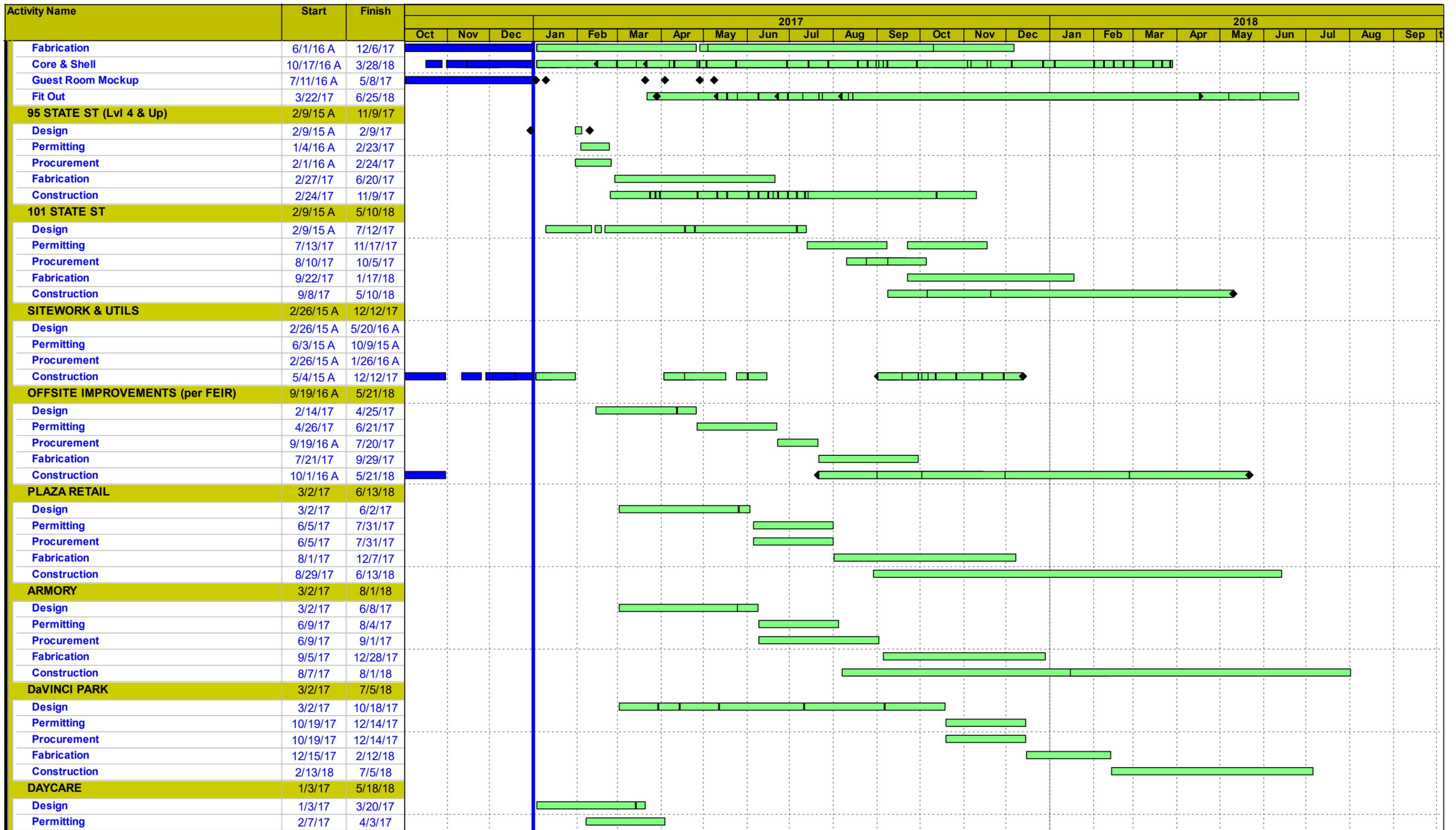
MGM Springfield Project Schedule





- Actual Work
- Remaining Work
- Critical Remaining Work
- Milestone





- █ Actual Work
- █ Remaining Work
- █ Critical Remaining Work
- ◆ Milestone



Activity Name	Start	Finish	2017																								2018											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct											
			Procurement	3/14/17	5/9/17																																	
Fabrication	8/4/17	10/30/17																																				
Construction	10/31/17	5/18/18																																				
ENTERTAINMENT BLK (F/O)	5/26/17	6/25/18																																				
Procurement	5/26/17	1/5/18																																				
Interior Fit Outs	8/22/17	6/25/18																																				
RESIDENTIAL	1/9/17	8/6/18																																				
Design	1/9/17	7/12/17																																				
Permitting	7/13/17	9/7/17																																				
Procurement	5/31/17	7/26/17																																				
Fabrication	7/27/17	12/18/17																																				
Construction	7/27/17	8/6/18																																				

- █ Actual Work
- █ Remaining Work
- █ Critical Remaining Work
- ◆ Milestone



Activity ID	Activity Name	Orig Dur	Start	Finish	Total Float	Predecessors	Successors	Primary Constrai	2017												2018											
									D	J	F	M	A	May	J	July	A	S	O	N	D	J	F	M	A	May	J	July	A	S		
HT-416	Fab & Deliver Facade	80	1/3/17	4/25/17	345	HT-410			[Gantt bar: 1/3/17 to 4/25/17]																							
HT-RSK-62	PROCURE FOOD SERVICE EQUIPMENT (DA / DB PA	154	4/28/17	12/6/17	104	HT-PRO-22	HT-RSK-30	As Lat	[Gantt bar: 4/28/17 to 12/6/17]																							
HT-RSK-60	PROCURE HOODS & WALK-IN COOLERS	110	5/4/17	10/10/17	129	HT-PRO-22	HT-RSK-12	As Lat	[Gantt bar: 5/4/17 to 10/10/17]																							
Core & Shell		314	11/15/16 A	3/28/18	111				[Summary bar: 11/15/16 to 3/28/18]																							
Hoist		215	2/2/17	12/7/17	188				[Summary bar: 2/2/17 to 12/7/17]																							
HT-HST-04	Erect Hoist	5	2/2/17	2/8/17	398	HT-S-P01	HT-HST-08		[Gantt bar: 2/2/17 to 2/8/17]																							
HT-HST-08	Hoist In Operation	200	2/9/17	11/22/17	67	HT-HST-04	HT-HST-06		[Gantt bar: 2/9/17 to 11/22/17]																							
HT-HST-06	Remove Hoist	10	11/24/17	12/7/17	67	HT-P2-42, HT-HS	HT-SCAF-40		[Gantt bar: 11/24/17 to 12/7/17]																							
Hotel Superstructure		95	11/15/16 A	5/16/17	330				[Summary bar: 11/15/16 to 5/16/17]																							
Steel (w Crawler Crane)		47	1/24/17	3/29/17	4				[Summary bar: 1/24/17 to 3/29/17]																							
HT-S-P04	Hotel P04 Steel	4	1/24/17	1/27/17	4	HT-P-P03, HT-G	HT-S-P05		[Gantt bar: 1/24/17 to 1/27/17]																							
HT-S-P05	Hotel P05 Steel	4	1/30/17	2/2/17	4	HT-S-P04, HT-G	HT-SF-2-2, HT-P-I		[Gantt bar: 1/30/17 to 2/2/17]																							
HT-S-P07	Hotel P07 Steel Level 6 and Roof	4	3/20/17	3/23/17	4	HT-P-P05-5	HT-S-P08		[Gantt bar: 3/20/17 to 3/23/17]																							
HT-S-P08	Hotel P08 Steel Level 6 and Roof	4	3/24/17	3/29/17	4	HT-S-P07	PO-P26		[Gantt bar: 3/24/17 to 3/29/17]																							
Plank (w Crawler Crane)		80	12/29/16 A	4/25/17	64				[Summary bar: 12/29/16 to 4/25/17]																							
HT-P-P02	Hotel P02 Plank	4	12/29/16 A	1/3/17	4	PO-P21	HT-P-P03, HT-G-F		[Gantt bar: 12/29/16 to 1/3/17]																							
HT-P-P03	Hotel P03 Plank	4	1/4/17	1/9/17	4	HT-P-P02	HT-S-P04, HT-G-F		[Gantt bar: 1/4/17 to 1/9/17]																							
HT-P-P06	Hotel P06 Plank	5	2/3/17	2/9/17	4	HT-S-P03, HT-S-	HT-P-P06R		[Gantt bar: 2/3/17 to 2/9/17]																							
HT-P-P06R	Hotel P06 Roof Plank	3	2/10/17	2/14/17	4	HT-P-P06	HT-SF-00, HT-RF-		[Gantt bar: 2/10/17 to 2/14/17]																							
HT-P-P04-4	Hotel P04 Plank Level4	4	2/24/17	3/1/17	4	PO-P17	HT-G-P05, HT-P-F		[Gantt bar: 2/24/17 to 3/1/17]																							
HT-P-P04-5	Hotel P04 Plank Level 5	4	3/2/17	3/7/17	4	HT-P-P04-4	HT-P-P05-5, HT-C		[Gantt bar: 3/2/17 to 3/7/17]																							
HT-P-P05-4	Hotel P05 Plank Level4	4	3/8/17	3/13/17	4	HT-P-P04-5	HT-G-P05, HT-P-F		[Gantt bar: 3/8/17 to 3/13/17]																							
HT-P-P05-5	Hotel P05 Plank Level 5	4	3/14/17	3/17/17	4	HT-P-P04-5, HT-	HT-S-P07, HT-G-F		[Gantt bar: 3/14/17 to 3/17/17]																							
HT-P-P07	Hotel P07 Level 6 and Roof Plank	6	4/10/17	4/17/17	4	PO-P26	HT-P-P08, HT-P1-		[Gantt bar: 4/10/17 to 4/17/17]																							
HT-P-P08	Hotel P08 Level 6 and Roof Plank	6	4/18/17	4/25/17	4	HT-P-P07, HT-P;	HT-P-P99, HT-EL-		[Gantt bar: 4/18/17 to 4/25/17]																							
HT-P-P99	Hotel Steel Complete	0		4/25/17	64	HT-P-P08, PO-5	HT-RF-26		[Milestone: 4/25/17]																							
Decking		15	12/19/16 A	1/20/17	59				[Summary bar: 12/19/16 to 1/20/17]																							
HT-DECK-02	Hotel Decking Seq 2	15	12/19/16 A	1/11/17	59	HT-DECK-01, HT	HT-DECK-03, HT-		[Gantt bar: 12/19/16 to 1/11/17]																							
HT-DECK-03	Hotel Decking Seq 3	7	1/12/17	1/20/17	59	HT-DECK-02, HT	HT-COMD-03		[Gantt bar: 1/12/17 to 1/20/17]																							
Concrete on Metal Deck		12	1/12/17	1/27/17	59				[Summary bar: 1/12/17 to 1/27/17]																							
HT-COMD-02	Hotel COMD Seq 2	5	1/12/17	1/18/17	66	HT-DECK-02	HT-SF-2-2		[Gantt bar: 1/12/17 to 1/18/17]																							
HT-COMD-03	Hotel COMD Seq 3	5	1/23/17	1/27/17	59	HT-DECK-03	HT-SF-2-2		[Gantt bar: 1/23/17 to 1/27/17]																							
Grout		95	12/27/16 A	5/16/17	330				[Summary bar: 12/27/16 to 5/16/17]																							
HT-G-P01	Grout P01 Lvl 3-4	5	12/27/16 A	1/9/17	63	HT-P-P01	HT-SF-00		[Gantt bar: 12/27/16 to 1/9/17]																							
HT-G-P02	Grout P02 Lvl 3	5	1/4/17	1/10/17	13	HT-P-P02	HT-S-P04		[Gantt bar: 1/4/17 to 1/10/17]																							
HT-G-P03	Grout P03 Lvl 3	5	1/10/17	1/16/17	13	HT-P-P03	HT-S-P05, HT-SF-		[Gantt bar: 1/10/17 to 1/16/17]																							
HT-G-P06	Grout P06 Lvl 5-Rf	5	2/15/17	2/21/17	339	HT-P-P06R	HT-SF-1-5		[Gantt bar: 2/15/17 to 2/21/17]																							
HT-G-P05	Grout P04 & 5 Lvl 4-5	15	3/20/17	4/10/17	356	HT-P-P04-4, HT-			[Gantt bar: 3/20/17 to 4/10/17]																							
HT-G-P07	Grout P07 & 8 Lvl 6-Rf	15	4/26/17	5/16/17	330	HT-P-P07, HT-P-			[Gantt bar: 4/26/17 to 5/16/17]																							
Stairs		81	11/15/16 A	2/27/17	104				[Summary bar: 11/15/16 to 2/27/17]																							
HT-STR-02	Erect Stairs	81	11/15/16 A	2/27/17	104	HT-P-P01	HT-RF-26		[Gantt bar: 11/15/16 to 2/27/17]																							
Spray Fireproofing		110	2/15/17	7/21/17	284				[Summary bar: 2/15/17 to 7/21/17]																							
Ph I (North of GL HG)		40	2/15/17	4/12/17	314				[Summary bar: 2/15/17 to 4/12/17]																							
HT-SF-00	Spray Fire - Ready to Begin	0	2/15/17		37	HT-P-P06R, PO-	HT-502, HT-SF-1-2		[Milestone: 2/15/17]																							
HT-SF-1-2	Spray Fire - Ph I (North of GL HG) Lvl 2	10	2/15/17	2/28/17	37	HT-SF-00	HT-SF-2-2, HT-SF		[Gantt bar: 2/15/17 to 2/28/17]																							

■ Remaining Level of Effort ■ Remaining ...
■ Actual Level of Effort ■ Critical Re...
■ Actual Work ◆ Milestone

MGM Springfield Sep 2018 Opening
Working Layout / TASK filters: Open / Not Finished, Open Items.



Activity ID	Activity Name	Orig Dur	Start	Finish	Total Float	Predecessors	Successors	Primary Constrai	2017												2018											
									D	J	F	M	A	May	J	July	A	S	O	N	D	J	F	M	A	May	J	July	A	S		
HT-P3-40	Adjust/Test/Commission Elev # 2	5	11/14/17	11/20/17	137	HT-P3-38	HT-P3-42																									
HT-P3-42	Elevator Inspection	2	11/21/17	11/22/17	137	HT-P3-40	PM-ET-07																									
Hotel Service Elev - HS1		145	8/31/17	3/28/18	50																											
HT-S1-10	Delivery & Unload Elev No.2	2	8/31/17	9/1/17	4	HT-P2-10, HT-P1	HT-S1-12, HT-S2-																									
HT-S1-12	Stage Hoistway	3	9/5/17	9/7/17	50	HT-S1-10	HT-S1-14																									
HT-S1-14	Install Brackets/Rails	15	9/8/17	9/28/17	50	HT-S1-12	HT-S1-16																									
HT-S1-16	Set Machine Beams/Machines/OH Eqpt	25	9/29/17	11/3/17	50	HT-S1-14	HT-S1-18																									
HT-S1-18	Set Control Room Eqpt	10	11/6/17	11/17/17	50	HT-S1-16	HT-S1-20																									
HT-S1-20	Build Car Sling	10	11/20/17	12/4/17	50	HT-S1-18	HT-S1-22																									
HT-S1-22	Install Elevator Fronts	15	12/5/17	12/26/17	50	HT-S1-20	HT-S1-24																									
HT-S1-24	Install Elevator Fixtures	5	12/27/17	1/3/18	50	HT-S1-22	HT-S1-26																									
HT-S1-26	Install Elevator Doors	20	1/4/18	1/31/18	50	HT-S1-24	HT-S1-28																									
HT-S1-28	Pipe & Wire Hoistway	5	2/1/18	2/7/18	50	HT-S1-26	HT-S1-30																									
HT-S1-30	Work by Others - Pit Ladder, Lights, Disconnects	5	2/8/18	2/14/18	50	HT-S1-28	HT-S1-32																									
HT-S1-32	Build Elevator Cab	5	2/15/18	2/21/18	50	HT-S1-30	HT-S1-34																									
HT-S1-34	Pipe & Wire Cab	5	2/22/18	2/28/18	50	HT-S1-32	HT-S1-36																									
HT-S1-36	Hang Car Doors	10	3/1/18	3/14/18	50	HT-S1-34	HT-S1-38																									
HT-S1-38	Elevator Flooring by Others	4	3/15/18	3/20/18	50	HT-S1-36	HT-S1-40																									
HT-S1-40	Adjust/Test/Commission Elev # 2	4	3/21/18	3/26/18	50	HT-S1-38	HT-S1-42																									
HT-S1-42	Elevator Inspection	2	3/27/18	3/28/18	50	HT-S1-40	PM-ET-07																									
Hotel Service Elev - HS2		145	8/31/17	3/28/18	50																											
HT-S2-10	Delivery & Unload Elev No.2	2	8/31/17	9/1/17	4	HT-S1-10	HT-S2-12, PO-BP																									
HT-S2-12	Stage Hoistway	3	9/5/17	9/7/17	50	HT-S2-10	HT-S2-14																									
HT-S2-14	Install Brackets/Rails	15	9/8/17	9/28/17	50	HT-S2-12	HT-S2-16																									
HT-S2-16	Set Machine Beams/Machines/OH Eqpt	25	9/29/17	11/3/17	50	HT-S2-14	HT-S2-18																									
HT-S2-18	Set Control Room Eqpt	10	11/6/17	11/17/17	50	HT-S2-16	HT-S2-20																									
HT-S2-20	Build Car Sling	10	11/20/17	12/4/17	50	HT-S2-18	HT-S2-22																									
HT-S2-22	Install Elevator Fronts	15	12/5/17	12/26/17	50	HT-S2-20	HT-S2-24																									
HT-S2-24	Install Elevator Fixtures	5	12/27/17	1/3/18	50	HT-S2-22	HT-S2-26																									
HT-S2-26	Install Elevator Doors	20	1/4/18	1/31/18	50	HT-S2-24	HT-S2-28																									
HT-S2-28	Pipe & Wire Hoistway	5	2/1/18	2/7/18	50	HT-S2-26	HT-S2-30																									
HT-S2-30	Work by Others - Pit Ladder, Lights, Disconnects	5	2/8/18	2/14/18	50	HT-S2-28	HT-S2-32																									
HT-S2-32	Build Elevator Cab	5	2/15/18	2/21/18	50	HT-S2-30	HT-S2-34																									
HT-S2-34	Pipe & Wire Cab	5	2/22/18	2/28/18	50	HT-S2-32	HT-S2-36																									
HT-S2-36	Hang Car Doors	10	3/1/18	3/14/18	50	HT-S2-34	HT-S2-38																									
HT-S2-38	Elevator Flooring by Others	4	3/15/18	3/20/18	50	HT-S2-36	HT-S2-40																									
HT-S2-40	Adjust/Test/Commission Elev # 2	4	3/21/18	3/26/18	50	HT-S2-38	HT-S2-42																									
HT-S2-42	Elevator Inspection	2	3/27/18	3/28/18	50	HT-S2-40	PM-ET-07																									
Guest Room Mockup		200	8/1/16 A	5/8/17	347																											
Pre Con		115	8/1/16 A	1/9/17	347																											
HT-MU-12	Contractor to order early CFCI items (as made available)	5	8/1/16 A	1/2/17	347	HT-MU-10	HT-MU-106																									
HT-MU-14	Construction documents and ID Drawings complete	0		1/2/17	347	HT-MU-44	HT-MU-16																									
HT-MU-16	OFCI, CFCI, FF&E and OS&E orders placed	0		1/9/17	347	HT-MU-14	HT-MU-60																									
Fit Out		10	3/20/17	4/3/17	347																											
HT-MU-60	Interior fit out of Model Rooms CFCI	0		3/20/17	347	HT-MU-16	HT-MU-62																									

Remaining Level of Effort
 Remaining ...
 Actual Level of Effort
 Critical Re...
 Milestone

MGM Springfield Sep 2018 Opening
Working Layout / TASK filters: Open / Not Finished, Open Items.



APPENDIX B

PRESENTATION TO THE ACCESS AND OPPORTUNITY COMMITTEE OF JANUARY 10, 2017

Access and Opportunity Committee

January 10, 2017



Agenda

1. Outreach Update
2. Construction Workforce
3. Design Commitments
4. Construction Commitments



Outreach Update



OUTREACH UPDATE

1. Outreach to MBE, WBE & VBE Companies
2. Community Partners Network
3. Union Partnership & Outreach
4. Other Diversity Outreach Work
5. Upcoming Events

OUTREACH TO MBE, WBE & VBE COMPANIES

Construction:

Ref	Company	Location	Diversity Status
1	Capasso Restoration	North Haven, CT	WBE
2	CCB, Inc. Construction Services	Westbrook, ME	WBE ⁽¹⁾
3	Kittredge Food Service Equipment & Supplies	Agawam, MA	WBE
4	T & M Equipment Corporation	Springfield, MA	VBE

Supplier:

Ref	Company	Location	Diversity Status
5	Carol's Lighting & Supply Co.	Canton, MA	MBE/WBE
6	JMK Building Supply Inc.	Colchester, CT	WBE

Design/Consulting:

Ref	Company	Location	Diversity Status
7	Aero Sage, LLC	Tampa, FL	VBE

Notes:

(1) CCB is in the process of certifying with Massachusetts SDO as a WBE.

COMMUNITY PARTNERS NETWORK

Ref	Organization	Location
1	A.W.A.K.E. Inc.	Springfield, MA
2	Betterman Construction, Inc.	Springfield, MA
3	Carpenters Union #108	Springfield, MA
4	Community Works	Springfield, MA
5	East African Cultural Center	Springfield, MA
6	Gandara Springfield Family Resource Center	Springfield, MA
7	HAP Housing	Springfield, MA
8	Ironworkers Union #7	Springfield, MA
9	Laborers #999	Springfield, MA
10	Lighthouse/ Human Resources Unlimited	Springfield, MA
11	Neighbor to Neighbor	Springfield/Holyoke, MA
12	Springfield Veterans Services Dept.	Springfield, MA

COMMUNITY PARTNERS NETWORK

Ref	Organization	Location
13	STCC Workforce Development Department	Springfield, MA
14	Training Resources of America	Western Massachusetts
15	Uptown Construction Collaborative	Springfield, MA
16	Urban League of Greater Springfield	Springfield, MA
17	Veteran's Inc.	Springfield, MA
18	We The Villagers	Springfield, MA
19	Western Mass. COSH	Western Massachusetts
20	Western Mass. Employment Collaborative	Springfield, MA
21	Westover Job Corps.	Westover, MA
22	Young Urban Engineering Entrepreneurship Academy	Springfield, MA
23	YWCA/Youth Build	Springfield, MA

COMMUNITY PARTNERS NETWORK

December 7, 2016: Meeting held with MGM Springfield Construction Team

Meeting Highlights:

- 10 Community Partners attended.
- Review of the CPN Launch Announcement.
- Report on which new community organizations have submitted CPN membership applications, or made inquiries about joining the CPN.
- Review of upcoming CPN Training Calendar.



COMMUNITY PARTNERS NETWORK

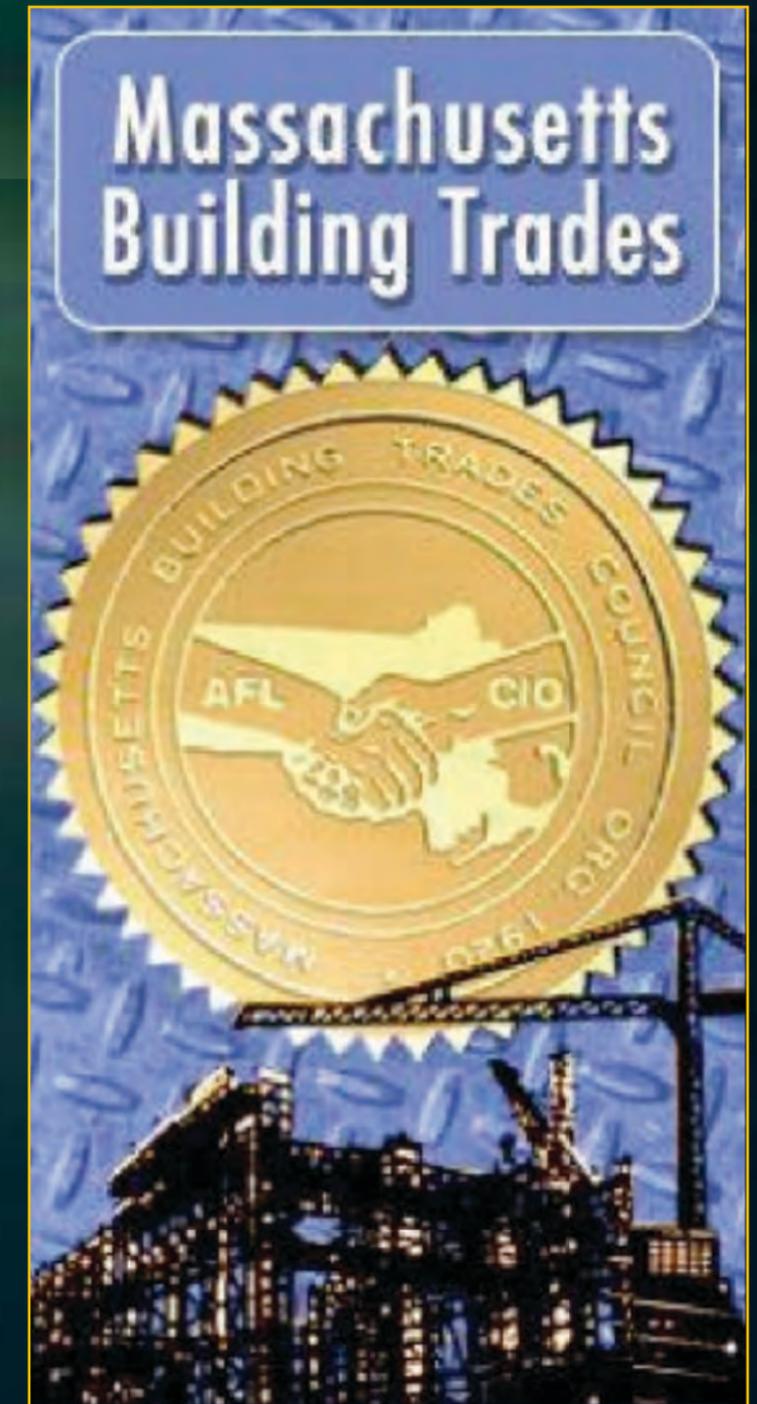
- Review of Upcoming Union Apprenticeship Enrollment/Application Dates.
- Brainstorm on the upcoming work of the CPN for 2017 & beyond.
- Review of Advocacy items coming up in 2017, including the REO meetings/hearings.



UNION PARTNERSHIP & OUTREACH

Continued meetings and discussions with local trade unions to include:

- Assistance with targeted diversity recruitment based on the needs of the individual trade union.
- Assistance with upcoming new Union Apprenticeship Enrollment events.
- Partnerships on upcoming outreach events.
- Sharing the MGM Labor Pool of eligible diverse union members looking for work as the unions ramp up on the MGM Springfield project and other local construction projects.
- MGM Springfield Diversity & Public Relations Team to work with PVBT & Carpenters Union #108 to coordinate a Public Relations & Outreach campaign that will begin in the 1st Qtr. of 2017.

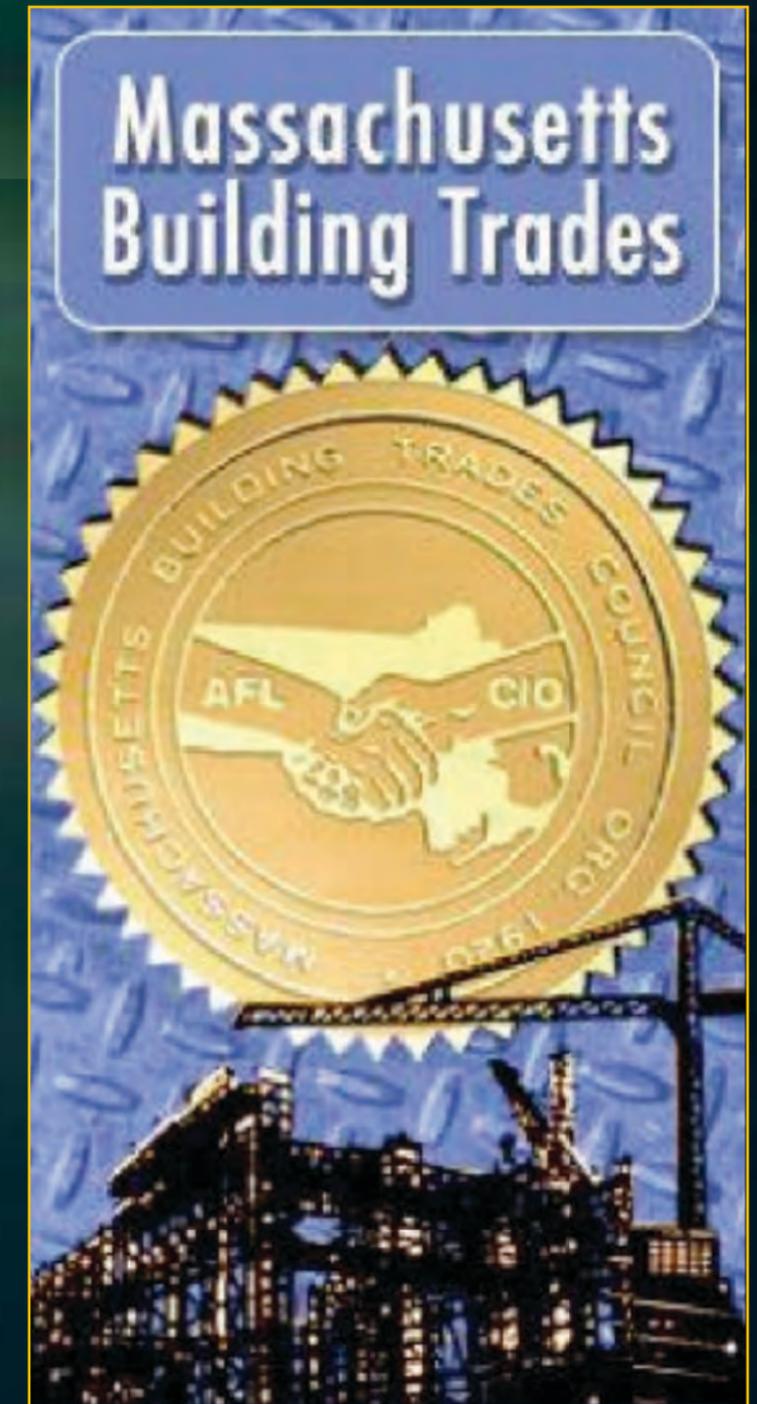


UNION PARTNERSHIP & OUTREACH

Continued referrals and tracking of new diverse union applicants in their union application process.

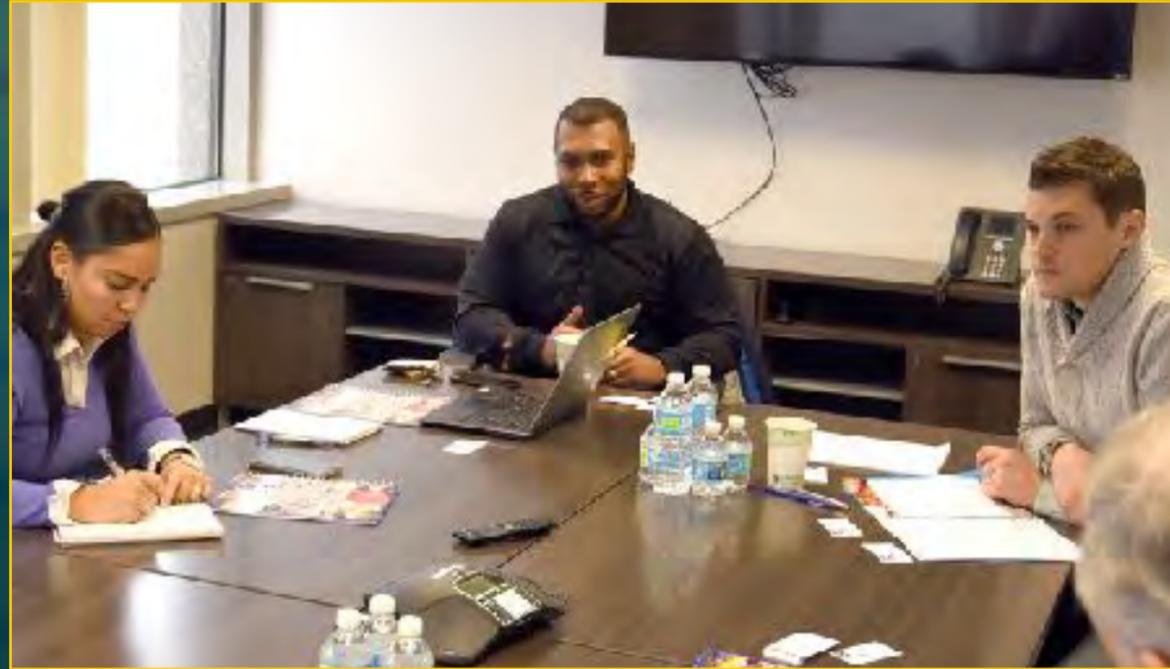
Capturing and tracking success stories and highlights:

- **1 newly identified union member** looking for work identified through outreach and added to the MGM Springfield Available Labor Pool list and shared with Tishman Construction and MGM Springfield Sub-Contractors looking for union workers.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 5, 2016:** MGM Springfield Construction Outreach Session: Food Service Equipment & Misc. Metals.



BUILDING A STRONG FOUNDATION

ARE YOU A MISCELLANEOUS METALS OR FOOD SERVICE EQUIPMENT CONTRACTOR?

MGM Springfield would like to invite you to a 1-on-1 info session. We are seeking miscellaneous metals and food service contractors with average annual turnover greater than \$5 million or are invited to learn about opportunities with the MGM Springfield project. Metals contractors must have recent experience on projects of \$2.5 million or more, as well as in-house fabrication and in-plant engineering and detailing capability. Food service contractors must have recent experience on projects of \$5 million or more, design/build experience and capacity, and the ability to project manage and install in-plant equipment. In-house stainless steel fabrication also required.

When: Monday, December 5, 2016
Time: 10:00 AM - 1:00 PM
Where: MGM Springfield
To schedule an appointment, email construction@mgm.springfield.com

Where: MGM Springfield
Construction Office
One Monarch Place, Suite 910
Springfield, MA 01144

MGM Springfield and Tishman representatives will meet with qualified contractors to explain the scope of upcoming work, the prequalification process, and MGM Springfield's policy on contractors, materials and purchasing. There will also be an overview of the project's diversity requirements.



Building Excellence



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 12, 2016:** MGM Construction Outreach Session: Mill Work & Tile/Stone/Carpet.



BUILDING A STRONG FOUNDATION

ARE YOU A UNION STONE, TILE AND CARPET OR MILL WORK CONTRACTOR?

MGM Springfield would like to invite you to a 1-on-1 presentation. Union stone and tile contractors who have installed a minimum of 50,000 sq. ft. of material with contracts in excess of \$1 million are invited to learn about opportunities with the MGM Springfield project. Contractors who also have worked on a fast-track project and installed a minimum of 100,000 sq. ft. with contracts greater than \$2 million and 5-4-55+ level of finish. Union millwork contractors must have installed multiple Class A-4 stone finishes with a contract value greater than \$5 million.

When: Monday, December 12th
30-minute slots available from 9 a.m. to 1 p.m.
by appointment only.

To schedule an appointment, email construction@mgmspringfield.com.

Where: MGM Springfield Community Office
One Massachusetts Plaza, Suite 900
Springfield, MA 01104

MGM Springfield and its team representatives will meet with qualified contractors to explain the scope of upcoming work, the prequalification process, and MGM Springfield's policy on contractors, vendors and purchasing. There will also be an overview of the project's diversity requirements.



Joining As A Vendor



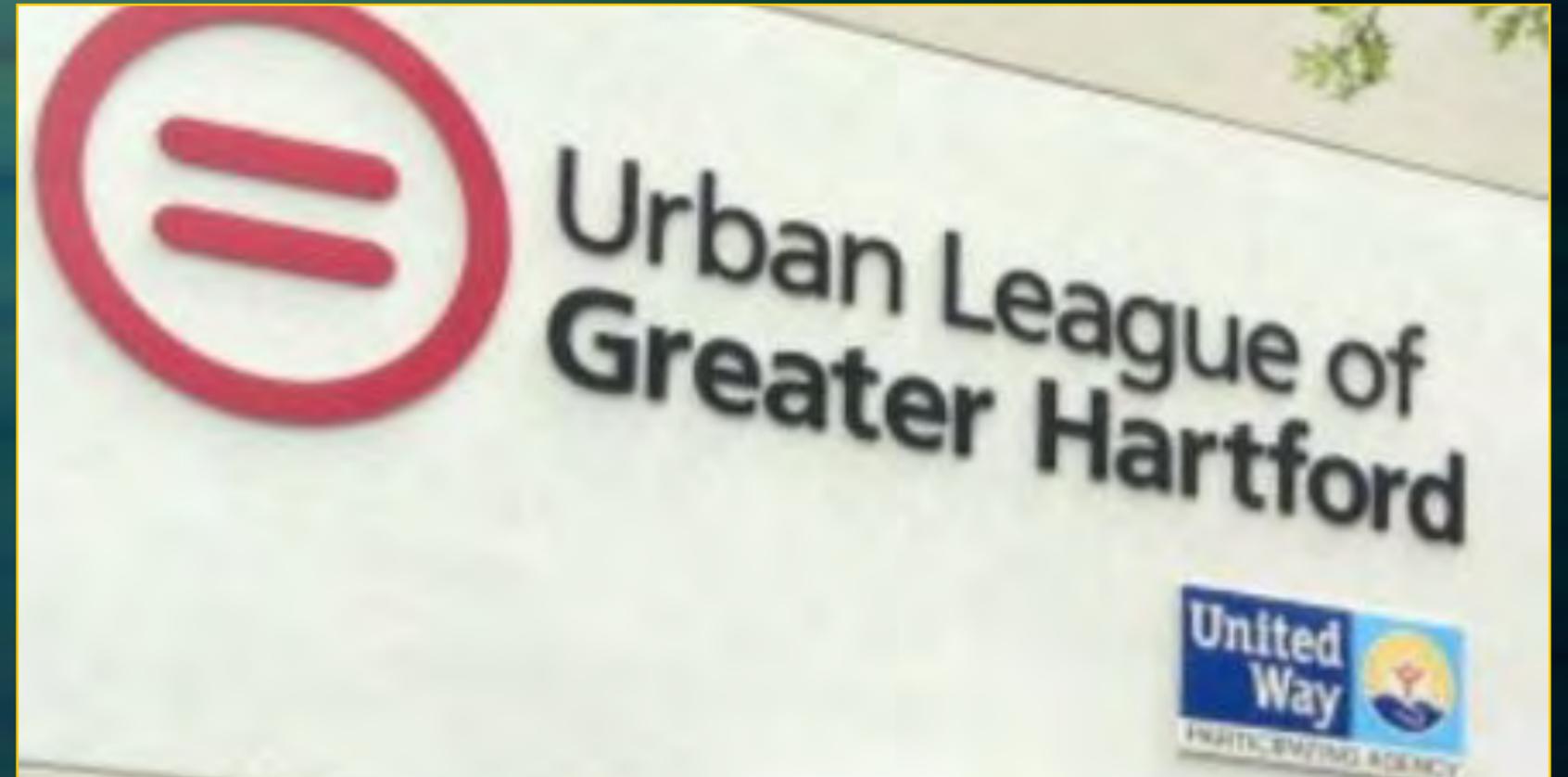
OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 14, 2016:** Minority Construction Council MGM Springfield Construction Diversity Presentation and Q/A.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 15, 2016:** MGM Springfield Construction Diversity Presentation/Meeting w/Greater Hartford Urban League Construction & Vocational Program Staff.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 16, 2016:** U.S. Small Business Administration.
- **December 19, 2016:** Girls In Trades Conference & Fair Western Mass. Planning Meeting.



UPCOMING OUTREACH/ EVENTS

Upcoming Diversity Outreach Work:

- **January, 2017:** A Day in the Life of a Union Tradesperson Networking Event
- **January 19, 2017:** MGM Springfield Construction Outreach Session: Hardscape & Landscape Contractors
- **February, 2017:** Community Partners Network Meeting
- **February, 2017:** MGM Springfield FF&E Information Session



BUILDING A STRONG FOUNDATION

ARE YOU A CONTRACTOR SPECIALIZING IN HARDSCAPE/LANDSCAPE?

Union hardscape/landscape contractors are invited to one-on-one information sessions to learn about opportunities related to the MGM Springfield project. Companies must have completed three or more large scale commercial projects larger than \$3 million over the past three years and have experience with irrigation, pavers, specialty finishes, specialty lighting, firepits, roof decks, high quality painters and blenders.

When: Thursday, January 19
30-min. to slots available from 9 a.m. to 1 p.m.
BY APPOINTMENT ONLY
To schedule an appointment, email construction@mgmspringfield.com

Where: MGM Springfield Community Office
One Merriam Place, Suite 910
Springfield, MA 01114

MGM Springfield and Tishman representatives will meet with qualified contractors to explain the scope of upcoming work, the prequalification process, and MGM Springfield's policy on contractors, vendors and purchasing. There will also be an overview of the project's diversity requirements.

MGM
www.mgm.com

Building Communities.

DIVERSITY SUCCESS STORIES

- **MGM Springfield Union Construction Worker January 2017 Highlight:**

Stephanie Stevens

- Carpenters 108
- U.S. Army Veteran, Minority, Female, Springfield Resident



Construction Workforce



WORKFORCE DIVERSITY STATISTICS - UNION

AS OF DECEMBER 31, 2016

Group	Project Goals	Project To Date %
Women	6.90%	8.55%
Minority	15.30%	30.01%
Veteran	8.00%	8.88%

Notes:

(1) Statistics include all workforce reports that were received by MGM as of December 31, 2016.

WORKFORCE DIVERSITY STATISTICS - TOTAL

AS OF DECEMBER 31, 2016

Group	Project Goals	Project To Date %
Women	6.90%	10.07%
Minority	15.30%	24.70%
Veteran	8.00%	9.76%

Notes:

- (1) Statistics include all workforce reports that were received by MGM as of December 31, 2016.
- (2) The Diversity plan approved by the MGC allows reporting to include hours allocated to multiple diversity categories. 6.31% of total workforce hours are included in two of the diversity categories and 0.27% of total workforce hours are included in three diversity categories.
- (3) While this is not a reporting requirement of the approved diversity plan, the total hours worked through 4th Quarter 2016 is as follows:
 - Approximately 36% are from Springfield/ Surrounding Communities
 - Approximately 58% are from Western Massachusetts
 - Approximately 83% are from Massachusetts

WORKFORCE 3 MONTH LOOK AHEAD

1. **Work in Progress** - Water/Sewer/Gas/Electric Infrastructure
2. **Work in Progress** - Garage Foundations
3. **Work in Progress** - Underground MEP for Garage
4. **Work in Progress** - Generator Switch Gear Area
5. **Work in Progress** - Underground MEP Hotel Podium
6. **Work in Progress** - Concrete Slab on Grade for Podium
7. **Work in Progress** - Pre-cast Garage Elements
8. **Work in Progress** - Garage Erection
9. **Work in Progress** - Steel Erection for Hotel Podium
10. **Work in Progress** - Temp Heating
11. **Work in Progress** - Interior Fitout of 95 State
12. **Work in Progress** - Scaffolding
13. **Work in Progress** - Spray Fireproofing
14. **Work in Progress** - Concrete Slab on Metal Deck
15. **Work in Progress** - CEF Masonry
16. Jan 2017 - Garage Interior MEP, Sprinklers, Storm
17. Jan 2017 - 95 State Street Interior Fit Out
18. Feb 2017 - Building Enclosure
19. Feb 2017 - MEP Distribution for Podium
20. Mar 2017 - Interior Masonry

Design & Construction Commitments



DESIGN & CONSTRUCTION COMMITMENTS

THROUGH DECEMBER 31, 2016

Group	Project Goals	Commitments	Variance	Company Count	Value
WBE	10.0%	17.0%	7.0%	51	\$43.12M
MBE	5.0%	7.8%	2.8%	32	\$19.92M
VBE	2.0%	5.8%	3.8%	13	\$14.62M

Notes:

(1) Total Commitments through December 31, 2016 are \$254.1M.

(2) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

Design & Consulting Commitments



DESIGN & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	13.9%	16	\$5.15M
MBE	5.0%	11.6%	15	\$4.28M
VBE ⁽³⁾	2.0%	4.5%	2	\$1.67M

Notes:

(1) Total Commitments through December 31, 2016 are \$37.0M.

(2) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

(3) Value for VBE (Stevens & Associates) is included in the Construction Commitments because they are being billed through Tishman.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DESIGN & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
1	A I Engineers, Inc.	Construction Engineering and Inspection	Middletown, CT	MBE
2	AAC Investments, LLC	Interior Design	Los Angeles, CA	WBE
3	AFO Project Consulting, LLC	Construction Consulting	Las Vegas, NV	VBE
4	Akal Engineering, Inc.	MEP Consulting Engineering Services	Boylston, MA	MBE
5	Andelman & Lelek Engineering, Inc.	Energy Modeling	Norwood, MA	WBE
6	Black Hawk Group	Consulting Engineer Services	Philadelphia, PA	MBE
7	C&C Consulting Engineers, LLC	Structural Peer Review	Allston, MA	MBE
8	Calvin Consulting Services, LLC	Construction Consulting	Las Vegas, NV	WBE
9	Communications for Design LLC	Design and Project Management Support Services	Northfield, MN	WBE
10	Convergent Technologies	Acoustics/ Audio Visual/ IT/ Low Voltage	Lockport, NY	WBE
11	Copley Wolff Design Group, Inc.	Full Landscape Architectural Services	Boston, MA	WBE
12	Desert Construction Consulting, Ltd	Estimating and Contractor Bidding Services	Henderson, NV	MBE
13	Desman, Inc.	Parking Garage Bridging Documents (LOA)	Boston, MA	MBE
14	Dietz & Company Architects, Inc.	Full Service Architecture and Interior Design	Springfield, MA	WBE
15	Engineers Design Group, Inc.	Structural Engineering Consulting Services	Malden, MA	MBE
16	Erin Chrusciel Photography, LLC	Photography	East Longmeadow, MA	WBE

Notes:

(1) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

(2) Green highlighted companies have been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DESIGN & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
17	Fernandez & Associates	Fire Protection Design and Code Consulting Services	Byfield, MA	MBE
18	JoAnn Jones	Administrative Services	Henderson, NV	WBE
19	Keville Enterprises, Inc.	Construction Management and Inspection	Marshfield, MA	WBE
20	Marshall Moya Design, LLC	Architectural Services	Washington, DC	MBE
21	MCLA, Inc.	Lighting	Washington, DC	WBE
22	Nitsch Engineering, Inc.	Engineering Services	Boston, MA	WBE
23	Pari Riahi Architects, Inc.	Executive Architect	Amherst, MA	WBE
24	Pristine Engineers, Inc.	MEP Peer Review Services	Raynham, MA	MBE
25	Renderready, LLC	Rendering and Graphic Design	Henderson, NV	MBE
26	Soden Sustainability Consulting, LLC	LEED	Winchester, MA	WBE
27	Spec's Design Group, LLC	Interior Design	Springfield, MA	WBE
28	Stevens & Associates	Façade Stabilization Design	Brattleboro, VT	VBE
29	Timothy Haahs & Associates, Inc.	Architect and Engineer of Record/ Parking Consultant	Blue Bell, PA	MBE
30	US Inspection & Consulting, LLC	Construction Inspections	Lake Havasu City, AZ	MBE
31	VAV International, Inc.	Mechanical Consulting	Woburn, MA	MBE
32	WA Architects, Inc.	Architectural Services	Cleveland, OH	MBE
33	YA Construction Services, LLC	MEP Peer Review	St. Louis, MO	WBE

Notes:

(1) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

(2) Green highlighted companies have been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

Construction Commitments



CONSTRUCTION COMMITMENTS

THROUGH DECEMBER 31, 2016

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	17.5%	35	\$37.97M
MBE	5.0%	7.2%	17	\$15.64M
VBE	2.0%	6.0%	11	\$12.95M

Notes:

(1) Total Commitments through December 31, 2016 are \$217.1M.

(2) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
1	Aces Enterprises, LLC	Steel Plate Supplier	Dunlap, IL	VBE
2	All American Signs	Signage	Plymouth, MA	VBE
3	Alonzee Consulting	Construction Consulting	Las Vegas, NV	WBE
4	American Environmental, Inc.	Abatement	Holyoke, MA	MBE
5	Architectural Products, Inc.	Glass and Glazing	Burlington, CT	WBE
6	Arrow Security Corporation	Security Guard Services	Springfield, MA	VBE
7	Ayala Excavating and Trucking, LLC	Trucking	Springfield, MA	MBE
8	BECO Electrical Contractors, Inc.	Electrical	Monson, MA	VBE
9	Berkshire Concrete Cutting, LLC	Saw Cutting	Torrington, CT	WBE
10	C&C Contractors, LLC	Trucking Services	Springfield, MA	MBE
11	C&D Electronics, Inc.	Cabling, Wiring, Electronics Supplier	Holyoke, MA	WBE
12	Chabot & Burnett Construction Co., Inc.	Masonry Contractor	Agawam, MA	WBE
13	CK Flooring Solutions, Inc.	Carpet Installer	Chicopee, MA	WBE
14	CMJ, LLC	Property Management/Maintenance	Springfield, MA	MBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
15	Connecticut Drywall Finishing, Inc.	Drywall	West Springfield, MA	WBE
16	Connecticut Temperature Controls, LLC	Controls	Newington, CT	VBE
17	Coghlin Electrical Contractors, Inc.	Electrical Services	Worcester, MA	WBE
18	C.R. Levesque Trucking Corp.	Hauling & Equipment Transportation	Monson, MA	WBE
19	Davenport Advisors, LLC	Property Management/ Maintenance	Boston, MA	MBE
20	Dependable Masonry Construction Company, Inc.	Masonry and Brickpaving	North Reading, MA	MBE
21	Eastern General Contractors, Inc.	General Contractor - Rigging	Springfield, MA	MBE
22	EDM Construction, Inc.	Carpentry & Structural Steel Erection	Merrimac, MA	WBE
23	E L Waterman, Inc.	Pipe Supplier	Foxboro, MA	WBE
24	Evermore Light & Power, Inc.	Electrical	Somerville, MA	WBE
25	Fabiano Oil Corp.	Fuel & Oil Supplier	Wrentham, MA	WBE
26	Fisher Contracting Corporation	General Contracting Services	Worcester, MA	WBE
27	Federal Concrete, Inc.	Concrete Services	Hopedale, MA	WBE
28	Fletcher Sewer & Drain, Inc.	Inspection - FEIR	Ludlow, MA	WBE
29	Folan Waterproofing and Construction Company, Inc.	Masonry Contractors & Waterproofing	South Easton, MA	WBE
30	Frisoli Electric, Inc.	Electrical	Holbrook, MA	VBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
31	Gomes Construction Co. Inc.	Utility Connections	Ludlow, MA	WBE
32	Granite City Electric Supply Company, Inc.	Electrical Supplier	Quincy, MA	WBE
33	Green Insulation, Inc.	Insulation	Adams, MA	WBE
34	H B Welding, Inc.	Steel, Welding, Iron Work	Johnston, RI	WBE
35	Homeland Mechanical, LLC	Pipe Supplier	Quincy, MA	VBE
36	Industrial Flame Cutting, Inc.	Steel Plate Supplier	Beacon Falls, CT	VBE
37	JRL Construction, Inc.	General Contractor - Demolition	Springfield, MA	VBE
38	Kittredge Equipment Company, Inc.	Kitchen Equipment	Agawam, MA	WBE
39	L.K. Sheet Metal, Inc.	Sheet Metal	East Hartford, CT	WBE
40	Larry's Trucking Co.	Trucking	Springfield, MA	MBE
41	Lindon Group	Piping Materials	East Providence, RI	WBE
42	Medeiros Hydroseeding & Landscaping Construction, Inc.	Trucking and Soil Materials	Monson, MA	MBE
43	Moor Metals, Inc.	Sales and Distribution of Metals	Holliston, MA	MBE
44	Ms. Pipe, LLC	Procurement of Valves, Pipes and Fittings	South Windsor, CT	WBE
45	New England Foundation Company, Inc.	Helical Piles	Boston, MA	WBE
46	Northeastern Steel Corporation	Steel Distributor	Revere, MA	MBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
47	Performance Testing & Balancing LLC	Testing & Balancing	South Hampton, MA	VBE
48	Rebars & Mesh, Inc.	Concrete	Haverhill, MA	WBE
49	Regis Steel Corporation	Steel Erection/ Reinforcing	Fall River, MA	MBE
50	S&F Concrete Contractors, Inc.	Concrete	Hudson, MA	MBE
51	Security Construction Services, Inc.	Fencing	Hudson, MA	WBE
52	SOS Corporation	Construction Cleaning, Selective Interior Demolition	Milford, MA	WBE
53	Steere Engineering, Inc.	Engineering Services	Warwick, RI	WBE
54	Strategic Environmental Services, Inc.	Environmental Consultants	Sutton, MA	WBE
55	Supplies Exchange Systems	Materials Supplier	Dorchester, MA	MBE
56	Tavares, LLC	Fireproofing	Providence, RI	MBE
57	T & M Equipment Corporation	Excavating Contractor	Springfield, MA	VBE
58	Titan Roofing Company	Roofing	Springfield, MA	MBE
59	Triton Leasing and Rental, Inc.	Demolition & Abatement	Feeding Hills, MA	WBE
60	Ultimate Abatement Company, Inc.	Abatement	Plainfield, MA	WBE
61	Welch Associates Land Surveyors, Inc.	Land Surveying	West Bridgewater, MA	WBE
62	Willow Tree Outdoor, LLC	Landscape	Springfield, MA	WBE
63	Younger Brothers Construction, LLC	Materials Supplier	Watertown, MA	MBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

APPENDIX C

CONSTRUCTION WORKFORCE STATISTICS AS OF DECEMBER 31, 2016

MGM Springfield
Workforce Diversity Report (By Company)
As of: December 31, 2016

Reference	Company	This Month's Workforce Diversity Statistics								Project To Date Workforce Diversity Statistics							
		Employee Count	This Month's Total Hours	Women		Minority		Veteran		Employee Count	Project To Date Total Hours	Women		Minority		Veteran	
				Hours	%	Hours	%	Hours	%			Hours	%	Hours	%	Hours	%
1	Acraom Masonry Enterprises, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	1,580.50	0.00	0.00%	824.50	52.17%	0.00	0.00%
2	AeroClean	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	1,740.00	0.00	0.00%	847.50	48.71%	0.00	0.00%
3	Allied Fire Protection, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,354.00	0.00	0.00%	256.00	18.91%	0.00	0.00%
4	American Environmental, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	188	27,425.75	1,530.00	5.58%	24,245.25	88.40%	288.50	1.05%
5	AmQuip Crane Rental LLC	4	241.00	0.00	0.00%	120.50	50.00%	0.00	0.00%	8	1,151.50	0.00	0.00%	559.50	48.59%	0.00	0.00%
6	Ayotte & King For Tile, Inc	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	24	450.50	0.00	0.00%	4.00	0.89%	0.00	0.00%
7	Bay Crane Northeast	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	10.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
8	Bay State Elevator Co.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	8	315.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
9	BECO Electrical Contractors, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	11	3,433.50	0.00	0.00%	1,116.50	32.52%	2,088.00	60.81%
10	Berkshire Concrete Cutting	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	24.50	0.00	0.00%	0.00	0.00%	7.50	30.61%
11	Berlin Steel Construction Company	53	6,273.50	497.00	7.92%	907.50	14.47%	728.00	11.60%	56	14,682.50	1,527.00	10.40%	2,495.00	16.99%	1,870.00	12.74%
12	Blakeslee Prestress, Inc.	21	1,994.50	223.00	11.18%	262.00	13.14%	124.50	6.24%	33	8,946.00	921.50	10.30%	1,118.50	12.50%	618.00	6.91%
13	Chabot & Burnett Construction Co., Inc.	12	944.50	0.00	0.00%	150.00	15.88%	71.00	7.52%	19	1,347.50	0.00	0.00%	196.00	14.55%	102.00	7.57%
14	Champlain Masonry, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	36	5,090.75	100.00	1.96%	1,965.00	38.60%	688.00	13.51%
15	Chandler Architectural Products	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	455.50	0.00	0.00%	53.00	11.64%	64.00	14.05%
16	CK Flooring Solutions, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	11	279.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
17	Coghlin Electrical Contractors, Inc.	8	688.00	32.00	4.65%	8.00	1.16%	8.00	1.16%	19	2,689.00	32.00	1.19%	58.00	2.16%	290.00	10.78%
18	Collins Electrical	15	1,295.00	160.00	12.36%	176.00	13.59%	77.00	5.95%	45	10,906.00	1,905.50	17.47%	1,021.00	9.36%	1,825.00	16.73%
19	Commonwealth Guardrail, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	17	690.00	4.00	0.58%	69.00	10.00%	0.00	0.00%
20	Connecticut Drywall Finishing, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	20	1,335.50	0.00	0.00%	158.50	11.87%	0.00	0.00%
21	Conte Company, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	24.00	0.00	0.00%	0.00	0.00%	8.00	33.33%
22	EDM Construction, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	266.50	30.50	11.44%	90.50	33.96%	94.50	35.46%
23	EF Corcoran Plumbing & Heating, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	16.00	16.00	100.00%	0.00	0.00%	0.00	0.00%
24	Evermore Light and Power, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	613.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
25	Federal Concrete, Inc.	18	658.00	46.00	6.99%	8.00	1.22%	70.00	10.64%	59	17,122.00	1,348.50	7.88%	3,308.00	19.32%	1,340.50	7.83%
26	Folan Waterproofing & Construction	1	16.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,263.00	0.00	0.00%	534.50	42.32%	0.00	0.00%
27	Fontaine Bros, Inc.	2	49.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	43	5,807.00	568.00	9.78%	2,016.00	34.72%	0.00	0.00%
28	Food Equipment Installation, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	116.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
29	Frisoli Electric Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	299.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
30	Fusion Electric, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	112.00	0.00	0.00%	104.00	92.86%	0.00	0.00%
31	Gagliarducci Construction, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	47	4,262.50	635.00	14.90%	709.50	16.65%	906.50	21.27%
32	Gomes Construction Company, Inc.	3	20.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	575.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
33	Harry Grodsky & Co.	12	925.00	0.00	0.00%	151.00	16.32%	0.00	0.00%	42	11,012.50	706.50	6.42%	1,025.00	9.31%	0.00	0.00%
34	Hayward Baker Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	36	4,465.50	306.50	6.86%	1,170.50	26.21%	775.00	17.36%
35	Heritage Restoration, Inc.	3	208.00	56.00	26.92%	56.00	26.92%	0.00	0.00%	4	235.00	56.00	23.83%	56.00	23.83%	0.00	0.00%
36	Hickman & Sgroi Electric Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	192.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
37	Cyn Environmental Services	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	24.00	0.00	0.00%	24.00	100.00%	0.00	0.00%
38	JDC Demolition	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	20	3,336.00	400.00	11.99%	654.00	19.60%	152.00	4.56%
39	Jones Engineering LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	168.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
40	JRL Construction, Inc.	9	720.50	158.50	22.00%	242.00	33.59%	160.00	22.21%	43	19,636.25	2,578.00	13.13%	7,217.00	36.75%	3,689.50	18.79%
41	L.K. Sheet Metal, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	2,925.50	294.00	10.05%	0.00	0.00%	0.00	0.00%
42	Langan Insulation LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	568.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
43	Marr Scaffold	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	15	527.00	0.00	0.00%	253.00	48.01%	16.50	3.13%
44	Marguerite Concrete	17	303.50	0.00	0.00%	37.00	12.19%	0.00	0.00%	20	442.50	0.00	0.00%	37.00	8.36%	0.00	0.00%
45	Medeiros Hydroseeding & Landscape Construction, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	17.00	0.00	0.00%	11.00	64.71%	0.00	0.00%
46	Moran Sheet Metal, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	201.50	0.00	0.00%	24.00	11.91%	0.00	0.00%
47	NER Construction Management	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	893.00	0.00	0.00%	245.00	27.44%	0.00	0.00%
48	New England Foundation Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	20	2,727.00	0.00	0.00%	587.50	21.54%	226.00	8.29%
49	Northeast Steel Erectors	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	1,335.00	34.00	2.55%	183.00	13.71%	393.00	29.44%
50	Northeastern Steel Corporation	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	64.00	9.00	14.06%	50.00	78.13%	0.00	0.00%
51	Northern General	12	1,346.50	81.00	6.02%	195.50	14.52%	132.00	9.80%	70	23,976.50	1,440.50	6.01%	3,972.50	16.57%	981.00	4.09%
52	P. Gioioso & Sons Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	834.50	114.50	13.72%	0.00	0.00%	0.00	0.00%
53	Palmer Paving Corporation	8	56.00	7.00	12.50%	0.00	0.00%	0.00	0.00%	49	695.00	34.50	4.96%	14.00	2.01%	0.00	0.00%
54	Performance Testing & Balancing, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	64.00	0.00	0.00%	0.00	0.00%	38.00	59.38%
55	Professional Drywall Construction Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	64	3,793.50	196.50	5.18%	776.50	20.47%	347.00	9.15%
56	Regis Steel Corp	9	724.00	128.00	17.68%	84.00	11.60%	0.00	0.00%	51	6,380.00	873.50	13.69%	2,039.00	31.96%	289.00	4.53%
57	RoadSafe Traffic Systems	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	25.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
58	S & F Concrete Contractors, Inc.	64	3,998.00	230.50	5.77%	1,069.00	26.74%	393.00	9.83%	208	32,677.50	1,572.50	4.81%	8,895.00	27.22%	2,805.50	8.59%
59	Safespan	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	356.00	0.00	0.00%	56.00	15.73%	0.00	0.00%
60	Save-On-Wall Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	290.50	45.00	15.49%	45.00	15.49%	8.00	2.75%
61	Security Construction Services, Inc. d/b/a: Security Fence Co.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	14	3,866.00	300.00	7.76%	1,233.25	31.90%	40.00	1.03%

MGM Springfield
Workforce Diversity Report (By Company)
As of: December 31, 2016

Reference	Company	This Month's Workforce Diversity Statistics								Project To Date Workforce Diversity Statistics							
		Employee Count	This Month's Total Hours	Women		Minority		Veteran		Employee Count	Project To Date Total Hours	Women		Minority		Veteran	
				Hours	%	Hours	%	Hours	%			Hours	%	Hours	%	Hours	%
62	Soep Painting Corp	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	1,475.50	0.00	0.00%	6.00	0.41%	0.00	0.00%
63	Stamford Wrecking	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	1,189.00	76.00	6.39%	122.00	10.26%	74.00	6.22%
64	Superior Caulking & Waterproofing Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	193.00	0.00	0.00%	155.50	80.57%	0.00	0.00%
65	T & M Equipment Corporation	15	980.50	103.00	10.50%	226.00	23.05%	0.00	0.00%	61	23,353.55	1,840.50	7.88%	4,462.05	19.11%	1,008.50	4.32%
66	Tech Valley Contracting, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	8	2,018.00	206.00	10.21%	0.00	0.00%	0.00	0.00%
67	Tishman	5	800.00	160.00	20.00%	160.00	20.00%	160.00	20.00%	16	14,621.00	2,421.00	16.56%	3,120.00	21.34%	5,040.00	34.47%
68	Titan Roofing Company	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	38	1,720.50	0.00	0.00%	201.00	11.68%	138.00	8.02%
69	T.J. Conway Company	18	1,539.50	157.00	10.20%	149.00	9.68%	157.00	10.20%	41	6,916.50	387.00	5.60%	973.00	14.07%	345.00	4.99%
70	Triton Leasing and Rental, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	35	3,187.50	0.00	0.00%	1,547.50	48.55%	239.00	7.50%
71	Ultimate Abatement Company, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	48	10,150.50	3,352.50	33.03%	9,879.50	97.33%	0.00	0.00%
72	Universal Electric Co.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	18	5,635.00	556.50	9.88%	1,284.50	22.80%	394.00	6.99%
73	William Roberts Electric Co., Inc.	2	140.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	456.50	0.00	0.00%	93.00	20.37%	0.00	0.00%
74	Willow Tree Outdoor, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	261.50	0.00	0.00%	105.50	40.34%	0.00	0.00%
75	Wolfe House Movers, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	1,194.50	0.00	0.00%	306.00	25.62%	228.00	19.09%
76	Wolverine Fire Protection Co	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	318.00	0.00	0.00%	113.00	35.53%	0.00	0.00%
77	Worcester Elevator Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	12.00	0.00	0.00%	0.00	0.00%	6.00	50.00%
Total - Unions		311	23,921.00	2,039.00	8.52%	4,001.50	16.73%	2,080.50	8.70%	1,781	308,814.80	26,418.50	8.55%	92,686.55	30.01%	27,423.50	8.88%
78	On-Site Design / Management	66	5,626.50	910.75	16.19%	824.75	14.66%	535.00	9.51%	226	112,981.35	16,076.85	14.23%	11,476.10	10.16%	13,738.80	12.16%
Total		377	29,547.50	2,949.75	9.98%	4,826.25	16.33%	2,615.50	8.85%	2,007	421,796.15	42,495.35	10.07%	104,162.65	24.70%	41,162.30	9.76%

Totals - Overall			
Group	Project Goals	Project To Date	Delta
Women	6.90%	10.07%	3.17%
Minority	15.30%	24.70%	9.40%
Veteran	8.00%	9.76%	1.76%

Notes:

- (1) Statistics include all workforce reports that were received by MGM as of December 31, 2016.
- (2) The total number of unique union workers that have worked on site is approximately 1,689. The 1,781 union workers identified above includes workers that have worked for multiple companies.

MGM Springfield
 Workforce Diversity Report (By Union)
 As of: December 31, 2016

Reference	Union	This Month's Workforce Diversity Statistics								Project To Date Workforce Diversity Statistics							
		Employee Count	This Month's Total Hours	Women		Minority		Veteran		Employee Count	Project To Date Total Hours	Women		Minority		Veteran	
				Hours	%	Hours	%	Hours	%			Hours	%	Hours	%	Hours	%
1	AFSCME Local #230	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	48.00	0.00	0.00%	48.00	100.00%	0.00	0.00%
2	Asbestos Workers #6	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	27	2,864.50	0.00	0.00%	1,483.50	51.79%	239.00	8.34%
3	Boston Plasters & Cement Masons' - Asphalt Layers' Union #534	23	646.00	0.00	0.00%	67.50	10.45%	0.00	0.00%	43	1,506.00	0.00	0.00%	173.00	11.49%	10.50	0.70%
4	Bricklayers Local #1	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	572.00	0.00	0.00%	11.00	1.92%	0.00	0.00%
5	Bricklayers Local #3	16	1,110.50	56.00	5.04%	92.00	8.28%	0.00	0.00%	86	10,264.50	262.00	2.55%	2,448.50	23.85%	679.50	6.62%
6	Carpenters - Local #108	20	1,930.50	286.00	14.81%	470.00	24.35%	231.00	11.97%	210	42,526.50	3,612.50	8.49%	11,402.50	26.81%	6,680.00	15.71%
7	Carpenters Local #107	1	160.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	1,880.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
8	Carpenters Local #210	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	16.00	0.00	0.00%	0.00	0.00%	8.00	50.00%
9	Carpenters Local #33	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	160.00	45.00	28.13%	0.00	0.00%	0.00	0.00%
10	Carpenters Local #475	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	39.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
11	CT Bricklayers #1	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	24.00	0.00	0.00%	24.00	100.00%	0.00	0.00%
12	Floorcoverers Local #2168	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	18	352.50	0.00	0.00%	4.00	1.13%	0.00	0.00%
13	International Association of Iron Workers Local #7	45	5,348.00	359.00	6.71%	769.50	14.39%	422.00	7.89%	66	14,229.50	1,071.00	7.53%	2,311.00	16.24%	1,803.50	12.67%
14	International Brotherhood of Electrical Workers - IBEW Local #455	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	112.25	50.75	45.21%	112.25	100.00%	0.00	0.00%
15	International Brotherhood of Electrical Workers - IBEW Local #7	25	2,123.00	192.00	9.04%	184.00	8.67%	85.00	4.00%	109	24,377.50	2,494.00	10.23%	3,709.00	15.21%	4,597.00	18.86%
16	International Brotherhood of Electrical Workers - IBEW 2nd District	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	23.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
17	International Union of Elevator Constructors Local #41	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	327.00	0.00	0.00%	0.00	0.00%	6.00	1.83%
18	International Union of Operating Engineers - IUOE Local #4	3	184.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	49	6,121.50	0.00	0.00%	241.50	3.95%	799.00	13.05%
19	International Union of Operating Engineers - IUOE Local #5	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	9.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
20	International Union of Operating Engineers - IUOE Local #98	34	2,165.00	145.00	6.70%	437.50	20.21%	306.00	14.13%	146	28,383.05	992.00	3.50%	3,649.05	12.86%	1,761.00	6.20%
21	International Union of Operating Engineers - IUOE Local #478	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	168.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
22	International Union of Painters and Allied Trades - IUPAT District #11	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	125.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
23	International Union of Painters and Allied Trades - IUPAT Local #1333	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	306.50	0.00	0.00%	29.00	9.46%	64.00	20.88%
24	Iron Workers District Council of New England	30	2,192.50	351.00	16.01%	318.00	14.50%	124.50	5.68%	95	14,953.00	1,929.50	12.90%	4,160.00	27.82%	991.50	6.63%
25	Laborers' District Council	1	79.00	0.00	0.00%	79.00	100.00%	0.00	0.00%	21	2,275.00	0.00	0.00%	837.00	36.79%	15.00	0.66%
26	Laborer's International Union of North America - LIUNA Building Wreckers Local #1421	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	183	27,090.75	3,589.25	13.25%	25,618.75	94.57%	0.00	0.00%
27	Laborers Local #138	2	28.50	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	28.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
28	Laborers Local #151	2	44.50	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	44.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
29	Laborers Local #22	3	230.00	0.00	0.00%	0.00	0.00%	70.00	30.43%	17	5,373.50	0.00	0.00%	454.00	8.45%	711.50	13.24%
30	Laborers Local #223	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	108.00	0.00	0.00%	54.00	50.00%	0.00	0.00%
31	Laborers Local #230	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	295.25	0.00	0.00%	270.75	91.70%	7.50	2.54%
32	Laborers Local #243	1	183.50	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	3,173.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
33	Laborers Local #39	1	132.00	0.00	0.00%	0.00	0.00%	132.00	100.00%	3	897.50	0.00	0.00%	0.00	0.00%	728.00	81.11%
34	Laborers Local #455	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	15	4,100.00	1,043.50	25.45%	4,100.00	100.00%	0.00	0.00%
35	Laborers Local #473	1	41.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,135.00	0.00	0.00%	2.00	0.18%	0.00	0.00%
36	Laborers Local #547	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	502.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
37	Laborers Local #596	14	1,030.00	81.00	7.86%	210.50	20.44%	71.00	6.89%	98	20,024.75	1,783.00	8.90%	5,904.50	29.49%	140.50	0.70%
38	Laborers Local #609	5	70.00	0.00	0.00%	8.00	11.43%	0.00	0.00%	9	147.00	0.00	0.00%	16.00	10.88%	0.00	0.00%
39	Laborers Local #610	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	4.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
40	Laborers Local #611	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	270.50	0.00	0.00%	270.50	100.00%	0.00	0.00%
41	Laborers Local #665	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,659.50	32.00	1.93%	1,659.50	100.00%	0.00	0.00%
42	Laborers Local #675	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	133.50	0.00	0.00%	133.50	100.00%	0.00	0.00%
43	Laborers Local #88 [Tunnel Workers]	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	338.50	0.00	0.00%	8.00	2.36%	41.00	12.11%
44	Laborers Local #999	52	3,662.50	412.00	11.25%	1,065.50	29.09%	482.00	13.16%	294	60,015.75	7,996.00	13.32%	20,028.75	33.37%	7,530.50	12.55%
45	Massachusetts Laborers' District Council	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	400.00	0.00	0.00%	85.00	21.25%	0.00	0.00%
46	NY Bricklayers #2	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	4.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
47	Operating Engineers Local #4	2	96.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	11	443.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
48	Operating Engineers Local #478	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	329.50	0.00	0.00%	139.50	42.34%	0.00	0.00%
49	Painters and Allied Trades District Council #35	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	24	2,717.50	0.00	0.00%	164.50	6.05%	0.00	0.00%
50	Pile Drivers Local #56	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	19	2,114.00	0.00	0.00%	468.50	22.16%	180.50	8.54%
51	Plasterers and Cement Masons Local #534	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	317.00	0.00	0.00%	52.50	16.56%	21.00	6.62%
52	Plumbers & Pipefitters #104	30	2,464.50	157.00	6.37%	300.00	12.17%	157.00	6.37%	84	17,945.00	1,109.50	6.18%	1,998.00	11.13%	345.00	1.92%
53	Roofers #248	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	30	1,516.00	0.00	0.00%	206.00	13.59%	26.00	1.72%
54	Sheet Metal Workers #17	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	116.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
55	Sheet Metal Workers #40	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	436.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
56	Sheet Metal Workers #63	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	25	2,852.50	294.00	10.31%	24.00	0.84%	38.00	1.33%
57	Sprinkler Fitters #669	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	15	1,672.00	0.00	0.00%	369.00	22.07%	0.00	0.00%
58	Teamsters' #404	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	945.50	114.50	12.11%	16.00	1.69%	0.00	0.00%
Subtotal - Other Unions		311	23,921.00	2,039.00	8.52%	4,001.50	16.73%	2,080.50	8.70%	1,830	308,814.80	26,418.50	8.55%	92,686.55	30.01%	27,423.50	8.88%
59	On-Site Design / Management	66	5,626.50	910.75	16.19%	824.75	14.66%	535.00	9.51%	226	112,981.35	16,076.85	14.23%	11,476.10	10.16%	13,738.80	12.16%
Total		377	29,547.50	2,949.75	9.98%	4,826.25	16.33%	2,615.50	8.85%	2,056	421,796.15	42,495.35	10.07%	104,162.65	24.70%	41,162.30	9.76%

Totals - Overall			
Group	Project Goals	Project To Date	Delta
Women	6.90%	10.07%	3.17%
Minority	15.30%	24.70%	9.40%
Veteran	8.00%	9.76%	1.76%

Notes:
 (1) Statistics include all workforce reports that were received by MGM as of December 31, 2016.
 (2) The total number of unique union workers that have worked on site is approximately 1,689. The 1,830 union workers identified above includes workers that have worked for multiple companies and/or multiple unions.

APPENDIX D

LETTER REGARDING COST OF CONSTRUCTION AND CAPITALIZATION OF GAMING LICENSE



February 22, 2017

Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: Quarterly Report – Fourth Quarter 2016

Dear Commissioners:

In accordance with 205 CMR 135.02(5)(a) of the Massachusetts Gaming Commission Monitoring of Project Construction and Licensee Requirements (the “Monitoring Regulations”), please see on the attached Exhibit A the costs of construction, infrastructure improvements and related costs incurred by Blue Tarp reDevelopment, LLC (“MGM”) through December 31, 2016 in connection with the development of MGM Springfield project in Springfield, Massachusetts (the “Project”) compared to MGM’s cost estimates as of that date, which costs have been calculated in accordance with 205 CMR 122.03: Costs Included in the Calculation of Capital Investment.

In addition, in accordance with 205 CMR 135.02(b) of the Monitoring Regulations, I direct you to the publicly-filed financial statements of MGM Resorts International, the parent company of Blue Tarp reDevelopment, LLC (the “Licensee”), including MGM’s Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2016, filed with Securities and Exchange Commission (the “SEC”) on November 9, 2016, which is available at www.sec.gov. As reflected in these financial statements, the Licensee has sufficient resources in order to meet all expected financial obligations relating to the completion of the gaming establishment and related infrastructure improvements associated with the Project.

I hereby certify that the foregoing and attached information is truthful and accurate to the best of my knowledge and belief.

Sincerely,

Seth N. Stratton
Vice President & Legal Counsel

cc: Michael Mathis, President & COO
Courtney Wenleder, Vice President & CFO
Edward Pikula, Esq., Springfield City Solicitor

EXHIBIT A

Q4 2016 COST ESTIMATE (\$mm)

Ref	Description	Incurred To Date	Remaining	Total Estimate
1	Construction / Design	\$148.6	\$348.1	\$496.7
2	FF&E	\$0.1	\$74.9	\$75.0
3	OSE	\$0	\$43.7	\$43.7
	Subtotal of Eligible Cap. Costs	\$148.7	\$466.7	\$615.4
4	Land	\$49.5	\$1.8	\$51.3
5	Off-site Parcel Improvements	\$11.4	\$0	\$11.4
6	License/ Application Fees	\$85.0	\$0	\$85.0
7	Pre-opening Exp. / Host Comm. Costs	\$43.3	\$79.2	\$122.5
8	Fin. Costs / Capitalized Int.	\$13.9	\$54.5	\$68.5
9	Project Contingency	\$0	\$35.0 - \$41.8	\$35.0 - \$41.8
	Subtotal of Ineligible Costs	\$203.1	\$170.6 – \$177.4	\$373.7 - \$380.5
	Total	\$351.8	\$637.3 - \$644.1	\$989.1 - \$995.9

Notes:

(1) Total estimate before Contingency is \$954.1mm. If spent, Contingency is more likely to be spent on and reclassified as Eligible Capital Costs.

(2) The figures above are approximations to the nearest hundred thousand, which in some instances results in minor discrepancies (\$100k or less) in sums.

APPENDIX E

CONSTRUCTION SITE PROGRESS IMAGES AS OF DECEMBER 31, 2016

OVERALL SITE PROGRESS



Overall Site Activity from 95 State - October 6, 2016

OVERALL SITE PROGRESS



Overall Site Activity from 95 State - November 23, 2016

OVERALL SITE PROGRESS



Overall Site Activity from 95 State - December 28, 2016

OVERALL SITE PROGRESS



Overall Site Activity from Armory - November 17, 2016

OVERALL SITE PROGRESS



Overall Site Activity from Armory - December 28, 2016

AERIAL PROGRESS



Aerial View - September 20, 2016



Aerial View - December 14, 2016

PODIUM CONSTRUCTION PROGRESS



First Steel - October 3, 2016



Podium Steel - November 7, 2016

PODIUM CONSTRUCTION PROGRESS



Podium Steel Erection - November 8, 2016



Podium Steel - December 7, 2016

PODIUM CONSTRUCTION PROGRESS



Podium Steel Erection - December 13, 2016



Podium Steel - December 21, 2016



Podium Steel - December 28, 2016

HOTEL CONSTRUCTION PROGRESS

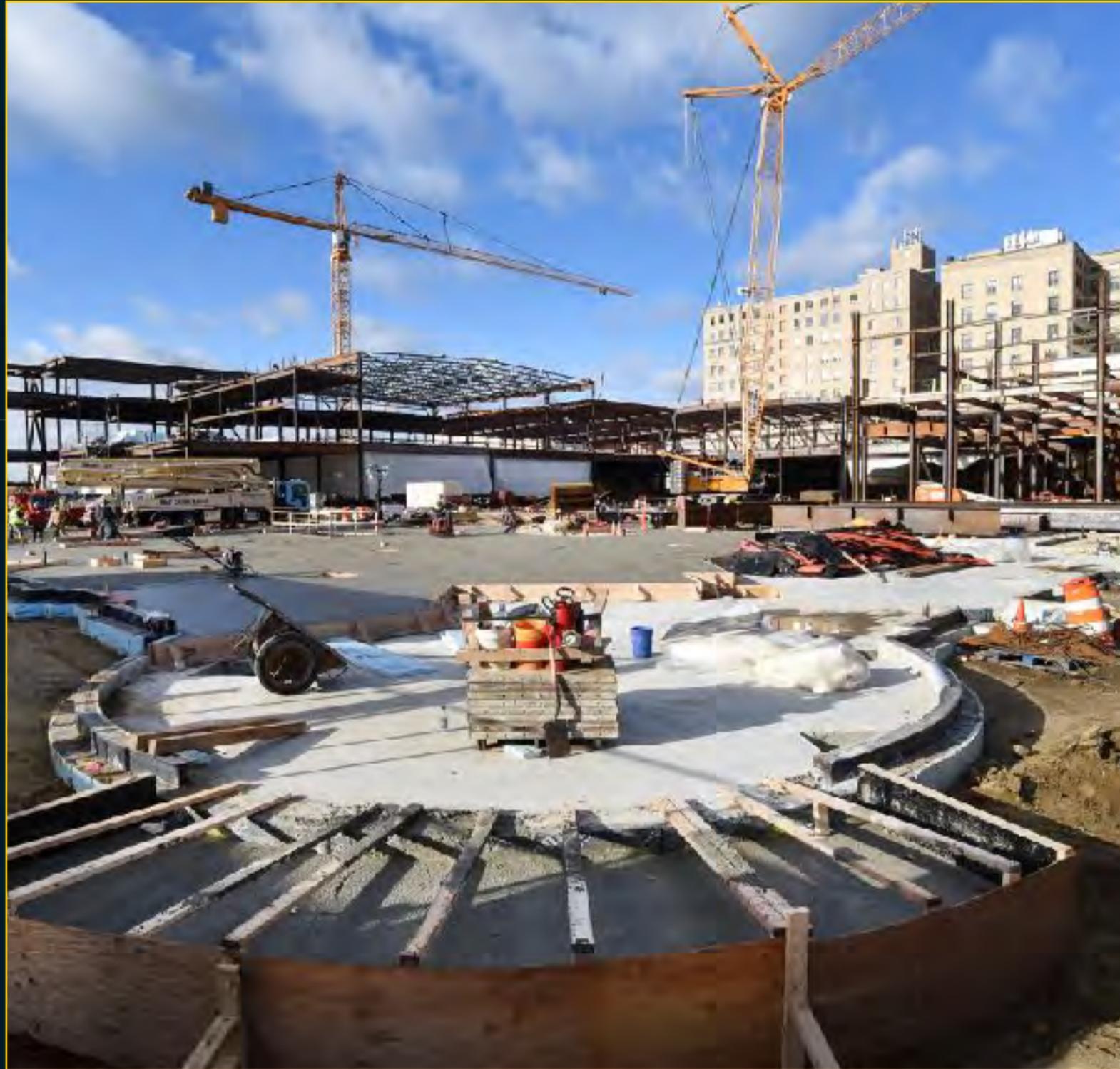


Hotel Construction - October 18, 2016



Hotel Construction - October 25, 2016

HOTEL CONSTRUCTION PROGRESS



Hotel Construction - December 12, 2016



Hotel Construction - December 28, 2016



Hotel Construction - December 28, 2016

ENTERTAINMENT CONSTRUCTION PROGRESS



Entertainment Foundation - November 23, 2016



Entertainment Construction - December 28, 2016



Entertainment Construction - December 28, 2016

GARAGE CONSTRUCTION PROGRESS



Garage Construction - November 2, 2016



Garage Construction - December 28, 2016



Garage Construction - December 28, 2016

CONSTRUCTION PROGRESS



Crane Erection - October 17, 2016



Pedestrian Bridge Demolition - November 19, 2016



CEF Building - December 28, 2016



TO: MGC Commissioners
FROM: John S. Ziemba
CC: Edward R. Bedrosian, Jr.
DATE: February 27, 2017
RE: Longmeadow - Community Mitigation Fund Application

The town of Longmeadow seeks to use \$7,200 of its \$100,000 Community Mitigation Fund Reserve (“Reserve”) to retain a consultant to “analyze, organize and consolidate traffic studies” that were performed during the surrounding community process. The scope of work will provide an evaluation of the baseline study “to verify its methodology and findings” and “compare other traffic studies for non-casino projects, as well as locations studied as part of the surrounding community process, to the look back study and will use this data to inform future impact analyses.” This would be Longmeadow’s first use of its Reserve.

The consultant services are consistent with the authorized purposes of the Reserves as specified in the 2017 Community Mitigation Fund Guidelines, which note that such Reserves “may be used for planning, either to determine how to achieve further benefits from a facility or to avoid or minimize any adverse impacts.” As required in the Guidelines, Longmeadow has consulted with the Pioneer Valley Planning Commission and plans to utilize the services of town personnel as an in-kind match to the planning funds.

The Surrounding Community Agreement (“SCA”) awarded an \$850,000 one-time upfront payment specifically to address traffic and roadway infrastructure impacts that have been studied by the Pioneer Valley Planning Commission and the Commission’s independent consultants. “The Upfront Mitigation Payment shall be in addition to, and not set off by, the payment and reimbursement of past consultants and legal advisors” through the date of the SCA. Longmeadow waived any further right to reimbursement from MGM or any MGM affiliate for consulting or legal fees related to the Project review however retained its ability to apply for funding through the Community Mitigation Funds.

Longmeadow will receive \$275,000 (subject to an automatic increase of 2.5% per annum) commencing with the opening of the casino to the public. These payments are reimbursement of expenses for Longmeadow’s participation in the Look Back studies, monitoring traffic conditions, monitoring public safety conditions and for mitigation of significant and adverse impacts consisting of project traffic and roadway infrastructure impacts.



Massachusetts Gaming Commission



**Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110**

**2017 COMMUNITY MITIGATION FUND
2017 Transportation Planning Grant Application
BD-17-1068-1068C-1068L-11234**

APPLICATIONS DUE NO LATER THAN FEBRUARY 1, 2017.

Please complete the entire application.

- | | |
|----|--|
| 1. | Town of Longmeadow
NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT |
| 2. | Town Manager's Office
DEPARTMENT RECEIVING FUNDS |
| 3. | Stephen Crane, Town Manager
NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS |
| 4. | 20 Williams Street Longmeadow, MA 01106
ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS |
| 5. | 413-565-4110 scrane@longmeadow.org
PHONE # AND EMAIL ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS |
| 6. | Stephen Crane, Town Manager
NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY |
| 7. | Same
ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY |
| 8. | Same
PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY |
| 9. | MGM Springfield
NAME OF GAMING LICENSEE |

1. IMPACT DESCRIPTION

Please describe in detail the transportation related impact that is attributed to the construction or operation of a gaming facility. Please provide support for the determination that the construction or operation of the gaming facility caused, is causing or may cause the impact.

As noted in the Surrounding Community Agreement and associated arbitration award, Longmeadow will be significantly and adversely affected by the operation of the MGM Springfield Casino and that the funds awarded in those documents are insufficient to fully mitigate the impacts on local roads. The SGA also includes a scope of work for the "look back" study to assess future impacts not otherwise contemplated in the upfront and annual payments.

2. PROPOSED USE OF PLANNING FUND

Please identify below the manner in which the funds are proposed to be used. Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of planning to mitigate the transportation impact from the construction or operation of a proposed gaming establishment. Please describe how the planning request will address the specific transportation impact indicated. Please attach additional sheets/supplemental materials if necessary.

As the attached scope of work shows, the Town is seeking \$7,200 to retain a consultant/fellow to analyze, organize, and consolidate the various traffic studies that have been performed during the surrounding community process. Tasks 1 will evaluate the look back baseline study to verify its methodology and findings. Task 2 will compare other traffic studies for non-casino projects, as well as locations studied as part of the surrounding community process, to the look back study and will use this data to inform future impact analyses. Task 3 is not related to the casinos and is not subject to this request.

3. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS

Please provide detail regarding the controls that will be used to ensure that funds will only be used to plan to address the specific impact. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.

The funds will be used to pay a lump sum fee upon delivery of the work product. The deliverable will be submitted to the MGC for proof that funds were not misused. Additionally, the Town has consulted with the Pioneer Valley Plan Commission (PVPC) on this project they do not see any negative impacts for the region and agree it would very beneficial for the town to have a detailed assessment of the initial traffic counts and studies completed to date. PVPC further recommended that the analysis include the I-91 Viaduct Long Range Study; the Town is evaluating that recommendation and may submit a supplemental application in the future.

4. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS AND MASSACHUSETTS ENVIRONMENTAL POLICY ACT (MEPA) DECISION

Please describe and include excerpts regarding the transportation impact and potential mitigation from any relevant sections of any Host or Surrounding Community Agreement. Please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA. Please explain how this transportation impact was either anticipated or not anticipated in that Agreement or such MEPA decision. If planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if trip generation totals exceed projected estimates.

Exhibit A of the SGA lists the intersections that have been studied to establish the baseline for the "look back."

CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

On behalf of the aforementioned municipality/governmental entity I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this Application.

Signature of Responsible Municipal
Official/Governmental Entity

Date

APPROVAL OF THE MASSACHUSETTS GAMING COMMISSION

On behalf of the Massachusetts Gaming Commission, the Commission hereby authorizes the payment from the Community Mitigation Fund in accordance with M.G.L. c. 23K as outlined in this Application.

Executive Director

Date

Ombudsman

Date



TO: Chairman Crosby and Commissioners Cameron, Macdonald, Stebbins and Zuniga
FROM: Jill Lacey Griffin, Director Workforce, Supplier & Diversity Development
DATE: March 2, 2017
RE: Summary - MGM Workforce Development Plan

Background

As referenced by Sections 18 and 21 of Chapter 23k of the Massachusetts General Laws and Massachusetts Gaming Commission Agreement to Award a Category 1 License to Blue Tarp Redevelopment, MGM-Springfield is required to submit the following four plans for Commission approval:

- **Affirmative Marketing Program** to identify contracting and casino purchasing opportunities for MBE, WBE and VBE vendors for Design and Construction. **(Approved by MGC)**
- **Affirmative Marketing Program** for MBE, WBE and VBE's identified in c.23k 21 (iii) for provision of goods and services procured by the gaming establishment. **(Approved by MGC)**
- **Affirmative Action Program for Equal Opportunity** to identify and market employment opportunities to under and unemployed residents of the commonwealth identified in c.23k 21 (22). **(Approved by MGC in principle with clarifications to follow)**
- a plan in consultation with the MA Dept of Labor and Workforce Development to identify and market employment opportunities to unemployed residents of MA. **(Not yet approved by MGC)**

On January 22nd 2015, MGM Springfield appeared before you at Public Meeting 143 and you voted unanimously to approve the affirmative marketing programs for design and construction and operations. The Commission also in Commissioner Mc Hugh's motion, voted to approve "in principle with clarifications and amendments to come" the Affirmative Marketing Plan for Equal Opportunity to identify and market employment opportunities to under and unemployed residents of the Commonwealth. The Commission requested that MGM come back with more information such as a training plan.

Process

Today no vote is expected. MGM will present a plan with information as requested by the Commission regarding the Affirmative Action Program for Equal Opportunity as well as to satisfy the requirement of a plan in consultation with the MA Dept of Labor and Workforce Development to identify and market employment opportunities to unemployed residents of MA. Following today's meeting, the plan will be up for public comment for a minimum of two weeks. Additionally, we will distribute the plan to the Governor's Skills Cabinet, MCCTI, Regional Employment Board and the career centers in western MA. With the benefit of the public comments, you will have a chance to vote on the plan at an April 2017 meeting.



Massachusetts Gaming Commission



MGM SPRINGFIELD WORKFORCE DEVELOPMENT PLAN



Marikate Murren, Director Human Resources | Wanda Gispert, VP, Talent & Workforce Development

AGENDA

- Objectives
- Our Commitment
- Workforce Development
- Hiring Strategies
- Reporting and Analytics
- Sample Recruitment Plan (Dealers)

OBJECTIVES

- Review HCA Goals
- Review Demographics and Target Markets (Talent Pools)
- Discuss Workforce Development
- Review Hiring Plans
- Review Partnerships



OUR COMMITMENT

HOST COMMUNITY AGREEMENT

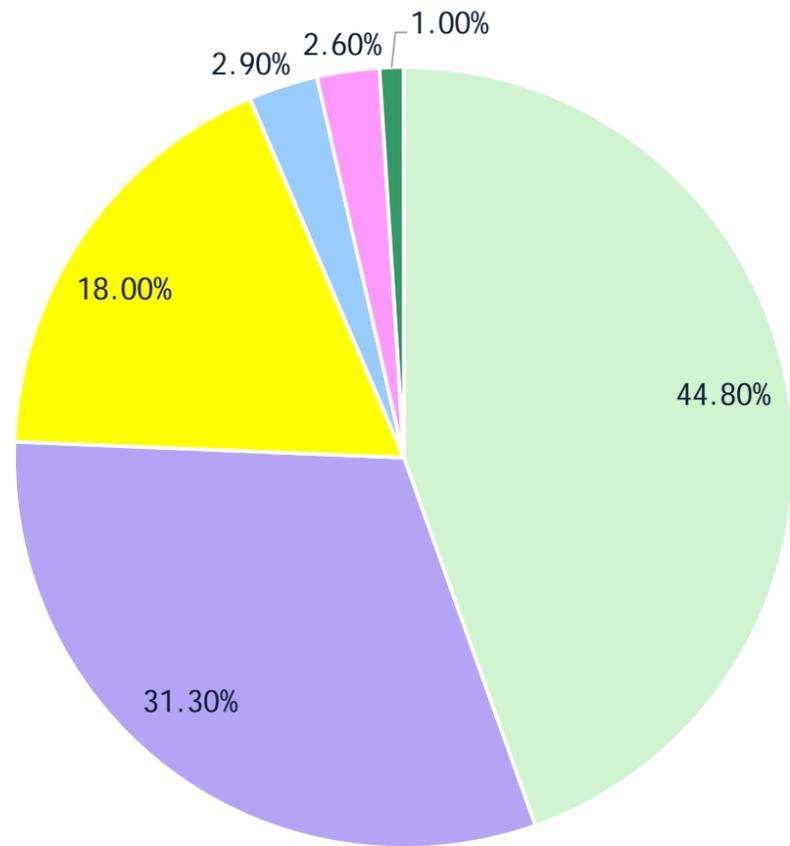
- 3,000 Headcount Jobs | 2,200 FTES
- 80% Full-time | 20% Part-time
- 90% Local and Regional hires
- 35% City of Springfield hires
- 50% Minority hires
- 50% Women hires
- 2% Veteran hires

DIVERSITY RECRUITMENT

In alignment with the company's commitment to practice and promote inclusion by employing a diverse and talented workforce, we will partner with several community partners to engage and attract people of all backgrounds and ethnicities including:

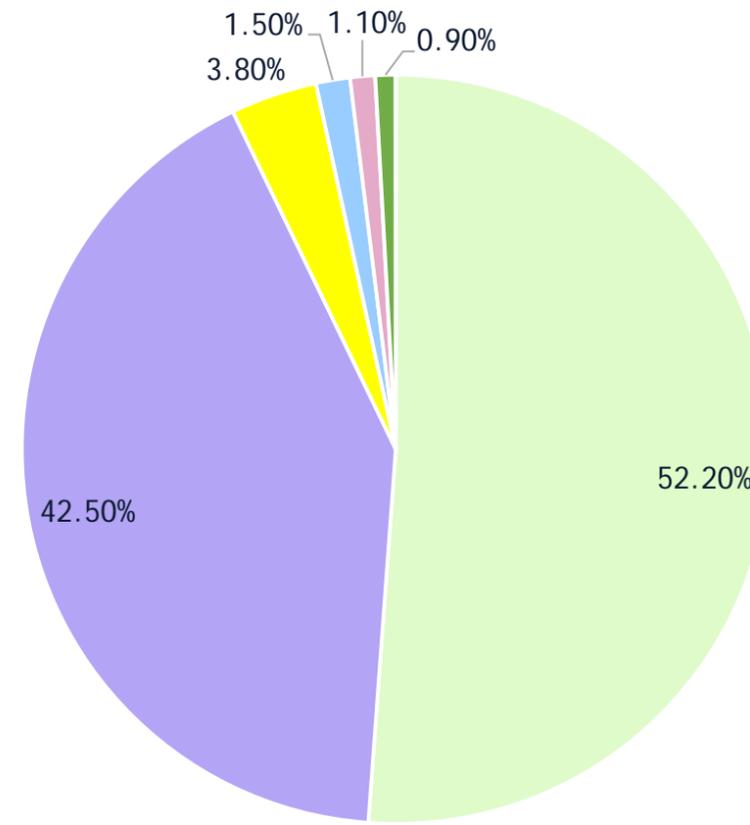
- NAACP (National & local chapters)
- Urban League
- Community Enterprises & Best Buddies
- Veteran Programs - Boots to Business
- New England Farm Workers Council

DEMOGRAPHICS OVERVIEW



Springfield

- Hispanic | Latino
- White
- Black
- Asian
- Two or more races
- Other race



Holyoke

City-data.com 2017



WORKFORCE DEVELOPMENT



MGM RESORTS
INTERNATIONAL®

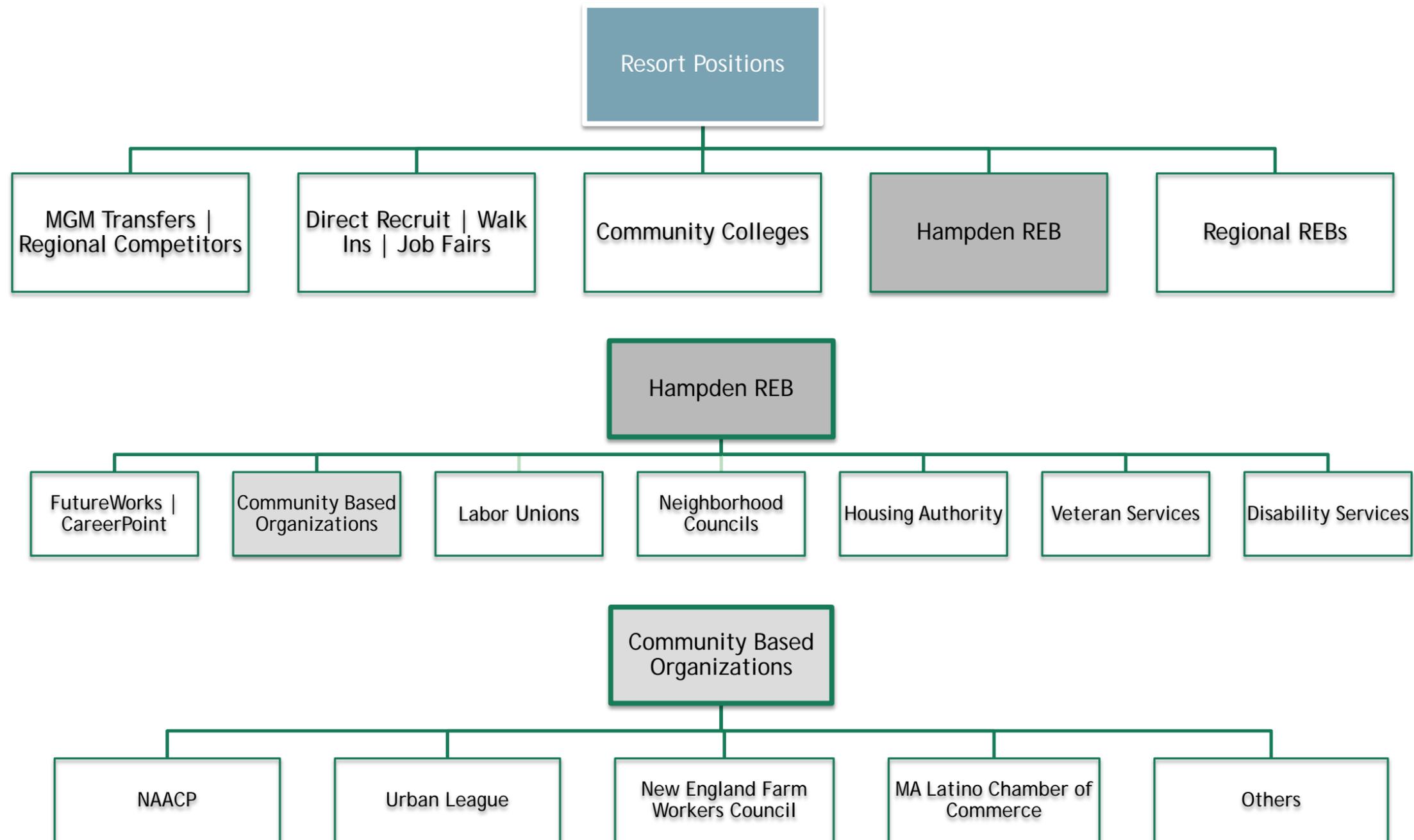
WORKFORCE DEVELOPMENT

MGM Springfield in collaboration with the Massachusetts Department of Labor and Workforce Development and its related local agencies has developed a plan to identify and market employment opportunities to unemployed residents of Massachusetts.

We are committed to providing the tools and resources necessary to prepare the local workforce for the employment with MGM Springfield to include:

- **Education Partners:** Holyoke Community College, Springfield Technical Community College, UMass Amherst
- **Workforce Development Partners:** Career OneStops, JobCorps, Unions, Veterans, Disability and Unemployed
- **Community Based Organizations:** New England Farmer Workers, NAACP, MA Latino Chamber of Commerce
- **SkillsSmart:** Identify skill gaps and drive candidates to development opportunities

SOURCING STRATEGY



WORKFORCE DEVELOPMENT PLAN

The MGM Springfield Regional Workforce Development Plan was designed to address the future demand for workers in the region’s hospitality and gaming sectors.

The plan focuses on:

- Preparing our future workforce to meet MGM Springfield’s long-term employment opportunities
- Facilitating the connection between current workforce to align skills and interests with real work opportunities
- Developing a clear picture of workforce development opportunities in the region to guide career planners as they prepare themselves for the workforce

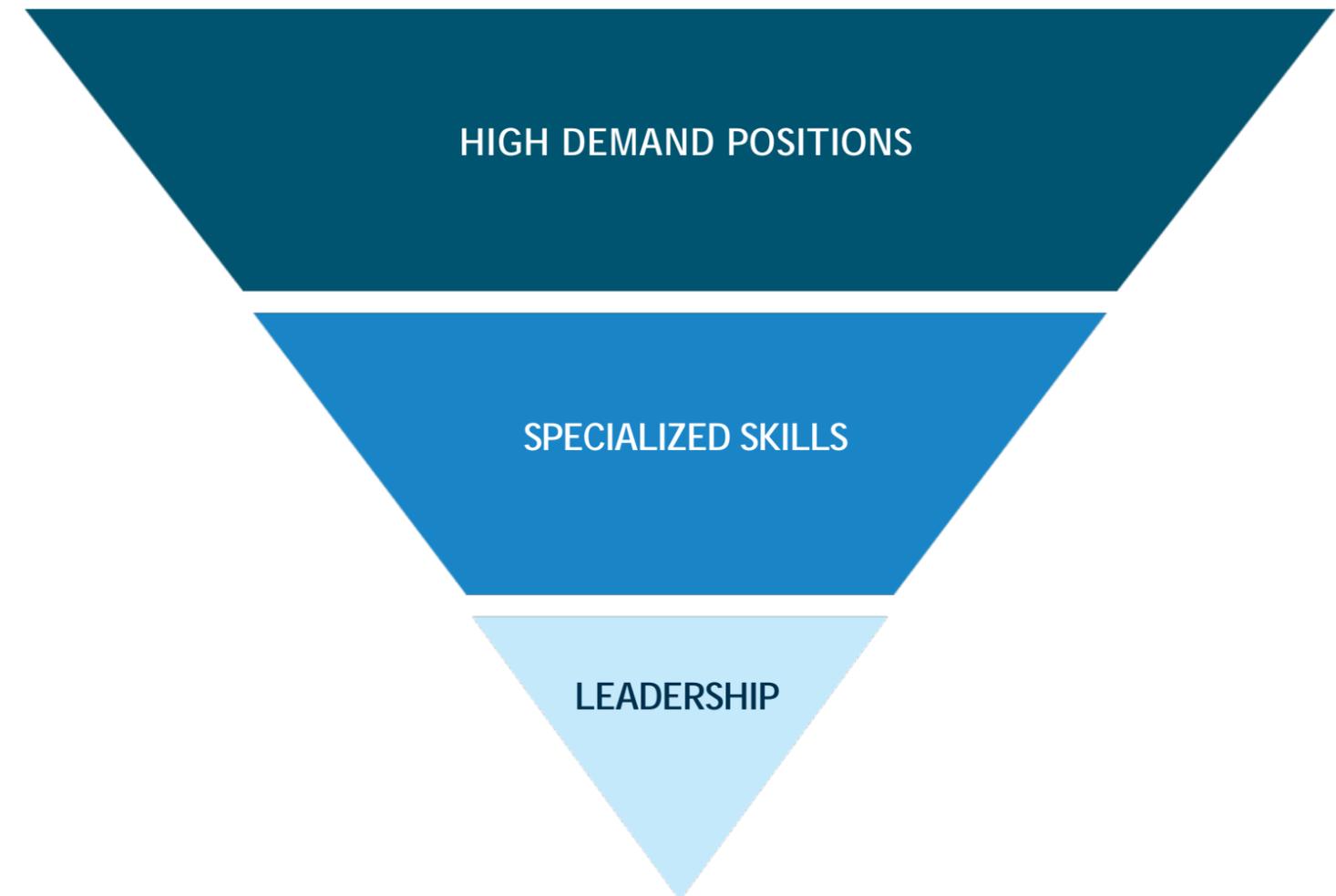


TABLE 1:
High Demand Positions
(Head Count 50+)

POSITION	ESTIMATED HIRES
Utility Porter	145
Cook	139
Cocktail Server	96
Kitchen Steward	75
Cashier	71
Server	61
Bartender	56
Fountain Worker	50
Busser/Runner	57

BREAKING DOWN BARRIERS

BREAK DOWN BARRIERS—A PLAN TO “RISE TO THE CHALLENGE”

Many environmental aspects may impact Workforce Development initiatives by presenting opportunities or challenges. To plan accordingly, the table below provides several topics and associated questions that may arise during the WFD planning or development process.

TABLE 2: Known Environment Considerations

CONCERN	RECOMMENDATIONS TO EXPLORE
Need additional work experience or training	MGM Springfield will provide all prospective candidates the option to utilize SkillsSmart to assist in identifying any skills gap at no cost. SkillsSmart is a system that provides a user’s interface to compare a resume to any position offered by MGM Springfield and receive information on what is needed to prepare for the desired position. MGM Springfield has partnered with over 20 community organizations that will provide training solutions to prepare job seekers for a variety of career opportunities.
Criminal Backgrounds	Individuals may petition Office of the Commissioner of Probation (OCP) to seal certain eligible criminal convictions. MGM Springfield intends to partner with community business organizations that will assist by holding record sealing events to promote awareness.
Access to childcare	MGM Springfield intends to provide a childcare solution option through a partnership with HCS Head Start, Inc. HCS Head Start, Inc. has been providing high-quality early childhood education services for children and families. Head Start provides a solid foundation for children to gain necessary skills to enter kindergarten and to be successful in life. The center will be fully licensed by the MA Department of Early Education and Care.
First-time job seekers	MGM Springfield will offer a number of entry-level positions for first-time job seekers. Prospective candidates without prior work experience are encouraged to apply. Also, there are multiple volunteer opportunities available through United Way and others to allow first time job seekers to gain skills that we will consider as work experience.

PIPELINE FILTER



SKILLSMART

OVERVIEW

SkillSmart is a skills-based platform connecting the right talent to the right job. It transforms the interaction between employers and job seekers digitally, by working with employers to define the exact skills needed for success—and then matching those skills requirements with the best candidates. SkillSmart uses skills to empower individuals and employers to maximize their potential. Their process is anchored in understanding the skills that employers need.

In cooperation with SkillSmart, MGM Springfield launched [MGMSpringfieldcareerlaunch.com](https://mgmspringfieldcareerlaunch.com) as our main skills-based platform for the property.



SKILLSMART - PROFILE

APPLICANT

John Dill
 john@dillow@gmail.com
 234-555-1212

APPLYING FOR

Casino Porter
 MGM National Harbor

Prerequisites

- ✓ Flexible Schedule
- ✓ High School Diploma or GED
- ✓ Maryland Gaming / Non-Gaming License
- ✓ Minimum Age 21
- ✓ Professional Appearance

References

Rose Mulkin - Present 8/1985 - Present
 Truck Driver - Mulkin Trucking 8/1985 - Present
 Room Manager - House (Jill's League) 2/2005 - 2/2009
 Shift Manager - JCC 2/1990 - 2/1991
 Baltimore House (Baptist) - University of Maryland College Park 8/1985 - 8/1989
 Live Care - CHD's 8/1987 - 2/1989
 Carpenter - John Dillow LTD 8/1982 - 12/1987

Required Skills	R1	R2	R3	R4	R5	R6
Basic Mechanical Aptitude	✓					✓
Clean Work Area	✓					✓
Cleaning Supplies and Chemicals	✓					✓
Comply with Company Policies		✓		✓		
Effective Communication	✓					✓
Guest Service Orientation						✓
Inventory	✓					✓
Plan and Prioritize Work	✓					✓
Resolve Guest Challenges	✓		✓			✓
Safely Handle Situations						✓
Safety Orientation			✓	✓		✓
Teamwork						✓

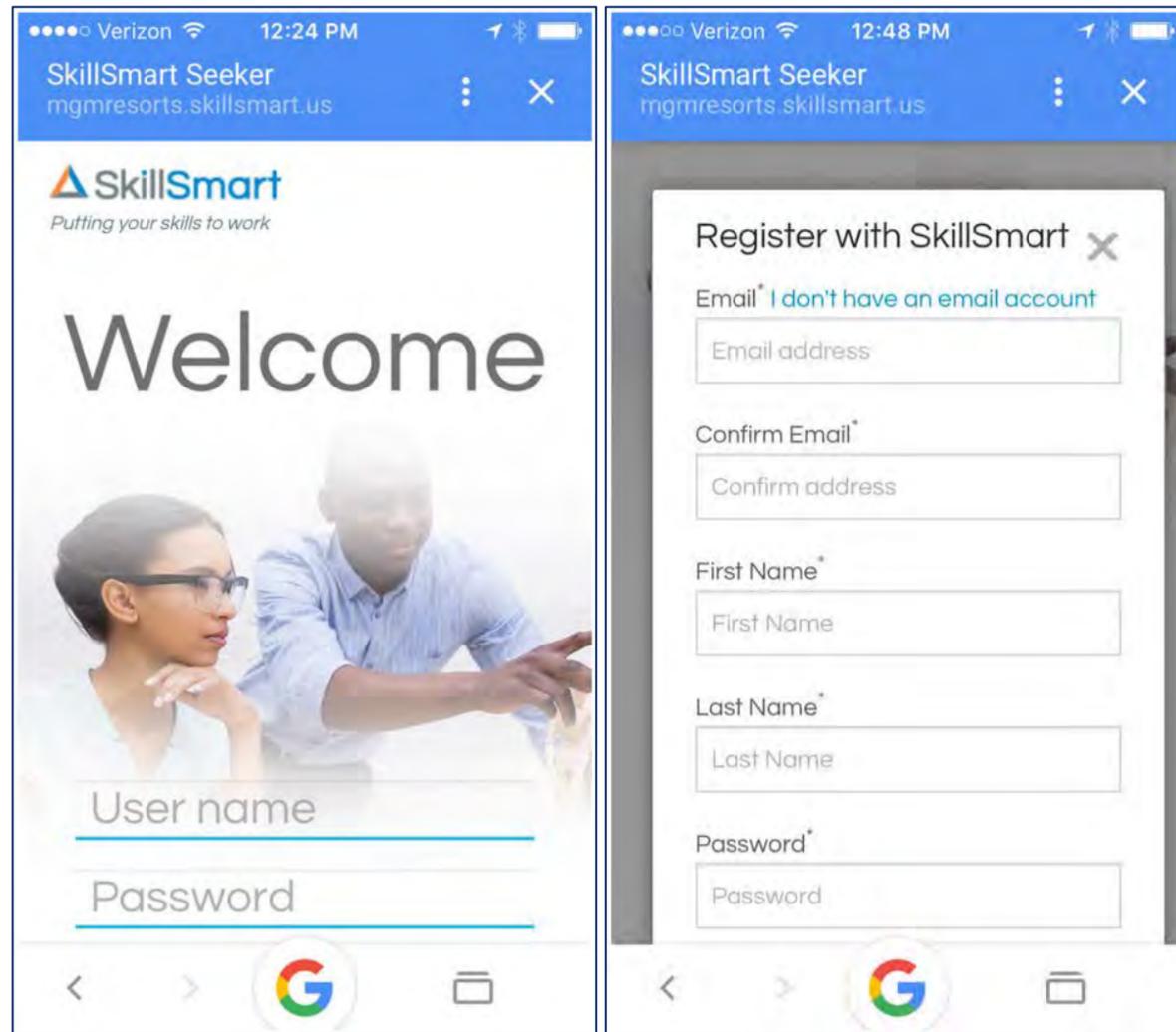
References

Rt. Rose Mulkin Aunt 333-444-0000 rm@gmail.com	Rt. Mike Mulkin Uncle 222-333-5555 mv@gmail.com	Rt. Jeff Smith President 222-111-4444 jsmith@ok.org	Rt. Leo Francis Ex Director 222-333-5555 lfrancis@ok.org
Rt. Mike Smith GM 555-333-1212 ms@ms.com	Rt. Wade Dillow Owner 333-444-5555 wd@dill.com		

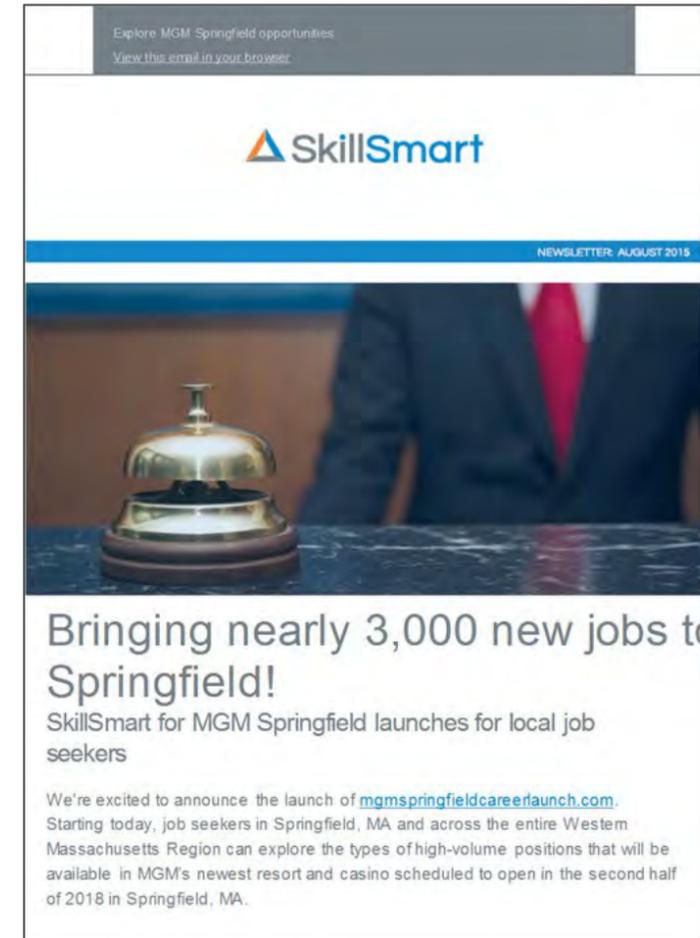
IN A QUICK OVERVIEW, ONE MAY SEE:

- Candidate contact info
- Military experience specific to a job
- Prerequisites met
- Skills met and level
- Skill validation type
- References

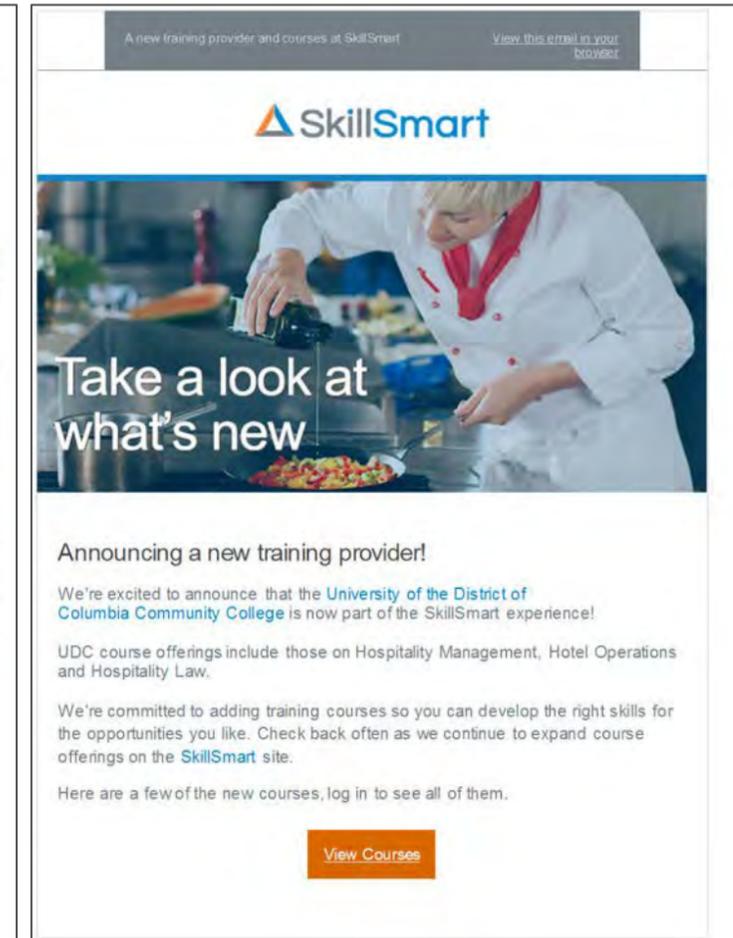
SKILLSMART



MOBILE READY



E-NOTIFICATIONS





COMMUNITY PARTNERS



MGM RESORTS
INTERNATIONAL®

HOSPITALITY & TOURISM MANAGEMENT PROGRAM

Bachelor of Science

Meeting & Event Management Certificate

Casino Management Certificate

The Isenberg Casino Management Certificate provides students with an opportunity to learn the industry, review legal and regulatory aspects of gaming, and understand the relationship of the casino industry to the overall tourism environment.

The certificate equips individuals for positions in casino management and to take on a variety of roles in the hospitality industry.

Program Details

- Human Resource Management in the Hospitality Industry
- Casino Management
- Special Events Management
- Meeting, Convention & Exposition Management
- Beverage Management
- Gaming and Social Policy

UMassAmherst
The Commonwealth's Flagship Campus

COMMUNITY WORKFORCE PARTNERSHIPS



TRAINING AND WORKFORCE OPTIONS (TWO)

A partnership with the two community colleges in the area: Holyoke Community College and Springfield Technical Community College

Programs | Services: Hospitality Courses, Certification Courses, Culinary Program, Workforce Development; ABE, ESOL, job readiness and a resource provider for SkillSmart

Nature of Relationship: Education Institution



NEW ENGLAND FARM WORKERS' COUNCIL

In addition to migrant and seasonal farm workers and their families, the agency serves inner-city, low-income groups, particularly Hispanic in western and north-central Massachusetts, central Connecticut, Rhode Island and southern New Hampshire

Programs | Services: Employment counseling, classroom training, Commercial Driver's License (CDL) training, job search assistance, job placement and on-the-job training

Nature of Relationship: Workforce Development



MASSACHUSETTS CASINO CAREER TRAINING INSTITUTE (MCCTI)

A partnership with the 14 community colleges in the Commonwealth; STCC and HCC are the leads for MGM Springfield

Programs | Services: Dealer School, Poker School, Surveillance School and a resource provider for SkillSmart

Nature of Relationship: Education Institution Collaboration



COMMONWEALTH OF MASSACHUSETTS

A partnership with educational institutions, service organizations and other businesses across Massachusetts to provide employment opportunities, placement, training and support to all residents and Veterans in need

Programs | Services: Employment resources, career development, funding and other assistance source of information

Nature of Relationship: Workforce Development

COMMUNITY WORKFORCE PARTNERSHIPS



FUTUREWORKS CAREER CENTER

A partnership with On The Job Training, the Workforce Training Fund and Workshare; amongst other local organizations including nonprofits, community colleges and governmental organizations

Programs | Services: Provide “soft skills” training to MGM Springfield candidates, pre-screen candidates for employment, partner in select MGM Springfield career events, particularly those in Springfield

Nature of Relationship: Promote the development of area Veterans and members of the western Massachusetts military community, and create a skilled and diverse workforce at MGM Springfield

CAREERPOINT

A partnership with Holyoke Community College

Programs | Services: Provide essential skills training to MGM Springfield candidates, pre-screen candidates for employment, partner in select MGM Springfield career events, particularly those in Holyoke

Nature of Relationship: Promote the development of a skilled and diverse workforce with access to a well-qualified and robust talent pool from Holyoke



WESTOVER JOB CORPS

Westover Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training

Programs | Services: Authorized by Title I-C of the Workforce Investment Act of 1998 and has been reauthorized through WIOA. The Westover facility offers HiSET and high school diplomas in addition to training in the following trades and occupations:

- Carpentry
- Culinary Arts
- Electrical
- Office Administration
- Plumbing

Nature of Relationship: Training and education institution

COMMUNITY ENTERPRISES

Community Enterprises is a nonprofit in the area of Workforce Development. They help companies hire and retain qualified staff by connecting pre-screened applicants for direct hire or helping businesses to develop small groups sites

Programs | Services: Develop Job Training and Placement Programs (JTPPs). JTPPs provide on-site, customized vocational training to workers with disabilities. These include soft skills training, Workforce Readiness Training, interview preparation and travel training

Nature of Relationship: Workforce Development and Training Opportunities



COMMUNITY WORKFORCE PARTNERSHIPS

Labor and Workforce Development (EOLWD) Division of Apprentice Standards (DAS)

Assistance in developing a work process that is aligned with a curriculum that result in training which provides a portable credential at its completion. This credential is consistent with industry standards and recognized throughout the industry allowing companies to remain competitive.

Programs & Services: Cook, Electrician, Landscaper, Refrigeration/Air Conditioning Mechanic

Nature of the Relationship: Assistance in locating qualified applicants through Career Centers and Vocational Schools.



UNITE HERE

UNITE HERE is a labor union that represents 270,000 working people across Canada and the United States representing workers in the hotel, gaming, food service, manufacturing, textile, distribution, laundry, transportation, and airport industries.

Programs & Services: Training programs for, housekeeping, EVS and bartenders apprentice training program.

Nature of the Relationship: Assistance with communicating career opportunities to increase candidate pool and conducting training for high volume position.



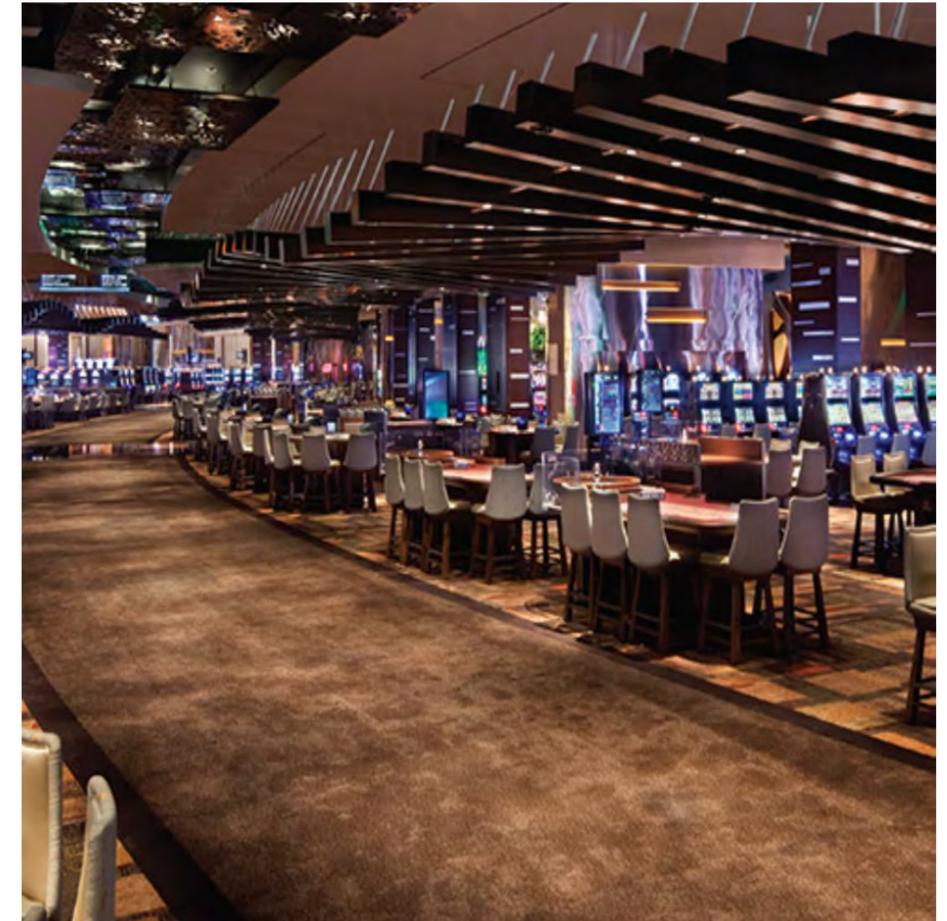
COMMUNITY WORKFORCE PARTNERSHIPS



MGM Springfield in cross-collaboration with the Massachusetts Casino Career Training Institute (MCCTI) will run the MGM Springfield Gaming School slated to open in Q1 2018.

The following training programs will be offered within the school:

- Blackjack Dealer
- Poker Dealer
- Surveillance
- Cage Count
- Floor Supervisor



ADDITIONAL KEY PARTNERS





HIRING STRATEGIES

RECRUITMENT STRATEGY



MGM Springfield will provide access to employment opportunities for the Project through a number of avenues including:

- Advertising through broadcast
- Print and social media
- Actively recruiting through Springfield community organizations
- Conducting community-based job fairs
- Promotions through regional employment boards
- Online application process

RECRUITMENT STRATEGY

In order to meet our HCA requirements, we have developed a plan to include:

- Community outreach through career showcases and informational sessions (i.e. hospitality/gaming)
- Internal and external communications
- Advertising and social media



CAREER FAIRS



WEBSITE/SOCIAL MEDIA



FORUMS/JOB READINESS SESSIONS



ADVERTISING



CAREER CENTER



COMMUNITY

GENERAL RECRUITMENT

- Finalize Employee Forecast
- SkillsSmart
- MGMSpringfieldcareerlaunch.com
- Mass Hiring

MANAGEMENT TEAM RECRUITMENT

- Timeline
- Candidate Pools
- Strategy
- Outreach Initiatives
- Key Partners



HIRING EVENTS STRATEGY

Large-scale hiring events facilitated by HR at various local venues (Basketball Hall of Fame, MassMutual Center, UMass Amherst)

- Candidates who pass all pre-screening assessments will be invited to a hiring event
- Check in with HR
- Interview with Hiring Manager
- If selected, move on to contingent offer, swab drug test and initiate background
- Learn about the licensing process and next steps

Small-scale hiring events facilitated by HR at the Employment Center & Holyoke Culinary Facility, STCC

- Ongoing and as needed to fill all roles
- Table Games/Poker Auditions
- Security mixers
- Culinary

Community events and job fairs

- Veterans
- UMass
- Career OneStops

APPLICATION PROCESS



Ready to apply?

Check out our current available or career opportunities at mgmresortscareers.com
Click on **Search All Jobs**
Browse through our **Popular Jobs**.

I applied. What happens next?

1 Application submitted.

Thank you for your interest! We have received your application and are reviewing your experience and qualifications.



2 Check your inbox.

Please check your email for information on the next steps in the selection process. **If you did not receive any of our emails, please check your spam folder.**



3 Depending on the position you applied to, you may or may not:



Get an online assessment from **APT Metrics**.

or



Get invited to take a video interview from **HireVue**.

or



Receive a phone call to discuss the position and be invited for a face-to-face interview.

Not sure what's happening with your application?

Log in to your account at mgmresortscareers.com. Click on **Search All Jobs** and sign in to check your status.

Sign In



EMPLOYMENT CENTER

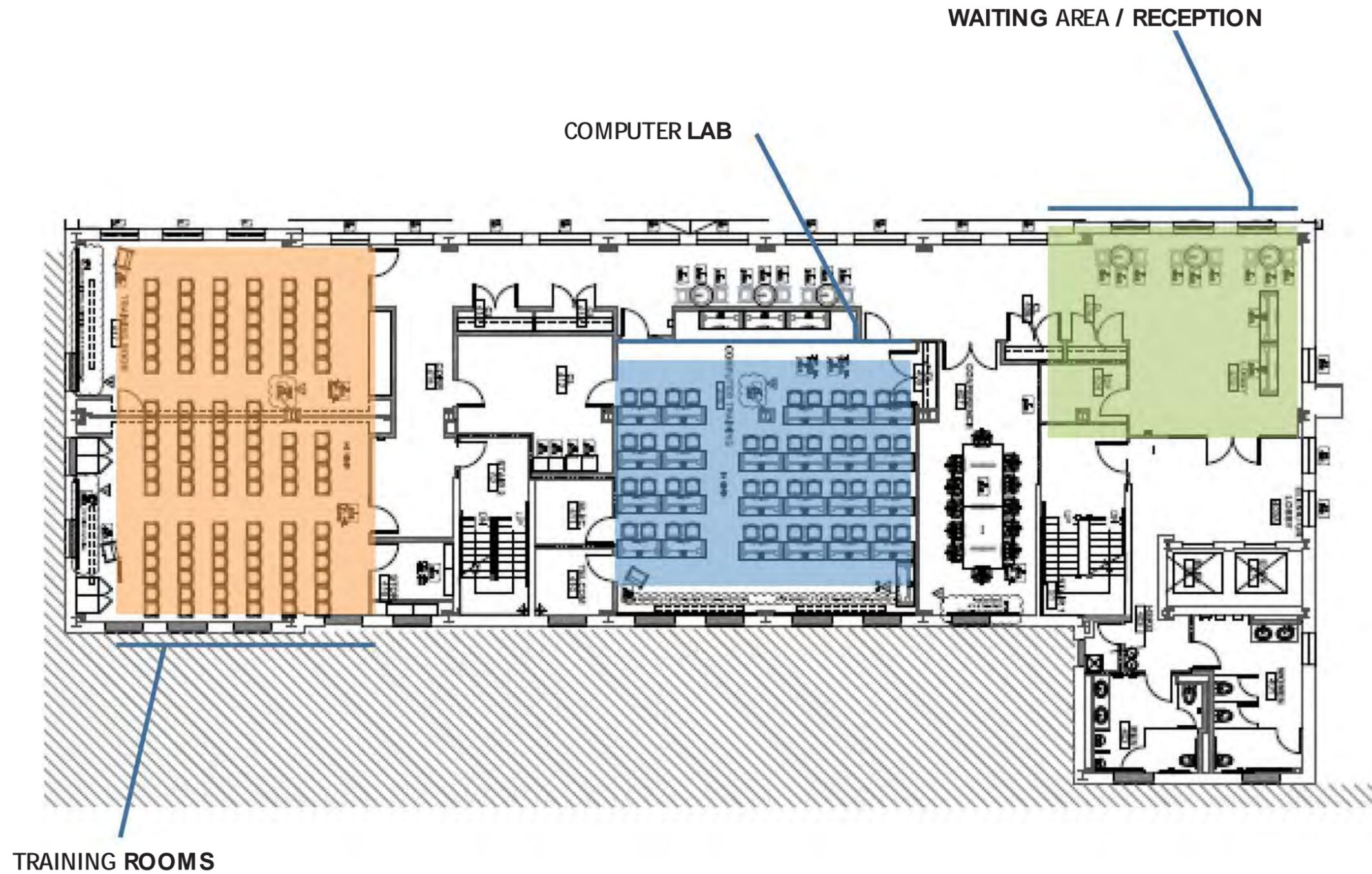
MGM Springfield will attract and retain high-quality employees. Our team will be working diligently to hire thousands of employees before our projected opening date of September 2018.

MGM SPRINGFIELD EMPLOYMENT CENTER

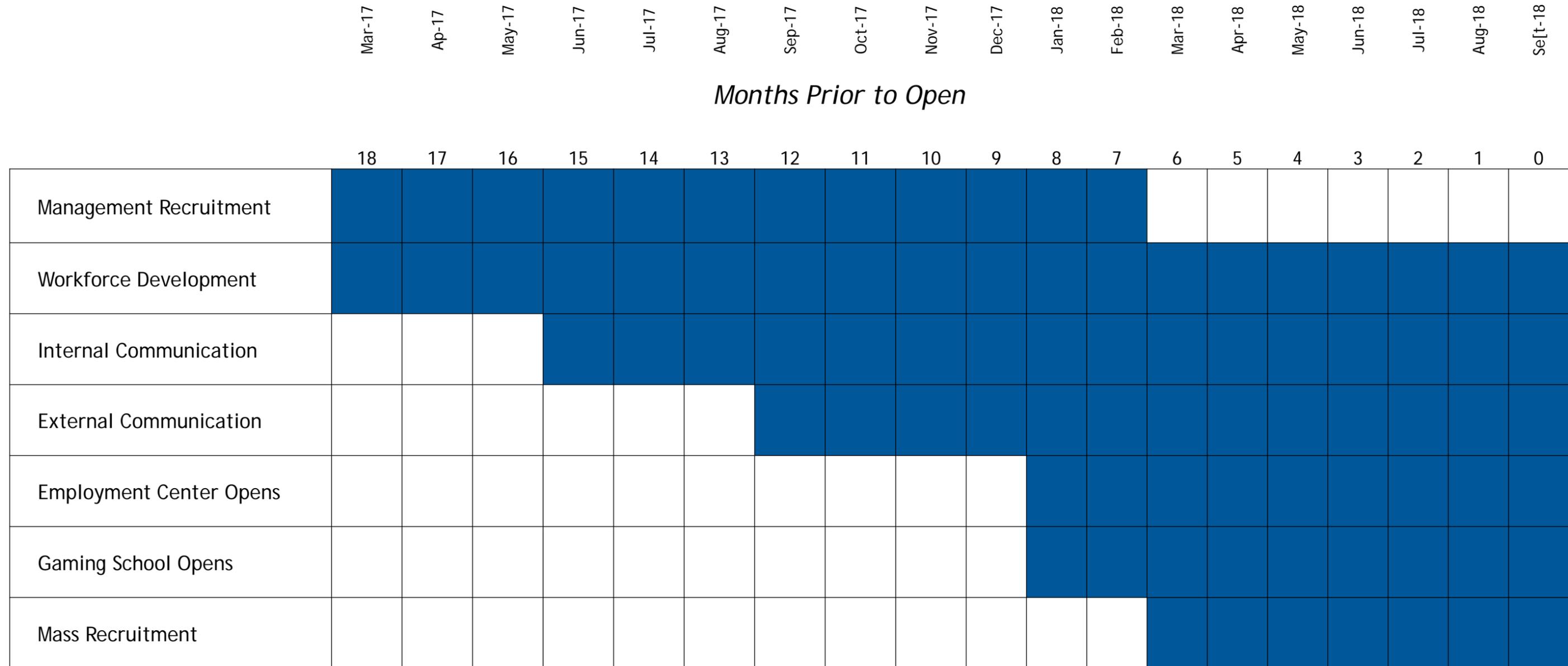


The MGM Springfield Employment Center will open in Q1 2018. The MGM Springfield Employment Center will be the hub for interviewing candidates and processing new MGM Springfield employees. In addition, computer resources will be available during predetermined time frames and Employment Representatives will be on hand to provide application support.

HUMAN RESOURCES - TRAINING FLOOR



MASTER TIMELINE



COMMUNICATION & ADVERTISING

Social Media: Beginning

- Create social media posts on Facebook and Twitter covering five areas of focus
- Building Excitement
- It's more than just a job
- Job Opportunities/Classification
- Employment facts
- What it takes

Earned Media: Beginning

- Media invited to all events
- Divisional Showcase
- MGM Springfield Career Center Opening
- Career Fairs

Paid Media: Utilized Prior to Large-Scale Events

- Radio Interviews and spots
- Online ads on radio web sites
- Print ads in local publications



Reporting and Analytics



MGM RESORTS
INTERNATIONAL®

REPORTING

In an effort to meet our HCA goals, we plan to run real-time, weekly reports from pre-hire to post opening to track the following:

- Hiring progress (by role, department, division, etc.)
- City residency via zip code
- Skill gaps to focus workforce development, recruiting and training efforts

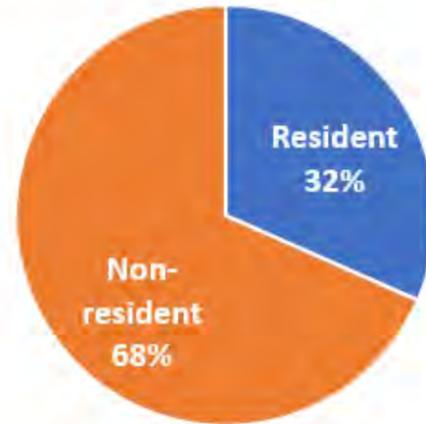
MGM SPRINGFIELD
CAREERLAUNCH


workday®

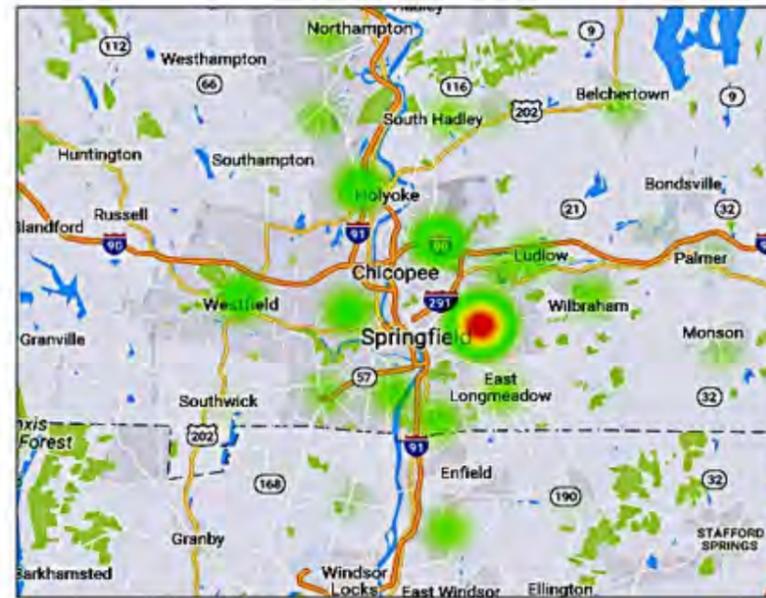
 SkillSmart

SKILLSMART REPORTING

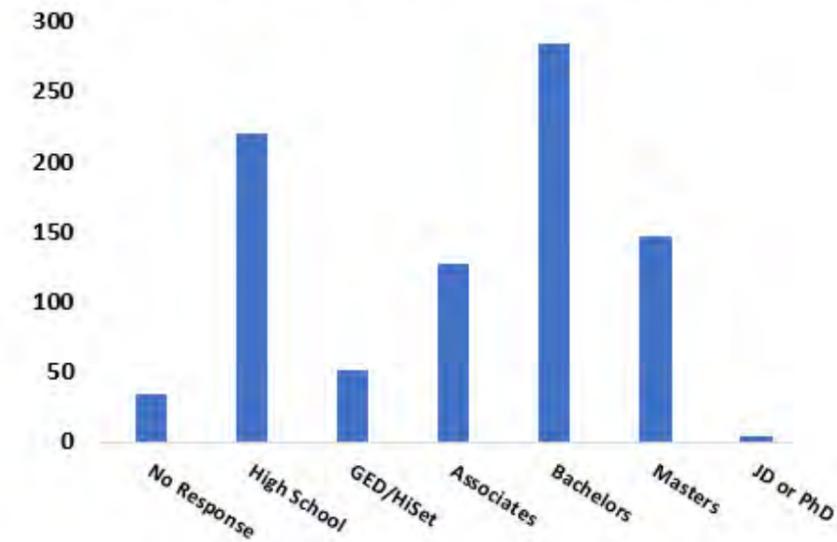
Springfield Residency



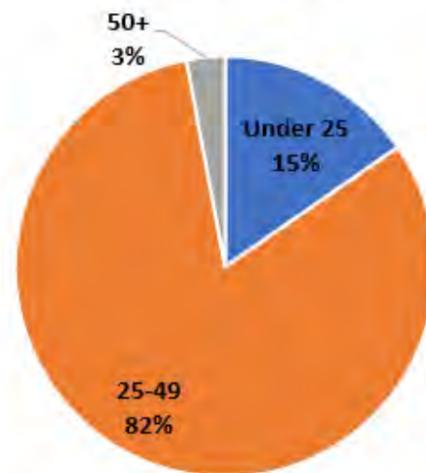
Location Heat Map



Highest Education Attained

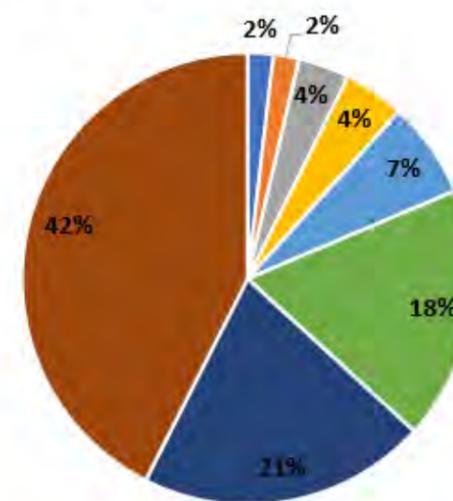


Age Ranges

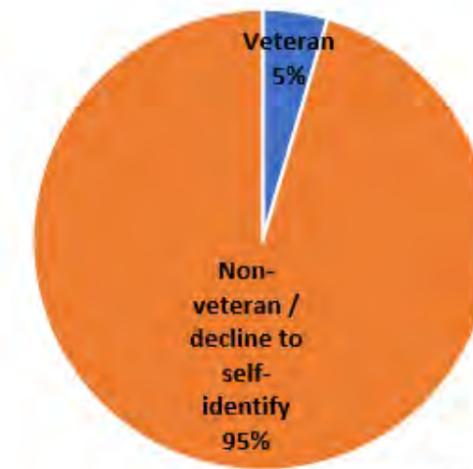


Ethnicity

- American Indian or Alaska Native
- Asian
- Two or More Races
- Native Hawaiian or Other Pacific Islander
- Black or African American
- Hispanic or Latino
- I Decline to Identify
- White



Veteran Status



Data as of 2/10/17

WORKDAY REPORTING

Candidate Pipeline Report: Will provide a gauge on hiring progress (critical for pre-opening)



The screenshot shows the Workday interface for a Candidate Pipeline Report. At the top is a blue navigation bar with a home icon, a search bar containing 'candidate pipeline', and the Workday logo. Below the bar is a title 'CMG Candidate Pipeline Detailed (Viewable to managers, Only shows Active Candidates)' with a menu icon and a refresh icon. The main content is a table with 15 columns representing various metrics of the hiring process.

# of Active Candidates	Candidate Ratio Goal %	Internal Candidates	% Internal	External Candidates	% External	Number of Openings Available	Number of Openings Filled	Candidates in Review	Candidates in Screen	Candidates in Assessment	Candidates in Interview	Candidates with Positive Interview Rating	Candidates in Offer	Candidates in Background/Drug Test
------------------------	------------------------	---------------------	------------	---------------------	------------	------------------------------	---------------------------	----------------------	----------------------	--------------------------	-------------------------	---	---------------------	------------------------------------

CAREER OUTREACH SESSIONS

SKILL EVENT	DATE
STCC & HCC	March 25, 2016
General CBO's	March 31, 2016
General CBO's	April 7, 2016
VBO's	April 12, 2016
Franklin Hampshire Career Center	April 26, 2016
General CBO Session at STCC	April 26, 2016
Northampton Career Center	April 27, 2016
General CBO Session at STCC	April 27, 2016
Urban League	June 29, 2016
ROCA	July 25, 2016
FutureWorks	August 18, 2016
Community Enterprises	August 24, 2016
WMEC	September 7, 2016
Westover JobCorps	November 2, 2016

MGM Springfield Career Launch Sessions

- 16 Sessions
- 482 Attendees





SAMPLE RECRUITING PLAN

DEALER MARKET

Needs: **460** TG Dealers, **128** Poker Dealers

Inexperienced Dealers:

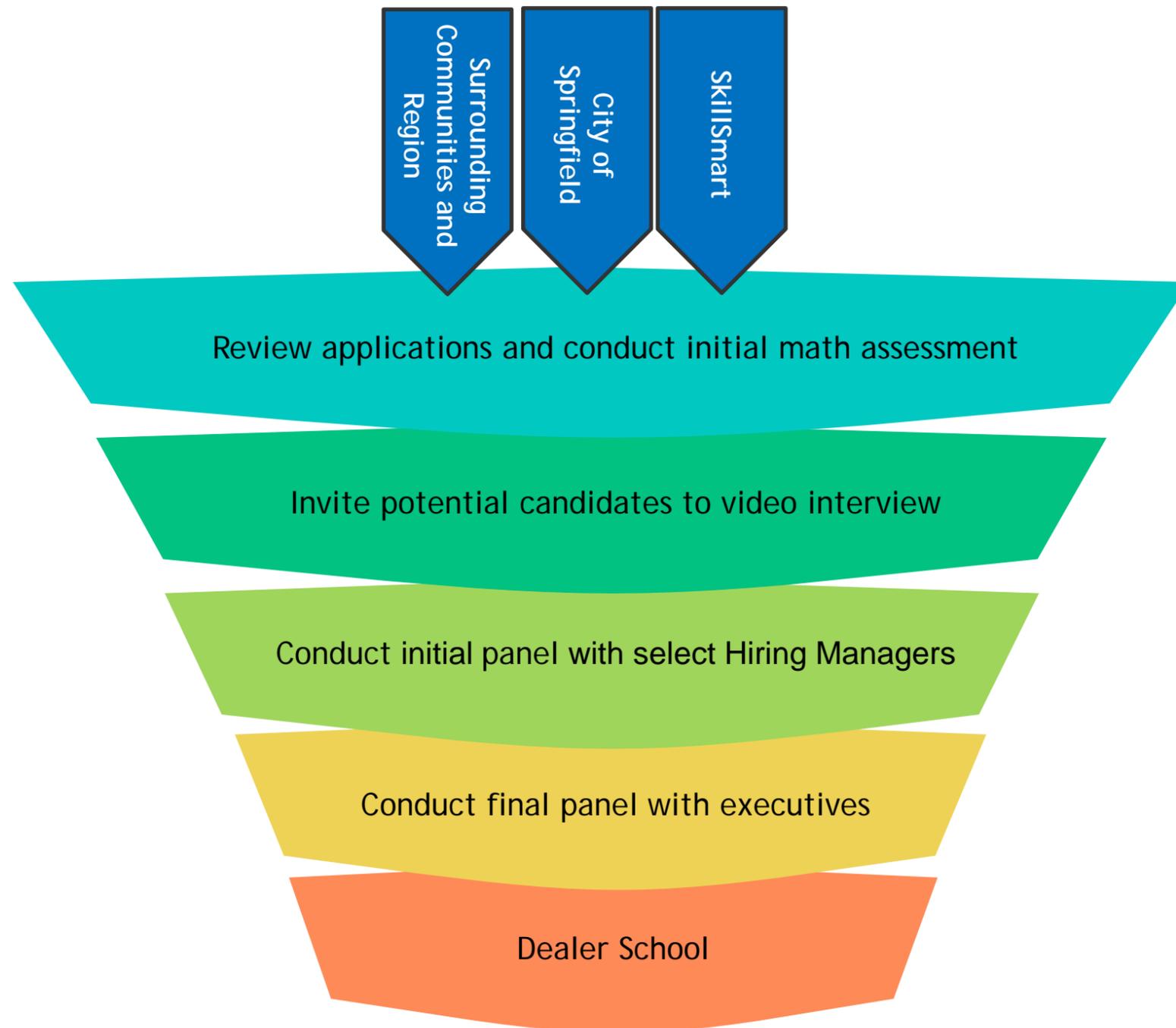
- Focus efforts in Springfield to recruit and train new Dealers through our Dealer School partnership with *MASSACHUSETTS CASINO CAREER TRAINING INSTITUTE (MCCTI)*

Experienced Dealers:

- Internal
- Mashantucket, CT
- Uncasville, CT
- Lincoln, RI

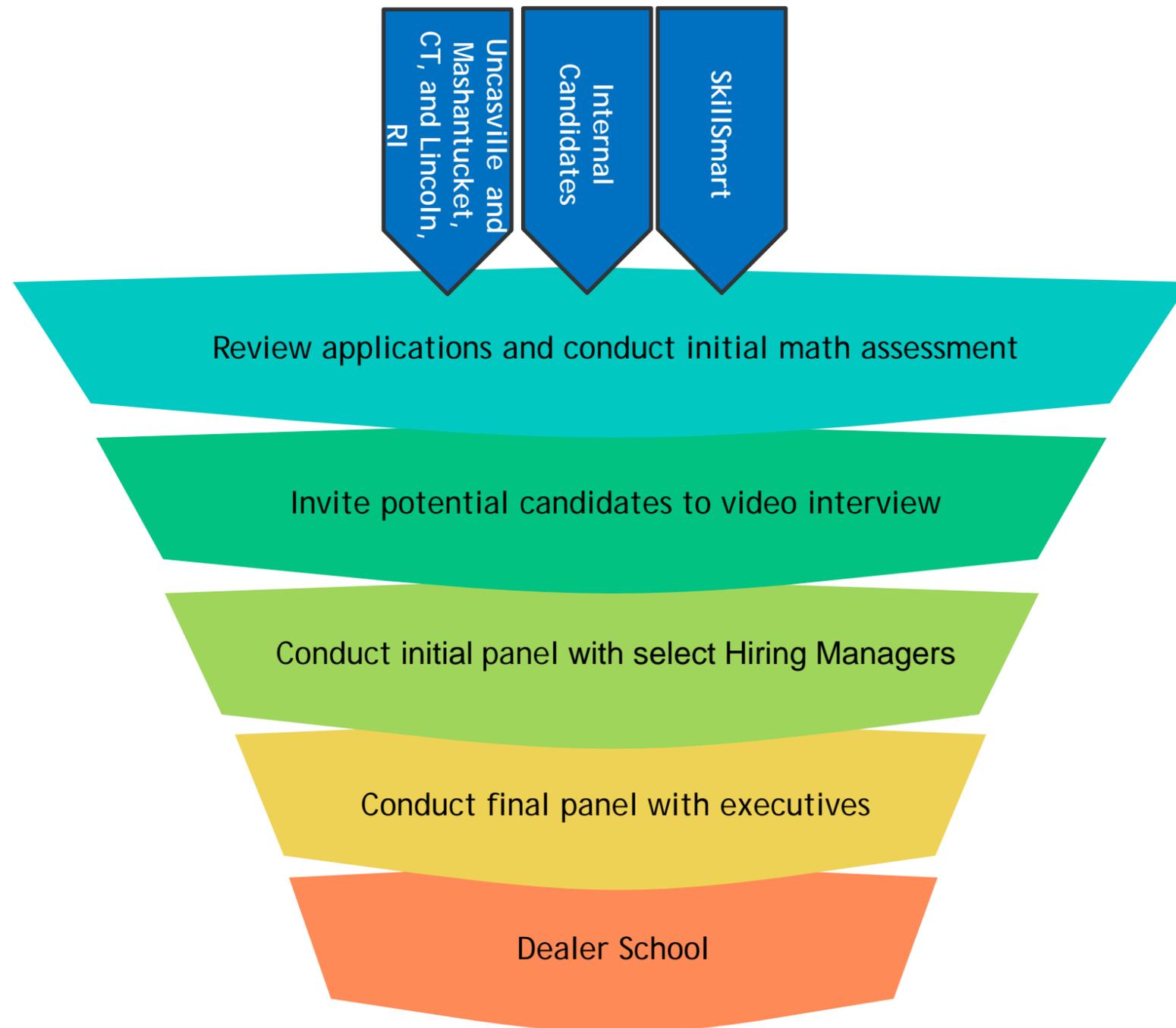


HIRING PLAN - INEXPERIENCED DEALERS



- Inexperienced candidates will be sourced from SkillSmart, the City of Springfield, Surrounding Communities and the Region (utilize tools and resources to communicate with and engage these groups)
- Assigned team will review applications and conduct initial math assessments
- Utilize video technology to further pre-screen remaining candidates based on standardized questions
- Assigned team to review applicants and conduct initial panel interview to identify strong candidates and make recommendations to department head
- Department heads, including VP to conduct final panel interview
- Invite candidates to participate in Dealer School

HIRING PLAN - EXPERIENCED DEALERS



- Experienced candidates will be sourced from SkillSmart, Internal Interest and through road shows to nearby markets (utilize tools and resources to communicate with and engage these groups)
- Assigned team will review applications and conduct initial math assessments
- Utilize video technology to further pre-screen remaining candidates based on standardized questions
- Assigned team to review applicants and conduct initial panel interview to identify strong candidates and make recommendations to department head
- Department heads, including VP to conduct final panel interview
- Invite candidates to participate in Dealer School

HIRING TIMELINE DEALERS

Sept-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sept-18
Tables Games Specific Outreach												
			Screen Inexperienced Dealers									
		Career Showcase										
				Gaming School (Dealers, etc.)								
	Winter Internal Roadshow							Tables Games Hiring				
							Audition Experienced Dealers					
											Experienced Training	

RECRUITMENT - DEALERS

INEXPERIENCED

- **Candidate Pools:** City of Springfield, Agawam, Holyoke, Chicopee, East Longmeadow, Longmeadow, Ludlow, West Springfield and Wilbraham primary, West Mass Regional areas secondary.
- **Strategy:** Hire for personality and basic math skills; conduct behavioral & math assessments, panel interviews and auditions.
- **Outreach Initiatives:** Local career fairs specifically for TG roles beginning end of Q4 2017
- **Key Partners:** *MASSACHUSETTS CASINO CAREER TRAINING INSTITUTE (MCCTI)*

RECRUITMENT - DEALERS

EXPERIENCED

- **Candidate Pools:** Internal, Mashantucket & Uncasville, CT, and Lincoln, RI
- **Strategy:** Build social media presence with dealers in all markets to communicate timeline and opportunity, identify key influencer in each region to help spread word
- **Outreach Initiatives:**
 - Host job fairs in each market
 - Potential billboards in key hiring markets
 - Job Boards: Casino Careers, LinkedIn

CAREER PATHS



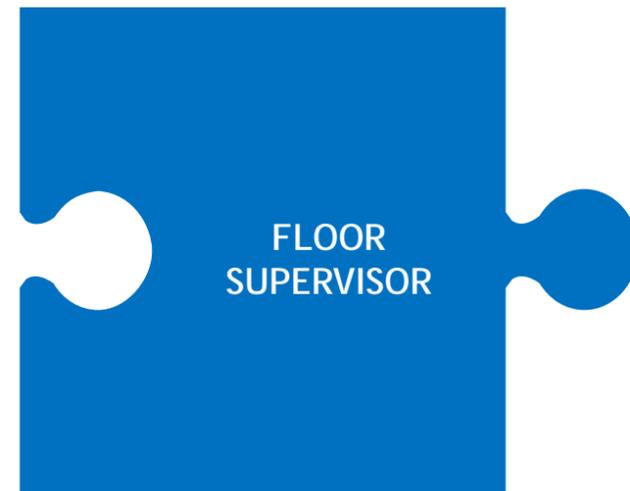
Table Games Career Path

- Typically, a Table Games employee will start as a Dealer after attending a Dealer's training course. MGM Springfield is committed to working with Massachusetts Casino Careers Training Institute (MCCTI) to make available training courses that will prepare applicants to be qualified for gaming positions at MGM Springfield.
- After two to five years as a Table Games Dealer, the next step is to go to a Floor Supervisor position, where the employee would also spend two to five years gaining experience watching and monitoring the game.
- The next step is to work as a Pit Manager/Back-Up Assistant Shift Manager, again for another two to five years. This helps gain experience monitoring several casino pits at one time.
- After this step the employee can move to an Assistant Shift Manager, then Shift Manager. Both positions require supervising an entire shift of Table Games employees and would require approximately two to five years of experience at this level.
- The next step is a Director of Table Games, who is responsible for the leadership of all Table Games employees, and if available, they can move to a Vice President of Table Games position after another two to five years. Generally, larger properties have a Vice President whereas smaller properties stay with a Director of Table Games.

TABLE GAMES CAREER PATH



Typically, start as a Dealer after attending a Dealer's training course



After 2-5 years, the next step is to go to a Floor Supervisor, gaining experience watching/monitoring the game



Pit Manager/Back-Up Assistant Shift Manager, again 2-5 years; gaining experience monitoring several casino pits at one time.



Requires supervising an entire shift of Table Games employees and would require 2-5 years of experience.



NEXT STEPS



MGM RESORTS
INTERNATIONAL®

KEY HIRES 2017

The following key hires will occur in 2017 (not inclusive):

- VP Facility
- VP Human Resources
- Director Talent Acquisition
- VP Food & Beverage
- VP National Marketing
- Director Compliance
- VP Slot Operations
- VP Table Games
- Executive Director Security
- Executive Director Hotel



HIRING PLAN

Join our talented team

MGM Springfield will bring a host of career opportunities, from entry level, to management positions, with the majority of those jobs going to local residents from in and around the City of Springfield and the Region.

To bring our resort to life, we're going to need front desk agents, restaurant managers, table games dealers, engineers, food servers, security team members, and that's just to name a few!

And we mean careers - not just jobs. The first job you get at Springfield is not likely to be your last, because joining a team as large and diverse as MGM Resorts means exponential opportunities for promotion and advancement.

Congratulations on taking your first step towards a new career! It's not work if you love what you do!

MGM SPRINGFIELD CAREERLAUNCH



Position Posted Online March to July

Hotel Operations

Hotel Operations Manager
Front Desk Agent
Hotel Revenue Manager
PBX Operator
Bell Supervisor
Bell Person
Door Person
Valet Assistant Manager
Housekeeping Director
Housekeeping Floor Supervisor
Guest Room Attendant
Uniform Attendant
Spa/Salon Attendant

Position Posted Online April to August

Table Games

Casino Shift Manager
Table Games Pit Manager
Floor Supervisor
Dealers
Cage Cashier / Shift Supervisor
Pit Clerk
Casino Credit Clerk
Pit Clerk
Count Team Supervisor
Count Team Member

Position Posted Online March to July

Food & Beverage

Pastry Chef
Sous Chef
Head Butcher/Butcher Steward
Restaurant General Manager
Host Person
Food Server
Cook/Cook's Helper
Pantry Person / Kitchen Worker
Beverage Manager
Bartender / Bar back
Cocktail Server
Convention Services
Cashier
National Sales Manager
Manager / Coordinator Sales

Position Posted Online April to August

General & Administrative

HR Business Partner
Carpenter / Painter
Facilities Supervisor
Casino Porter
Utility Porter
Events|Communications Partner

Position Posted Online May to August

Slot Operations

Slots Shift Manager
Slots Assistant Shift Manager
Slots Guest Services
Representatives
Lead Slot Technician

Position Posted Online March & August

Security & Surveillance

Security Shift Supervisor
Security Officer
Safety Manager
Surveillance Supervisor
Surveillance Operator
Lost & Found Clerk

Please note that this is not a complete list of positions that will be available at MGM Springfield. Positions may vary depending on need.



QUESTIONS & ANSWERS



MGM RESORTS
INTERNATIONAL®

MGM SPRINGFIELD

WORKFORCE DEVELOPMENT PLAN

Massachusetts Gaming Commission
March 2, 2017



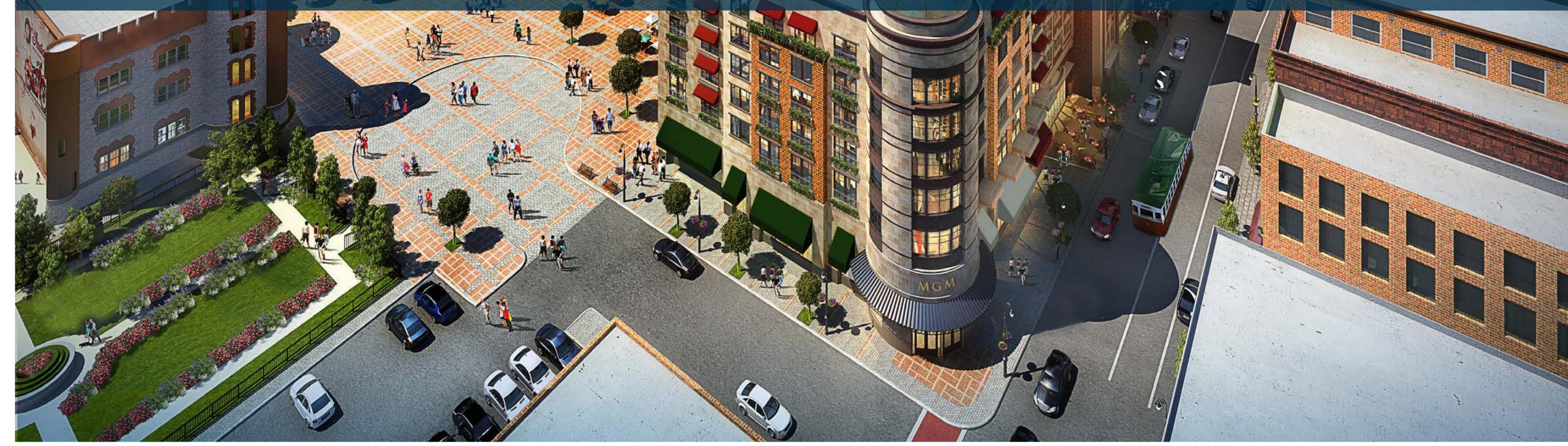
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INTRODUCTION



INTRODUCTION



MISSION STATEMENT

MGM Resorts International is the leader in entertainment and hospitality - a diverse collection of extraordinary people, distinctive brands and best-in-class destinations.

Working together, we create partnerships and experiences that engage, entertain and inspire.

COMPANY OVERVIEW

MGM Resorts International develops, builds and operates unique destination resorts designed to provide a total resort experience, including first-class accommodations and dining, world-class entertainment, state-of-the-art meeting and convention facilities and high-quality retail and gaming experiences.

With over 72,000 employees, the Company is one of the world's leading global hospitality and entertainment companies with a portfolio of destination resort brands in Las Vegas, including Bellagio, MGM Grand, Mandalay Bay and The Mirage, as well as Excalibur, Luxor, New York-New York, Monte Carlo and Circus Circus. MGM Resorts International also holds a 50 percent interest in CityCenter, the iconic hotel, convention, retail and dining complex at the heart of the Las Vegas Strip featuring ARIA Resort and Casino, Vdara Hotel and Spa, Mandarin Oriental Las Vegas and Veer condominiums.



INTRODUCTION



MGM Resorts International operates market-leading U.S. regional assets including Beau Rivage and Gold Strike Tunica in Mississippi, MGM Grand Detroit in Michigan and Borgata in New Jersey. The Company is in the process of developing MGM Springfield in Massachusetts, and recently completed work on the newly opened MGM National Harbor in Maryland. We also have a 56 percent interest in MGM China Holdings Limited, which owns the MGM Macau resort and casino and is in the process of developing a resort on Cotai. MGM Resorts controls and holds a 76 percent economic interest in the operating partnership of MGM Growth Properties LLC, a premier triple-net lease real estate investment trust engaged in the acquisition, ownership and leasing of large-scale destination entertainment and leisure resorts.

We're proud to be recognized for our commitment to being socially responsible, including an industry-leading diversity and inclusionary culture, community engagement and philanthropy initiatives and a commitment to environmentally sustainable approaches in development and operations.

We have been consistently ranked among the top 500 of *Newsweek* Magazine's listing of green companies.

PR News has recognized MGM Resorts as an Overall Leader in CSR Practices while our Chairman & CEO has been recognized as a Responsible CEO of the Year by *Corporate Responsibility* Magazine. *Fortune* Magazine has named MGM Resorts one of the World's Most Admired Companies.

While we operate leading resorts and amenities, ultimately it is the people of MGM Resorts that make the difference daily in providing our customers with the ultimate guest experience. We welcome you to visit us.



MGM RESORTS INTERNATIONAL EXECUTIVE COMMITTEE



Jim Murren
Chairman & CEO



Dan D'Arrigo
Chief Financial Officer



Michelle DiTondo
Chief Human Resources
Officer



Elisa Gois
Chief Analytics Officer



Bill Hornbuckle
President



Phyllis James
Chief Corporate
Responsibility Officer



John McManus
General Counsel



Anton Nikodemus
Regional Operations Chief
Operating Officer



Chris Nordling
President
Corporate Entities



Corey Sanders
Chief Operating Officer



Lillian Tomovich
Chief Experience Officer

REGIONAL OPERATIONS



Anton Nikodemus
COO Regional Operations



Jorge Perez
SVP, Chief Financial Officer



Laura Lee
SVP, Human Resources



Vonda Harris
VP, Labor Relations



Danielle White
VP, Community Engagement



Wanda Smith-Gispert
VP, Talent & Workforce
Development



Gina Peters
VP, Finance



John Forelli
VP, Information Technology



Dwight Yang
VP, Revenue Management

WRITING THE NEXT CHAPTER TOGETHER

The City of Springfield draws its strength from the people who have been living and working in this Western Massachusetts community on the Connecticut River for 375 years.

The city and its people have a proud and vibrant history. On the heels of a difficult downturn in the economy that threatened Springfield's once thriving downtown, the city's proud past and hearty people were challenged by another first when a tornado nearly leveled a section of Downtown Springfield in June 2018.

And while the most tragic memories of that event will never be forgotten, this is a resilient city with determined people who already have begun to set the stage for an epic comeback story.



Michael Mathis
President, COO



Seth Stratton
VP, General Counsel



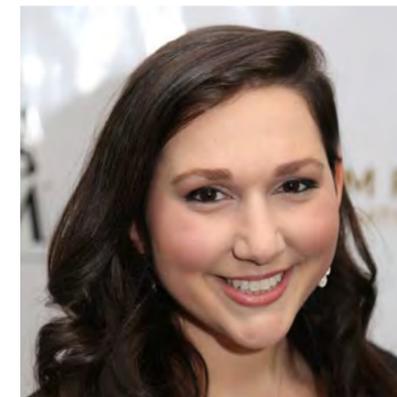
Courtney Wenleder
VP, Chief Financial Officer



Michael Custodio
Director, Property Initiatives



Markikate Murren
Director, Human Resources



Amanda Gagnon
Executive Assistant to
President and VP



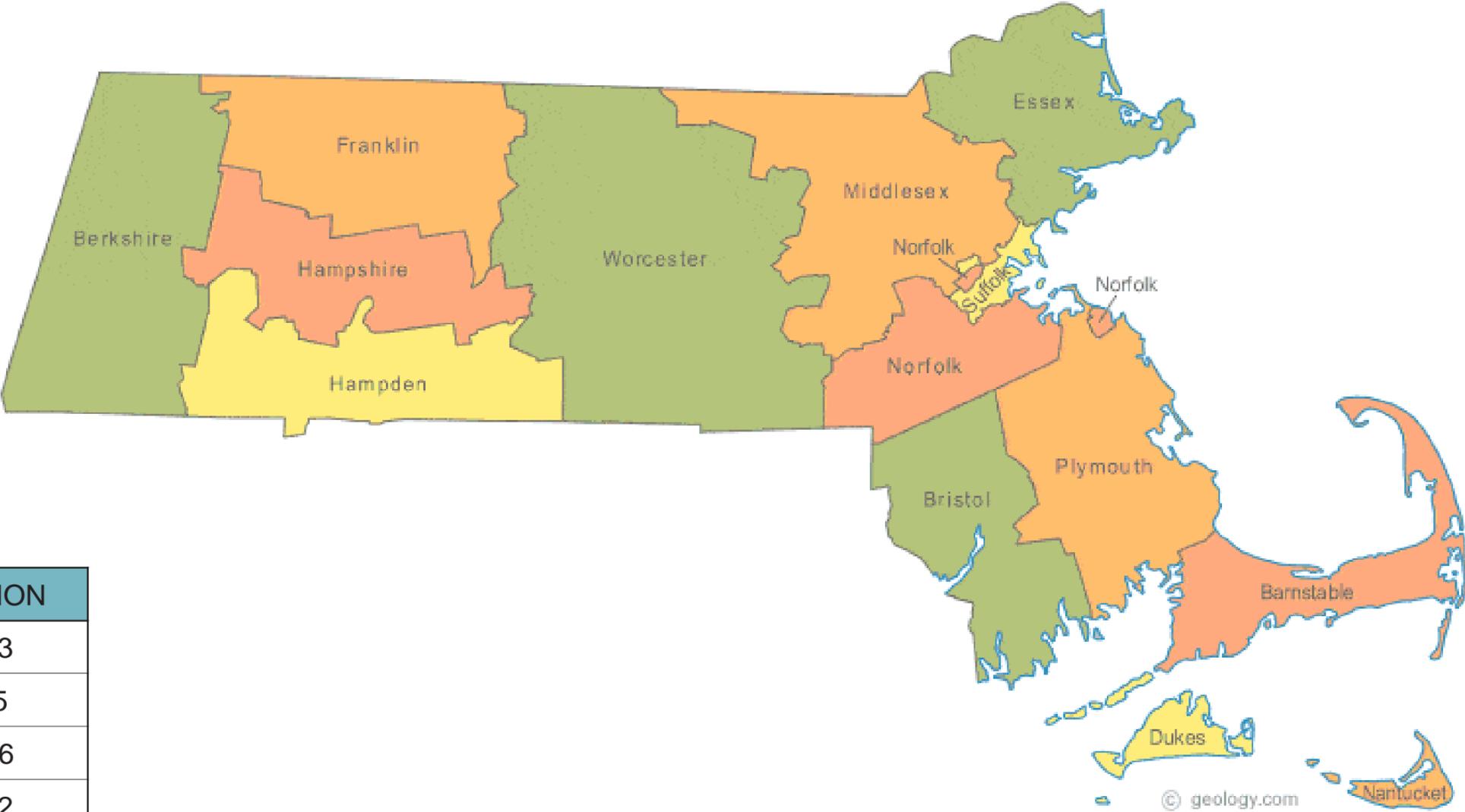
Anita Bird
Coordinator, Human Resources



DEMOGRAPHICS OVERVIEW



DEMOGRAPHICS OVERVIEW



WESTERN MASSACHUSETTS

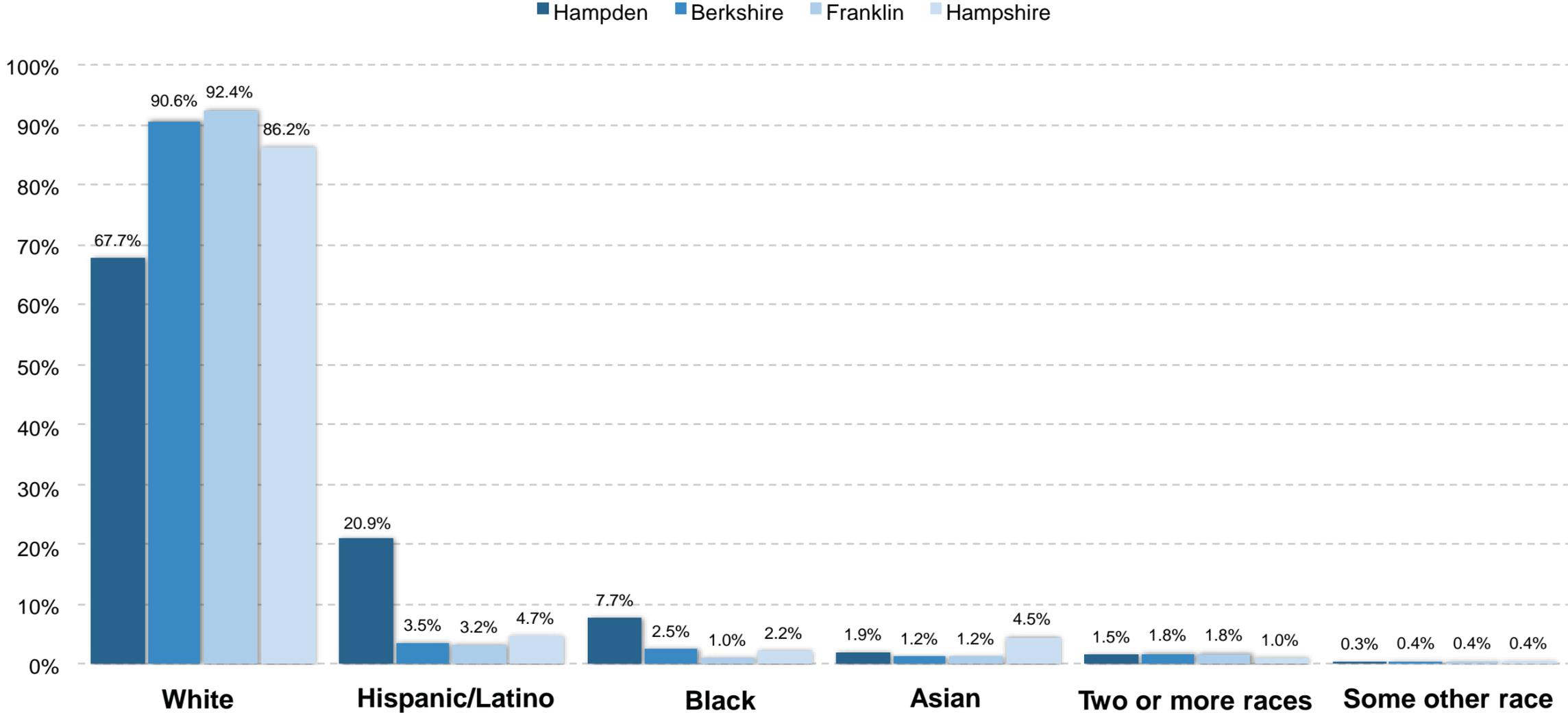
COUNTY	POPULATION
Berkshire	161,303
Franklin	32,205
Hampshire	160,936
Hampden	558,162

City-data.com 2017

DEMOGRAPHICS OVERVIEW

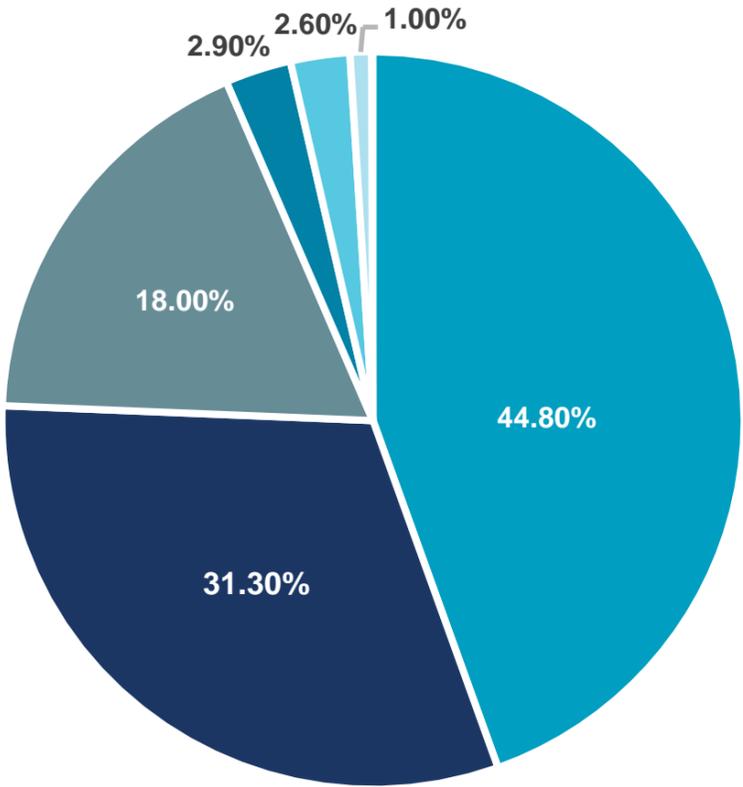


WESTERN MA COUNTY DEMOGRAPHICS



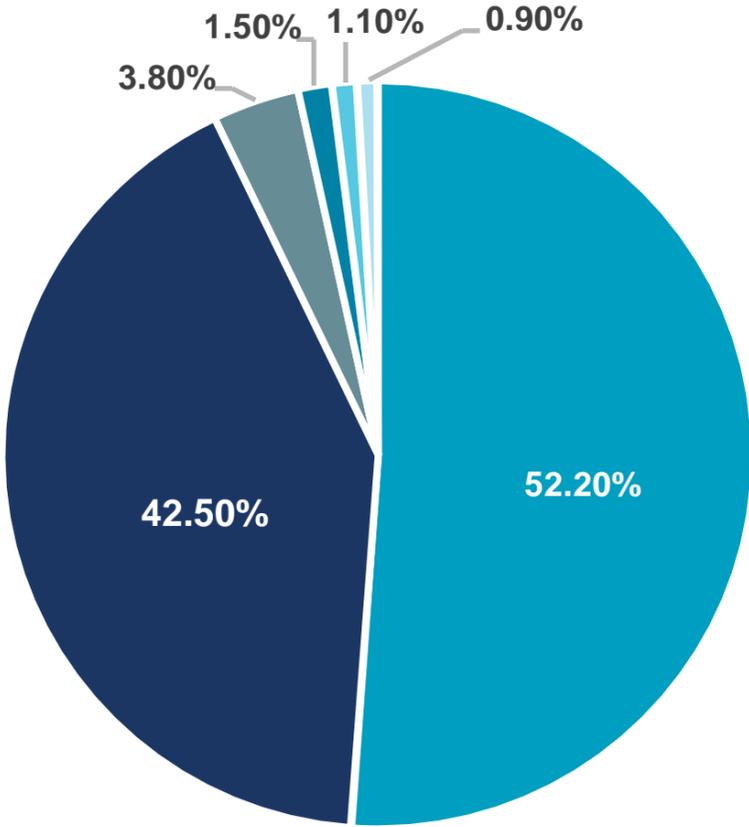
City-data.com 2017

DEMOGRAPHICS OVERVIEW



Springfield

- Hispanic | Latino
- White
- Black
- Asian
- Two or more races
- Other

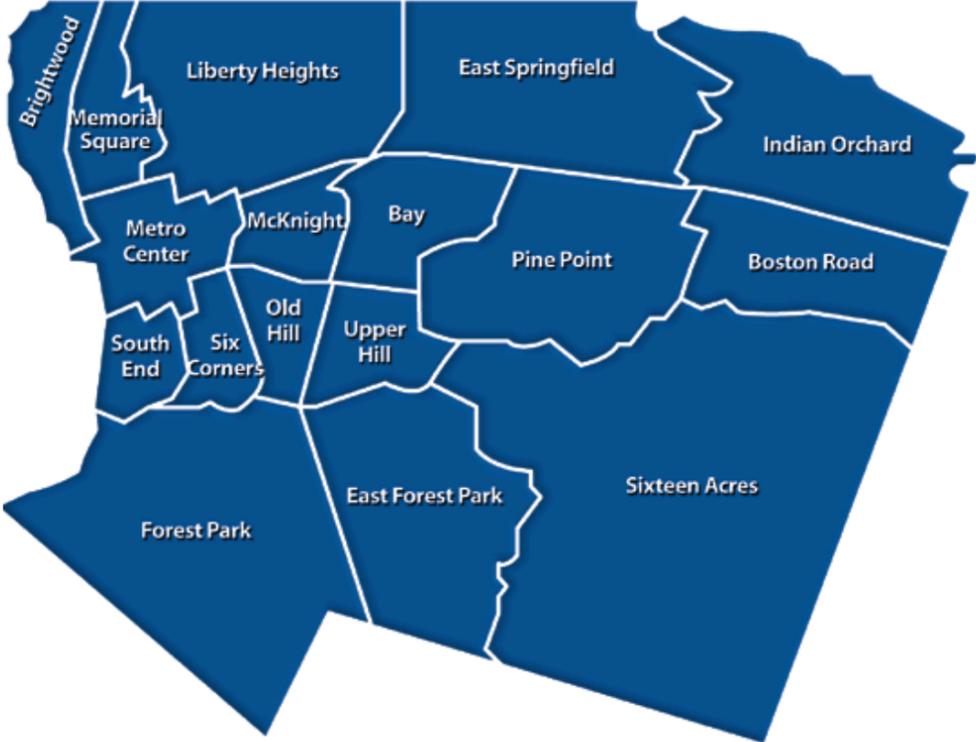
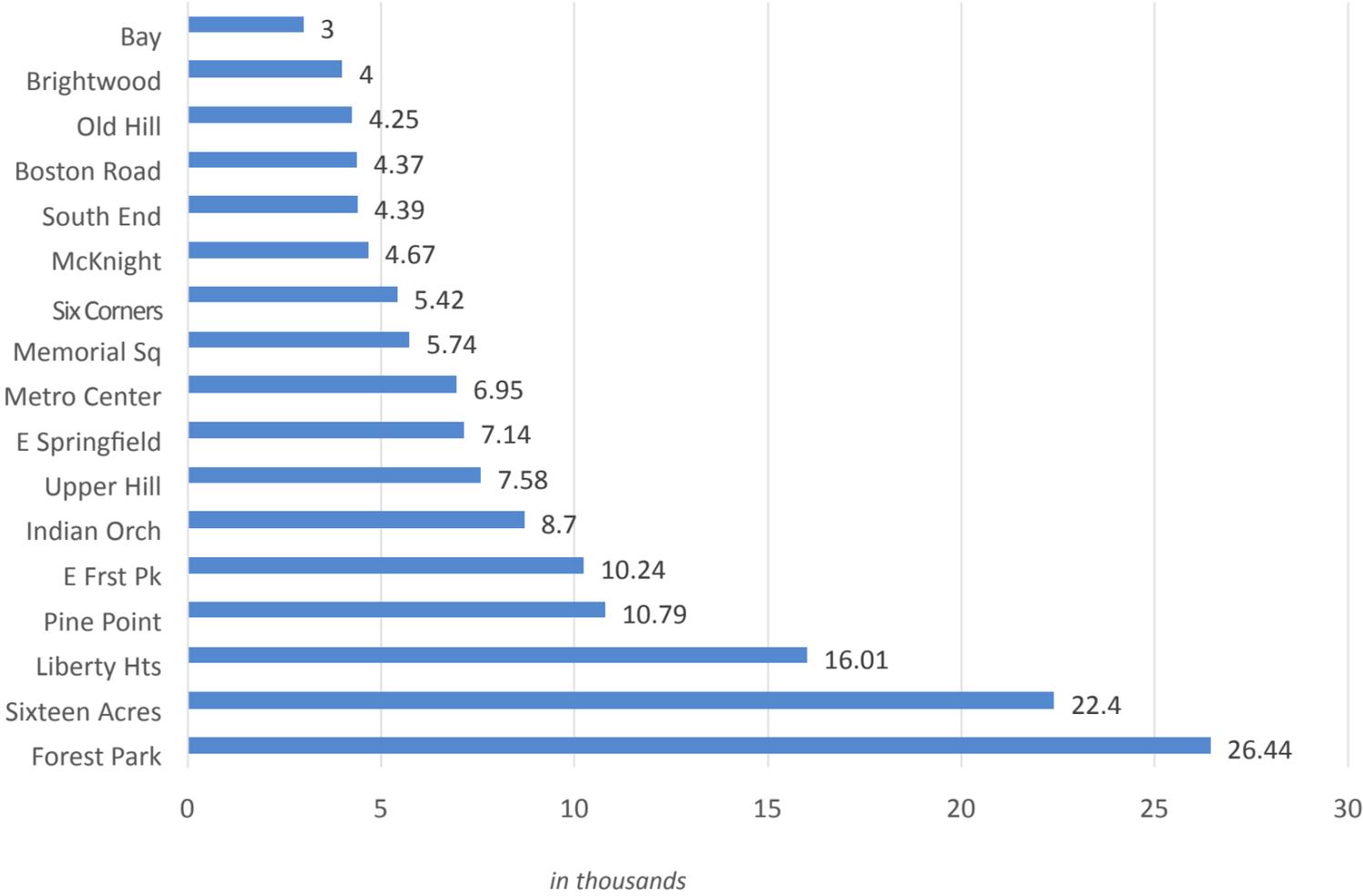


Holyoke

City-data.com 2017

DEMOGRAPHICS OVERVIEW

Total Population by Neighborhood

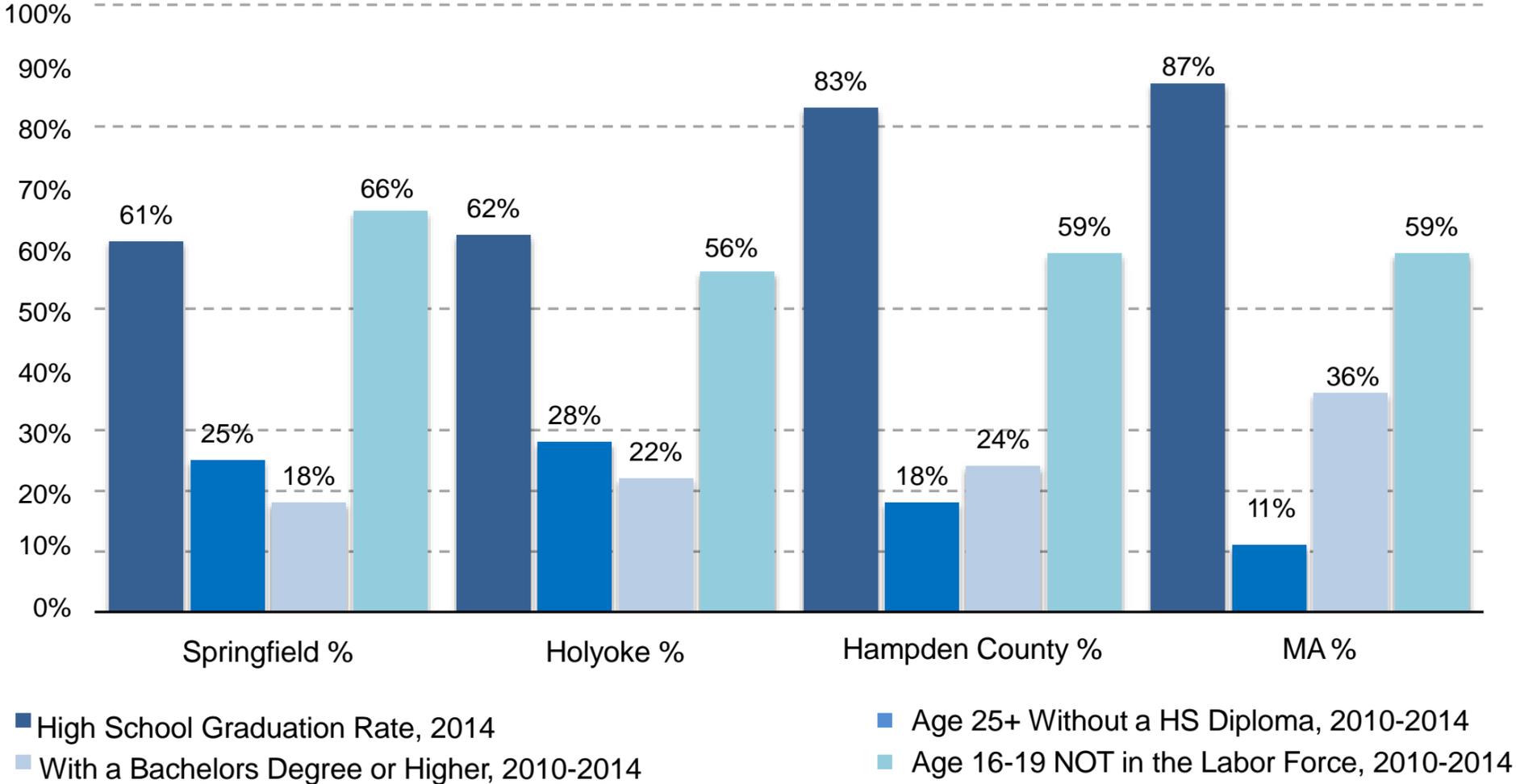


statisticalatlas.com/neighborhood/Massachusetts/Springfield

DEMOGRAPHICS OVERVIEW



EDUCATION ATTAINMENT



American Fact Finder, Educational Attainment, Characteristics of Teenagers- 2010-2014 American Community Survey 5 Year Estimates

DEMOGRAPHICS OVERVIEW



LABOR FORCE PARTICIPATION

AREA	LABOR FORCE	EMPLOYED	UNEMPLOYED	UNEMPLOYMENT RATE (%)
Hampden County	221,067	212,625	8,442	3.8
Springfield	62,563	59,310	3,253	5.2
Agawam	15,905	15,442	463	2.9
Chicopee	27,381	26,365	1,016	3.7
East Longmeadow	8,668	8,452	216	2.5
Holyoke	15,998	15,294	704	6.4
Longmeadow	8,118	7,948	170	2.1
Ludlow	10,858	10,427	431	4.5
West Springfield	14,558	14,098	460	3.2
Wilbraham	7,565	7,376	189	2.5

Career Trends by GRAPHIQ unemployment-rates.careertrends.com//1893/Hampden-County-MA

DIVERSITY & INCLUSION PLAN



Adopted by Blue Tarp reDevelopment LLC – Approved on: January 22, 2015

ARTICLE VI Operational Phase Diversity Program for Equal Opportunity

MGM Springfield's Diversity Program for Equal Opportunity for Employment of Covered Employees During Operations of the Gaming Establishment pursuant to G.L. c. 23K, §21 (20); License Condition 12; and HCA Exhibit C.

MGM Resorts International ("MGM") has been the pioneer in diversity and inclusion in the gaming and hospitality industry since its voluntary adoption of its Diversity Initiative in 2000. MGM regards diversity as an essential business paradigm for success in the modern global economy. Hence, Diversity and Inclusion are the foundation of MGM's culture of Integrity, Teamwork and Excellence. MGM has systematically incorporated diversity into its Company's value system, organizational culture and its business operations, as a matter of progressive business policy for itself, its affiliates and subsidiary companies.

MGM Springfield is committed to hiring and maintaining a diverse, multiracial and multicultural workforce which is reflective of its host community and customer base. We recognize that diversity without inclusion is incomplete. We cultivate respect for the humanity and contributions of every individual employee because our employees are our lifeblood. We realize that, to achieve the highest level of performance of our teams, and to deliver genuinely superior service to our guests, we must motivate each employee to perform at his/her highest levels each and every day. We, therefore, foster an inclusive culture of excellence, enterprise-wide, aligned with our business mission – organized around universal employee engagement, individual responsibility, individual empowerment to express diverse opinions and perspectives, inspired leadership, consistent peak performance, team collaboration, innovation, accountability and, above all, positive recognition for a job well done. Diversity and Inclusion promote greater unity in our Company around a shared common vision in achieving our business mission.

NOTE: A single individual may satisfy multiple categories of Covered Employee and in such cases shall be recorded and counted by MGM Springfield in each of the applicable categories. However, regardless of how many categories of Covered Employees which an individual may satisfy, no single individual shall be counted more than once in the accumulation of totals for reportage of utilization of Covered Employees.

Tactical Steps For Identifying, Training and Employing Covered Employees. In addition to the steps outlined in the HCA Exhibit C, which shall be fully incorporated herein by reference, MGM Springfield shall use best efforts to consider and implement the following tactical steps for its recruitment of Covered Employees:

1. ADVERTISEMENT AND PROMOTION OF EMPLOYMENT OPPORTUNITIES

MGM Springfield shall advertise and promote employment opportunities by:

- i. posting all opportunities on its mgmspringfield.com and related workforce development site and Massachusetts JobQuest;
- ii. periodically using traditional media and social networking tools to assist MGM Springfield in advertising employment opportunities; and
- iii. partnering with key community stakeholders including but not limited to local educational institutions and career centers to hold job fairs, advertise employment opportunities and otherwise to make outreach to the local labor pool.

2. TRAINING AND ASSISTANCE FOR FRONTLINE STAFF

a. Frontline Training (Career Progression Programs). Career Progression Programs will be provided for Covered Employees, enabling them to be competitive for promotion into key management and executive positions throughout the integrated MGM Springfield resort. As skills and experience levels increase, employees will find a variety of opportunities for career growth within the Company. Comprehensive jobs skills training and opportunities to continue their education also will be provided by MGM Springfield, and through educational partnerships, which shall include:

- i. on-the-job training programs;
- ii. either classroom or online training opportunities designed to improve core skill sets required for consideration for promotions and new opportunities within MGM Springfield;
- iii. specifically designed programs aimed at helping U.S. Veterans leverage their military leadership skills while transitioning into management or other positions within MGM Springfield;

- iv. professional development programs designed specifically for experienced supervisors and assistant managers to broaden their skills, abilities and knowledge base;
 - v. mandatory Diversity Workshops for all supervisory employees; and
 - vi. offering apprenticeship and internship programs in order to provide real life training to local students from community colleges and recent college and university graduates. The MGM Springfield Human Resources Department will track the number of Covered Employees who have jobs in executive, finance, information technology and administrative positions and report this information to the Diversity Compliance Team. While all positions will be filled by qualified candidates, MGM Springfield shall use its best efforts to train Covered Employees to qualify for all positions and have the opportunity to advance their careers through its Career Progression Programs.
- b. English as a Second Language. MGM Springfield will offer English as a Second Language Classes to project Covered Employees as part of its obligations under Exhibit C of the HCA.
- c. Basic Skills Training (Job Readiness). MGM Springfield acknowledges that a significant number of potential employees in the City and surrounding area will need to attain a high school equivalence in order to qualify to apply for jobs at the Project. Thus, MGM Springfield will use its best efforts to ensure that potential employees are able to participate in programming offered by local outreach organizations, including FutureWorks, CareerPOINT, the regional employment boards, BerkshireWorks and Westover Job Corp Center, as well as local educational and training institutions, such as Holyoke Community College, Springfield Technical Community College and the Massachusetts Casino Careers Training Institute. MGM Springfield will make best efforts to collaborate with and support the above listed organizations (as well as others) to form educational partnerships with the stated goal of significantly reducing the number of unemployed persons with less than a high school education prior to the time when jobs become available at MGM Springfield.

Each of the educational partnerships to be formed by MGM Springfield will focus on providing basic core skills to City residents as well as residents of the surrounding area, including:

- i. basic math and literacy skills;
- ii. vocational training for hospitality and non-hospitality related careers; and
- iii. job preparation skills such as interviewing, resume writing and effective work habits.

- d. Hospitality Career Information Workshops (Job Readiness Training). Job Readiness Training will be designed to introduce local residents to the hospitality industry and foster interest in these types of jobs. Career information workshops will be conducted prior to and during the mass recruiting phase of MGM Springfield. The goal will be to introduce local residents to the wide range of occupations that are available in the hospitality industry, including hotel front desk representatives, computer operators, facilities engineers, financial analysts, culinary arts positions, guest service ambassadors, marketing professionals, human resource representatives, table games dealers, slot technicians and representatives, cage clerks and many more. Local residents will be able to attend career information workshops to learn about the wide range of occupations available and the skills and qualifications that would be required to work in such positions.

MGM Springfield will hold career information workshops throughout the greater Springfield area. While attending the career information workshops, participants will have the opportunity to provide information on job interests and sign up to receive first notice on training and job announcements.

- e. Apprenticeships. MGM Springfield will cooperate with local organizations including but not limited to Holyoke Community College and Springfield Technical Community College to develop and implement apprenticeship programs for employees (including Covered Employees) who wish to expand their skills and knowledge, and develop their career. The apprenticeship programs will be designed to provide a structured, on-the-job training process from basic mechanical skill requirements to advanced techniques required for the specified trade or service.
- f. Coordination with Career Centers. MGM Springfield will work with local career centers to promote job opportunities at the Project and coordinate resources for Springfield area residents to improve workforce skills.

3. AFFIRMATIVE MARKETING FOR THE UNEMPLOYED PURSUANT TO LICENSE CONDITION 15

In addition to those steps outlined above and consistent with License Condition 15, MGM Springfield will develop, in consultation with the Executive Office of Labor Workforce Development and related state and local agencies, a plan to identify and market employment opportunities at the Gaming Establishment to unemployed residents of Massachusetts.



WORKFORCE DEVELOPMENT



WORKFORCE DEVELOPMENT

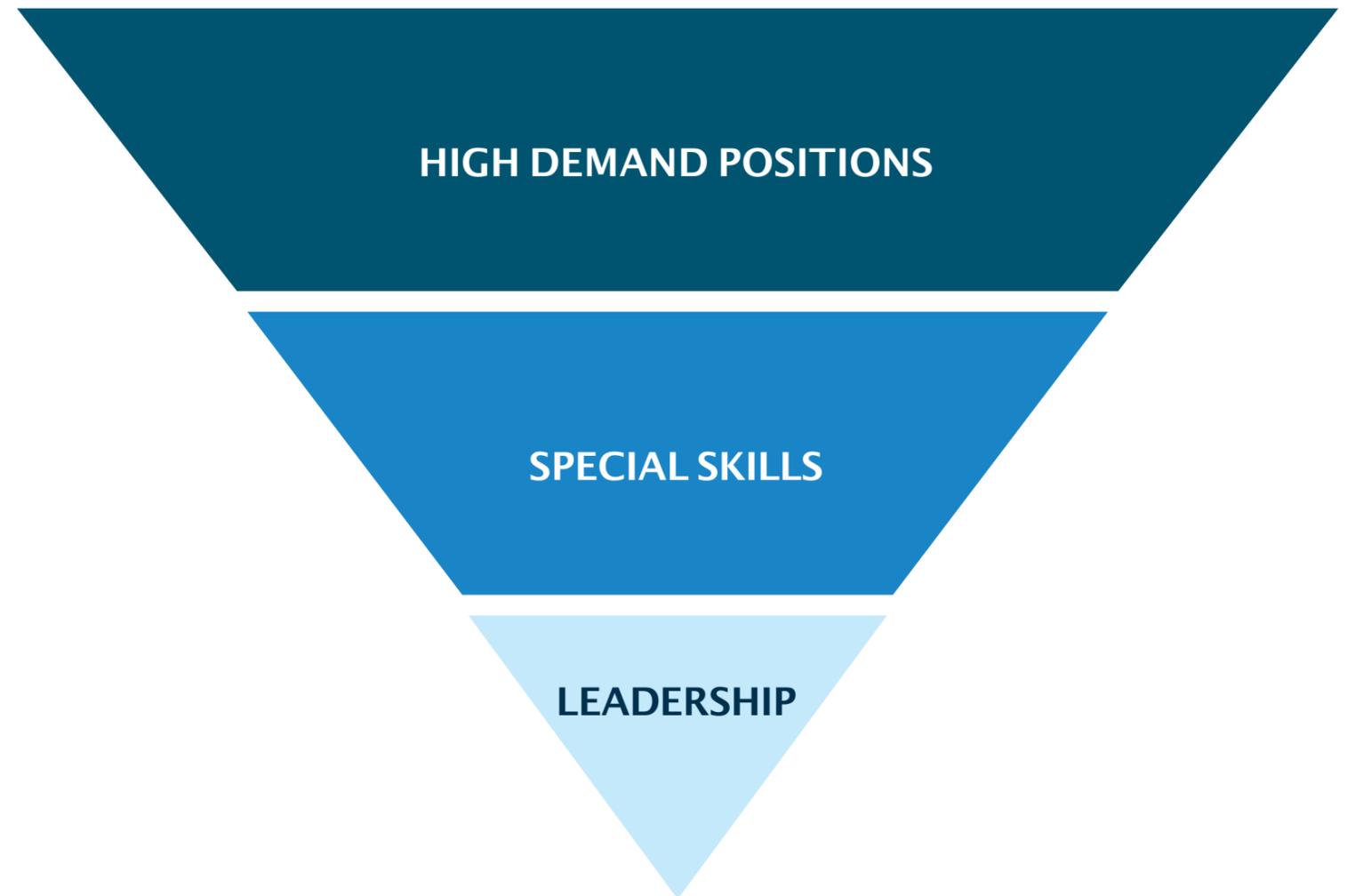
The MGM Springfield Regional Workforce Development Plan was designed to address the future demand for workers in the region's hospitality and gaming sectors.

The plan focuses on:

- Preparing our future workforce to meet MGM Springfield's long-term employment opportunities
- Facilitating the connection between current workforce to align skills and interests with real work opportunities
- Developing a clear picture of workforce development opportunities in the region to guide career planners as they prepare themselves for the workforce

TABLE 1:
High Demand Positions (Head Count 50+)

POSITION	ESTIMATED HIRES
Utility Porter	145
Cook	139
Cocktail Server	96
Kitchen Steward	75
Cashier	71
Server	61
Bartender	56
Fountain Worker	50
Busser/Runner	57



MGM SPRINGFIELD OFFERS A WIDE RANGE OF CAREERS THAT EXPAND ACROSS MULTIPLE SECTORS

There is a critical demand for professional, leadership and gaming positions that will increase advancement opportunity and offer careers that are new to the region.



CASINO

- Shift Manager
- Pit Manager
- Floor Supervisor
- Dealer
- Poker Room Dealer
- Cage Cashier
- Count Team Supervisor
- Count Team Attendant
- Slot Technician

SECURITY / SURVEILLANCE

- Security Shift Manager
- Security Training Manager
- Security Assistance Manager
- Lost and Found Clerk
- Security Officer
- Locksmith
- Director Surveillance
- Surveillance Technician

HOTEL OPERATIONS

- Front Desk Manager
- Front Desk Representative
- Concierge
- Training Development Manager
- Front Services Supervisor
- Housekeeping Director
- Housekeeping Supervisor
- House person
- Housekeeping Director

ENTERTAINMENT

- Ticket Office Supervisor
- Ticket Office Cashier
- Bowling Technician
- Bowling Receptionist
- Technical Services Manager
- A/V Technicians
- Entertainment Coordinator
- Cashier Ticket Office
- Entertainment Coordinator

FOOD & BEVERAGE

- Restaurant General Manager
- Assistant Beverage Manager
- Sommelier
- Food Server
- Bartender
- Bartender Apprentice
- Fountain Worker
- Banquet Manager
- Banquet Supervisor
- Banquet Server

INFORMATION TECHNOLOGY

- Director Information Technology
- Manager Technology Support
- Technical Support Engineer
- Application Support Analyst
- IT Security Analyst
- Director Technical Svcs
- Admin IT Security

GENERAL & ADMIN

- HR Business Partner
- Talent Acquisition Specialist
- Financial Analyst
- Accountant
- Uniform Control Attendant
- Accounting Manager
- Accounting Records Clerk
- Communications Specialist
- Graphic Designer
- Social/Digital Specialist

CULINARY

- Executive Sous Chef
- Executive Pastry Chef
- Pastry Chef
- Baker
- Restaurant Sous Chef
- Restaurant Cook
- Kitchen Steward
- Pantry Worker
- Head Butcher
- Butcher

MGM Resorts is the employer of choice within our industry. MGM Springfield's hiring and training plan will incorporate the market-leading hiring and training programs and practices used at our properties, which employ more than 72,000 team members nationally and internationally.

The sections that follow are organized as follows:

- Job Creation
- Recruitment and Placement

Upon opening, MGM Springfield anticipates that it will create approximately 3,000 direct permanent jobs. MGM Springfield is committed to ensuring that these jobs will go to Springfield area residents in need of meaningful employment and that the jobs will provide growth opportunities. In order to do that, residents in the area will need to be prepared for the jobs.

According to Labor Market Trends in the Pioneer Valley in 2008 – 2010, those with less than a high school education accounted for 24.4% of the unemployed but were only 10.1% of the civilian labor force. This means that significant numbers of potential workers in the area will need to attain a high school equivalence in order to qualify to apply for a job at MGM Springfield.

We intend to work with local outreach organizations, including FutureWorks, CareerPOINT, the regional employment boards, BerkshireWorks, Westover Job Corp Center and Staffing, as well as local educational and training institutions, such as Holyoke Community College and the Massachusetts Casino Careers Training Institute.

Our goal will be to significantly reduce the number of unemployed with less than a high school education prior to the time when jobs would become available at MGM Springfield. By improving education levels, Springfield area residents will have more opportunities for possible future employment.

In addition, through our education partnerships, MGM Springfield intends to work with these and other community agencies to create permanent resources for Springfield area residents to improve workforce skills, including:

- Basic math and literacy skills
- Vocational training for hospitality and non-hospitality related careers
- Job preparation skills such as interviewing, resume writing, etc.

Our focus at MGM Springfield will be to not only create jobs, but also to train potential workers in the Springfield area to be qualified for these jobs.

At MGM Springfield, the key to our success will be the investment in people and in the larger Springfield community. Our employees will provide the exceptional service and welcoming hospitality that will encourage patronage and keep visitors returning again and again. MGM Resorts International is a leader in the hospitality industry, and from our experience, we know that exemplary customer service ultimately results in increased visits, extended lengths of stay per visit and a continually growing market of new visitors. MGM Springfield recruitment and placement programs will be designed to support the efforts of the City of Springfield to increase tourism, create a strong skills base in hospitality and hire a local workforce that will include full-time and part-time positions at all levels of employment.

MGM Resorts embraces equality and diversity in its recruitment and employment practices and will reach out to all sectors of the Springfield community. Occupations created by MGM Springfield will include positions in the following categories of career occupations: Hotel Operations, Food and Beverage, Gaming, Marketing, Retail, Human Resources, Administration, Finance, Entertainment and many more.

MGM Springfield will provide comprehensive job skills training plans to target Springfield area residents with no previous related experience for many of the available positions. This will be accomplished through the creation of a comprehensive pre-employment recruiting and training program referenced in the Training and Development section of this document.

JOB CREATION



Career progression opportunities will be provided for Springfield workers, enabling them to be promoted into key management and executive positions throughout the integrated MGM Springfield resort. As skills and experience levels increase, employees will find a variety of opportunities for career growth within the Company. Comprehensive jobs skills training and opportunities to continue their education also will be provided by MGM Springfield and through programs with local and regional educational institutions. MGM Resorts has a history of successful employment and training programs in the communities where we do business.

MGM Springfield intends to partner with local employment outreach and other community agencies, which may include:

- FutureWorks
- CareerPOINT in Holyoke
- BerkshireWorks in Pittsfield
- Westover Job Corps Center
- Regional Employment Board of Hampden County
- Franklin Hampshire Regional Employment Board
- Staffing Agencies
- ROCA
- Urban League of Springfield
- NAACP Chapter in Springfield
- National Council of La Raza
- Latino Chamber of Commerce in Springfield



We will utilize the services of these agencies and organizations to assist us in recruiting candidates for employment. MGM Springfield will implement an assertive recruiting plan to create awareness and foster interest in the jobs we provide. Working with these organizations, our community outreach programs will target the unemployed and underemployed, minorities, youth and seniors.

Preferential recruiting will be initially aimed at Springfield residents through an MGM Resorts-sponsored program called First Choice. MGM Springfield is committed to providing the First Choice recruitment program in partnership with the Massachusetts Casino Careers Training Institute and other community groups that will provide residents the first opportunity to learn about and apply for positions at MGM Springfield.

The First Choice program also will provide outreach services to economically isolated residents, persons with disabilities and residents in disadvantaged areas in Springfield, with a focus on the unemployed and underemployed, as well as minority, women and Veteran recruitment, to encourage Springfield residents to apply for jobs available at MGM Springfield.

MGM Springfield has plans to fill 35% of available direct jobs with Springfield residents, and 90% from the Greater Regional area.

The **Employment Outreach Program and First Choice** will include the following strategies:

- Continuing to establish contacts in the Springfield community and actively recruiting
- Utilizing FutureWorks community information network, CareerPOINT, regional employment boards and other community partners
- Advertising through broadcast, print and social media
- Conducting community-based job fairs
- Working with regional employment boards to promote job opportunities through sports and leisure venues, such as leisure centers, and utilizing the MassMutual Center as an initial job fair site
- Online application process for easy accessibility
- Casino career information sessions
- Investing in local youth as key employees of the future
- Helping people move from welfare into the workforce
- Striving to create hope, provide motivation and decrease the perception of “hopeless unemployment rates”
- Striving to decrease the unemployment rate, thereby giving Springfield residents and their families more purchasing power, which will serve to improve the local economy

We also will recruit a limited number of people who would transfer from existing gaming properties. The primary objective of these transfers will be to provide training to local residents so the residents can ultimately transfer into these positions



SPRINGFIELD'S EDUCATIONAL AND TRAINING SUPPLY CAPACITY



Education and training programs are critical to the success of Workforce Development. The infrastructure needed to ensure employers have a viable pipeline to skilled workers is essential. MGM Resorts in partnership will source candidates from these Federally Approved Regional Training Providers.

COMPANY	PRIMARY TRAINING	NONPROFIT / FOR PROFIT
American Red Cross	Certificate or AS Degree	NP
Asnuntuck Community College	Certificate or AS Degree	NP
Bay Path University	Certificate or AS Degree	Private
Bryant University	Business Management Certificate Program	Private
CNS Academy for Healthcare Professionals, Inc.	Certificate or AS Degree	Private
Cardno ATC	Asbestos Abatement Supervisor	Private
Chicopee Industrial Contractor	OJT Chicopee Industrial-WB	Private
Collaborative for Educational Services	Certificate or AS Degree	NP
Computer Training of America, Inc.	Certificate or AS Degree	Private
Construction Training LLC	Heavy Equipment Operations Program II	Private
Corporate Training Center	Certificate or AS Degree	Private
Creative School of Hairdressing, Inc	Barboring	Private
DiGrigoli School of Cosmetology	Cosmetology	Private
Greenfield Community College	Certificate or AS Degree	Public
Holyoke Community College	Certificate or AS Degree	Public
Holyoke Works	Certificate or AS Degree	NP
Kay Harvey Academy	Cosmetology	Private
Lincoln Technical Institute - E. Windsor	Certificate or AS Degree	Private
Lincoln Technical Institute - Hartford	International Baking & Pastry	Private
Marinello Schools of Beauty	Certificate or AS Degree	Private

SPRINGFIELD'S EDUCATIONAL AND TRAINING SUPPLY CAPACITY (CHART CONTINUED)



COMPANY	PRIMARY TRAINING	NONPROFIT / FOR PROFIT
Monarch School of Cosmetology	Certificate or AS Degree	Private
New Horizons Computer Learning Center	MCSE/Network Security	Private
NH Boston, LLC	Web Design	Private
NHCLC Nashua, LLC	PMP (Project Management Professional)	Private
Network Technology Academy Institute	Certificate or AS Degree	Private
New England Business Educational Systems, Inc	Certificate or AS Degree	NP
New England Tractor Trailer	Certificate or AS Degree	Private
OJT-Commonwealth Care Alliance	OJT Community Health Worker	Private
Porter and Chester Institue	Certificate or AS Degree	Private
Premier Education Group	Certificate or AS Degree	Private
Salem State University	Administrative Medical Specialist	Public
Salter College	Certificate or AS Degree	Private
Springfield Technical Community College	Certificate or AS Degree	Public
Training Resources of America, Inc.	Nurse Aide/Home Health Aide	Private
Tri-State CDL Training Center	Certificate or AS Degree	Private
United Tractor Trailer School, Inc.	Certificate or AS Degree	Private
University Walls-UMass Amherst	University Without Walls	Public
University of Mass-Lowell	Website Design & Development	Public
University of Mass-Amherst	Second Bachelor's Degree Track in Nursing	Public
Westfield State University	Certificate or AS Degree	Public
William George Associates	PMP/CAPM Plus Agile/Scrum Certification	Private

BREAK DOWN BARRIERS—A PLAN TO “RISE TO THE CHALLENGE”

Many environmental aspects may impact Workforce Development initiatives by presenting opportunities or challenges. To plan accordingly, the table below provides several topics and associated questions that may arise during the WFD planning or development process.

CONCERN	RECOMMENDATIONS TO EXPLORE
<p>Need additional work experience or training</p>	<p>MGM Springfield has provided all prospective candidates the option to utilize SkillSmart to assist in identifying any skills gap at no cost. SkillSmart is a system that provides a user’s interface to compare a resume to any position offered by MGM Springfield and receive information on what is needed to prepare for the desired position.</p> <p>MGM Springfield has partnered with over 20 community organizations that will provide training solutions to prepare job seekers for a variety of career opportunities.</p>
<p>Criminal Backgrounds</p>	<p>Individuals may petition Office of the Commissioner of Probation (OCP) to seal certain eligible criminal convictions.</p> <p>MGM Springfield will partner with community business organizations that will assist by holding record sealing events to promote awareness.</p>
<p>Access to childcare</p>	<p>MGM Springfield intends to provide a childcare solution option through a partnership with HCS Head Start, Inc.</p> <p>HCS Head Start, Inc. has been providing high-quality early childhood education services for children and families. Head Start provides a solid foundation for children to gain necessary skills to enter kindergarten and to be successful in life. The center will be fully licensed by the MA Department of Early Education and Care.</p>
<p>First time job seekers</p>	<p>MGM Springfield will offer a number of entry-level positions for first time job seekers. Prospective candidates without prior work experience are encouraged to apply. Also, there are multiple volunteer opportunities available through United Way and others to allow first time job seekers to gain skills that we will consider as work experience.</p>

TABLE 2: Known Environment Considerations

WORKFORCE DEVELOPMENT RESOURCES



Community-based organizations are nonprofit groups that work at a local level to improve life for residents. The focus is to build equality across society in all streams – quality of education, access to technology, access to spaces and information for the disabled and to provide services that impact barriers to workforce development. Through our partnership with the Working Cities Challenge, MGM Springfield will target populations within the low income residents of the city in the following areas, to conduct onsite career sessions and notify each entity of all job postings:

- Youth 18-24 with a HSD, GED or HiSET
- Adults 18-55+ without a HSD, GED or HiSET
- Adults 18-55+ living at or below poverty

AGENCY	TARGET POPULATION(S)	CAREER READINESS	FINANCIAL LITERACY	ADULT / YOUTH LITERACY
AISS (After Incarceration Support System)	Formerly incarcerated	x		
Annie's House MHA	Chronically homeless women			
Arise for Social Justice	Low income population			
Center for Human Development	Youth/adults	x	x	x
Dress for Success	Women			
Gandara Center	Ethnic Minorities with mental health disorders	x		x
Goodwill Industries	People with special needs and barriers to employment	x		
HAP Housing	Low income population	x	x	
Hartspring Foundation, Human Resources Foundation (Big Brothers Big Sisters of Hampden County)	At risk children			
Home City Housing	Low income/vulnerable population		x	x
Housing First Program (Springfield Housing Authority)	Low income population	x	x	x
Human Resource Unlimited	People with mental and physical disabilities/ disadvantaged population	x		
Human Resource Unlimited Move to Work	People with disabilities	x		
Human Resource Unlimited-Lighthouse	People with mental illness	x		x
Jump Start HCC	Unemployed/unskilled	x		

WORKFORCE DEVELOPMENT RESOURCES (CHART CONTINUED)



AGENCY	TARGET POPULATION(S)	CAREER READINESS	FINANCIAL LITERACY	ADULT / YOUTH LITERACY
Junior Achievement	Youth/adults	x	x	
Mass Rehab Commission	People with disabilities	x		
Mom Squad/Square One	Mothers who are homeless/at risk of homelessness	x		
New England Business Associates	Individuals with disabilities	x		
Scattered Sites Shelter/NEFWC	Homeless families	x		
Secure Jobs Connect	Homeless single mothers	x		
SMOC	Low income population/female ex-offenders	x		x
Soldier On	Veterans	x	x	
Spfld Housing Authority	Low income population	x	x	x
Springfield Family Support Program	Low income population			x
Springfield Partners for Community Action	Low income population		x	
Suit up Springfield	Young men	x		
Square One	Low income population	x		
Tech Foundry	Low income youth	x		
The Consortium-Bridging the Opportunity Gap	Young adults	x		
Training Resources of America	Youth/adults	x		x
Westover Job Corps Center	Low income youth	x		x
Work Opportunity Center	Individuals with disabilities	x		
YMCA of Greater Springfield	Youth/adults	x	x	
YWCA of Western MA	Low income women	x		x
Total Providing Services		28	9	11



TRAINING AND WORKFORCE OPTIONS (TWO)

A partnership with the two community colleges in the area: Holyoke Community College and Springfield Technical Community College

Programs | Services: Hospitality Courses, Certification Courses, Culinary Program, Workforce Development; ABE, ESOL, job readiness and a resource provider for SkillSmart

Nature of Relationship: Education Institution



NEW ENGLAND FARM WORKERS' COUNCIL

In addition to migrant and seasonal farm workers and their families, the agency serves inner-city, low-income groups, particularly Hispanic in western and north-central Massachusetts, central Connecticut, Rhode Island and southern New Hampshire

Programs | Services: Employment counseling, classroom training, Commercial Driver's License (CDL) training, job search assistance, job placement and on-the-job training

Nature of Relationship: Workforce Development



MASSACHUSETTS CASINO CAREER TRAINING INSTITUTE (MCCTI)

A partnership with the 14 community colleges in the Commonwealth; STCC and HCC are the leads for MGM Springfield

Programs | Services: Dealer School, Poker School, Surveillance School and a resource provider for SkillSmart

Nature of Relationship: Education Institution Collaboration



COMMONWEALTH OF MASSACHUSETTS

A partnership with educational institutions, service organizations and other businesses across Massachusetts to provide employment opportunities, placement, training and support to all residents and Veterans in need

Programs | Services: Employment resources, career development, funding and other assistance source of information

Nature of Relationship: Workforce Development



FUTUREWORKS CAREER CENTER

A partnership with On The Job Training, the Workforce Training Fund and Workshare; amongst other local organizations including nonprofits, community colleges and governmental organizations

Programs | Services: Provide “soft skills” training to MGM Springfield candidates, pre-screen candidates for employment, partner in select MGM Springfield career events, particularly those in Springfield

Nature of Relationship: Promote the development of area Veterans and members of the western Massachusetts military community, and create a skilled and diverse workforce at MGM Springfield



WESTOVER JOB CORPS

Located in Chicopee, MA, Westover Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training

Programs | Services: The Job Corps program is authorized by Title I-C of the Workforce Investment Act of 1998 and has been reauthorized through WIOA. The Westover facility offers HiSET and high school diplomas in addition to training in the following trades and occupations:

- Carpentry
- Culinary Arts
- Electrical
- Office Administration
- Plumbing

Nature of Relationship: Training and education institution



CAREERPOINT

A partnership with Holyoke Community College

Programs | Services: Provide essential skills training to MGM Springfield candidates, pre-screen candidates for employment, partner in select MGM Springfield career events, particularly those in Holyoke

Nature of Relationship: Promote the development of a skilled and diverse workforce with access to a well-qualified and robust talent pool from Holyoke



COMMUNITY ENTERPRISES

Community Enterprises is a nonprofit in the area of Workforce Development. They help companies hire and retain qualified staff by connecting pre-screened applicants for direct hire or helping businesses to develop small groups sites.

Programs | Services: Develop Job Training and Placement Programs (JTTPs). JTTPs provide on-site, customized vocational training to workers with disabilities. These include soft skills training, Workforce Readiness Training, interview preparation and travel training.

Nature of Relationship: Workforce Development and Training

ADDITIONAL COMMUNITY PARTNERS



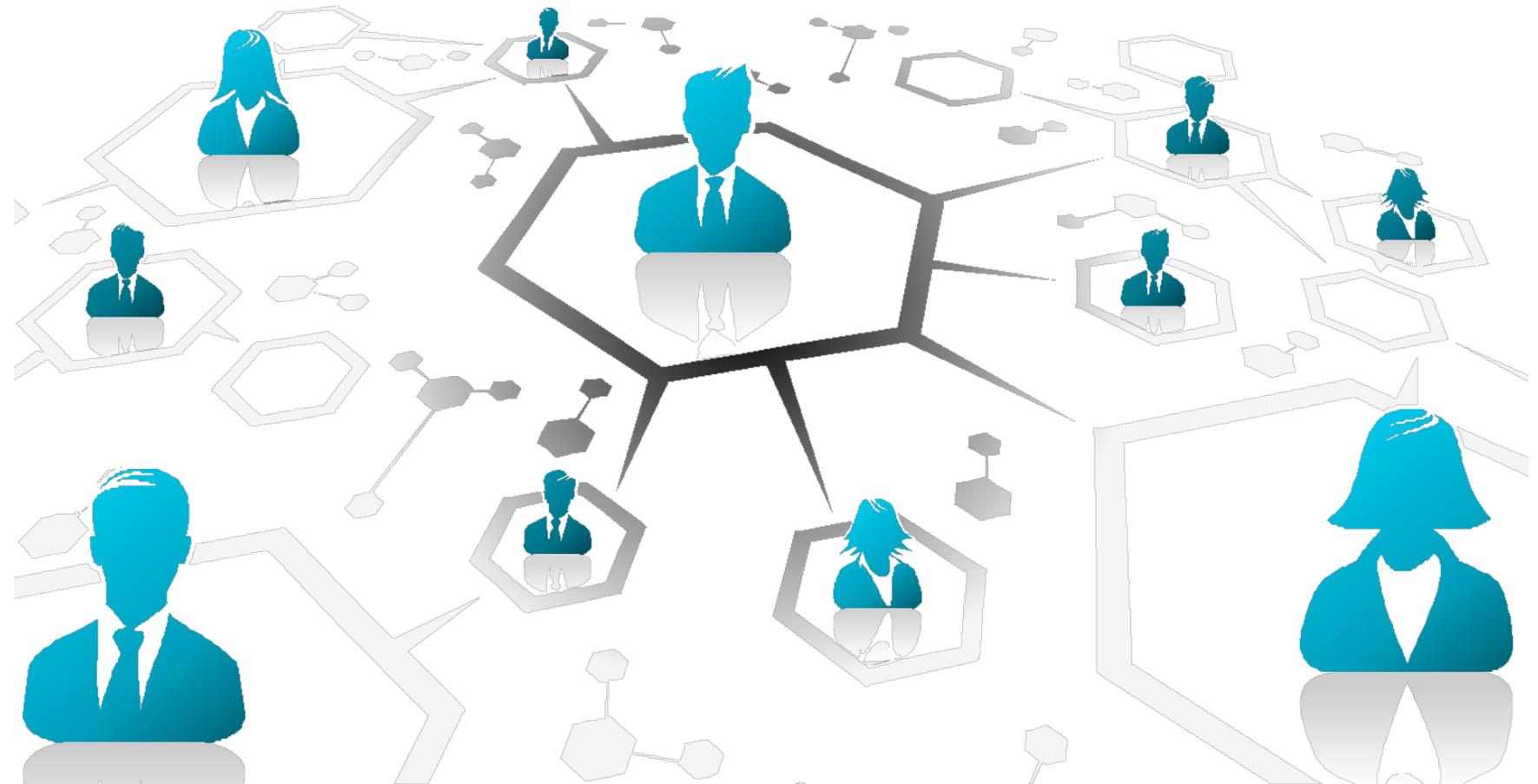
OVERVIEW

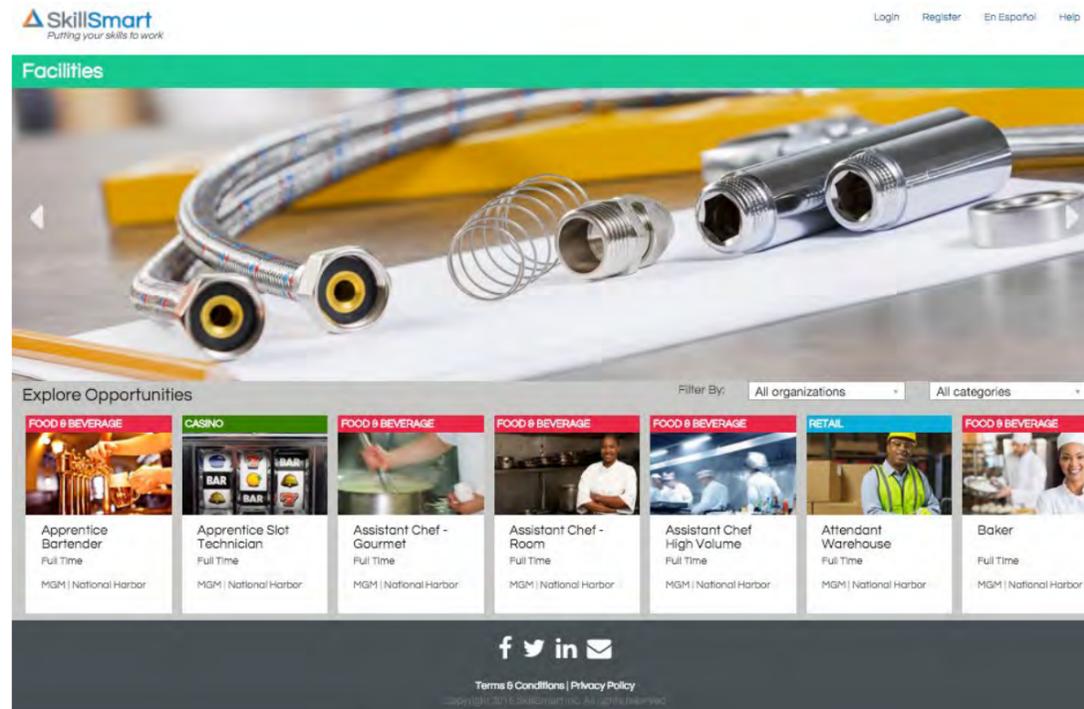
SkillSmart is a skills-based platform connecting the right talent to the right job. It transforms the interaction between employers and job seekers digitally, by working with employers to define the exact skills needed for success—and then matching those skills requirements with the best candidates. SkillSmart uses skills to empower individuals and employers to maximize their potential. Their process is anchored in understanding the skills that employers need. The system provides a platform where the skills needed for success in the workplace are readily identifiable. They increase transparency in the career development and job search process, enabling a market-oriented and demand-driven approach to hiring, education and training.

Together, these components make SkillSmart the smart way to finding the right fit, whether you're an employer, a job seeker or an educator.

MGM Springfield has joined with SkillSmart to help interested parties identify possible job types that might fit their skill sets and to identify training opportunities that might be of interest. In addition, SkillSmart will notify individuals who have built a skills profile within the system, of current MGM Springfield positions available.

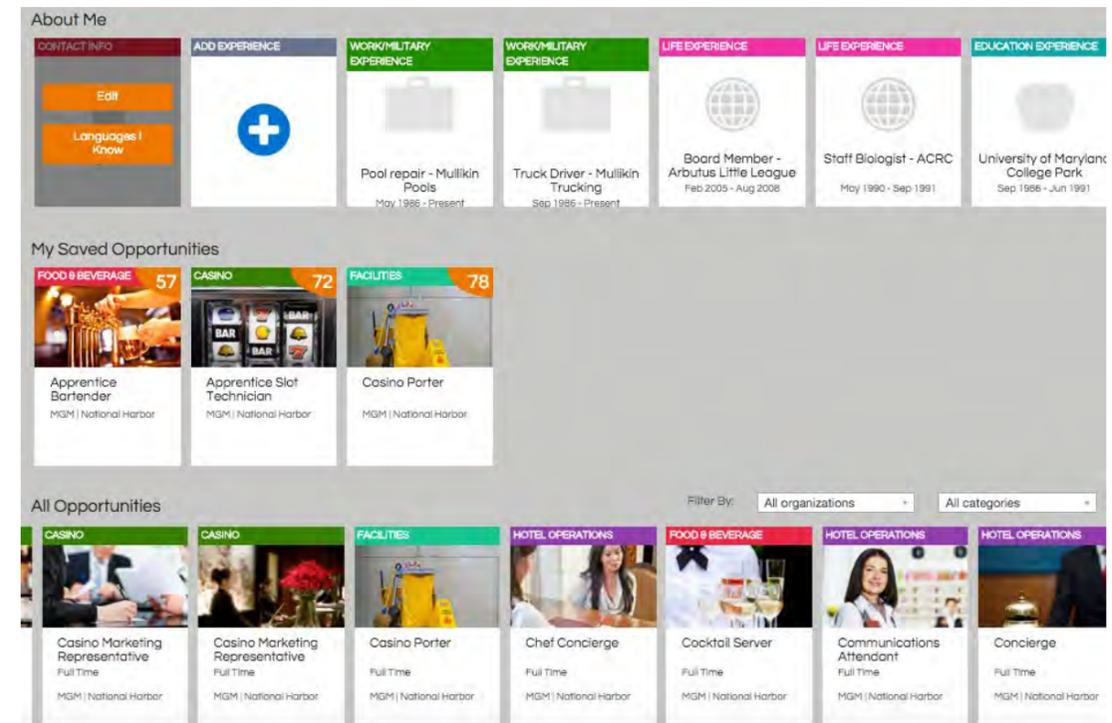
In cooperation with SkillSmart, MGM Springfield launched MGMSpringfieldcareerlaunch.com as our main skills-based platform for the property.





Landing Page

- Explore positions
- Register
- Convert to Spanish



User profile & 'Saved Ops'

- Input experiences
- Save op & receive a score
- Alert for prerequisites
- Explore opportunities
- Add language skills
- Add personal information

Day in the Life videos

Prerequisites 5 of 5

- ✓ Flexible Schedule
- ✓ High School Diploma or G.E.D.
- ✓ Maryland Gaming / Non-GamL.
- ✓ Minimum Age: 21
- ✓ Professional Appearance

Required Skills

- Basic Mechanical Aptl..
- Clean Work Area
- ✗ Cleaning Supplies a...
- ✗ Comply with Compa...
- Effective Communicat...
- ✗ Guest Service Orien...
- ✗ Inventory
- Plan and Prioritize Work
- Resolve Guest Challen...
- Safely Handle Biohaz...
- ✗ Safety Orientation
- ✗ Teamwork

Skills Score 78

Casino Porter

MGM - National Harbor

It is the responsibility of the Casino Porter to provide excellent guest service and create a safe and friendly environment for guests while establishing and maintaining the cleanliness of assigned areas in the Casino and public areas. All duties are to be performed in accordance with federal, state, local laws, regulations, and ordinances, as well as department and Company policies, practices, and procedures.

Prerequisite **NEXT**

✓ **Flexible Schedule**

MGM Resorts is open 24 hours a day, every day of the year. You will be required to work some holidays, weekends or evenings.

I understand and I meet these requirements.

Desired & Required Skills

Skills are validated by experiences...

- Work
- Military
- Life
- Education Courses
- Certifications
- Diplomas & Degrees

Factors for the algorithm are:

- How long ago was it?
- How long you did it?
- How often you did it?

Education & training from local and online providers is provided when & where available.

APPLICANT

j dill
 johndill@gmail.com
 234-555-1212

APPLYING FOR

Casino Porter
 MGM National Harbor

Prerequisites

- ✓ Flexible Schedule
- ✓ High School Diploma or GED
- ✓ Maryland Gaming / Non-Gaming License
- ✓ Minimum Age 21
- ✓ Professional Appearance

Experience

- Porter - Mullin Pops 5/1998 - Present
- Truck Driver - Mullin Trucking 9/1989 - Present
- Inventory Manager - Abacus Wine Boutique 2/2005 - 9/2009
- Shift Manager - KFC 5/1990 - 9/1991
- Academy of Art College 9/1985 - 9/1991
- Live Care - CHOP 9/1987 - 9/1991
- Contractor - John Deere LTD 9/1982 - 12/1989

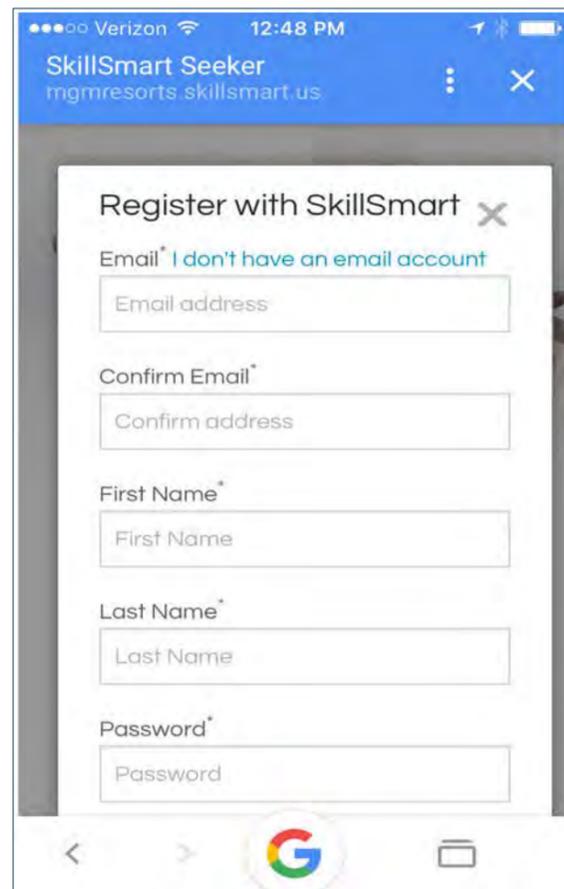
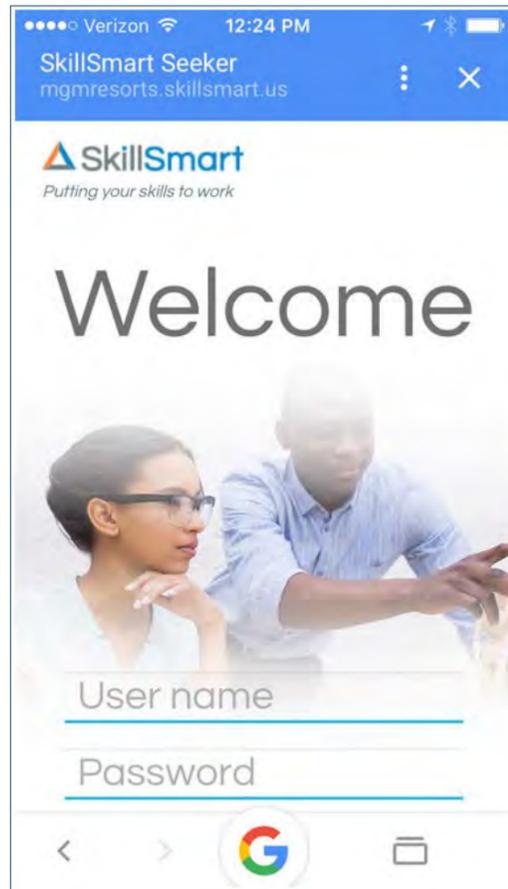
Required Skills	SI	SI	SI	SI	SI	SI
Basic Mechanical Aptitude	✓					
Clean Work Area	✓					
Cleaning Supplies and Chemicals	✓					
Comply with Company Policies		✓		✓		
Effective Communication	✓					
Guest Service Orientation						✓
Inventory	✓					
Plan and Prioritize Work	✓					
Resolve Guest Challenges	✓		✓			
Safely Handle Situations			✓			
Safety Orientation			✓			
Teamwork						✓

References

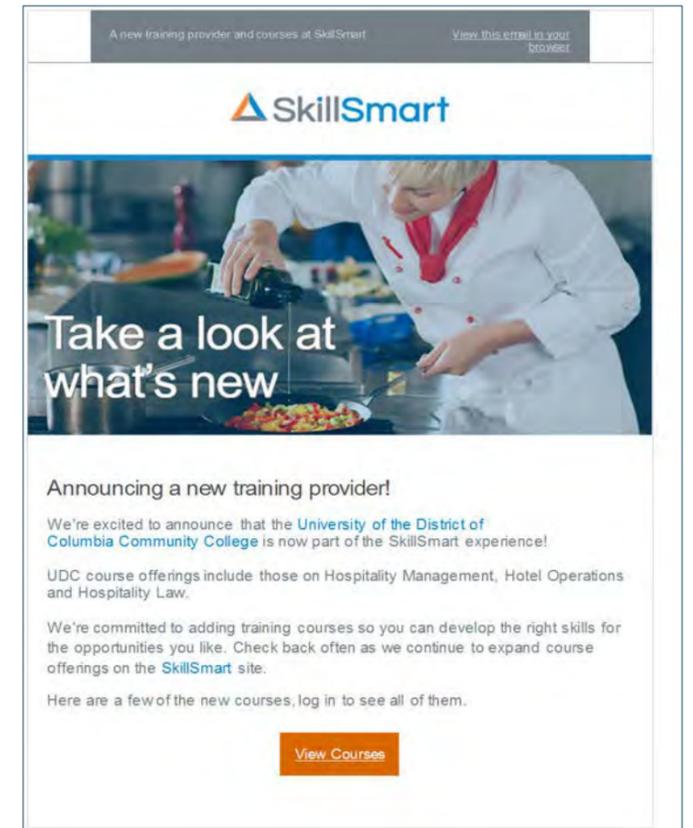
RI: Rose Mullin Aunt 333-469-0800 rm@gmail.com	RI: Rose Mullin Uncle 222-323-5555 mi@gmail.com	RI: Jeff Smith President 222-111-4444 jsmith@abag	RI: Lisa Francis Sr Director 222-333-5555 lfrancis@son.org
RI: Mike Smith GM 555-123-1212 msmith@mac.com	RI: Wade Dillow Owner 333-444-5555 wd@d.com		

IN A QUICK OVERVIEW, ONE CAN SEE:

- Candidate contact info
- Military experience specific to a job
- Prerequisites met
- Skills met and at what level
- Skill validation type
- References



Mobile Ready



E-Notifications



RECRUITMENT STRATEGY



OVERVIEW

First and foremost, MGM Resorts has been the pioneer in diversity and inclusion in the gaming and hospitality industry since our voluntary adoption of our Diversity Initiative in 2000. MGM Resorts regards diversity as an essential business paradigm for success in the modern global economy. Hence, Diversity and Inclusion are the foundation of our culture of Integrity, Teamwork and Excellence. We have systematically incorporated diversity into our Company's value system, our organizational culture and our business operations, not as a matter of legal or governmental compulsion, but as a matter of progressive business policy.

We hire and maintain a diverse, multiracial and multicultural workforce which is reflective of our host communities and our customer base. We cultivate respect for the humanity and contributions of every individual employee because our employees are our lifeblood. We realize that, to achieve the highest level of performance of our teams, and to deliver genuinely superior service to our guests, we must motivate each employee to perform at their highest levels each and every day. We, therefore, foster an inclusive culture of excellence enterprise-wide aligned with our business mission – organized around universal employee engagement, individual responsibility, individual empowerment to express diverse opinions and perspectives, inspired leadership, consistent peak performance, team collaboration, innovation, accountability and, above all, positive recognition for a job well done. Diversity and Inclusion promote greater unity in our Company around a shared common vision in achieving our business mission. MGM Springfield will advance this business model and work culture.

DIVERSITY IN EMPLOYMENT AT MGM RESORTS

MGM Resorts is a majority minority company. In 2012, the enterprise-wide diversity profile of MGM Resorts was:

- Percentage of minority employees: 63.65%
- Percentage of women employees: 50.30%
- Percentage of minority managers: 38.17% of total 4,197 managers
- Percentage of women managers: 42.89%

MGM Resorts has maintained an over 30% representation of minorities in management and over 40% representation of women in management for the last five years. As a market leader in Diversity and Inclusion, in April 2013, MGM Resorts earned the No. 1 ranking on the "Top 10 Regional Companies" list compiled by DiversityInc, one of the nation's leading sources on diversity management. Additionally, DiversityInc recognized MGM Resorts as No. 8 on the "Top 10 Companies for Latinos." (DiversityInc's 300-field annual survey is divided into four equally weighted areas: CEO Commitment, Human Capital, Corporate and Organizational Communications and Supplier Diversity.)

MGM Springfield is committed to creating a workforce that is reflective of the local community and the region. MGM Springfield will employ many strategies to attract and retain diverse employment segments including minorities, women, Veterans and persons with disabilities. MGM Springfield will embrace equal employment opportunity,

Reasonable efforts will be made to make employment promotional and application materials available in Spanish as well as English.

DIVERSITY GOALS DURING OPERATIONS

Pursuant to Exhibit C of the Host Community Agreement, beginning on the Operations Commencement and continuing throughout the Term:

MGM Springfield shall use its best efforts to strive to achieve labor participation goals for the utilization of City Residents so that: (a) no fewer than 35% of persons employed by MGM Springfield at the Project and any related facility will be City Residents; and (b) no more than 10% of its workforce will be residents from outside the region.

MGM Springfield shall use its best efforts to strive to achieve labor participation goals for the utilization of minority persons, women and Veterans so that: (a) no less than 50% of its workforce will be minority persons; (b) no less than 50% of its workforce will be women; and (c) no less than 2% of its workforce will be Veterans. These participation goals shall not be construed as quotas or set asides; rather, such participation goals will be used to measure the progress of MGM Springfield's equal opportunity, nondiscrimination and affirmative action program.

Please note that since signing the Community Host Agreement, MGM Springfield has held additional meetings with various Massachusetts Veteran advocacy and services groups, and believes that, with the assistance of such groups, we can increase our operations and procurement Veterans goal from 2% to 4%.



MGM Springfield will provide access to employment opportunities for the Project through a number of avenues including:

- Advertising through broadcast
- Print and social media
- Actively recruiting through Springfield community organizations
- Conducting community-based job fairs
- Promotions through regional employment boards
- Online application process

In addition, MGM Springfield will open an employment center approximately 12 months prior to the resort's opening. This employment center will serve as a one-stop location for applicants. Open positions will be posted along with job descriptions, including any certification requirements.

The employment center will be staffed by MGM Resorts Recruiters, assisted by our employment partners in the community (including FutureWorks, CareerPOINT, BerkshireWorks, staffing agencies and regional employment boards), to answer questions from applicants and assist them in finding training opportunities and employment preparation. Bilingual assistance will be available. The employment center will serve as an ongoing career fair/showcase, allowing potential applicants to receive employment assistance and coaching.

All positions will be posted on the MGM Springfield website. All open positions also will be sent to all of the regional employment partners, community-based organizations, colleges and universities, technical and vocational schools and staffing agencies for assistance in recruiting for these open positions. Priority interviewing will be given to applicants that come from our community employment partners and local educational institutions. Priority will be given to residents of the local community as well as the Western Massachusetts region in order to meet hiring commitments referred to above.

Applicants will be able to apply online and complete the online application and screening assessment at the employment center or by going on the Company's website from any (Internet-based) technology. Behavioral-based interviews will be used to ensure a fair and consistent process. After interviews are conducted during pre-opening hiring, drug testing will be completed on site by the approved provider.

Online background check paperwork will be completed along with any other licensing or certifications as required by the MGC or the Commonwealth of Massachusetts.

MGM Springfield will work to ensure that all processes that can be staffed and accommodated at the employment center will be done to ensure an efficient and convenient process for applicants.

RECRUITMENT STRATEGY

In order to meet our HCA requirements, we have developed a plan to include:

- Community outreach through career showcases and informational sessions (i.e. hospitality/gaming)
- Internal and external communications
- Advertising and social media



CAREER FAIRS



WEBSITE / SOCIAL MEDIA



FORUMS / JOB READINESS SESSIONS



ADVERTISING



CAREER CENTER



COMMUNITY

GENERAL RECRUITMENT

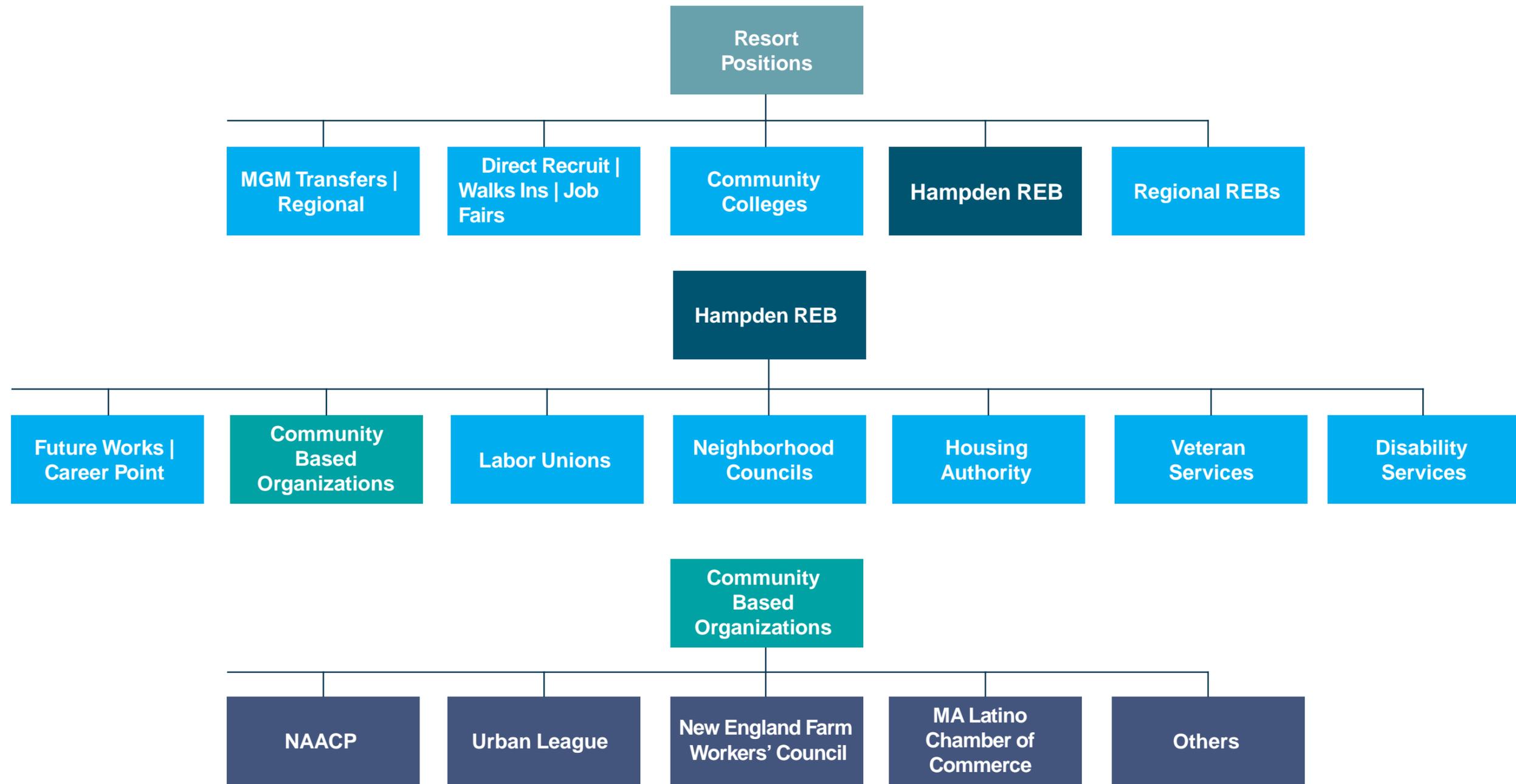
- Finalize Employee Forecast
- SkillSmart (MGMSpringfieldcareerlaunch.com)
- Mass Hiring

MANAGEMENT TEAM RECRUITMENT

- Timeline
- Candidate Pools
- Outreach Initiatives
- Key Partners



SOURCING STRATEGY



OVERVIEW

All MGM Resorts properties have industry-leading hiring and training practices that promote the development of a skilled and diverse workforce. MGM Resorts offers numerous programs within our portfolio of properties to enable employees to gain the technical skills and leadership skills to grow their careers. MGM Springfield will offer the following means for its employees to advance their careers.

TRANSPARENT CAREER PATHS

At MGM Springfield, just like at all MGM Resorts properties, we will strive to showcase clear career paths so incoming employees can see from the beginning how their career can progress and what experience and skills they need to be promoted and grow in their career. Typical positions in a resort environment include roles in gaming, hotel operations and food and beverage. We have outlined some clear career paths that an entry-level employee could take in order to progress in their career.





Massachusetts Casino Career
Training Institute

MGM SPRINGFIELD | MCCTI GAMING SCHOOL

MGM Springfield in cross-collaboration with the Massachusetts Casino Career Training Institute (MCCTI) will run the MGM Springfield Gaming School slated to open in January 2018.

The following training programs will be offered within the school:

- Blackjack Dealer
- Poker Dealer
- Surveillance
- Cage Count
- Floor Supervisor





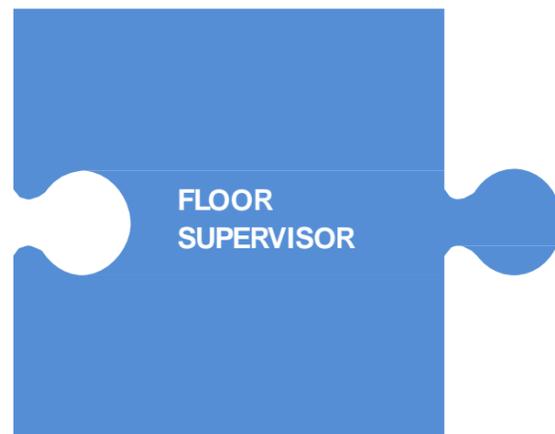
TABLE GAMES CAREER PATH

- Typically, a Table Games employee will start as a Dealer after attending a Dealer's training course. MGM Springfield is committed to working with Massachusetts Casino Careers Training Institute (MCCTI) to make available training courses that will prepare applicants to be qualified for gaming positions at MGM Springfield.
- After two to five years as a Table Games Dealer, the next step is to go to a Floor Supervisor position, where the employee would also spend two to five years gaining experience watching and monitoring the game.
- The next step is to work as a Pit Manager/Back-Up Assistant Shift Manager, again for another two to five years. This helps gain experience monitoring several casino pits at one time.
- After this step the employee can move to an Assistant Shift Manager, then Shift Manager. Both positions require supervising an entire shift of Table Games employees and would require approximately two to five years of experience at this level.
- The next step is a Director of Table Games, who is responsible for the leadership of all Table Games employees, and if available, they can move to a Vice President of Table Games position after another two to five years. Generally, larger properties have a Vice President whereas smaller properties stay with a Director of Table Games.

TABLE GAMES CAREER PATH



Typically, start as a Dealer after attending a Dealer's training course



After 2-5 years, the next step is to go to a Floor Supervisor, gaining experience watching/monitoring the game



Pit Manager/Back-Up Assistant Shift Manager, again 2-5 years; gaining experience monitoring several casino pits at one time



Requires supervising an entire shift of Table Games employees and would require 2-5 years of experience



CULINARY CAREER PATH

- A traditional career path in the culinary industry begins with a Cook position. MGM Springfield would work with local educational institutions, including Holyoke Community College, to make available culinary training and educational opportunities that would provide sufficient training to qualify a student to obtain a Cook's position at MGM Springfield upon completion.
- After serving approximately five years as a Cook, employees can move to the Master Cook position and after another two years they would qualify to be promoted to Sous Chef.
- Assistant Room Chef is next, which is the position of right hand to the Executive Room Chef. This position typically lasts three years.
- Executive Room Chef follows, with another three years of experience running a kitchen in a particular restaurant or outlet.
- This experience qualifies the employee to work as an Assistant Executive Chef, who helps in leading several restaurants and the culinary aspects of an entire food and beverage operation at a resort.
- After three to five years as an Assistant Executive Chef, this person would then be qualified to serve as an Executive Chef over all culinary operations at the resort level.

HOTEL OPERATIONS CAREER PATH

- To start a career in Hotel Operations as a Front Desk Agent, applicants would need to have guest service and cash handling skills. MGM Springfield will be working with local educational institutions to provide basic skills training to prepare applicants for entry-level positions such as this. Particular software knowledge can be taught on the job. This position would last for two to three years.
- The next step would be to move to Relief Administrative Assistant, Lobby Ambassador or Relief Rooms Coordinator. All of these positions require customer service experience and the ability to resolve guest and employee issues, along with a deeper knowledge of Company policies. These positions would last another two years or more. At this point the employee should start acquiring supervisory skills and developing their ability to lead people and teams.
- Moving to a Relief Assistant Front Desk Manager or Assistant Front Desk Manager is next. This requires the employee to take on a leadership role and learn to manage people, shifts and hotel inventory. The employee also would be required to resolve major guest concerns and make financial decisions.
- In order to become a Director of Front Office, employees need to acquire leadership experience in other areas of Hotel Operations. For example, Assistant Front Desk Managers could move to Executive Housekeeper positions, where they would learn that aspect of the business and hone their leadership skills. Other positions that would provide leadership experience might include Executive Meetings Manager and Guest Relations.
- After approximately one to two years working in these areas, the employee would be ready to take on the Director of Front Office position, which could lead to Director and VP of Hotel Operations positions.





HIRING PLAN



HIRING PLAN



Join our talented team

MGM Springfield will bring a host of career opportunities, from entry level, to management positions, with the majority of those jobs going to local residents from in and around the City of Springfield and the Region.

To bring our resort to life, we're going to need front desk agents, restaurant managers, table games dealers, engineers, food servers, security team members, and that's just to name a few!

And we mean careers - not just jobs. The first job you get at Springfield is not likely to be your last, because joining a team as large and diverse as MGM Resorts means exponential opportunities for promotion and advancement.

Congratulations on taking your first step towards a new career! It's not work if you love what you do!

MGM SPRINGFIELD CAREERLAUNCH



Position Posted Online March to July

Hotel Operations

Hotel Operations Manager
Front Desk Agent
Hotel Revenue Manager
PBX Operator
Bell Supervisor
Bell Person
Door Person
Valet Assistant Manager
Housekeeping Director
Housekeeping Floor Supervisor
Guest Room Attendant
Uniform Attendant
Spa | Salon Attendant

Position Posted Online March & August

Security & Surveillance

Security Shift Supervisor
Security Officer
Safety Manager
Surveillance Supervisor
Surveillance Operator
Lost & Found Clerk

Position Posted Online April to August

Table Games

Casino Shift Manager
Table Games Pit Manager
Floor Supervisor
Dealers
Cage Cashier | Shift Supervisor
Pit Clerk
Casino Credit Clerk
Pit Clerk
Count Team Supervisor
Count Team Member

Position Posted Online April to August

General & Administrative

HR Business Partner
Carpenter / Painter
Facilities Supervisor
Casino Porter
Utility Porter
Events | Communications Partner

Please note that this is not a complete list of positions that will be available at MGM Springfield. Positions may vary depending on need.

Position Posted Online March to July

Food & Beverage

Pastry Chef
Sous Chef
Head Butcher/Butcher Steward
Restaurant General Manager
Host Person
Food Server
Cook/Cook's Helper
Pantry Person / Kitchen Worker
Beverage Manager
Bartender / Bar back
Cocktail Server
Convention Services
Cashier
National Sales Manager
Manager | Coordinator Sales

Position Posted Online May to August

Slot Operations

Slots Shift Manager
Slots Assistant Shift Manager
Slots Guest Services
Representatives
Lead Slot Technician

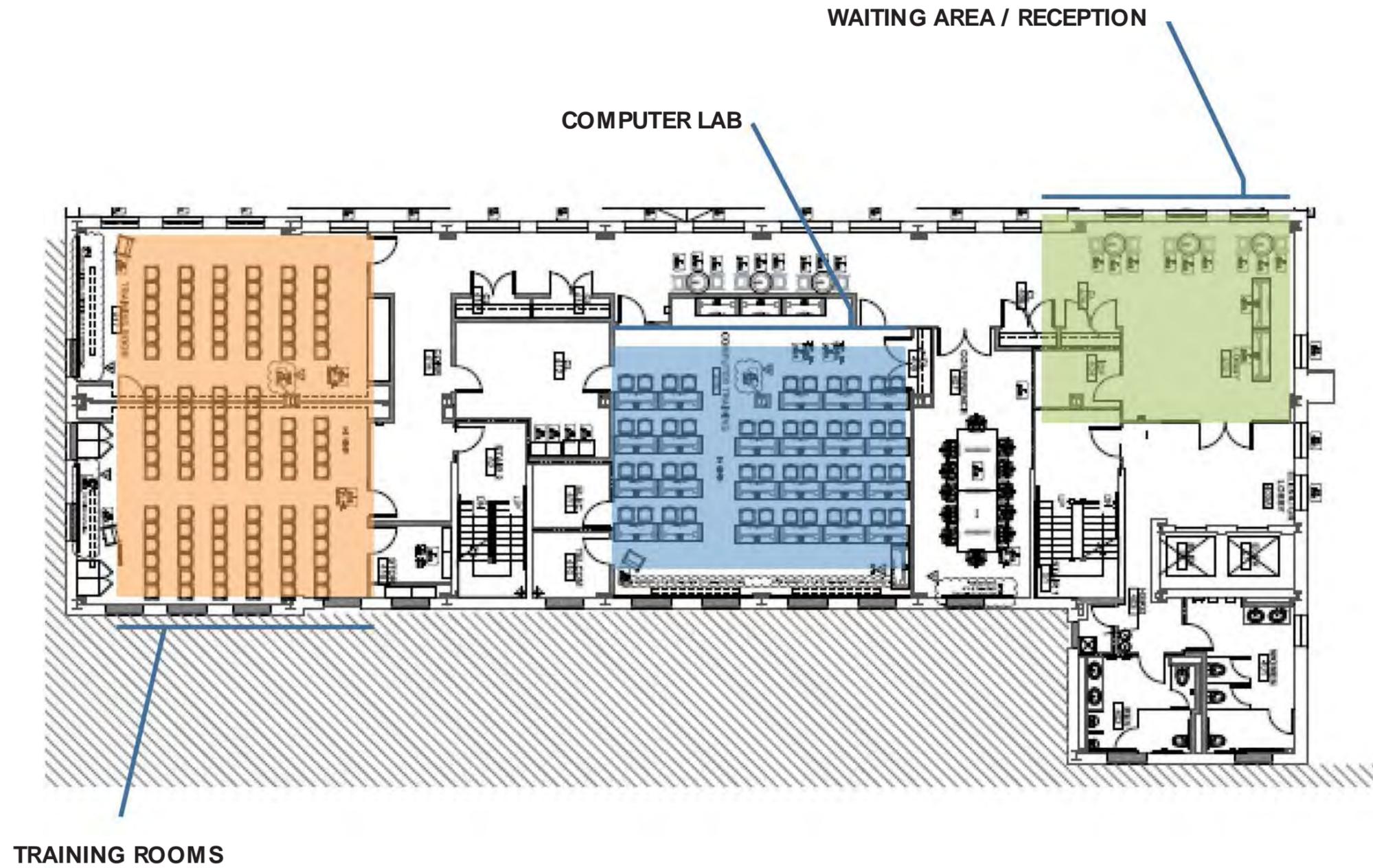
MGM Springfield will attract and retain high-quality employees. Our team will be working diligently to hire thousands of employees before our projected opening date of September 2018.

MGM SPRINGFIELD EMPLOYMENT CENTER

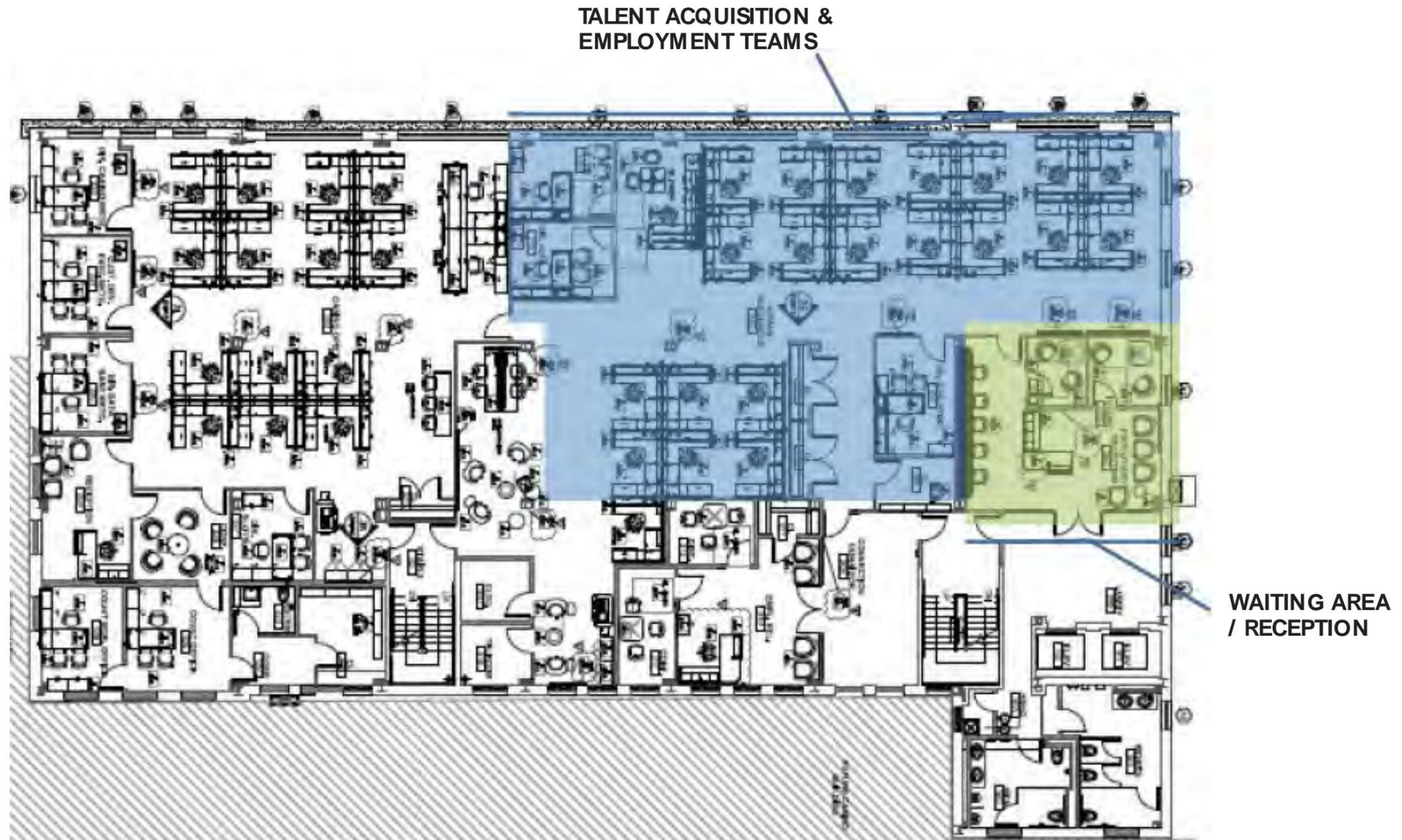


The MGM Springfield Employment Center will open in Q1 2018. The MGM Springfield Employment Center will be the hub for interviewing candidates and processing new MGM Springfield employees. In addition, computer resources will be available during predetermined time frames and Employment Representatives will be on hand to provide application support.

MGM SPRINGFIELD EMPLOYMENT CENTER



MGM SPRINGFIELD HUMAN RESOURCES





Ready to apply?

Check out our current available or career opportunities at mgmresortscareers.com
Click on **Search All Jobs**
Browse through our **Popular Jobs**.

I applied. What happens next?

1 Application submitted.

Thank you for your interest! We have received your application and are reviewing your experience and qualifications.



2 Check your inbox.

Please check your email for information on the next steps in the selection process. **If you did not receive any of our emails**, please check your spam folder.



3 Depending on the position you applied to, you may or may not:



Get an online assessment from **APT Metrics**.

or



Get invited to take a video interview from **HireVue**.

or



Receive a phone call to discuss the position and be invited for a face-to-face interview.

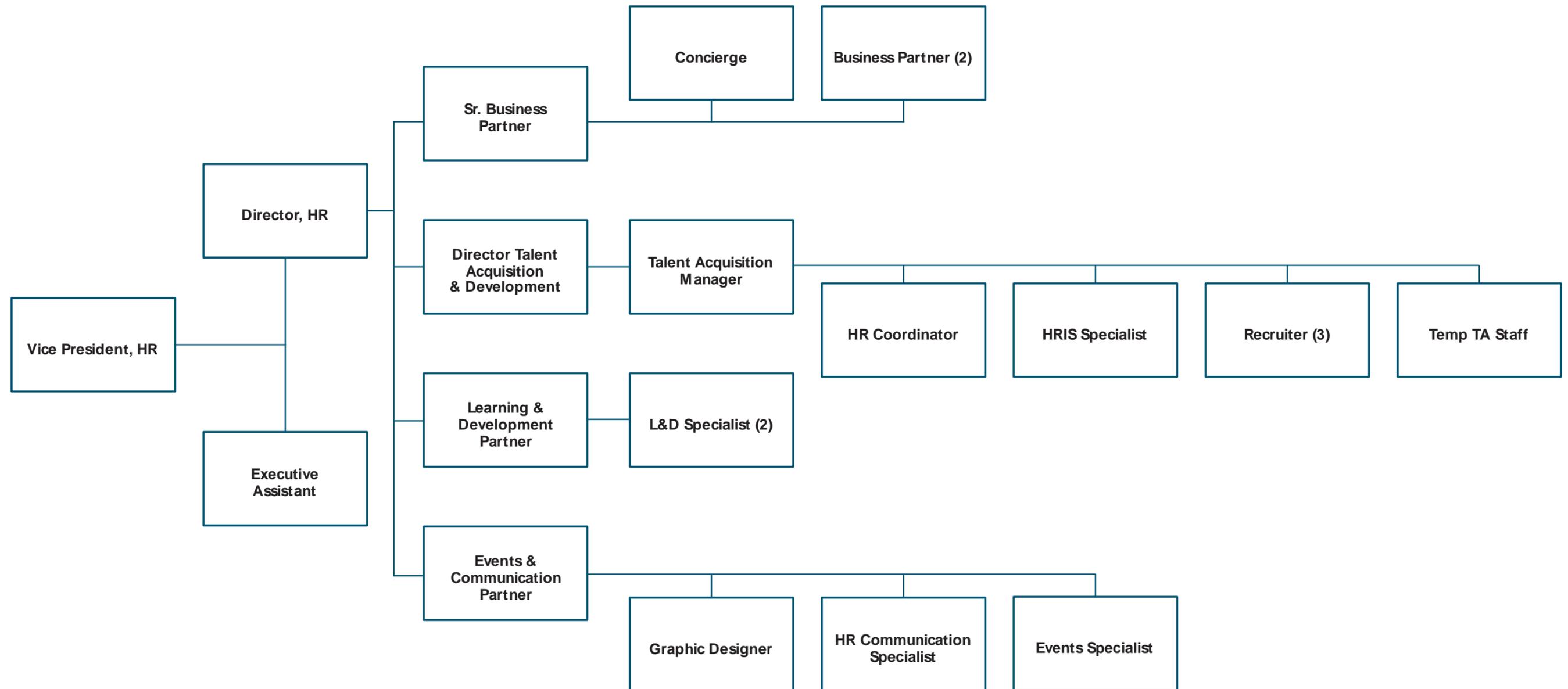
Not sure what's happening with your application?

Log in to your account at mgmresortscareers.com. Click on **Search All Jobs** and sign in to check your status.

Sign In



HUMAN RESOURCES ORGANIZATION CHART





TRAINING PLAN



THE STRATEGY

Based on hiring and onboarding timelines, an overall training plan strategy will be developed with a subsequent timeline.

Three distinct stages will be developed and implemented for MGM Springfield; they include:

Stage 1 | Evaluate Training Needs

Stage 2 | Development

Stage 3 | Delivery





STAGE 1 | EVALUATE TRAINING NEEDS

- Select a Training Program
- Identify Additional Courses for Workforce Skill Gaps
- Consult with Property Leaders on Department Needs and Expectations
- Outline Training Space & Logistics

STAGE 2 | DEVELOPMENT

- Train-the-Trainer
- Train-the-Trainer Sessions for Supervisor+
- Integrate Guest Service Standards and Property Branding
- New Leader Onboarding
- Update New Hire Orientation
- Train HR Task Force Team
- Train Property Tour Ambassadors

STAGE 3 | DELIVERY

- Launch New Leader Onboarding Training for Supervisor+
- Launch Updated New Hire Orientation
- Coordinate Property Tours
- Deploy HR Task Force Team

TRAINING PLAN TRACKING



TASK	DESCRIPTION	OWNER(S)	DATE TO COMPLETE
Finalize Department Training	<ul style="list-style-type: none"> Each department will finalize Foundations SOPs and be trained how to use the SOPs to maintain property and guest service standards Departments to complete their SOPs to use as employees are onboarded 	HR L&D Division Training Managers	TBD
Curriculum Development	<ul style="list-style-type: none"> Create an updated New Hire Orientation class PowerPoint, Facilitator Guide and Participant Guide (two-day curriculum) Create a three-day New Leader Onboarding for all Supervisors+. This includes PowerPoints, Facilitator Guides and Participant Guides 	HR L&D MGM Resorts University	TBD
Guest Service	<ul style="list-style-type: none"> Incorporate into all HR trainings (NHO, NLO, etc.) New Hire Orientation will review: Luxury Service, Verbiage, Professional Appearance, Service Recovery, GEM/TripAdvisor/Internal Shops, Creating Memorable Experiences 	MGMRI HR L&D	TBD
Countdown Training Calendars	<ul style="list-style-type: none"> Collect plans from departments to identify all department trainings and re-evaluate possible financial savings with onboarding dates in Training Matrix Spreadsheet Account for vendors, equipment, spacing and trainers 	HR L&D DTMs Departments	TBD
Logistics Plan	<ul style="list-style-type: none"> Intake requests for training space from departments Evaluate training space on property and assist departments with special requests (if possible) 	HR L&D	TBD
Task Force Members	<ul style="list-style-type: none"> Schedule training for all Members in Las Vegas prior to arriving at MGM Springfield Deploy HR Task Force Team beginning late June through Opening to assist with NHO and NLO 	HR L&D	TBD
Property Tours	<ul style="list-style-type: none"> HR will coordinate times and groups to tour the FOH and BOH areas 	HR L&D Marketing Hotel Sales	TBD
Pep Rally	<ul style="list-style-type: none"> Within one – two weeks prior to Opening, we will come together as One Game-Changing team to build excitement, energy and pride This will include our Property Leaders and possible entertainment for one hour 	HR Events & Communications Marketing	TBD

TRAINING PLAN TIMELINE

	STAGE 1: EVALUATE TRAINING NEEDS			STAGE 2: DEVELOPMENT				STAGE 3: DELIVERY			
	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	
Department Training	SELECT TRAINING METHOD		UPDATE SOPS	DEPARTMENT SOP UPDATE COMPLETE			LAUNCH TTT (SUPV+)		TRAIN HR TASK FORCE FACILITATORS		
New Hire Orientation	IDENTIFY WORKFORCE SKILLS GAPS		BUILD ORIENTATION CURRICULUM			IMPLEMENT TRAINING		TRAIN HR TASK FORCE FACILITATORS	MULTIPLE CLASSES / WEEK		
New Leader Onboarding		IDENTIFY CONTENT TOPICS		BUILD WORKSHOP CURRICULUM		LAUNCH SUPV+					
Task Force (Divisional & HR)	LAUNCH SELECTION PROCESS		FINALIZE LIST						DEPLOY FACILITATORS		
Logistics		OUTREACH TO CBOS		RESERVE SPACE					USE PROPERTY TRAINING ROOMS, BALLROOM		

TRAINING PRACTICES



MGM Springfield is committed to providing a training curriculum and an employee relations plan that will set the standard in the hospitality and gaming industry. These elements will set the foundation for the success of our employees and establish a competitive edge in the industry. Best practices from existing MGM Resorts properties in Las Vegas, Michigan, Maryland and Mississippi will be the basis for development of these training activities.

The training and development goals of MGM Springfield will be to provide learning experiences that contribute to the overall goals of the Company, to enable employees to function successfully in their positions and to prepare employees to advance within the Company.

MGM Springfield will partner with the Massachusetts Casino Careers Training Institute and other local educational institutions to develop and implement training programs for employees and individuals seeking employment with MGM Springfield. Our industry-leading training will be designed to provide learning in several phases:

- Pre-Employment
- Post-Employment
- Ongoing Training
- Career Development



KEY HIRES 2017





The following key hires will occur in 2017 (not inclusive):

- VP Facility
- VP Human Resources
- Director Talent Acquisition
- VP Food & Beverage
- VP National Marketing
- Director Compliance
- VP Slot Operations
- VP Table Games
- Executive Director Security
- Executive Director Hotel



MASTER TIMELINE



MASTER TIMELINE



	March '17	April '17	May '17	June '17	July '17	August '17	September '17	October '17	November '17	December '17	January '18	February '18	March '18	April '18	May '18	June '18	July '18	August '18	September '18	
	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0	
Management Recruitment	Active	Active	Active	Active	Active	Active	Active													
Workforce Development	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Internal Communication				Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
External Communication							Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Gaming School Opens											Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Employment Center Opens											Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Mass Recruitment													Active	Active	Active	Active	Active	Active	Active	Active

MASTER TIMELINE



SUMMER 2017

MGM Resorts/ HCC Center for Hospitality and Culinary Arts at Holyoke Opens



SPRING 2018

Mass Hiring Events



SEPTEMBER 2018

Grand Opening



WINTER 2017

MGM / MCCTI Gaming School Opens
MGM Employment Center Opens



SUMMER 2018

Job Offers



**Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110**

**2017 COMMUNITY MITIGATION FUND
2017 Transportation Planning Grant Application
BD-17-1068-1068C-1068L-11234**

APPLICATIONS DUE NO LATER THAN FEBRUARY 1, 2017.

Please complete the entire application.

1. **Town of Longmeadow**
NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT
2. **Town Manager's Office**
DEPARTMENT RECEIVING FUNDS
3. **Stephen Crane, Town Manager**
NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS
4. **20 Williams Street Longmeadow, MA 01106**
ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS
5. **413-565-4110 scrane@longmeadow.org**
PHONE # AND EMAIL ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS
6. **Stephen Crane, Town Manager**
NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
7. **Same**
ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
8. **Same**
PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
9. **MGM Springfield**
NAME OF GAMING LICENSEE

1. IMPACT DESCRIPTION

Please describe in detail the transportation related impact that is attributed to the construction or operation of a gaming facility. Please provide support for the determination that the construction or operation of the gaming facility caused, is causing or may cause the impact.

As noted in the Surrounding Community Agreement and associated arbitration award, Longmeadow will be significantly and adversely affected by the operation of the MGM Springfield Casino and that the funds awarded in those documents are insufficient to fully mitigate the impacts on local roads. The SGA also includes a scope of work for the "look back" study to assess future impacts not otherwise contemplated in the upfront and annual payments.

2. PROPOSED USE OF PLANNING FUND

Please identify below the manner in which the funds are proposed to be used. Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of planning to mitigate the transportation impact from the construction or operation of a proposed gaming establishment. Please describe how the planning request will address the specific transportation impact indicated. Please attach additional sheets/supplemental materials if necessary.

As the attached scope of work shows, the Town is seeking \$7,200 to retain a consultant/fellow to analyze, organize, and consolidate the various traffic studies that have been performed during the surrounding community process. Task 1 will evaluate the look back baseline study to verify its methodology and findings. Task 2 will compare other traffic studies for non-casino projects, as well as locations studied as part of the surrounding community process, to the look back study and will use this data to inform future impact analyses. Task 3 is not related to the casinos and is not subject to this request.

3. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS

Please provide detail regarding the controls that will be used to ensure that funds will only be used to plan to address the specific impact. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.

The funds will be used to pay a lump sum fee upon delivery of the work product. The deliverable will be submitted to the MGC for proof that funds were not misused. Additionally, the Town has consulted with the Pioneer Valley Plan Commission (PVPC) on this project they do not see any negative impacts for the region and agree it would very beneficial for the town to have a detailed assessment of the initial traffic counts and studies completed to date. PVPC further recommended that the analysis include the I-91 Viaduct Long Range Study; the Town is evaluating that recommendation and may submit a supplemental application in the future.

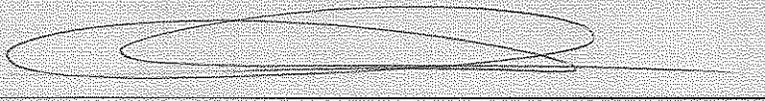
4. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS AND MASSACHUSETTS ENVIRONMENTAL POLICY ACT (MEPA) DECISION

Please describe and include excerpts regarding the transportation impact and potential mitigation from any relevant sections of any Host or Surrounding Community Agreement. Please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA. Please explain how this transportation impact was either anticipated or not anticipated in that Agreement or such MEPA decision. If planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if trip generation totals exceed projected estimates.

Exhibit A of the SGA lists the intersections that have been studied to establish the baseline for the "look back."

CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

On behalf of the aforementioned municipality/governmental entity I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this Application.



Signature of Responsible Municipal
Official/Governmental Entity

3/1/17

Date

APPROVAL OF THE MASSACHUSETTS GAMING COMMISSION

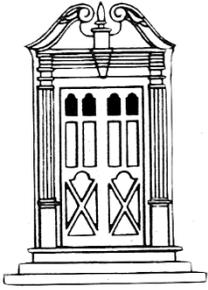
On behalf of the Massachusetts Gaming Commission, the Commission hereby authorizes the payment from the Community Mitigation Fund in accordance with M.G.L. c. 23K as outlined in this Application.

Executive Director

Date

Ombudsman

Date



Town of
Longmeadow, Massachusetts

20 Williams Street, Longmeadow, MA 01106

Tel. (413) 565-4110 • Fax (413) 565-4112 • E-mail scrane@longmeadow.org



January 17, 2017

Select Board

Saritha Rakasi
101 Tanglewood Drive
Longmeadow, MA 01106

Dear Saritha:

We are pleased to extend this offer to engage your efforts for providing traffic engineering services in the Town of Longmeadow. Per our recent discussions and your feedback, we have prepared the following scope of services:

TASK #1

- A. Review the 'Draft Report – Springfield MGM Casino & Town of Longmeadow Initial Study' dated October 5, 2015, prepared by CDM Smith. This report, if approved by the Town will eventually serve as a measurement of existing traffic conditions at numerous intersections throughout Town prior to casino opening. Review of this report will include, but not limited to the following tasks:
- Check for consistency between Synchro analysis (traffic model) to traffic counts, actual signal timings (to be observed in the field), growth projections, etc.
 - Review other available traffic impact studies performed throughout Town and compare the data/results from such reports with those of the CDM report. Identify any unreasonable discrepancies should they exist. Particular attention shall be paid toward the 'Three Intersection Improvement Study – Converse Street and Longmeadow Street', prepared by VHB Inc., dated March 2011. And a recent (partially complete) traffic impacted study prepared by Fuss & O'Neill for a proposed land development on Dwight Road.
 - Visit each of the prominently impacted intersections identified in the CDM report during the peak hours noted and record any significant observations.

Deliverable:

Following review of the CDM Smith Draft Report, prepare a bullet format list of comments, questions, and requests for clarification. This list shall be accompanied by a letter addressed to the Town Manager that briefly summarizes your performed work related to the review of the CDM Smith Report. The letter shall include any important discrepancies found and/or recommendations that need to be revised in the report so that in your opinion, the report can be accepted by the Town to serve its intended function.

Fee: \$6,000

TASK #2

- A. Assemble and compile a list of traffic counts from various studies and Town staff efforts previously conducted throughout Longmeadow. Prepare a list of the counts and indicate dates and locations that can be used to compare future counts as part of the look-back study.

Deliverable:

Prepare a list of all traffic counts in an Excel spreadsheet. The list shall include dates, locations, and ADT information.

Fee: \$1,200

TASK #3

- A. Perform an independent third party assessment of vehicular and pedestrian traffic at Longmeadow schools during the morning peak hours. The efforts will include a field visit to all the Longmeadow schools during the morning hours to observe traffic interactions that take place among pedestrians, bicyclists, and motor vehicles. Each visit shall include a meeting with an appropriate school official to discuss any known problematic conditions. Observations shall include vehicle queues both on-site and off-site, safety hazards, frequent violations, signage, circulation, etc. The schools include:

- Longmeadow High School
- Glenbrook Middle School
- Williams Middle School
- Blueberry Elementary School
- Wolf Swamp
- Center School

Deliverable:

Prepare a brief 1-page summary of findings for each school. Summaries shall include a brief introduction, noted deficiencies, and possible solutions, that if implemented may improve safety and efficiencies pertaining to traffic. Viable solutions may include additional signage, striping, enforcement, temporary traffic control devices, lane widenings, etc.

Fee: \$500

We are optimistic that you will find this scope of services a good fit with your previous experience and education background. Should you have any questions or require any additional information, please contact my office at (413) 565-4112, or email.

Sincerely,

Stephen Crane - Town Manager



TO: Chairman Crosby, Commissioners Cameron, Macdonald, Stebbins, Zuniga
FROM: Elaine Driscoll, Director of Communications,
Mark Vander Linden, Director of Research and Responsible Gaming
DATE: March 2, 2017
RE: GameSense Phase III Social Media Plan

Beginning March 12th the MGC in collaboration with MORE Advertising will launch the third phase of the GameSense brand awareness campaign. The latest phase will continue to target adults age 21 and over in Southeastern Massachusetts but will include new material that promotes responsible gaming with a clear, direct and entertaining message.

OBJECTIVES

- Increase overall brand awareness of the GameSense program
- Generate traffic to the GameSenseMA.com
- Highlight specific resources and tools available through the GameSense program such as the GameSense Info Center, GameSense Advisors, PlayMyWay and Voluntary Self-Exclusion
- Educate the public with helpful responsible gambling tips
- Reinforce the Massachusetts Gaming Commission's commitment to a robust responsible gaming strategy

TARGET AUDIENCE

The target audience for the Phase 3 GameSense brand awareness campaign is Massachusetts residents, adults, 21 years old and older, living in the following cities and towns near the Plainridge Park Casino:

Attleboro	Dartmouth	New Bedford	Taunton
Acushnet	Dighton	North	Westport
Assonet	Easton	Rehoboth	Worcester
Berkley	Fairhaven	Norton	
Bridgewater	Fall River	Plainville	
East	Foxboro	Raynham	
Bridgewater	Freetown	Seekonk	
West	Lakeville	Somerset	
Bridgewater	Mansfield	Swansea	



Massachusetts Gaming Commission

MEDIA STRATEGY and TACTICS

Working closely with MORE Advertising, MGC developed and/or acquired a series of ads that will be strategically distributed across digital channels.

The media buy will include three elements: Online ads, pre-roll video, and paid social media ads on Facebook and Instagram.

Online ads are various sizes and shapes and contain information and visuals that are meant to motivate the web user to click on the ad. Once the ad is clicked, the user is sent to the GameSense web site. The goal of the ads is to get as many people in our target audience to click-through to the GameSense website. Think of a traditional newspaper ad. You might see it at the top of the page, along the side of the page or at the bottom of the page. The same is true for online ads except online ads are animated. The content changes as the ad runs through 3-4 frames of information, almost like a quick slide show of information. The GameSense online ads will feature our “GameSense Advisors” and encourage users to learn how the games work, to set a budget, etc, all while driving people to the GameSenseMA website.

Pre-rolls are video ads that the user will see on a website before a feature video plays. For example, pre-roll video ads might run before a news story. For Phase 3 of GameSense, MGC licensed two 15-second GameSense spots from BCLC- Pick Up and Sweaty Dancer. They have been edited to include the MGC seal and the GameSenseMA.com site. When a user clicks on the video, he/she will be taken to the GameSense website. Like the online ads, the goal of the pre-roll is to get as many people in our target audience to click-through to the GameSense website.

How and where will users see the online ads and pre-rolls?

The online ads and the pre-rolls will be placed and seen by the target audience based on behavioral targeting. Behavioral targeting is a technique used by advertisers to increase the effectiveness of their campaigns through information collected on an individual’s web-browsing behavior. Behavior targeting essentially follows the web user to websites they frequent then serves the ad to that user, making it more effective at reaching our target audience. Traditional online advertising does the inverse: you choose the website you want to advertise on and serve the ad to users who visit that specific website. Behavioral targeting looks at information collected by IP address, such as the websites online users have visited or visit frequently or the online searches they have made.

The technique helps deliver online advertisements, including pre-roll to the users who will be the most interested in them. Behavioral data can also be combined with other user information such as purchase history to create a more complete user profile.

When a user visits a website, a cookie is placed onto his/her computer. The cookie has details about the visit that help separate the user into a specific group. From that point, websites that use behavioral targeting will only show the user information that is relevant to him/her.



Massachusetts Gaming Commission

So, for instance, a web user goes online and visits the Plainridge Park Casino website. The next time he/she goes online to any site, for any reason, the GameSense online ad and/or the pre-roll will appear giving the user an opportunity to click-through to the GameSense website.

With behavioral targeting, online ads are served only to those in the GameSense target area who are 21 or older and who have shown an interest in gaming.

MORE Advertising is unable to specify exactly where GameSense ads will appear because the ads are following the users. However, MORE Advertising did submit a list of sites where the GameSense ads will NOT appear such as fake news sites. Once the campaign is up and running, MORE Advertising can track how many people click-through to the site and from which site they clicked-through.

Paid Social Media

For Phase 3, GameSense will strategically target paid Facebook and Instagram ads. The Facebook ads will be shown to Facebook users 21+ living in the designated geographical areas who have shown an interest in:

- Blackjack
- Casino
- Craps
- Horse Racing
- Lottery
- Massachusetts Lottery
- Online Casino
- Poker
- Slot Machines
- Sports Betting
- Video Poker
- Casino Games
- Gambling

The Instagram ads are placed through the Facebook Ads platform and contain the same information as the Facebook ads. When users click on the Instagram ads, they will be brought to the GameSenseMA website on their mobile device.

The ads will be placed in the users Facebook and Instagram news feeds and will look like regular posts, driving users to the website. Based on the targeting outlined above, the Facebook ads will reach an estimated 2,700 – 7,200 Facebook and 2,000 – 5,300 Instagram users daily.

The Phase 3 paid social media campaign will exclude Twitter and Google advertising because they do not offer detailed targeting options like Facebook, making it more difficult to ensure our target audience is viewing the ads.



Massachusetts Gaming Commission

Ad 1: Video Views

Ad Headline: Keep gambling fun!
Ad Text: Track your spending with PlayMyWay.
Newsfeed Description: The Smart Way to Track Your Play: new budgeting tool now available at Plainridge Park Casino.



Ad will target Facebook users who have travelled to Plainridge or have shown an interest in Plainridge Park Casino

NOTE: This ad will be playing the PlayMyWay video animation.

Ad 2: Video Views

Ad Headline: If you gamble, use your GameSense.
Ad Text: When you gamble, the odds are the same no matter how many times you try.
Newsfeed Description: Visit www.gamesensema.com to learn more about gambling myths and facts.



NOTE: this ad will be playing the "Pick Up" BCLC Video.

Ad 3: Video Views

Ad Headline: If you gamble, use your GameSense.
Ad Text: Know when to take a break when gambling.
Newsfeed Description: Visit www.gamesensema.com to learn more about gambling myths and facts.



NOTE: this ad will be playing the "Sweaty Dancer" BCLC Video.

Ad 4: Website Clicks



Ad Headline:

If you gamble, use Your GameSense.

Ad Text:

Don't chase your losses. Accept them as the cost of entertainment.

Newsfeed Description:

GameSense Advisors are on hand with helpful presentations to separate gambling myths and facts. Visit www.gamesensema.com to learn more about GameSense.

Ad 5: Website Clicks



Will run for the first half of the campaign.



Will run for the second half of the campaign.

Ad Headline:

If you gamble, use your GameSense.

Ad Text:

People often ask us if playing at the same machine improves the odds of winning.

Newsfeed Description:

Actually, no, the odds are the same with each spin or roll. GameSense Advisors are available to help separate gambling myths from facts.



Legal Division

SMALL BUSINESS IMPACT STATEMENT

The Massachusetts Gaming Commission (“Commission”) hereby files this small business impact statement in accordance with G.L. c.30A, §2 relative to the proposed amendments in 205 CMR 152.00: Individuals Excluded from a Gaming Establishment; notice of which was filed this day with the Secretary of the Commonwealth. These amendments were developed as part of the process of promulgating regulations governing the operation of gaming establishments in the Commonwealth. The amendments differentiate between the information regarding excluded individuals that will be posted publicly on the Commission’s website and the information about excluded individuals that is possessed by the Commission and made available to the casinos. The amendments also add the Gaming Enforcement Division of the Office of the Attorney General as a referral source for individuals to be placed on the exclusion list and requires gaming licensees to notify the IEB in advance of ejecting an individual and to confiscate winnings from excluded individuals. These regulations are largely governed by G.L. c.23K, §§4(28), 4(37), and 45.

These amendments apply directly to gaming licensees and individuals excluded, or individuals put on notice for exclusion, from a gaming establishment. Accordingly, these amendments are unlikely to have an impact on small businesses. In accordance with G.L. c.30A, §2, the Commission offers the following responses:

1. Estimate of the number of small businesses subject to the proposed regulation:

There are no small businesses that the Commission anticipates will be impacted by these regulations as they apply solely to gaming licensees and individuals excluded, or individuals put on notice for exclusion, from a gaming establishment.

2. State the projected reporting, recordkeeping and other administrative costs required for compliance with the proposed regulation:

There are no projected reporting, recordkeeping or administrative costs created by these regulations that would affect small businesses as these regulations apply solely to gaming licensees and individuals excluded, or individuals put on notice for exclusion, from a gaming establishment.



Massachusetts Gaming Commission

3. State the appropriateness of performance standards versus design standards:

As a general matter, these proposed amendments are performance based. Policies and procedures for exclusion of individuals from gaming establishments must be prescriptive in nature in order to ensure uniform process for all.

4. Identify regulations of the promulgating agency, or of another agency or department of the commonwealth, which may duplicate or conflict with the proposed regulation:

There are no conflicting regulations in 205 CMR, and the Commission is unaware of any conflicting or duplicating regulations of any other agency or department of the Commonwealth.

5. State whether the proposed regulation is likely to deter or encourage the formation of new businesses in the commonwealth:

These regulations govern the procedures for individuals excluded, or individuals put on notice for exclusion, from a gaming establishment and therefore are not likely to deter or encourage the formation of new businesses in the Commonwealth.

Massachusetts Gaming Commission

By:

Cecelia M. Porché

Paralegal

Legal Division

Dated: _____



Massachusetts Gaming Commission